

Westwind Stewardship Group



A Three-year Prospectus 2010 - 2012
Updated April 2010



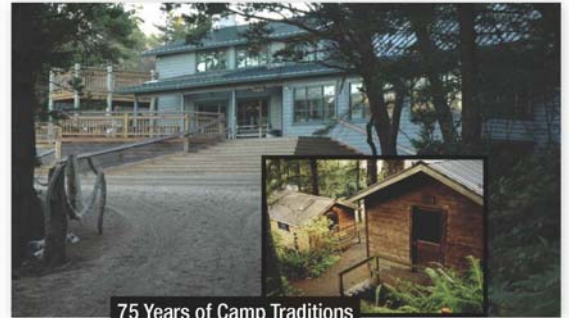
WESTWIND
STEWARDSHIP
GROUP

P.O. Box 408 • Otis, OR 97368

WHAT IS WESTWIND?



A 529 Acre Site on the Wild Edge of a Continent



75 Years of Camp Traditions



Protected by a Conservation Easement



1.8 miles of untouched oceanfront & three miles of estuarine shoreline



A Habitat for Wildlife



Isolated



Accessed by Boat



INTRODUCTION

Westwind is a premier outdoor education, camp and retreat facility and wildlife sanctuary situated on the Oregon Coast. The Westwind Stewardship Group (WSG) was created to steward this site in perpetuity, and use it as a platform to serve the people of Oregon and the Northwest by promoting conservation, education and sustainability. This Prospectus was developed to guide the transition of the WSG from a young nonprofit to a more mature organization, and to provide a roadmap for sustainable organizational, facilities and program development in today's challenging economic climate. It recaps a four-year history, takes a three-year look ahead, and helps inform the evolution of a comprehensive Stewardship Plan that will guide the development of Westwind into a long and sustainable future. WSG has multiple challenge grants in place, providing an excellent opportunity to leverage earned and donated income in support of these development activities.

THE WESTWIND SITE

The widely cherished 529-acre Westwind site is one of the last largely undeveloped tracts on the spectacular Oregon Coast.¹ Westwind has functioned for centuries with only minor human impact. For this our children can thank two sources: the Nechesne tribal members for whom the Salmon River area was home ground well into the 20th century, and the YWCA of Greater Portland (YWCA), which acquired the site in the mid-1930s. For over seven decades the YWCA's rustic summer camp has introduced thousands of children to the natural world and given them a solid sense of place.

Westwind is located on the mouth of the Salmon River, between Neskowin and Lincoln City, and lies within the Cascade Head Scenic Research Area (CHSRA) and the United Nations designated "Cascade Head Biosphere Reserve". Its rare combination of marine, estuarine and upland forest habitats are accessible only by vessel across the Salmon River Estuary.

Westwind is protected both by the constraints of the US Forest Service administered CHSRA (to operate at roughly the same scale and intensity as its use in 1974) and a conservation easement granted to the State of Oregon in 2006 as part of the acquisition of the property by WSG. Westwind's facilities include a historic lodge, a learning center, 15 rustic cabins, a 10-acre farm, a two-mile emergency access road and over 400 acres of largely wild land.



¹ Robert McClean, *The Management Trust*; June 2009



THE WESTWIND STEWARDSHIP GROUP AND ITS OPERATIONS

The nonprofit Westwind Stewardship Group (WSG) was created in 2004, and in 2006 acquired the Westwind site in order to provide long-term stewardship to this sensitive ecosystem. WSG's mission is to serve the people of Oregon and the Northwest by *conserving the 529 acre Westwind ecosystem, providing place-based educational experiences, inspiring more balanced and sustainable living, and nurturing solitude and individual connection to the natural world.*

WSG's mission was developed around one overriding idea: that the greatest teaching tools and the most life-changing experiences come from the Westwind site itself. These experiences can be augmented by formal instruction. With that in mind, WSG seeks to protect the essential character of the site, to allow visitors to experience its solitude and diversity, and to offer visitors ways to answer questions the site and our operations generate. WSG aspires to geographic, socio-economic, educational, racial, employment, interest, and age diversity in our guest groups. However, the strongest focus is on giving new generations of children a connection to nature that is now recognized as essential to their future.



