

CONNECTICUT RIVER WATERSHED COUNCIL

BOARD OF TRUSTEES MEETING

FRIDAY, OCTOBER 7, 2016

15 Bank Row

Greenfield, MA

12:00 – 3:30

We are back at headquarters for this meeting, but in the future we will plan on being at the Olver Transportation Center conference room where we met in May.

AGENDA & MEETING DETAILS

WORKING Lunch

- Buffet lunch provided. Let Alan know if you have any preferences or limitations not otherwise on file. We are happy to accommodate any and all requests. Alan can be reached at amorgan@ctriver.org / 413-772-2020

Board of Trustees meeting

12:00 – 3:30

<u>AGENDA ITEM</u>	<u>TYPE</u>	<u>MATERIAL IN PACKET</u>	<u>PERSON</u>
<u>A. Review of agenda & goals for today (5)</u>			
<u>B. Adoption of May minutes (5)</u>	DECISION	Yes	Humphrey
<u>C. Rebranding (120)</u>	DISCUSSION	Yes	Everyone
<ul style="list-style-type: none"> • Branding brief rollout • Schedule of decision-making 			
<u>D. SPECIAL MEETING – CRWC, CT Merger (10)</u>	DECISION	Yes	Liz
<u>E. Finance & development report (20)</u>	DECISION	Yes	Andy/Phil
<ul style="list-style-type: none"> • Finance & endowment report – YTD FY 17 • Development work – fall major donor & renewals • Contracts signed / Fiscal sponsors 			
<u>F. Strategic Planning (30)</u>	DISCUSSION	Yes	Andy
<u>G. Land Conservation Program</u>	INFORMATION	No	Andy

AGENDA DETAIL

We continue our march toward our new future (does that sound like something Mao might have said?)! Anyway ... we have a great meeting setup with Eric Eckl, the Founder of [Water Words That Work](#), and our consultant on rebranding attending in person to lead a session on our rebranding. We also have our special meeting to approve the merger of CRWC,CT into CRWC which is being almost unanimously supported by the membership.

And of course our march toward December includes the completion of the five year strategic plan. I will present two programmatic concepts again to the Board for your continued deliberation – creation of chapters/affiliates and the idea of taking on significant new recreational facilities.

C. Rebranding

Please review the attached Branding Brief if you have some time prior to the meeting. Eric will walk us through what this document aims to do and how it will guide the copy writers and designers who will be working on this project. The biggest and most important take-away is that we have a very intensive schedule of decisionmaking in advance of our December meeting. Take to heart Eric's analogy of American Idol – we will soon launch auditions, have our contestants, and then sequentially develop a winner. (Ok, I'm passing on the chance to Simon Cowell or Paula Abdul comparisons...) The December meeting is where we are planning to have the new name, logo, and image at final stage (with a big of room for tweeking on logo).

Here is the timeline we are proposing to follow:

10/7	Review Brand Brief (Board Meeting)
10/11	Approve Final Brand Brief
10/14	Submit Candidates
10/20	Select Semifinalists
10/21	Test Semifinalists
10/28	Close Test
10/31	Share Test Results
11/4	Vote on Name
11/11	First Round Logos
11/18	Select & Revise Semifinalists
11/28	Test Semifinalists
12/1	Close Test
12/2	DECEMBER Board meeting - present test results & vote on Logo
12/9	Revise Final Logo
12/16	Approve Final Logo

F. Strategic Planning

We are continuing to refine the strategic plan, including more work at the staff level on membership strategies, and program priorities. And Humphrey has graciously agreed to apply his writing talents to producing a more polished draft that has things in a more coherent order and style. There are two areas I want to talk again with the Trustees: chapters/affiliates and recreational facilities

Chapters / affiliates – I have continued discussions with the Deerfield River Watershed Association about their interest in developing a structural relationship with CRWC. They continue to be interested in crafting a chapter relationship and will be putting this to a vote at their annual meeting in October. I have proposed an arrangement that I will discuss with you all that I think represents a good, low-risk and conditional approach to starting a chapter setup.

Recreational facilities – As I have described to you there have a number of potential ways that CRWC could be engaging in recreational facilities either through tour boats, canoe/kayak rentals, or campgrounds. The hydropower relicensing on the mainstem Connecticut has brought this conversation to some specifics where

FirstLight has indicated they are interested in shedding some of their recreational programs and would like to hear from interested parties. I will describe a process for this and seek your guidance on how to vet this idea.

CONNECTICUT RIVER WATERSHED COUNCIL, INC.

