

AGENDA

San Juan County Conservation Land Bank Commission

Members of the public may participate in person at
589 Nash Street, Friday Harbor, WA 98250
join virtually by [CLICKING HERE](#)
or by phone @ (253)205-0468 Meeting ID: 819 7630 0078

April 21, 2022

8:30 am	Convene
8:30	General Public Comments
8:40	Approve March 17, 2023 Meeting Minutes
8:45	Chair and Commissioners Reports
8:55	Partner Update – San Juan Preservation Trust
9:00	County Council Update – Christine Minney
9:05	Quarterly Financial Report
9:20	Director’s Report
	○ Hauschka property on Prohaska Rd., San Juan Island
	○ Resale of Alderman property, San Juan Island
9:50	Break
10:00	Panel Discussion
12:00	Lunch Break
12:45	Stewardship
	○ North Shore Preserve Interim Management Plan Discussion
1:15	Communications, Outreach and Volunteer Report
1:40	Second Public Comment Period
1:50	Future Agenda Items
1:55 pm	Adjourn

Future Agenda Items List

- Staffing – staff to report back at a future meeting
- Traditionally important landscapes and flora and fauna, and access for tribes of the region within current and future preserves
- The Land Bank’s collective big dream/goal for the overall resiliency of the islands and the bioregion

The Land Bank Commission May Add or Delete Agenda Items and Projects for Discussion. The Agenda Order is Subject to Change. You are invited to call the Land Bank office at 360-378-4402 for more details prior to the meeting. SJC Code 2.116.070 “All meetings and actions of advisory bodies and their subcommittees shall be open to the public, even where such meetings are not within the purview of the Open Public Meetings Act, Chapter 42.30 RCW, except where the meeting is properly closed for executive session, as provided in RCW 42.30.110”



MEETING MINUTES

Conservation Land Bank Commission Meeting

March 17, 2023

Virtual Microsoft Teams Meeting

Commission Members in Attendance:

Marilyn O'Connor, District 1, position 1

Sandi Friel, District 2, position 2

Peggy Bill, District 3, position 3

Brian Wiese, at large, position 4

Mike Pickett, at large, position 5

Amy Trainer, at large, position 6

Christa Campbell, at large, position 7

Commission Members Absent:

Land Bank Staff in Attendance: Shauna Barrows, Charlie Behnke, Lincoln Bormann, Peter Guillozet, Eliza Habegger, Erin Halcomb, Andrew Jansen, Doug McCutchen, Aaron Rock, Jacob Wagner, Amanda Wedow, Tanja Williamson

Land Bank Staff Absent: None

County Council Liaison: Christine Minney

County Manager: Absent

Public in Attendance: 10 individuals over the course of the meeting.

Topic	Key Discussion Points & Agreements
Call to Order 8:33 am	Chair, Christa Campbell, called the meeting to order.
Public Comment 8:36 am	No public comment
Adoption of Minutes 8:37 am	The draft February 17, 2023, minutes were reviewed. There was a correction. Minutes were approved.

Chair and Commissioner's Report 8:38 am	<p>Christa introduced the recently appointed District 3 Commissioner, Peggy Bill, and announced that Marilyn will take over as the liaison for the Climate and Sustainability Advisory Committee.</p> <p>There was discussion about the upcoming switch back to the Mullis Senior Center for monthly commission meetings and using a meeting "OWL."</p> <p>There was a request to offer a second opportunity for public comment at the end of the monthly meeting with the caveat that when live meetings resume commissioners have the option to "opt out" in order to make ferry home. There was consensus.</p>
Partner Update – San Juan Preservation Trust (SJPT) 8:45 am	<p>Executive Director, Angela Anderson, reported the Lopez Hill Addition Conservation Easement (CE) conveyance successfully closed on March 8th. Angela noted staff is working steadily on the CE for the 142-acre Cady Mountain Development property. She noted it will be similar to the Lopez Hill CE with \$425K due on or before December 29, 2023. Fundraising for the North Shore property is ongoing.</p>
Council Liaison 8:48 am	<p>Christine Minney reported Council held a special meeting for the FV Aleutian Isle Spill Response and held a launch party for the Luci B Community Wellness Van. She announced an upcoming county vehicle surplus auction. Council reviewed the Request for Proposal process for the Argyle Lots.</p>
Finance Report 8:54 am	<p>Aaron Rock suggested all new commissioners schedule a meeting time for a financial overview and Q&A. Aaron also mentioned the new structure for monthly financial updates of no longer than 5-10 minutes. The new Funds Explanation document was shared with the commission and he was asked to include the document as the first page when a quarterly financial report is sent out.</p>
Director's Report 9:01 am Strategic Plan and Request for Proposal (RFP)	<p>Lincoln asked for feedback on the strategic plan. Peggy was curious if the suggested questions were generated via the public? Lincoln said, yes, and also via some sampling. There was discussion around potential questions, topics, timeline, and outreach strategies. Amy offered to rewrite the questions and produce an updated draft. She subsequently made a motion the commission move forward with the Request for Proposal with the modification that the nine questions will be revised to be more general in nature. Marilyn O'Connor seconded the motion. Six in favor; one opposed. There was discussion about the appropriate time period for the strategic plan produced in this process. The consensus was 5-7 years.</p> <p>Action: Amy will develop and updated Draft RFP for review for next week.</p>
Break 9:56 am – 10:05 am	
Stewardship Report 10:05 am San Juan Island False Bay Creek	<p>Doug shared a presentation regarding False Bay Creek and its history of agriculture and provided recommendations to the Commission regarding the County Clean Water Advisory Committee (CWAC) water quality concerns on False Bay Creek. There was discussion. Commission consensus is to renew the lease for one year and update the stewardship and management plan as scheduled.</p>

Lopez Island Spencer Spit Preserve SMP Final Draft	Amanda presented the final draft Spencer Spit Preserve Stewardship and Management Plan (SMP), and noted the interagency agreement with Washington State Parks (WSP) to help manage the site. There was consensus from the Commission to move forward with SMP. Brian asked if State Parks will take possession of the property. Lincoln replied no, however WSP will manage the site as most visitation will originate from the Park trailheads.
Land Bank and Tribal Interests Introductory Discussion	There was discussion regarding the memo from Doug. There was consensus to move forward and initiate conversation with tribal members. The Commission was in favor of inviting some tribal members to the April meeting. Amanda noted a request from the Coast Salish Youth Conservation Corps (YCC) to host a canoe journey landing at the Watmough Addition this summer. Amy asked for some time to better understand proposal. Christa asked what the timeline was for a decision. There was discussion. There was consensus to bring the request back in April for a decision.
Executive Session 11:11 am – 11:32 am	The Land Bank Commission met in executive session in accordance with RCW 42.30.110 (1)(b) to consider the selection of a site or the acquisition of real estate by lease or purchase when public knowledge regarding such consideration would cause a likelihood of increased price.
Meeting Adjourned 11:34 am	Chair, Christa Campbell, adjourned the meeting.
NEXT MEETING	The next LBC meeting is scheduled to take place April 21, 2023. The meeting will be in person at the Mullis Center, San Juan Island, and have an option for attending remotely.