An important part of the property transfer from the YWCA is a recorded Exclusive Use Agreement (EUA) under which Westwind will be available to the YWCA in perpetuity to operate its vital summer camp program. The new arrangement with WSG has relieved the YWCA of year-round maintenance and operation while assuring continuation of summer camp with its emphasis on diversity, equality and respect for the environment.



Since taking ownership of the site WSG has managed use by guest groups, brought annual budgets into the black, and made great restorative improvements in the condition of the site and facilities. These and future efforts are guided by a commitment to sustainable practices, the protective management prescriptions of the CHRSA, conservation easement and EUA, and the advice of numerous outside experts. WSG's work is funded by earned income, individual donors, foundation support and soon program revenue.



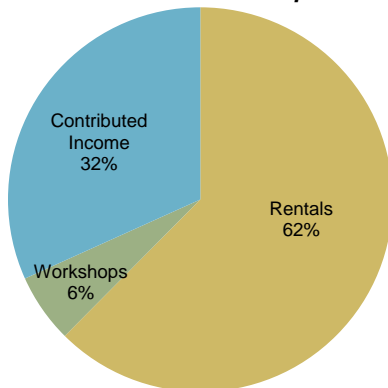
Over the past three years WSG has:

- Secured funding to install three major fish-passage culverts under the emergency road.
- Convened a group of outside experts to develop the Westwind Conservation Plan.
- Implemented over 20 energy saving initiatives that reduced carbon emissions and energy use.
- Completely greened the supply stream (paper products, cleaning supplies, paints and stains) and implemented/expanded composting and recycling programs.
- Completed upgrades of the trail system, improving safety & reducing erosion.
- Constructed two new Coast Guard certified barges for safe and efficient river crossings.
- Installed a community tsunami warning siren and signage.
- Installed a firefighting system with ability to reach all buildings and a large proportion of the sand spit vegetation (where fire danger is highest).
- Acquired an Automated External Defibrillator for cardiac emergencies.
- Drilled a new basalt well to replace the existing well threatened by salt water infiltration.

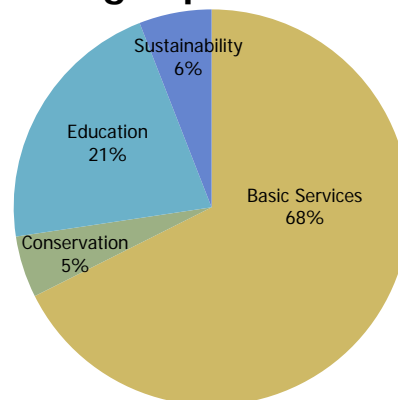
In early 2009 WSG took an important step toward the next phase of organizational growth by hiring its first full-time Executive Director. It has begun the transition from a new organization and landowner focused on stabilizing infrastructure and building administrative systems, to a more mature nonprofit actively implementing its mission through new programs and an expanded role in the environmental education and sustainability communities. An evolving, more comprehensive Stewardship Plan will lay out our vision of how to continue this work over the next three years.

2010 REVENUE AND EXPENSES

Revenue \$515,565



Operating Expenses* \$462,419



*Operating Expenses do not include depreciation (\$91,000 in 2010)



COMPELLING NEEDS

WSG has identified three compelling needs facing the residents of Oregon and the Northwest, in which the Westwind site and WSG have a unique and substantial role to play in finding and inspiring solutions: nature deficit disorder, disappearing coastal ecosystems and drawing down natural capital.

Nature deficit disorder:

Recent studies have shown a 50% drop in the number of hours children are spending out of doors over the last decade². Lack of outdoor time and connection to nature is increasingly being correlated with both cognitive and physical deficits in children. This issue received national attention on Earth Day 2009 when the No Child Left Inside Act was introduced in Congress, and a similar bill has been introduced in the Oregon legislature. A strong WSG insures that over 6000 Oregonians a year of all ages and all walks of life will continue to have a direct experience with the site's rare and intact coastal ecosystems, including the renowned YWCA and Northwest Outdoor Science School programs. Children who make a connection to the land through their Westwind experience will be more effective leaders and citizens of tomorrow.