MINUTES

Board of Trustees Meeting

Friday May 20, 2016

12:00 – 5:00

Olver Transportation Center, 12 Olive Street
Greenfield, MA

ATTENDING: Trustees: Melody Foti, Astrid Hanzalek, Brewster Sturtevant, Humphrey Tyler, Robert Moore, Melissa Ocana, Liz Austin, David Mears, Dave Hewitt, Tim Keeney, Annette Spaulding, John Sinton (honorary).

Staff: Andrew Fisk, Alan Morgan, Phil Girton, Dana Gillette, Angela Mrozinski

Absent: Ed Gray, Cori Packer, Lora Wondolowski, Hooker Talcott

Guest: Kate Putnam, Matt Blumenfeld of Financial Development Agency

A. ADOPTION OF MARCH MEETING MINUTES

MOTION: To adopt the minutes of the November meeting of the Trustees.

- Move to accept by Humphrey Tyler, seconded by Melody Foti. Passed unanimously.

B. STRATEGIC PLANNING DISCUSSION

Andy facilitated the session on the draft strategic plan, which included a discussion of the results of the Board self-assessment, programmatic changes to the current strategic plan, and a review of the draft development plan that has been developed by the consulting firm Financial Development Group and the Development committee over the last two months. There was thoughtful and engaging conversation across all the topics with consensus that the strategic plan and rebranding should remain a top priority of the board and staff. It was agreed that a calendar year-end deadline for completing the plan and rebranding would be a good timeframe for leading into the Council's 65th year.

It was agreed that the Board would review the self-assessment report in more detail and pull out a short-list of the highest priority and most relevant elements to develop over the coming year. Some of the initial thoughts on what was important including board orientation, training, and recruitment. Andy will work with Liz to come up with a draft short list of priority follow-up items.

C. FINANCE & DEVELOPMENT REPORT

MOTION: To adopt the finance and development report as submitted.

- Move to accept by Humphrey Tyler, seconded by Tim Keeney. Passed unanimously.

CONNECTICUT RIVER WATERSHED COUNCIL, INC.

MOTION: To adopt the FY 16-17 annual and capital budgets, with an amendment for the executive director salary to be revisited mid-year and report back to the board.

- Move to accept by Bob, seconded by Humphrey. Passed unanimously.

D. NOMINATIONS

Humphrey on behalf of the Organizational and & Strategic Planning Committee presented the slate of Trustees and Officers. The Committee met several times of the last two months to develop the slate.

Trustees:

David Mears for a three-year term beginning 2016
 Dave Hewitt for a three-year term beginning 2016
 Lora Wondolowski for a three-year term beginning 2016
 Kate Putnam for a three-year term beginning 2016
 Hooker Talcott for a one-year term beginning 2016

Officers:

Chairman - Elizabeth Austin
 Vice-Chair NH/VT - Cori Packer
 Vice-Chair MA - Lora Wondolowski
 Vice Chair CT - Bob Moore
 Treasurer - Melody Foti
 Secretary - Humphrey Tyler

MOTION: To present the 2016-17 slate of Trustees for membership or renewal to the annual meeting.

- Move to accept by Melody, seconded by Bob. Passed unanimously.

MOTION: To present the 2016-17 slate of officers to the Board, each officer serving for a one-year term.

- Move to accept by Bob, seconded by Tim. Passed unanimously.

Humphrey made note that with a new Chair assuming duties in July, the Board expresses its strong appreciation for Jim's tenure as Chair and the terrific work he has done moving the organization forward. The Board noted that Brewster will be stepping down as a Trustee, but will remain active with the organization as he has done so ably for many years.

Jim adjourned the meeting at 5:00 pm.

Prepared by: Dana Gillette & Andrew Fisk
 Reviewed by: Humphrey Tyler



WATER WORDS THAT WORK

"Make a Splash With Your Communications"



Branding Brief
Prepared For CRWC
September 2016

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Overview

About the Organization

The Connecticut River Watershed Council (CRWC) was founded in 1952 to resolve the Connecticut River's water pollution problems.

Throughout its history, the CRWC has raised the public's awareness of what it means to live near the Connecticut River. Through numerous education, outreach and advocacy efforts they've helped to drastically lower the amount of chemicals and other pollutants in the river and stopped sale of river water out of the region.




The CRWC protects the river in many ways. Here are some examples: they guide development along the river, monitor the river for pollution, work to prevent erosion, they hold river cleanup events and education programs, and lead stream restoration projects. They do all of this to make the great river valley a better place for the 2 million people, and 5,000 watershed species that call it home.



Project Summary

After 65 years of efforts to protect and restore New England's biggest river, the Connecticut River Watershed Council decided the time is right to change its name and update its brand. The organization is also working on a new 5 year plan to guide its work.