San Juan County Conservation Land Bank
April 21, 2023 Commission Meeting
Panel Discussion with Tribal Representatives

Questions and Concepts

Opening, Introduction and Welcome

1. History and Background
 - a. Can each of you share a little about your personal connection to regional lands and waters?
2. Communication and Engagement
 - a. What can the Land Bank do to foster communication, build trust, and engagement in planning and implementation of stewardship of conservation lands under our care?
 - b. How can the Land Bank reach out – what opportunities are there which do not require Tribes to travel? Are there existing means to engage by meeting on the mainland, on reservations or otherwise?
3. Priorities for Conservation and Access
 - a. What role do you see the Land Bank having with conservation and protection of culturally significant lands and resources in the islands?
 - b. How do the panelists envision tribal use and access of lands under the care of the Land Bank? What ideas and concerns do you have?
 - c. How can the Land Bank reduce barriers for access and active participation? What would that look like?
 - d. How can collaboration with Tribes lead to greater conservation, protection, and restoration? What might roles be in terms of planning, implementation, or access?
 - e. How can established practitioners of conservation and protection in the islands “make room” for Indigenous Peoples?
 - f. What stewardship, restoration, and access activities are the highest priorities for Tribes?

Supplemental Questions

1. Land acknowledgements have become a more common practice in recent years. What are your opinions about this practice?

2. What is the best way to understand culturally significant plants – their protection, application in restoration, and general stewardship? How can we incorporate indigenous knowledge in management of conservation lands?
3. In recognition of the importance of building trust and lasting relations, and given the number of indigenous tribes with traditional historical connections in the Salish Sea, how can we work together to best develop relations that will build trust between tribal and other entities? What first-steps to begin the process? Who needs to be at the table?”
4. Can you speak to your knowledge of climate change as it might impact/relate to your cultural traditions and relation to land and sea?

STEWARDSHIP & OUTREACH REPORT

APRIL 2023

OVERVIEW

Spring outings to survey for the archipelago's flora and fauna are in full swing, and sightings of favorite mushrooms as well as the State bird of Washington¹ have delighted staff over the past few weeks (Photos 1-2). Doug and Eliza will join San Juan Preservation Trust (SJPT) staff members at the Pacific Rim Institute on Whidbey Island for a camas harvest and bake sponsored by the Coast Salish Youth Stewardship Corps. The annual meeting of the Terrestrial Managers Group brought together approximately 70 conservation practitioners, which was nearly twice as many as in previous years. The meeting provided updates on land management activities and initiatives and included a site visit to North Shore Preserve (Photos 3-4). Private landowners are making use of the Land Bank's weed wrenches and tackling scotch broom and spurge laurel on their properties, especially on Lopez. And summer, seasonal field assistants have been hired for Orcas and Lopez to assist with many tasks including the ongoing battle against weeds.

OUTREACH

Staff: Tanja Williamson

The [spring newsletter](#) went out first week of April. Tanja has been working on content and design for the annual report and continuing to plan outdoor events. The Spring Community Conversations series kicked-off this week. The first hybrid conversation gathered approximately 30 people online and in-person at the Orcas fire station for discussions on general Land Bank information as well as specific topics related to North Shore Preserve. So far, tours with Commissioners and staff have occurred on San Juan and Lopez, and another will soon be scheduled for Orcas (Photo 5).

¹ This month's quiz!

SALISH SEEDS NURSERY

Staff: Eliza Habegger, Margo Thorp

Margo's back on staff for 13 hours a week as Nursery Assistant, April through October. She and Eliza are busy getting started with the seeding of around 11,000 plugs and trying to keep up with the weeds. Nursery staff also assisted the San Juan Community Home Trust with the early stages of planning native landscaping for their new HolliWalk affordable housing neighborhood in Friday Harbor. Eliza gave a talk about seed saving (cultivated and native species) at a popular seed swap event at the San Juan Island Grange. SAFE San Juans purchased seeds produced by the Salish Seeds Project for their educational "Seeds of Hope" initiative and offered free packets of self-heal (*Prunella vulgaris*) at a variety of locations.

DISTRICT 1

Staff: Doug McCutchen, Charlie Behnke, Jacob Wagner, Shauna Barrows, Gabe Conway

Beaverton Marsh: Falcon Cultural Resources completed field work at Beaverton Marsh, conducting shovel probes in four probable locations. They will return with a Lummi tribal member to closely examine one site. The consultation period with Tribes concluded, and there was one positive note in support of the project. The final draft of an interlocal agreement with Island Rec and SJI School District has been approved and is under final review by the Prosecuting Attorney. Many thanks to Karen Vedder's work on this project! Rozewood Environmental conducted an informal site assessment of the Linde Park trail and did not have any findings of concern. Staff have initiated trail construction, and Thom Pence signed on as a volunteer steward. He's already started to assist with noxious weed control as well as trail construction. Doug and Jason Ontjes, with the SJC Noxious Weed Board, are working on a grant to support control of spurge laurel, which is widely dispersed across the Preserve.

Cady Mountain: Prominent regional biologists, Peter Dunwiddie and Peter Zika, joined Doug and Kathleen Lewis (SJPT) for a tour (Photo 6). The "Peters" remarked at the high-quality bald habitat found within the latest addition area. SJPT has launched a campaign to raise money for the purchase of their conservation easement (CE). On a separate outing, the "Peters" and Thor Hanson placed an infrared motion sensor camera to assess for flying squirrels. Questions regarding survey methodology were directed to flying squirrel researchers and may lead to more interest in the SJI population. Doug conducted a site visit with a planner from SJC Department of Community Development (DCD) to discuss permitting for trail development. The

initial concepts were well received, and it was a great opportunity to discuss the broader topic of the permit process for typical Land Bank activities.

Deadman Bay: A new sign will greet visitors on the bluff above the beach, with thanks to Gabe's woodworking skills!

False Bay Creek: Charlie led a site visit with the [State Voluntary Stewardship Program board](#) and SJI Conservation District staff (SJI CD). There was a lot of great discussion, and the board was impressed with the ongoing adaptive management of the Preserve (Photo 7).

Frazer Homestead: Charlie and Eliza are working with the SJI CD and other partners to plan and install another island marble butterfly habitat plot this season.

Kellett Bluff: Doug and Ben Hallowell with SJPT performed annual monitoring. Their site visit also helped to prepare for the upcoming Island Conservation Corps (ICC) three-day work party, which is scheduled for April 24-26. Primary goals for the work party are noxious weed control, installation of several deer exclosures, and continuing to remove conifers from within Garry oak habitat. Doug is working with staff from Washington Department of Fish and Wildlife (WDFW) and local biologists and naturalists to develop a work plan that minimizes impacts to wildlife. Last month, potential flying squirrel activity was observed on the Preserve and a camera trap will be deployed here as well to help assess their presence.