Disappearing coastal ecosystems:

Wild lands along Oregon's iconic coast have been disappearing at an alarming rate.³ One of WSG's early actions was chartering a Westwind Site Conservation Advisory Group (WSCAG) of well qualified and respected scientists and local watershed experts who created a Westwind Conservation Plan to guide WSG's stewardship. WSG will continue to work with these and other experts and partners to study, monitor and restore the site's two miles of coastline, fragile estuarine habitat and diverse forested uplands. It will take into consideration efforts to anticipate and prepare for impacts of climate change and sea level rise. It will seek opportunities to include children, other guests and outside partners in these efforts. It will share lessons learned with other NGO's, local, state and federal agencies, tribes and academic institutions, and incorporate them into adaptive management of the site. WSG purchased Westwind with funds from many sources, including the State of Oregon. As part of that purchase WSG granted a permanent conservation easement over the entire site to Oregon, assuring that it will remain intact and largely wild forever.



² *Last Child in the Woods*, Richard Louv, 2005

³ *Oregon Coastal Management Program*, Dept of Land and Conservation. July 2007



Drawing down natural capital:

We are in a time of rising prices and dwindling resources, from oil to food stuffs, forested lands to fish stocks. Mortgaging our children's future in order to meet today's resource needs has affected every citizen of Oregon, yet very few practical, experience-based examples of how people can live more sustainable lives exist. Through its site and facilities WSG demonstrates the compelling interdependence between humans and nature by providing practical "living" examples to guests so that they in turn can create more sustainable homes and businesses. Every visitor learns or will learn about sourcing of local and seasonal foodstuffs, "100% green" chemical and paper streams, composting and waste systems, carbon sequestration, renewable energy and other sustainable practices. More importantly, every guest sees or will see these things in action.



THE THREE YEAR PLAN

Three pillars of WSG's mission— Education, Conservation and Sustainability—provide a roadmap for enhancing Westwind's already impressive performance addressing these compelling needs. WSG has set a goal for each of these pillars, and this plan identifies the work it seeks to undertake over the next three years to move WSG and its operations significantly toward the Board's long term vision for the site.

EDUCATION GOAL: *Give all visitors the opportunity to participate in educational experiences which bring together the ideas of conservation, connection to the land and sustainability.*

CONSERVATION GOAL: *Conserve and enhance the Westwind site's diverse biological and natural assets.*

SUSTAINABILITY GOAL: *Operate Westwind based on local self sufficiency that is environmentally, socially and economically sustainable.*

Accompanying each of these goals is the desire to keep Westwind's built environment simple and functional, assure that any improvements or modifications are beautiful, and protect the site from physical or visual degradation. Particularly in the current economic climate, we are committed to ensuring prudent fiscal management and providing our facilities to user groups at the lowest possible cost.



EDUCATION

Westwind is one of the most popular sites for outdoor education programs in Oregon⁴, hosting thousands of children annually for Outdoor School, YWCA summer camp, tribal youth programs and other events. During its first three years operating the Westwind site, WSG has taken several steps toward enhancing visitors' opportunities for educational experiences. Guests of all ages are transported away from their everyday lives to a transformative place called Westwind as they cross the Salmon River by barge, and along the way receive an introduction to the



estuary and the species that call Westwind home. Once in camp, staff provide guests with necessary safety information, and also orient the group to their relationship with Westwind's natural systems (water conservation, green cleaning products, recycling and compost). A key aspect of the Westwind visit is the responsibility we ask guests to assume to clean camp after their stay, and leave the facility in better shape than when they arrived.

WSG is committed to providing well-maintained rustic facilities that support a comfortable learning environment, represent and enhance the Westwind mission and experience, mitigate risks and exceed safety standards wherever possible. Our facilities are accredited by the American Camp Association. As one can imagine, maintaining such a large facility in a harsh marine environment is no small task. WSG employs two full time Site Managers, whose work is augmented by part-time help and several annual volunteer weekends. WSG continues to offer our facilities to our two largest institutional users—the YWCA (10 weeks) and Outdoor School (18 weeks)—at rates significantly below our already-discounted nonprofit rental rate. As part of the Stewardship Plan, WSG seeks to develop earned and donated revenue streams that will allow us to maintain these rates.