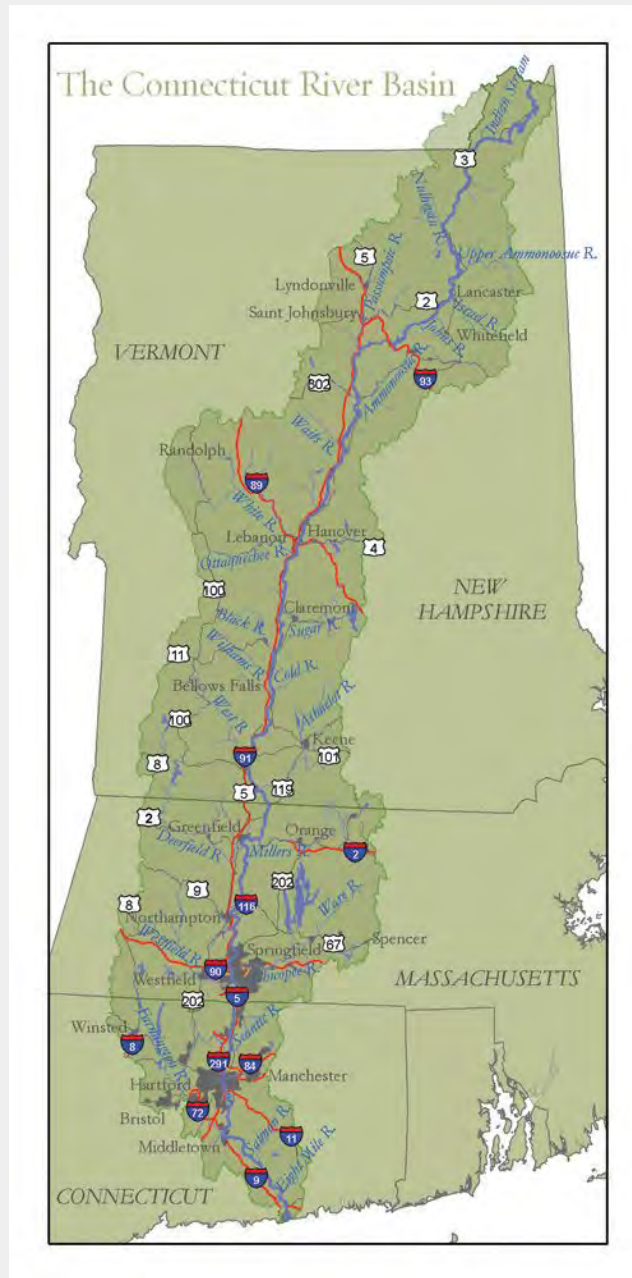
Target Audiences

Here is some information about who the brand must appeal to:

Name	Estimated #	Why They Are A Priority	Target Readability Score
 <p>Potential Donors</p>	Tens of thousands	Potential donors to the CRWC number in the thousands to the tens of thousands. These individuals care about the Connecticut River and want to help protect it. They likely donate to other causes and prefer to support organizations they feel will use their dollars to make a difference.	60
 <p>Fishing and Boating Enthusiasts in the Watershed</p>	260,000+	Users of the Connecticut River, such as fishing and boating enthusiasts, enjoy being on its waters and are a natural fit for membership with CRWC.	55-70
 <p>Source to Sea Volunteers</p>	2,000+	They are already engaged with the organization and support its activities. The goal is to convert those who are not members into members and connect with them more than just once a year at the cleanup event. Some may be attached to the current branding, and we want them to feel their input and opinions were taken seriously	60

 <p>Students and young professionals in the Watershed interested in Volunteering</p>	<p>Thousands</p>	<p>They are enthusiastic about the environment and want to get involved with an organization that can help them make a difference. They will be great volunteers now and excellent supporters in the future. We want them to see the organization as modern and relevant, not old-fashioned and out-of-date.</p>	<p>60</p>
 <p>Current Supporters</p>	<p>8,000+</p>	<p>Current supporters are an important group for CRWC. Their past support has contributed to the organization's success, and in turn their ongoing support is vital to the organization's continued success.</p>	<p>55-65</p>