Mount Grant: Andrew ferried over from Orcas to review the LSR site with SJI staff and discuss challenges and successes of the project. An additional tour with partner organizations is scheduled for April 19. Neighbors sent Land Bank staff and County administration, and County council a report of finding drugs in the parking area along with additional complaints. Doug reached out to the sheriff to inform him of the issue, provide information with regard to our management approach and request ongoing support with monitoring. A letter to the neighbors was already in the works to update them regarding the new trailhead project and to try to coordinate on changes this will precipitate.

Third Lagoon: Staff responded to a report of snarled, downed trees from recent windstorms.

Zylstra Lake: Volunteers, Lars Sjöholm and Tim Cowell, are constructing benches from materials that were donated by the Zylstra family, and they should be in place soon! The bald eagle nest located near the trail was partially dislodged by winter storms, and the eagles are now occupying an alternate nest a short distance to the west on private property.

DISTRICT 2

Staff: Peter Guillozet, Andrew Jansen

Coffelt Farm: Septic system maintenance is complete, and the Lum-Land Bank parking lot cleanup is scheduled for next week. Riparian plantings are leafing out. Andrew installed temporary deer fencing around newly planted areas, which are downstream from the existing enclosure. Lincoln and Aaron toured various Orcas preserves, including Coffelt (Photos 8-9).

Coho: [Skunk cabbage](#) plugs have taken to their new home (Photo 10).

Eastsound: The local review team for the Salmon Recovery Funding Board scheduled a site visit for the first week of May to assess the proposed project, which would remove a large concrete structure from the beach.

Judd Cove: Staff met with Kurt Licence, from WDFW, to review plans for shoreline and stream restoration, and admired some of the diving ducks -- Common goldeneyes, Common mergansers and buffleheads -- feeding out in the bay (Photo 11).

North Shore: Kurt Licence (WDFW) also reviewed activities proposed in the draft Interim Stewardship and Management Plan, and discussed with staff several potential projects that could benefit bats, pollinators and sharp-tailed snakes. The Land Bank granted permission to the Department of Natural Resources (DNR) to airlift materials from the Preserve to Point Doughty where they are building a restroom. DNR determined that an over water flight from Eastsound airport to Point Doughty, with a stop at North Shore was the safest and most cost-effective way to complete their project. It appears that the PSAR grant application led by the SJPT will receive full funding! This will go a long way towards covering the cost of their CE. SJC DCD also confirmed that buildings could be removed prior to finalizing the CE because re-development rights extend for several years after building removal. Thanks to Erin and Aaron, a contract with Friday Harbor labs to complete a shoreline assessment is now in place. Andrew and Jason Ontjes continue to whittle away at the heavy holly infestation.

Turtleback Mountain: In recognition of the start of the primary nesting season, Andrew wrapped up felling and burning within the LSR grant area (Photo 12). Forest health activities will

resume again in the fall. Peter and Andrew met with staff from the Washington Trails Association to review and refine trail improvement plans. Trail work is scheduled to begin in the fall. Staff requested bids for multiple culvert replacements and a pre-bid meeting will occur next week. The hope is to pursue this work during the summer. Orcas school kids spent a day learning about forests with Land Bank and SJPT staff and volunteer naturalists. This initiative to incorporate more outdoor learning within the public system will also provide students with opportunities to visit Coho and Crescent Beach preserves.

DISTRICT 3

Staff: Amanda Wedow and Sara DeRoy. Welcome back Sara!

Channel: Windthrow trees created a tangle across the trail. It's still passable, and Amanda will sleuth out another sawyer to help with the task of clearing. A stormy person dislocated signs from the posts at the entry and down at the beach. Replacement of the posts and signs is now at the top of the list for field assistant Sara's first week.

FB Spit: As typically noted in April, the arum is back and growing lush. Amanda continues to implement multiple control efforts including, digging up isolated patches along the forest edge, mowing the field and orchard areas to reduce seed production and arranging with the SJC Noxious Weed Board to spray select areas. The Institute of Applied Ecology will resume their field study this year. The outhouse building was freshened up with a "soft wash," a gentler alternative to pressure washing.

Hummel Lake: Amanda met with staff from Kwiaht, Kurt License (WDFW), and the Lopez High school science class to discuss ongoing stewardship of Hummel Lake. Kwiaht applied for grant funds to renew Friends of Hummel Lake, which would be a huge help with maintenance of the WDFW site. The bathroom facility here was also given a soft wash.

Lopez Hill: An ecological assessment of the addition area is underway by EcoStudies Institute, and their staff visited this past week to perform initial surveys. Erin and Amanda also toured the Preserve and discussed elements to consider in the revised Stewardship and Management Plan.

Richardson Marsh: A new fencing plan is in the works. The primary goal is to restrict grazing access to certain areas including the well site, which previously had been temporarily blocked with electric fencing. Old, dilapidated fencing in the marsh will be removed for safety.

Spencer Spit: Several staff from other districts gathered on Lopez, and along with a few State Parks staff, and initiated clearing the trail route now that the final SMP has been approved (Photos 13 -14). A second field day is scheduled for later in April. Three commissioners got a sneak peak of the Preserve during their island tour.

Watmough: The overgrown orchard is now the “cow parsnip” orchard, due to the dedicated work of the ICC (Photos 15-16). Blackberries were cut down, mulched and piled up to open up the space. Sweetbrier rose, identified by its hooked thorns, was also targeted and cut down on along the shoreline. The field and orchard were mowed. New commissioners and Council member, Jane Fuller, visited the site. Amanda has resumed guided walks.

Photos



Photo 1. Amanda poses with a fresh morel found on Lopez Island.



Photo 2. A male American Goldfinch, back for the breeding season, was spotted at North Shore.



Photo 3. A group photo of the TMG field outing to North Shore.



Photo 4. Erin holding court during a much-needed lunch break at the TMG meeting.



Photo 5. Commisioners, staff and Council tour the Watmough Addition.



Photo 6. Botanist Peter Dunwiddie and Kathleen Lewis inventoring plants on Cady Mtn Preserve



Photo 7. Charlie and Paul Andersson, SJICD Director, lead tour of False Bay Creek Preserve.



Photos 8-9. Lincoln and Aaron join Orcas staff to tour Turtleback Mountain, and Coffelt Farm with Amy Lum.



Photo 10. A two-year old skunk cabbage plug at Coho Preserve.



Photo 11. Peter and Kurt Licence (WDFW) review a project at Judd Cove.



Photo 12. The ICC takes lunch under a veteran Douglas-Fir on Turtleback Mountain.



Photo 13. Trail work at Spencer Spit Preserve, with Andrew, Shauna and Jacob.



Photo 14. [A calypso orchid or fairy-slipper in bloom on Lopez.](#)



Photo 15. The orchard at the Wamtough Addition prior to the ICC.



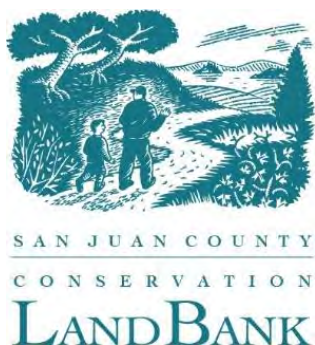
Photo 16. The orchard at Watmough, following blackberry removal.