Over the next three years, WSG will focus on maintaining Westwind as a premier and affordable outdoor education site, creating additional educational materials and curricula, and launching our own



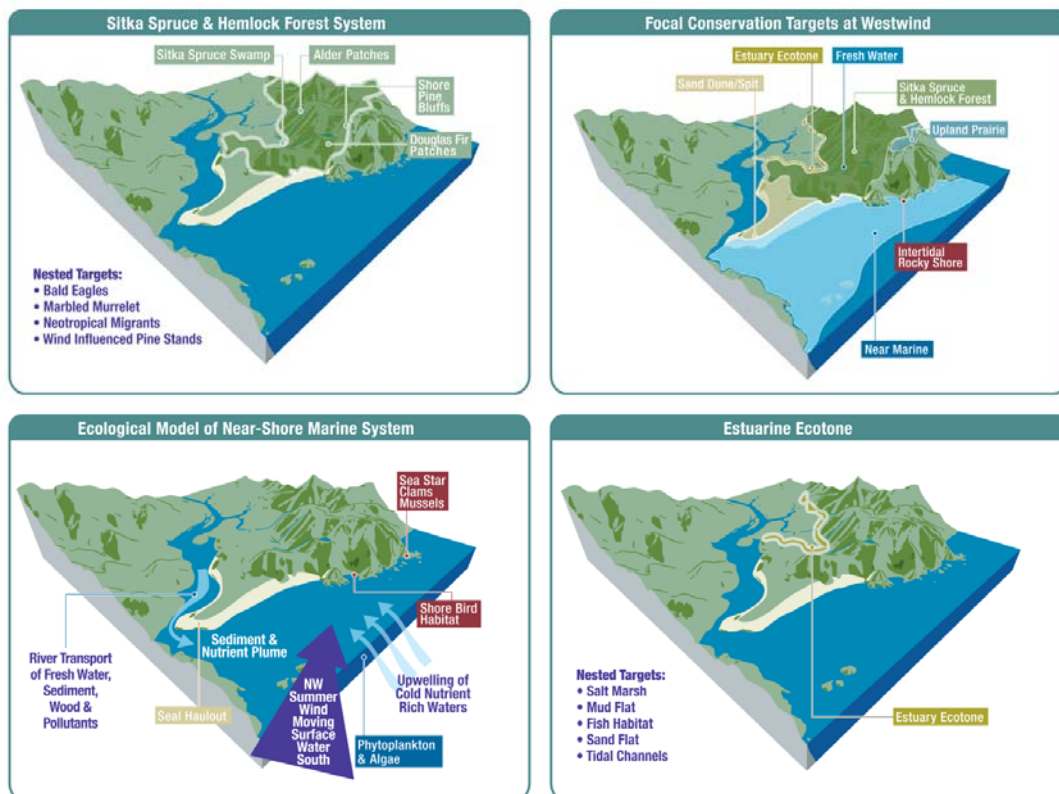
⁴ John Jackson, Director, Northwest Outdoor Science School



education programs. Specific activities include:

- Publishing self-guided orientation materials appropriate for different age levels on many topics: flora, fauna, geology, water cycle and conservation, marine biology and sustainable energy.
- Further integrating recycling, local food sourcing, and composting principles into the experiences of all groups.
- Developing curricula for WSG-sponsored teacher workshops and outdoor education programs, and working with the YWCA, Outdoor School and other user groups to fold WSG curricula into their programs.
- Investigating opportunities to use the Fraser farm area as an incubator for organic farming.
- Involving guests in conservation and monitoring programs.
- Maintaining our facilities in excellent condition and making any necessary improvements.
- Building new partnerships to support all these efforts.

Organizational capacity and facilities: Regular facility maintenance is overseen by our staff with support from Board members and volunteers. Several improvement projects have been identified (above and in other sections) that can be accomplished by current staff and volunteers. Input and support from user groups to identify and implement necessary facility improvements are continually sought. Expansion of WSG's education efforts will be guided by Board members and outside experts and volunteers, and by developing partnerships with other regional educational institutions and organizations.



CONSERVATION

The core of WSG's work starts with protecting and restoring Westwind's diverse biological and natural assets. Our conservation efforts are anchored by the protective management layers of the Cascade Head Scenic Research Area and Westwind conservation easement, and guided by the Westwind Site Conservation Advisory Group (WSCAG) and the Conservation Plan they prepared in 2006.