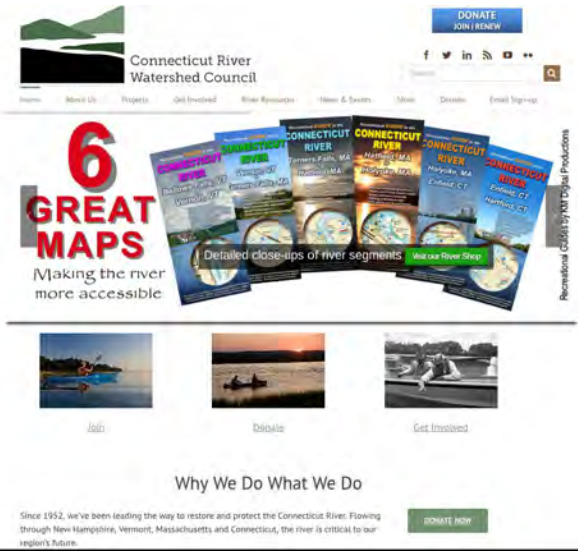
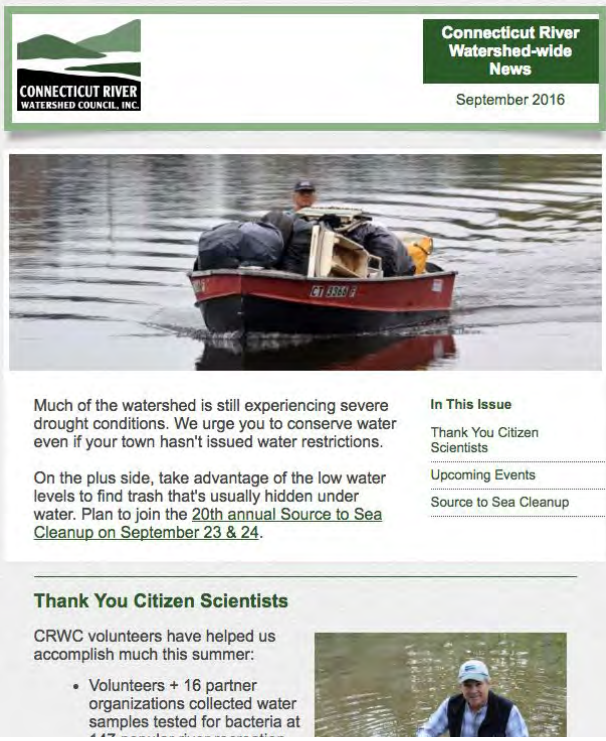
Location:



The Connecticut River stretches from the northern tip of New Hampshire to the beaches and marshes of Long Island Sound. The river bypasses the biggest cities of the Northeast, and mostly flows through lightly populated rural areas.

Brand Impressions

Here are some examples of where and how our target audience will encounter the brand:

Material	Description
 <p>CRWC Website</p>	<p>The CRWC website is a one-stop source for information about the organization, its history, mission, staff, publications, events, and opportunities to get involved (as a volunteer or donor).</p>
 <p>CRWC Email News</p>	<p>The CRWC keeps in contact with their members and email subscribers through regular email communications to keep them up-to-date on what the organization is up to.</p>

CURRENTS & EDDIES VOL. 65 NO. 2, SUMMER 2016

The River Connects Us.

Connecticut River Watershed Council

Hey Buddy, Wanna Buy A Dam? Relicensing Proceeds As Dams Go Up For Sale

2 1876 River Sketches
3 An Olympian's Story
5 Chang Farms Settlement
8 Upcoming Events

Your Newsletters Are Going Green
Story on page 6

The glut of cheap natural gas is having ripple effects across the energy sector, including hydropower. In February, 2016, Public Sector Pension Investment Board (PSP Investments) announced plans to buy FirstLight Power Resources, which includes Turners Falls Dam and Northfield Mountain Pumped Storage, from GDF Suez. PSP Investments is one of Canada's largest pension investment managers, investing funds for the pension plans of various government agencies. According to PSP's press release, the facilities will be managed by PSP Investments' existing hydropower platform, H2O Power LP. From what we know, PSP Investments does not have a long track record in the hydropower business. This is third sale of these facilities in the last decade. In 2006, Northeast Utilities sold their remaining generating facilities to Energy Capital Partners, LLC (ECP) for \$5.34 billion. ECP created the FirstLight subsidiary. Just two years later, ECP sold FirstLight to GDF Suez for \$1.9 billion, a tidy profit for two years of ownership. The current sale price of FirstLight to PSP Investments is \$1.2 billion. According to a representative from GDF Suez/ENGIE, the current sale does not include the recently-shuttered Mt. Tom coal plant located on the Connecticut River in

These 5 hydroelectric dams are getting new operating licenses AND being sold at the same time.

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River Celebration 2016 – Join Us!

Join us to kick off summer in style at this year's annual River Celebration at Brunelle's Marina in South Hadley, MA. So much more than a marina, Brunelle's is also home to the Dockside Restaurant, which will provide your tasty lunch, and the Lady Bea, a 53-foot cruise boat. Don't miss your chance to get out on the river with a ride on the Lady Bea, before or after the River Celebration (RSVP required, sponsored by Leinenkugel Brewing Co.).