DRAFT North Shore Preserve Interim Stewardship and Management Plan



April 2023

**San Juan County Conservation Land Bank
350 Court Street No. 6
Friday Harbor, WA 98250**



North Shore Preserve, Orcas Island

Interim Stewardship and Management Plan

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A. Introduction

North Shore Preserve is a new natural area on Orcas Island that protects critical habitats for salmon and provides the local community with access to wetlands, forest and shoreline. The establishment of the Preserve, on the former site of Glenwood Inn, also presents the San Juan County Conservation Land Bank (Land Bank) with a significant restoration opportunity. Abandoned for years, the property includes extensive dilapidated infrastructure that must be removed to ensure public safety and ecological health.

The Land Bank's acquisition of this 58-acre property, and its ongoing transition into a public preserve, was made possible by support of the nonprofit San Juan Preservation Trust (SJPT) and their many donors. Following the development of a SJPT conservation easement, the removal of derelict buildings and the replanting of disturbed areas, North Shore Preserve will feature restored wetlands, expansive sea views and beach access.

The protection of undeveloped natural areas is a central tenet of the Land Bank's mandate.¹ Establishing interconnected natural areas is one approach to mitigating the global crises of biodiversity loss and climate change, and the Land Bank often seeks to protect lands that extend existing conservation areas; North Shore Preserve protects important ecological linkages, particularly within the tidelands and nearshore zone where eelgrass meadows extend for approximately two contiguous miles.²

After acquiring a property, the Land Bank creates a Stewardship and Management Plan (SMP) to guide decision-making and work planning, and to promote transparency. These plans identify future management priorities and summarize planned site activities. They are adopted by the Land Bank Commission following a public hearing and then ratified by the San Juan County Council, typically as part of the County's budgetary process.

This Interim SMP for North Shore Preserve will temporarily satisfy the above requirements. It identifies priorities for the next two years and provides a summary of proposed activities and their estimated costs (Tables 2 and 3). These priorities were informed by experts in ecology, cultural resources, historic preservation, geotechnical engineering, and landscape architecture. They take into consideration the site's various conservation values and terrain, desired public uses, anticipated implementation costs and maintenance requirements.

¹The Land Bank's mandate is to "preserve in perpetuity areas in the county that have environmental, agricultural, aesthetic, cultural, scientific, historic, scenic or low-intensity recreational value and to protect existing and future sources of potable water."

² Friends of the San Juans, [SJC Eelgrass Survey](#). 2004

Interim activities will focus primarily on ecological restoration (Section B) and preparing for public access to the shoreline (Section D). More specifically, projects will be oriented towards alleviating risks by removing derelict buildings and other debris, restoring habitat in heavily disturbed areas, stabilizing an erosive road segment which descends the bluff to the shoreline and modifying it into a trail, and developing a parking lot. Ultimately, implementation of these projects will depend on receipt of regulatory permits, where applicable, and the availability of funding.

North Shore Preserve will remain closed to the public during this interim period. This closure is expected to last up to two years due to the extensive permitting required. However, staff will provide opportunities to visit the Preserve during guided tours, volunteer work parties and public meetings.

Summary of Interim Plan Objectives:

- Assess and protect natural, cultural and historic resources;
- Remove and/or modify infrastructure to provide safe future access;
- Enhance the ecology within disturbed areas;
- Engage Tribes and the community in long-term stewardship plans; and
- Support SJPT in fundraising for their conservation easement.

B. Preserve Overview

North Shore Preserve encompasses 58.4 acres in the northwestern corner of Orcas Island.³ It is located approximately 10 miles from the Orcas ferry terminal and two miles from Eastsound. It lies within the near vicinity of a Natural Area Preserve owned by DNR and the open space of Camp Orkila. It shares immediate boundaries with six different residential properties (Fig 1).

The highest point on the Preserve is found on a forested, rocky ridge, at an elevation of 260 feet.



Figure 1. Preserve Context, NW Orcas

³ TPN 271031001000

The high-bank upland topography is moderately sloped except for a rocky knoll in the southwest corner. The terrain changes dramatically at the coastal bluffs with portions dropping 70-feet to the beach. Mature Douglas fir and Western red cedar forests slow and filter runoff, which flows through heavily altered remanent seeps and wetlands to the shoreline.

The northern boundary spans 1,800 feet of shoreline and encompasses a half-acre of tidelands. Former shorelines and wave-cut terraces are evident, and modern formations range in composition and function from bedrock cliffs to feeder bluffs; the erosive nature of the latter helps to maintain beaches, and important shoreline and intertidal habitats.⁴ The Preserve is within a high priority region for salmon recovery in the San Juans.⁵ Conservation of the forest and shoreline help to sustain nutrient cycling and other nearshore ecological processes, protect vital habitats such as the offshore eelgrass meadows that provide critical cover for juvenile Chinook, and supply salmonid food webs with a suite of terrestrial and aquatic invertebrates.

North Shore Preserve supports many native terrestrial and marine species. Bald eagles utilize the mature Douglas-fir trees along the bluff; river otters forage along the beach; and in an informal bird survey conducted by staff five warbler species were observed foraging on decadent alder trees.⁶ Initial efforts to identify, protect and restore habitat areas are outlined further in Section C.

The San Juan Islands have been home to Coast Salish people for millennia. Ethnographic accounts, historic record and oral histories all indicate a significant Coast Salish presence on or around the North Shore property.⁷ A review of cultural resource objectives is provided in Section D. Euro-American use of the Preserve began approximately in the 1890s. In more recent history, the property operated as a private inn from the 1930's to the early 2000's.

Acquisition History

The Conservation Land Bank acquired the 58.42-acre property in 2022, following more than a year of negotiations. The \$6.35 million dollar purchase was made possible by a 1 percent Real Estate Excise Tax, which is paid by those purchasing land in San Juan County, state salmon recovery grants, and by private funds being raised by SJPT.

⁴ Friends of the San Juans - Coastal Geologic Services. 2022.

⁵ The Waldron-President's Channel High Priority Fish Use Region, [PIAT II SJC 2017](#).

⁶ Black-throated gray, orange-crowned, yellow, Townsend's and Wilson's warblers.

⁷ Wessen, 2007.

Conservation Easement

The San Juan Preservation Trust intends to purchase a Conservation Easement (CE) from the Land Bank by 2025. The CE will prevent subdivision and development and ensure that the Preserve's conservation values are protected in perpetuity.

Infrastructure

As the former site of Glenwood Inn for many decades, there is a substantial amount of infrastructure on the Preserve including, buildings, septic tanks, fencing, powerlines and solar panels. Maintenance, replacement and repair of infrastructure can be a significant expense, and a diversion of resources from the Land Bank's primary mission to protect open space. Since purchasing the property, Land Bank staff and consultants have evaluated all of the existing structures and utilities.