A substantial number of the recommendations identified in the 2006 Conservation Plan have already been met by WSG. This includes: enhancing trail design and maintenance; participating in US Forest Service habitat restoration planning; developing a maintenance plan for the emergency road; educating guests and public on responsible use of the beach; improving maintenance of the septic system; creating a fire break on the spit and improving our fire fighting system; and ensuring human use has minimal impacts on land.

In addition to our ongoing work to protect the Westwind site, major conservation efforts over the next three years include:

- Convening the WSCAG annually to report progress and develop updated goals.
- Developing and implementing a plan to control and remove invasive species.
- Conducting and compiling cultural, geological and vegetation inventories of the site—providing key information for conservation and informing necessary site improvements.
- Designing monitoring approaches and indicators to track progress on conservation goals. We seek a mix of monitoring by experts, staff, and trained volunteers, and monitoring that can be conducted by our guests.
- Identifying other research/monitoring efforts underway in the Salmon River basin and Mid Coast region where WSG could become a partner and Westwind a research site.
- Installation of composting toilets to replace current pit outhouses.

Organizational capacity and facilities: WSG is extremely lucky to have a diverse group of volunteers to guide and conduct much of this conservation work, including WSG Board members, other regional nonprofits, members of the WSCAG, user groups and others. Site inventories, removal of invasives and other conservation activities will be accomplished using a combination of staff, volunteer and contract resources. We are very interested in long-term partnership opportunities with agencies, tribes, academic institutions and nonprofits. Cultural and other inventories will provide important information for long-term facility planning.



SUSTAINABILITY

WSG's long term goal is to make Westwind energy independent and carbon neutral, reduce consumption and waste, source food and supplies locally while supporting sustainable production practices, and to be largely self reliant in safety and emergency planning. WSG has installed a Tsunami warning system and substantially reduced energy consumption. WSG's long term vision includes making Westwind (including our guests' visits and travel) carbon-neutral.

WSG's next big challenges toward sustainability and self sufficiency over the next three years include:

- Increasing the proportion of food, supplies and fuels that are local, biodegradable, low carbon impact, and are produced using sustainable methods.
- Connecting the new basalt well drilled in 2008 to the water system in camp.
- Building and stocking an emergency cache adequate to sustain guests for several days in case of major earthquake or tsunami.
- Providing low impact methods of moving our guests and staff around the site, and offsetting the carbon footprint of guest travel in ways that directly benefit site stewardship.
- Exploring options for solar or other renewable energy installations that are consistent with the regulatory requirements of the Scenic Research Area.

Organizational capacity and facilities: As previously mentioned, WSG made an important addition to its capacity with the hiring of a full-time Executive Director in early 2009. Our commitment to sustainability includes making WSG a model nonprofit. We are committed to maximizing benefits from earned and donated income, and maintaining the lowest possible administrative costs while providing wages, benefits and other staff support that exceed state and regional averages for nonprofits. We will actively engage our guests in carbon mitigation and offset efforts.



CAPITAL AND NEW PROGRAM FUNDING

The activities listed above will be funded and supported by earned and donated income, new partnerships and volunteer efforts. Grants and individual donations will support necessary one-time investments in programs and facilities, and allow us to continue to provide our facilities at the most affordable rates possible. Many of these donations will be leveraged by multiple challenge grants in place, allowing us to double or even triple the impact of key donor investments.



WHAT IS WESTWIND?



A Site for the Historic YWCA Summer Camp



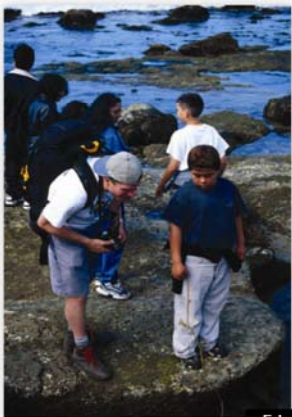
A Diversity of Visitors



Native American Connections



Nourishing and Sustainable Meals



Education



Conservation



Sustainable Practices

Thank you to Duncan Berry, Anne Cooper, Irene Miller, Scotty Evens and others for photos used in this Prospectus.