Writer and naturalist Laurie Sanders will join us as the keynote speaker presenting "Where Past and Present Converge." Laurie is well known as the former host of "Field Notes," a weekly natural history series that aired on New England Public Radio for a decade. She's also produced nature shorts for local public television. In 1988, she discovered the only known site for a hybrid cross between jack-in-the-pulpit and green

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The CRWC Newsletter, Currents and Eddies, is published three times per year.

CRWC Newsletter

CURRENTS & EDDIES—SPECIAL EDITION VOL. 64 NO. 4

Source to Sea Cleanup 19th ANNUAL SOURCE TO SEA CLEANUP SEPTEMBER 25 & 26, 2015

Cleanup Chronicle

What is the Source to Sea Cleanup?

The Source to Sea Cleanup is a yearly trash cleanup of the Connecticut River and its tributaries in the four-state river basin (NH, VT, MA, CT). Volunteer group leaders coordinate local cleanup sites where participants of all ages and abilities spend a few hours picking up trash. We all have a responsibility to solve this trash problem—individuals, manufacturers, businesses, and government. By participating in the Source to Sea Cleanup, you are part of the solution for cleaner rivers. Want more information and details on getting involved? Visit www.river.org/cleanup.

You + 2,500 River Friends = True Impact

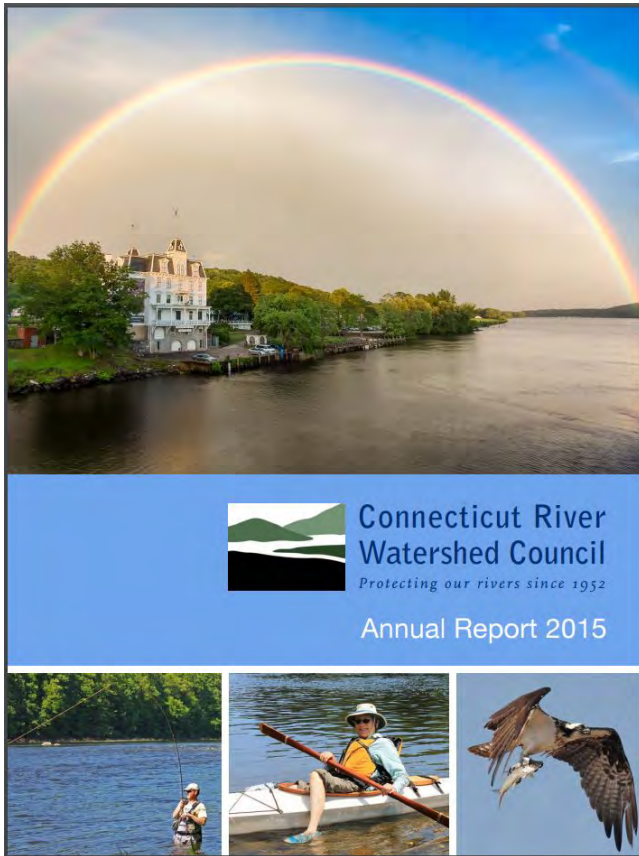
Did you know that when you join your local cleanup group to participate in the Source to Sea Cleanup, you are part of something much larger? You are joining about 2,500 other volunteers in more than 100 other cleanup groups across four states. The map to the right shows all the registered cleanup groups this year. You really do cover the Connecticut River from its source near the Canadian border to where it enters the sea at Long Island Sound, as well as many smaller rivers and streams along the way. Think about the pile of trash your local cleanup group gathered. Now multiply that by 100 and you start to get an idea of the impact you are making by joining the Source to Sea Cleanup. Over time, Cleanup volunteers have removed 947 tons of trash from in and around our rivers. And your hard work is paying off! CRWC received multiple reports from group leaders this year that their regular cleanup locations were much cleaner than usual. Some sites were so clean that the group had to find a new area to work. This is great news! Thank you for all that you do for our rivers!