Structures: The property features nine buildings over 50 years old. These include the main house, four rental cottages dating to the 1930s, three beachfront rental cottages dating to the 1950s and 1960s, and a pump house and spring box dating to the 1930s.⁸ All of these structures and their associated underground utilities including five septic tanks are in severe disrepair and slated for removal. These activities and their projected costs are provided in Table 2. Removing this infrastructure will improve the safety of the property, reduce the likelihood of groundwater contamination and enable site restoration.

The existing 4,800 square foot garage, built circa 2005, is in sound condition. Pending successful permitting and other approvals, the building may be renovated to serve as a publicly accessible facility that provides services such as flexible meeting and workspaces, overnight conservation crew quarters, and storage for tools and equipment. To retain this building for future use, essential improvements will include re-routing and upgrading the electrical and water systems as well as improving parking in the vicinity.

Roads: A county-maintained gravel road provides entrance to the Preserve. At the property boundary a single lane gravel driveway leads northward to the main house before turning eastward and down a steep slope to the beach. This lower segment was reviewed by a geotechnical engineer and deemed unstable and prone to landslides and slumping.⁹ Based on this finding, the Land Bank proposes to perform slope stabilization activities once demolition of the beachfront cabins is complete, and to convert this segment of road into a pedestrian trail. More information about public access is provided in Section E.

⁸ Equinox Research and Consulting International Inc. (ERCI), 2023.

⁹ ZipperGeo, Inc. 2022.

Several secondary roads and/or driveways fork off the main entrance road. One driveway provides access to a private, adjacent residence and the others provide access to the garage. The Land Bank will install an automated dawn-to-dusk to gate at the property boundary and a manual gate at the entrance to the garage to reserve the limited parking associated with the building. If seasonal overflow parking is needed, the gate to the garage could then be opened to accommodate more preserve users.

Access and Utility Easements: The adjacent neighbors to the west are afforded entrance to their property via a pre-existing access easement. An underground OPALCO powerline enters from the eastern boundary and runs in a northwesterly direction towards the main residence.

Well: A 25-foot deep well serves the property.¹⁰ The existing well infrastructure is non-functional. New water and electrical lines and filtration equipment will need to be installed prior to use.

C. Ecological Overview and Conservation Objectives

Habitat and resource protection is a guiding principle of the Land Bank's stewardship program. Maintaining or restoring a preserve's ecological health protects native species, contributes to scenic character and can provide diverse ways for humans to connect with nature. For example, wildlife activity on a preserve affords memorable, outdoor experiences.

North Shore Preserve was identified in 2017 as a priority parcel for protection.¹¹ It is part of a significant area in the San Juan Islands for out-migrating juvenile salmon and juvenile Chinook are more abundant in this northern region than any other in the County. Nearshore habitats provide juvenile salmon with refuge from predators, as well as a place in-between their natal river and the ocean to feed and achieve high-growth rates. During late spring and summer months, juvenile Chinook remain in relatively high numbers along shoreline areas.¹²

The Preserve's nearshore environment includes 1,800 feet of shoreline and a half-acre of tidelands. Eelgrass meadows, which provide critical rearing habitat for juvenile Chinook and other salmonids, as well as for species of forage fish such as Pacific herring, Pacific sand lance and surf smelt, exist within the Preserve's boundaries. Goals for the interim period

¹⁰ Well report ID 64802.

¹¹ Whitman, T., A. MacLennan, B. Rot, and P. Schlenger. 2017. [PIAT II 2017](#)

¹² [Beamer, E and K Fresh. 2012.](#)

focus on protecting and enhancing ecological functions within the nearshore zone. The Land Bank will commission a shoreline assessment during the interim period to identify sensitive species or features and provide future, long-term management recommendations.

The Preserve's terrestrial habitats include several heavily altered wetland areas, and three broad forest types (Fig 2). The first forest type extends along the beach, up the slopes and above the crest of the coastal bluff, and then continues further inland to surround the central area that was cleared for development. It is comprised of: Douglas fir, Western red cedar, Douglas maple, red alder and Scouler's willow. Also in this area, at the toe of the slope, is a small and unique stand that includes Sitka spruce. Native shrubs such as oceanspray, snowberry, elderberry, and Nootka rose, dwarf Oregon-grape and salal are found within the understory.

The southeastern portion of the property is categorized as a moist forest type. The overstory is predominantly composed of Douglas fir and Western red cedar, though Western hemlock and red alder are also found here. In areas with close-growing cedars and firs, the understory is very sparse, while in other areas it is dense with salal and salmonberry. Associated with the gentle topography, and proximity to the main road, several garbage dump sites are located in this area and will be removed.

The third forest type is found in the southwestern portion of the property. It is somewhat drier here and several outcrops of exposed bedrock are visible. Douglas fir is the dominant species, although pine, cedar and madrona are scattered within. A well-developed understory composed of oceanspray, rose, salal and other shrubs persists.

Numerous noxious weeds exist on the Preserve: Himalayan blackberry, non-native roses, English hawthorn, English ivy, Canada thistle, reed canary grass and tansy ragwort. English holly is widespread. Efforts to control these invasive species, in collaboration with the County Noxious Weed Board, will be an emphasis of the interim period. In general, the Land Bank's weed management efforts are focused in areas of greatest priority and vulnerability, and where actions have the greatest chance of success. Staff follow Integrated Pest Management approaches, with the preferred methods being manual and mechanical control, and with cut stem and spot herbicide treatment used on a case-by-case basis for species that are especially difficult to control.¹³

¹³For further details see the Land Bank's *Guidance for Integrated Pest Management Plan*



Figure 2. Generalized Land Cover of North Shore Preserve

Proposed Stewardship Activities

Interim conservation objectives for North Shore Preserve include general site clean-up, wetland restoration and reforestation of some cleared areas. Proposed restoration activities seek to eliminate hazards, stabilize eroding slopes, enhance biodiversity in key areas and protect water resources. These activities are described below in greater detail and outlined by sequence and estimated cost in Table 2. Such work will be supported by Land Bank stewardship funds and grants if available. Priorities for specific habitat areas may be revised or refined in response to feasibility studies, funding and changing site conditions.

General Site Cleanup: The property has extensive infrastructure associated with previous land uses, as well as several informal dump sites that contain both construction debris and household garbage. With the exception of the two-story garage, all buildings are slated for removal. Surface items will be removed from dump sites where possible¹⁴, and remaining depressions will be filled with clean material that is generated on-site during other work. Decrepit strands of interior fencing will be removed. Accessible rock piles will be collected and staged for use in planned improvements.

Wetlands Restoration: Three wetland enhancement projects are proposed during the interim management period. The first project would occur in the area currently occupied by the lower beach cabins, at the toe of the slope. Following cabin and septic system removal, the road to the shoreline will be converted into a pedestrian trail. Drainage improvements will include the addition of several culverts to convey runoff from roadside ditch down slope to former wetlands in the location of beach cabins. This will help stabilize the slope and support wetland species.

Aerial imagery indicates that the large pond on the property was excavated in the late 1970's, likely replacing natural wetlands. The pond is currently maintained by an extensive earthen berm along the northern edge. The second restoration project proposes to grade a portion of the berm material back into the pond and to outplant the restored wetland area with native species. East of the pond, the foundation of the main house holds standing water throughout the year and surface flow is visible nearby for many months. Following the removal of the house and foundation, this restoration project would establish a large, shallow wetland to intercept groundwater and surface runoff.