Item	Quantity Reported
Scrap metal	17,815 lbs.
Construction materials	1,000 lbs. cement, 23 paint cans, 5 bags nails, 3 buckets like, muck/mud/wood shavings, ladder
Styrofoam	240 lbs., 8 stack trays
Pharmaceuticals & personal care	129 Bibles, 20 needles
Mattresses	18
Automotives	13 oil containers & 2 gallons motor oil, 5 batteries, 3 car batteries, 1 car seat, 1 child safety seat, 400 pieces of metal & plastic car parts
Electronics & appliances	41 batteries, 10 TVs, 5 pills, 3 phones, 7 washing machines, radio, computer & monitors, laptop, microwave, washer, hot water heater, door, plug in car vacuum
Furniture	23 chairs, 2 tables, 2 desks, corner shelf, 8 wicker chairs, wicker cabinet, table leg, metal holding tank, bath tub
Toys	40 balls, 14 balloons, 10 boxes & stuffed animals

MARK YOUR CALENDAR NOW! 20th Annual Source to Sea Cleanup, September 23 & 24, 2016

The Cleanup Chronicle is published once per year and features stories from the annual Source to Sea Cleanup event.

Source to Sea Cleanup Chronicle



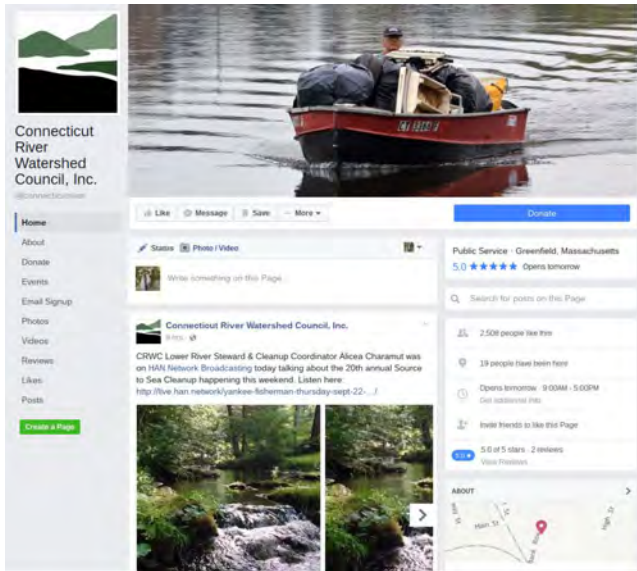
The Annual Report is published once per year and summarizes the organization's activities and accomplishments for the previous year.

Annual Report



Postcard used to solicit donations during the annual Valley Gives fundraising drive.

Valley Gives Donor Drive Postcard



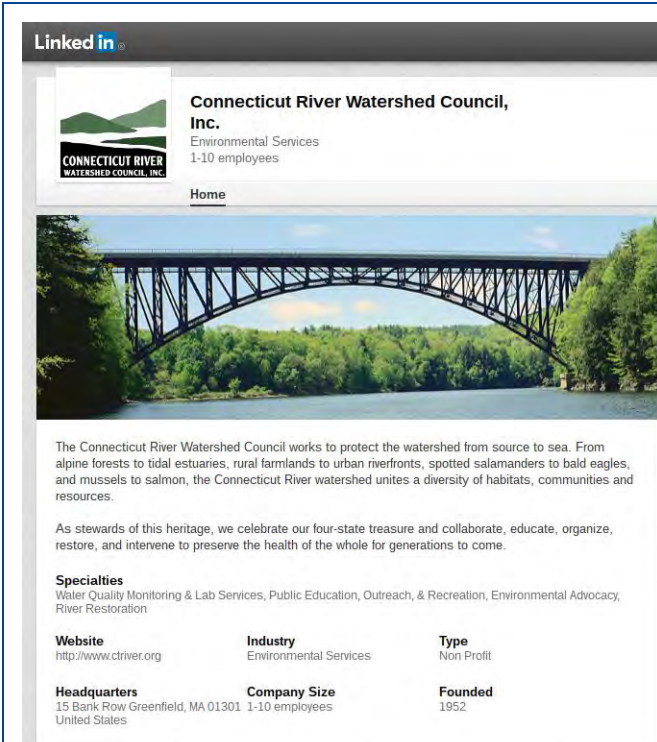
2,508 likes

Facebook



366 followers


Twitter



LinkedIn

CONNECTICUT RIVER WATERSHED COUNCIL, INC.
Environmental Services
1-10 employees

Home



The Connecticut River Watershed Council works to protect the watershed from source to sea. From alpine forests to tidal estuaries, rural farmlands to urban riverfronts, spotted salamanders to bald eagles, and mussels to salmon, the Connecticut River watershed unites a diversity of habitats, communities and resources.

As stewards of this heritage, we celebrate our four-state treasure and collaborate, educate, organize, restore, and intervene to preserve the health of the whole for generations to come.

Specialties
Water Quality Monitoring & Lab Services, Public Education, Outreach, & Recreation, Environmental Advocacy, River Restoration

Website
<http://www.criver.org>

Industry
Environmental Services

Type
Non Profit

Headquarters
15 Bank Row Greenfield, MA 01301 United States

Company Size
1-10 employees

Founded
1952

138 Followers

LinkedIn



CONNECTICUT RIVER WATERSHED COUNCIL
The River Connects Us
15 Bank Row, Greenfield, MA 01301 crwc@ctriver.org www.criver.org

December 21, 2015

Ms. Jane Doe
50500 River Road
Jamaica, VT 05343

Dear Jane,



Millions of dollars and the future of our river are at stake in the historic relicensing of five hydropower facilities on the Connecticut River.

You are one of the people with a stake in the long term future of the Connecticut River. You know that the relicensing of the five hydropower projects on the main stem of the river will greatly impact the river's future. Running from Wilder Dam in Vermont to Turners Falls in Massachusetts, these facilities generate considerable energy for our communities – and profits for the companies that run them.

In exchange for the privilege of damming our rivers, a private hydropower operator must **provide direct benefits to the public and the river**. These benefits may include recreational facilities, better fish passage and reducing damage to river habitats. Since its founding in 1952, CRWC has worked to see that hydro projects meet the federal and state laws that require a **balancing of public good and private interests**.

This is no small deal. **The hydropower facilities have already invested millions of dollars** in studies that will help determine how they will be run 30-50 years into the future, and what they will give back to our communities and our river in return for the profit they make off these hydropower facilities.

CRWC is a **leading river advocate** in the Federal Energy Regulatory Commission (FERC) process to regulate hydropower facilities in the Connecticut River basin. River Stewards Andrea Donlon and David Deen are respected by state and federal officials. They bring decades of experience to the table and are both deeply engaged in the relicensing process.

CRWC is the only organization working on the hydropower relicensing that has commented on every single one of the 71 studies being conducted. We're in this on behalf of the fish, the people, our communities, our sustainable energy future, and our cultural heritage. This level of engagement takes time, talent, and significant financial investment.

Fundraising letters are used to solicit donations from members.

Donor Appeal Letters

Guidelines for Copywriters

Name

The current official name is "Connecticut River Watershed Council"

What's wrong with the current name	What's right about the current name
<p>"Watershed Council"</p> <p>Residents of Vermont, New Hampshire, and Massachusetts may overlook that the Connecticut River flows through their state.</p> <p>In addition folks think that the Connecticut River is only in the state of Connecticut, or that our organization is only located in Connecticut.</p>	<p>"Connecticut River"</p>

Slogan

The official slogan is "The River Connects Us"

What's wrong with the current slogan	What's right about the current slogan
<p>Similar to "Rivers Connect Us," which is American Rivers' slogan.</p> <p>Residents of Vermont, New Hampshire, and Massachusetts may overlook that the Connecticut River flows through their state.</p> <p>Also, the slogan does not convey action, advocacy, protection which describes the work of CRWC.</p>	<p>It's otherwise good.</p>

Mission Statement

CRWC works to protect the Connecticut River basin's diversity of habitats, communities and resources. We celebrate our four-state treasure and collaborate, educate, organize, restore, and intervene to preserve the health of the whole for generations to come.

What's wrong with the current mission statement	What's right about the current mission statement
<p>Readability score is super low -- just 32</p>	<p>Hints that the river is more than the state of Connecticut.</p>

	Accurately describes what CRWC does.
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Elevator Speech

What's wrong with the current elevator speech	What's right about the current elevator speech
There isn't one.	n/a

Words To Consider:

- Conservancy
- Trust
- New England
- Vermont, Massachusetts, New Hampshire
- Sustaining
- Balance
- Protecting
- Responsible
- Working together
- Making a difference
- Future generations
- Transforming
- Defending
- Leading
- Advocate
- Safeguarding

Guidelines for Designers

Logos We Like

To inspire your thinking, here are some logos that the client likes:



Colors to Use

Main Colors

Please use these colors as primary in the logo:

Hex #3E5B3D	Hex #643734
This is the primary green in the current logo. Emphasizing this color in the replacement will create a subtle sense of continuity in the brand	This is the primary complimentary color to the main green color.