Reforestation: A large area surrounding the main house was cleared of forest many years ago and now supports Canada thistle and nonnative grasses. Proposed interim activities include installing temporary deer fencing and replanting the eastern half of the field. Other areas to be revegetated with native trees, shrubs and seed include forest gaps associated with materials dumping, the slope below the beach trail and building demolition areas.

Summary of Interim Ecological Resource Objectives:

- Site clean-up, including demolition of buildings and removal of trash
- Manage priority weeds
- Restore shoreline wetland hydrology
- Restore excavated pond to wetland
- Convert main house foundation into wetland
- Re-establish native species in cleared and disturbed areas

¹⁴ A surface scatter site found during the cultural resources assessment will be left in place.

Table 2. Proposed interim stewardship activities and preliminary cost estimates

ACTIVITY	DETAILS	SCHEDULE	COST EST.
Invasive species management	Control holly, blackberry, ivy, hawthorn, tansy, white poplar and other invasive species.	Ongoing	\$5,000
Ecological Assessments	Conduct a shoreline assessment.	Summer 2023	\$8,000
General site cleanup	Remove fencing and scattered debris piles. Fill holes in upland (non-wetland) areas with on-site materials. Move rock piles and stage for parking lot project.	Summer-Fall 2023	\$20,000
Swallow nesting structure	Install a swallow nesting to replace nesting habitat lost due to building removal.	Fall 2023	\$5,000
Building demolition and septic removal	Remove derelict buildings (six shoreline cabins, main house, and three accessory structures) and their associated utilities to provide for health and safety, and site restoration. This project could be delayed until 2024 due to permitting.	Fall 2023	\$100,000
Wetlands restoration	Restore pond into wetlands and re-establish wetlands in the vicinity of the former main house and beachfront cabins. Plant native, herbaceous wetland seed and plugs. This project could be delayed until 2024 due to permitting.	Summer 2024	\$50,000
Reforestation	Replant beach slope, building footprints and the cleared area east of main house with native trees, shrubs and seed. Install temporary deer fencing to assure success.	Summer 2024-Winter 2025	\$30,000
Total			\$218,000

D. Cultural Resource Overview and Objectives

One component of the Land Bank's mandate is to protect cultural resources. Native American tribes and First Nations of Canada have used the San Juan Islands as part of their ancestral territory since time immemorial. Coast Salish people gathered in the islands to harvest shellfish and salmon from the sea, camas in the prairies, berries along streams and in forests, and other flora and fauna for food and traditional uses. These ancestral lands and waters are still utilized today, and are protected under inherent, ancestral, and tribal treaty rights.

The Land Bank contracted with a professional consultant to complete a cultural resource assessment on the Preserve with the goal being to identify and protect any significant features.¹⁵ Twenty reports of previous cultural resource surveys within one mile of the property are on file with the Washington State Department of Archaeology and Historic Preservation (DAHP). Although the 2022 pedestrian and subsurface archaeological survey did not identify precontact cultural resources on the property, findings from earlier reports indicate six precontact archaeological sites within one mile.

Tribal outreach and engagement are also a high priority during the interim period. Upon acquisition, the Land Bank initiated correspondence with the Lummi Tribe as their Tribal Council had previously visited the site and considered acquiring it themselves. Communication with other associated Tribes will be initiated and include notification of the North Shore Preserve acquisition, acknowledgement of the importance of this area to Tribes, and an open invitation to participate in future management.

The SJPT anticipates developing specific provisions in their conservation easement that will aim to acknowledge and support tribal treaty rights.

Summary of Interim Cultural Resource Objectives:

- Disseminate Cultural Resource Assessment
- Invite associated Tribes to participate in management
- Collaborate with SJPT to ensure that CE accommodates Coast Salish cultural uses
- Begin development of education and interpretation materials

¹⁵ Equinox Research and Consulting International Inc. (ERCI) 2022.

E. Public Access Overview and Objectives

Another component of the Land Bank's conservation mandate is to provide access to the natural beauty and diversity of the San Juan Islands by preserving areas with "low-intensity" recreational value. This stipulation for low-intensity reduces the likelihood that human use will degrade a preserve's ecology and disturb neighboring communities. It also helps to assure quietude for those that visit and protect the organization from increased management costs that tend to result from high-intensity uses.

During the interim period, North Shore Preserve is closed to the public. This closure affords staff the necessary time to meet with Tribes, neighbors and other interested parties; to assess and establish an ecological baseline of conditions; and to work uninterruptedly to prepare the property for safe, future access. Signs are currently posted to inform the public of this temporary closure.

The Land Bank is eager to share the Preserve and to provide in-person updates about the project throughout the interim period. To date, staff have already provided 15 guided walks. The Land Bank also anticipates arranging volunteer work parties. Volunteer efforts help extend the abilities of the Land Bank's small staff, engage the community in stewardship of the property, and provide additional opportunities to access the Preserve during its closure.

Once all major work identified for the interim period is complete, the portion(s) of the property deemed appropriate for public access will be opened. Again, this may take two years due to various regulations related to permitting, contracting and resource protection. To minimize the length of closure and still perform a thorough review of resources, the Land Bank commissioned a full-service natural resources firm to assist with creation of a site plan to accommodate public access. The resulting conceptual design identifies a main parking area as well as up to two satellite lots, and several areas to provide for low-impact recreational access. A broad overview is described below and detailed further in Table 3.

Proposed Access Plan

All potential recreational activities and site development will be evaluated by SJPT for concurrence with their conservation easement and vetted through a public process. In recognition of concerns expressed by preserve neighbors about increased traffic on Glenwood Inn Road, the Land Bank proposes the following approaches to manage use levels: no promotion or commercial use of the Preserve, limited signage and facilities, and Land Bank permission required for groups of 15 or more.

Parking: A central parking lot is proposed for a heavily disturbed area, slightly upslope from the largest structure that is slated for demolition. This area will accommodate

approximately 12 vehicles in standard spaces and one accessible van in an ADA space. Up to two secondary parking areas may be designed and developed along the access road, in between the entry gate and the main lot.

Public Restroom: An ADA - accessible restroom will be located near the main parking area. The onsite septic, related to the garage, may lead to a site-built rather than a prefabricated unit.

Overlook Meadow: A large recreational area, between the main house and the bluff, will be maintained as a quasi-natural meadow through limited mowing. This central area possesses relatively flat topography and provides an expansive sea view.

Beach Road to Trail Conversion: A trail that descends from the main parking area to the shoreline is the primary access objective. A steep and erosive roadway currently carves a route down to the beach, and rehabilitation into a trail will provide both pedestrian access and greater slope stability. This project will involve excavating unconsolidated material in order to narrow the surface and installing multiple culverts. Ongoing maintenance will be necessary in light of general slope instability.

Summary of Interim Public Access Objectives:

- Stabilize slope to the shoreline
- Design and develop a main parking area
- Design and develop a trail to the shoreline
- Install an accessible public restroom
- Continue to provide periodic, guided tours and volunteer events

Table 3. Proposed interim access improvements and preliminary cost estimates

ACTIVITY	DETAILS	SCHEDULE	COST EST.
Water system improvements	Trench and install a water line to garage and install all associated equipment, such as pump and filtration, in lower floor of garage.	Summer 2023	\$25,000
Electrical improvements	Trench and install electrical lines from transformer to garage, and from garage to location of the entry gate.	Summer 2023	\$50,000
Automated gate	Purchase and install an automated entry gate.	Summer 2023	\$25,000
Slope stabilization and drainage	Grade steep road to shoreline to provide temporary vehicle access for removal of beachfront buildings. Following removal, convert road into a trail by excavating unconsolidated material from the out-slope and installing approximately six culverts to convey runoff. Could be delayed until 2024 due to permitting.	Summer - Fall 2023	\$60,000
Vehicle access improvements	Improve drainage and surface of the entry road. Refine access to the garage by removing eastern portion and creating a north-to-south connection. Cut, fill and grade a main parking area (12 spaces) and one satellite lot (4 spaces).	Summer 2024	\$70,000
Public restroom	Install either a prefabricated or a site-built ADA toilet with water and septic.	Summer 2024	\$150,000
Trail system	Develop access trail to shoreline and assess future, potential trail locations including access for visitors with diverse mobilities.	Summer 2024	\$10,000
Total			\$390,000

F. Cost Projection

This cost projection is intended as a financial planning tool. It is not a commitment of resources. Cost estimates are provided for general operations¹⁶ and for one-time capital expenditures¹⁷ and do not include staff time. Staff and Commissioners will review and revise actual planned expenditures during the Land Bank's budgeting process. Potential funding sources include Land Bank stewardship funds and both state and federal grants.

Table 5. Expenditures to date and two-year cost projection (for planning purposes, only)

Status	Cost	Type	Activity
Complete	\$100,000	General Operations	Cultural resources assessment, historical buildings assessment, geotechnical assessment; site design and master plan.
2023 planned	\$165,000	Capital Projects	Water system improvements, electrical improvements, automated entry gate, slope stabilization and drainage.
	\$133,000	General Operations	Invasive species management, general site cleanup, building demolition and septic removal.
2024 planned	\$230,000	Capital Projects	Parking lot construction and improvements, trail construction, public restroom.
	\$80,000	General Operations	Wetlands restoration and reforestation.

Total \$708,000

¹⁶Recurring, non-capital improvement operating expenses such as monitoring and maintenance

¹⁷One-time capital expenses

G. Planning Process and Public Engagement

The Land Bank will share information gathered during the interim period and seek public input on future management. To date, approximately 14 public tours of the property have been provided, and numerous more are scheduled throughout 2023.

Action	Completed (Planned)
Conceptual design presentation	April 2023
Commission and SJPT review of Interim SMP	April 2023

Public comments and questions are always welcome. The Conservation Land Bank can be contacted at:

San Juan County Conservation Land Bank
350 Court Street, #6
Friday Harbor, WA 98250
Phone: 360-378-4402
Email: sjclandbank@sjclandbank.org
Website: <http://www.sjclandbank.org/>

H. References

Additional information about the North Shore Preserve will be made available upon request. Supporting digital documents are hyperlinked when possible.

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Appendix A. Rules and Use Restrictions

The following use restrictions will be in effect. Restrictions are intended to protect the ecology of the Preserve, the safety and peace of neighbors, and to minimize management costs. They will be posted on site and mentioned in literature as appropriate.

The Land Bank generally relies on signage and periodic contact from staff or volunteers to educate visitors about use restrictions. An enforcement ordinance that governs activities on Land Bank Preserves was adopted by the San Juan County Council on August 25, 2009. When necessary, enforcement actions may be carried out through the San Juan County Sheriff's office.

- Daytime use only
- Pedestrian access only, except when posted for other uses
- No camping
- No fires
- No vehicles
- No hunting
- Launching or landing of UAV (drones and similar devices) is allowed only for research purposes and requires written permission of Land Bank Director
- No commercial use
- No collection of botanical, zoological, geological or other specimens except on a permission-only basis for scientific or educational purposes



REQUEST FOR PROPOSALS

San Juan County Conservation Land Bank Strategic Planning Process

Organization Overview

The San Juan County Conservation Land Bank (Land Bank) was established in 1990 by San Juan County voters with funding from a 1 percent real estate excise tax paid by purchasers of property at closing (San Juan County Ordinance: Chapter 2.120, Citizens Conservation Land Bank). It is the only Land Bank in the state. Collection of the REET has since been approved by the public twice more, in 1999 and 2011. However, the Land Bank is nearly the end of its current authorization period at the end of 2026.

With its mandate to preserve in perpetuity areas in the county that have environmental, agricultural, aesthetic, cultural, scientific, historic, scenic or low-intensity recreational value and to protect existing and future sources of potable water, the Land Bank, guided by local input, has been conserving exceptional places in the County for over thirty years.

Conservation has taken a number of forms, primarily conservation easements on private property and outright purchases. Easements preserve rural character and allow the landowner to reinvest in their property, providing much need capital for farm or forestry operations. Land Bank Preserves generally provide public access while prioritizing conservation of the ecological resource. Currently 29 Preserves are open to the public.

The Land Bank currently faces a number of questions about its direction moving forward. Much has changed since its inception. Some of the issues we hope to address in this strategic planning effort include:

- 1) Balancing land management for recreational demand, landscape-scale management and climate resilience,
- 2) Balancing stewardship needs of current lands and new acquisitions,
- 3) Balancing agricultural property purchase or easements with ability to sustainably manage,
- 4) Engaging in partnerships with a spectrum of organizations and Native American Tribes to advance our mission and strengthen public awareness and community involvement, and
- 5) Potentially broadening our focus to accommodate non-traditional land uses such as clean energy production and mitigation programs.

In this context of multiple funding needs and an impending vote on renewing the REET funding, the Land Bank Commission wishes to develop a clear plan outlining its priorities over the next 5-7 years.

For more information about the Land Bank visit www.sjclandbank.org.

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1. Project Overview

The Land Bank seeks the services of a consultant with deep experience in strategic planning and facilitation to support the seven-member Land Bank Commission and staff in refining organizational priorities, gathering input from the public on these priorities and developing a Strategic Plan in 2023. The plan is intended to be an iterative document, allowing for adaptation over time with new conditions.

We expect the project to include the following:

- Overall project management
- Design and execution of a strategic visioning and planning process
- Development of an actionable strategic plan
- Development of recommendations regarding the plan's implementation and support structure

We expect that these tasks will be accomplished through a combination of activities, including:

- Background research by consultant on Land Bank history and a scan of opportunities and challenges ahead.
- Benchmarking with other similar sized organizations with similar focus.
- Facilitated group meetings with the Land Bank Commission and staff to create consensus regarding a strategic vision and plan. (I would elevate this above the preceding)
- Public meetings, focus groups, interviews, surveys and/or any other method that will be useful in receiving partner and community input.

The project is anticipated to begin in June 2023 and to conclude in December 2023 with the adoption of the final strategic plan by the Land Bank Commission and the County Council.

2. Scope of Work and Deliverables

Background review and public process proposal

Review relevant information provided by Land Bank and other County staff to gain a thorough understanding of the Land Bank's history, mandate, governance, staffing, budget, communications materials, and current range of activities. Aid the Land Bank Commission and staff in identifying additional research and data inputs and lead the gathering of such

information.

Deliverables:

- Brief data review memo (3-4 pages) including a list of documents and other information reviewed, potential information gaps, and proposal to address gaps
- Brief public process proposal (2-3 pages) including a plan to gather public input to inform strategic planning process, proposed meeting
- SWOT analysis

Public process management and facilitation

Implement approved strategy for public engagement. Schedule, plan and lead up to four (4) hybrid (online/in-person) public/focus group meetings and two (2) Commission and staff retreat sessions conducted in person in San Juan County to solicit input on the plan's creation. Compile public input from meetings and other communications for consideration during the strategic planning process.

Deliverables:

- Meeting agendas, attendance logs, and meeting minutes/interview notes for all public meetings
- Brief summary memo (4-5 pages) documenting action items, major findings and recommendations for incorporation into strategic plan.

Strategic planning and plan development

Design and execute a strategic visioning and planning process beginning with a strategic plan outline for Commission and staff review. Incorporate relevant input into an actionable strategic vision that is clearly stated and compelling, and that describes a clear and present need. The resulting plan should include:

- An executive summary
- Shared vision / goals
- Strategies – Specific approaches to achieve the vision
- Critical success factors – Identification of tasks under each strategy
 - Including metrics, staff/Commission roles
- Initial communications strategies (key messages, delivery strategies)

Incorporate relevant input into final draft for Commission, staff and public review. Prepare final plan and overview/introductory content for Land Bank website (content upload and management by others).

Deliverables:

- Draft strategic plan outline and projected budget
- Draft strategic plan
- draft and final strategic plan
- Overview/introductory content for website

3. Proposal Content Requirements

- A. Cover Letter (1 page maximum): Indicate interest and availability to address plan/scope elements, and current levels of general and professional liability insurance carried by the consultant.

- B. Project Approach and Scope Consideration (2 pages maximum): Include a brief description of the consultant's philosophy, approach to the project, and value to the County. Include key scope considerations to accomplish the scope elements stated in the RFP. The consultant is encouraged to include suggestions or supplemental tasks which may enhance the project or streamline the scope of work and improve cost effectiveness.
- C. Schedule (1 page maximum). Include a timeline showing the estimated length of time required for completion of the work described in the scope of work.
- D. Cost Summary (1 page maximum): Provide a preliminary cost summary of the work to be completed based upon the task outline presented above.
- E. Project Team (2 pages maximum): Identify the proposed team, including subconsultants, qualifications, experiences, and references. Identify the project manager and principal contact who will be permanently assigned to the project (strongly preferred that they are one and the same person).
- F. Relevant Experience (2 pages maximum): Describe the consultant's experience in preparing scope elements. Include at least three completed projects that are similar to the projects described in this request. For each project, provide the following information:
 - Name and location of each project;
 - Year completed;
 - Name and contact information of each client;
 - Name and contact information of the client project manager; and
 - Elements of the project that are similar to the scope elements of this request.
- G. Project Team Resumés: Provide in an appendix to the proposal a one-page resume per team member, no page limit, or include at least a paragraph for each key team member, years of experience, education, certifications, company affiliation, workplace location, and a brief bulleted list of individual project experience.

4. Proposal Evaluation and Selection Process

The selection of a consultant for this project will be made from the respondents to this solicitation. All firms responding will be evaluated, scored and ranked. The top firms may be invited for interview and have references checked.

Proposals will be evaluated according to the following criteria by Strategic Plan Committee members:

- Demonstrated success in facilitating and leading strategic planning processes involving similar organizations
- Project management and change management experience
- Knowledge of conservation, land management, climate change and related topics
- Experience in gathering and using data to drive the strategic planning process
- Experience in creating an inclusive environment for obtaining input
- Ability to constructively challenge key stakeholders

- Ability to inspire others to think innovatively
- Availability to attend 4 in-person meetings in San Juan County.
- Proposed fee

All proposal will be evaluated on the following items:

- (30%) Thoughtful project approach and strategy; this may include creative techniques, but not required;
- (30%) Qualifications and experience of proposed project team or individual;
- (25%) References and past performance, including ability to meet schedules; and
- (15%) Proposed schedule of deliverables.

5. Proposal Submittal Process

Consultants are encouraged to submit concise and clear responses to this RFP. Documents shall have a minimum font size of 11 or greater. Proposals must be in digital format, with a maximum length of 12 pages. The cover letter should have the following information: Conservation Land Bank Strategic Planning Process, Firm name, Contact information, Name of Principal-in-Charge, and Project Manager.

All submittals must be received by 3:00 pm on May 5, 2023, at lincolnb@sjclandbank.org. No submittals will be accepted after that date and time. It is the consultant's sole responsibility to ensure that timely submittals are received.

All submittals become the property of San Juan County and will not be returned. San Juan County assumes no obligations of any kind for expenses incurred by any respondent to this invitation.

The County reserves the right to modify or cancel in part, or in its entirety, this RFP.

Anticipated Timeline for Consultant Selection

May 5, 2023	Proposals due
May 15-17, 2023	Evaluation team conducts finalist interviews
May 19, 2023	Evaluation team recommends finalist for Land Bank Commission approval
June 30, 2023	Final scope and contract negotiations completed

Questions regarding this Request for Proposals should be directed to Lincoln Bormann at (360) 370-7652 or lincolnb@sjclandbank.org.

6. Title VI Requirements

The selection of a consultant shall be made without regard to race, color, sex, age, religion, national origin or political affiliation. San Juan County is an Equal Opportunity Employer.

San Juan County encourages disadvantaged, minority, and women-owned consultant firms to respond. San Juan County, in accordance with Title VI of the Civil Rights Act of 1964, 78 Stat. 252, 42 U.S.C. 2000d to 2000d-4 and Title 49, Code of Federal Regulations, Department of Transportation, subtitle A, Office of the Secretary, Part 21, nondiscrimination in federally assisted programs of the Department of Transportation issued pursuant to such Act, hereby notifies all bidders that it will affirmatively insure that in any contract entered into pursuant to this advertisement, disadvantaged business enterprises as defined at 49 CFR Part 26 will be afforded full opportunity to submit bids in response to this invitation and will not be discriminated against on the grounds of race, color, national origin or sex in consideration for an award.

Prospective consultants will be held to federal Equal Employment Opportunity requirements and Americans with Disabilities Act requirements. Persons with disabilities may request this information be prepared and supplied in alternate forms by contacting Lincoln Bormann at (360) 370-7652 or lincolnb@sjclandbank.org