Accent Colors

You may use small amounts of these colors as accents in the logo:

Hex #413D5B	Hex #645C34
These colors compliment the primary colors	

Look & Feel Slider:

Elegant					x	Bold
Playful			x			Serious
Traditional				x		Modern
Personable			x			Professional
Feminine			x			Masculine
Colorful			x			Conservative
Economical				x		Upmarket/Luxurious

Must Have:


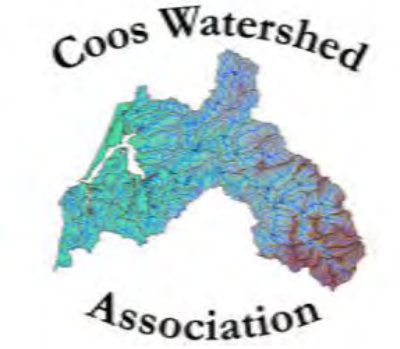

- N/A

Nice to Have

Element #1: Abstract water images			
			
Element #2: Brush strokes			
			
Element #3: Mountain and river bends			
			

Must Not Have

Avoid These Images

<p>Water Drops</p>  <p>www.shutterstock.com - 228386809</p>	<p>Watershed Map</p> 	<p>Tropical Fish</p> 
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Avoid These Fonts

Comic Sans

Courier New

Times New Roman

Project Management

Project Team

Project Role	Client	Water Words
Sponsor	Andy Fisk	Eric Eckl
Project Manager (s)	Angela Mrozinski	Avia Huisman
CRWC Brand Team	Andy Fisk Angela Mrozinski Jim Okun Liz Austin Melody Foti Humphrey Tyler Melissa Ocana	
Writers		Eric Eckl Avia Huisman Chandra Brown
Designers		Crowdsourced to a global market

Written Branding Approach

Written Branding	What Happens	Who
Round 1: Initial Candidates	WWTW presents: 6 names 6 slogans 3 mission statements 3 elevator speeches	WWTW
Round 2: Semifinalists	CRWC narrows to: 3 names 3 slogans 3 mission statements (edited) 3 elevator speeches (edited)	CRWC brand committee

Round 3: Testing	WWTW tests candidates with: CRWC supporters 50 New England donors	WWTW
Round 4: Revision	Selects top choice for name, slogan, mission statement, elevator speech and edits until satisfied.	CRWC brand committee
Round 5: Vote	Board vote to approve final name, slogan, mission statement, elevator speech	Full board

Logo and Graphic Standards Approach

Written Branding	What Happens	Who
Round 1: Initial Candidates	WWTW presents 12 candidate logos	WWTW
Round 2: Semifinalists	CRWC narrows to 3 candidate logos and requests up to three rounds of revision	CRWC brand committee selects top three, WWTW works with designers to revise
Round 3: Testing	WWTW tests candidates with: CRWC supporters 50 New England donors	WWTW
Round 4: Revision	Selects top choice, request up to three rounds of revision	CRWC brand committee
Round 5: Vote	Board vote to approve final logo	Full board
Round 6:	WWTW develops brand book with with color palette, typography, etc.	WWTW creates, CRWC staff review

Milestones

- Board meetings: Oct 7 and Dec 2
- Staff meetings: October 3, November 7, and December 5
- Goal: Have branding process complete by December 2nd Board meeting.

CONNECTICUT RIVER WATERSHED COUNCIL

Strategic planning implementation 2017 – 2021

VISION & MISSION STATEMENT

The Connecticut River Watershed Council protects and restores the natural ecological resources and wildlife habitat in the watershed through collaboration, education, restoration, advocacy, and intervention.

GOALS & OBJECTIVES

LEADERSHIP ROLE: Become recognized as the most reliable source of expertise on all things involving the Connecticut River watershed ecosystem.

ENVIRONMENTAL ACHIEVEMENT: Improvement in the natural health, resiliency and connectivity of aquatic habitat that results in increased and healthy populations of fish, other aquatic life, and animals that depend riverine ecosystems in the watershed through voluntary action as well as requirements and standards.

ACCESSIBILITY & ENGAGEMENT: Creation of meaningful and accessible opportunities for people to recreate and appreciate the inherent beauty and conservation values of the Connecticut River and its tributaries in ways that are consistent with our environmental goals.

GROWTH & MANAGEMENT OF ORGANIZATIONAL RESOURCES:

- Build an organization of 5,000 members and supporters all of whom will have meaningful opportunities to implement our mission.
- Increase all forms of revenue so that the organization is sustained more fully by unrestricted operating support and an endowment of \$5,000,000
- Responsibly divest our land holdings and improve our stewardship capacity for those remaining properties.

GOVERNANCE & ADMINISTRATION: Achieve an organizational governance & administrative structure that:

- rewards staff tangibly and intangibly with fair compensation and provides the support and tools for them to excel in their jobs;
- Expands organizational capacity in the areas of fund raising, event & project management, and financial and administrative management;
- employs best practices for all financial and administrative systems;
- maintains facilities that are energy efficient, in good repair, and support our mission.

PRIMARY STRATEGIC TOOLS

1. Advocacy & Education –
2. Recreation Opportunities
3. Restoration, Protection & Restoration
4. Partnership & Collaboration
5. Governance, Organizational & Administrative

STRATEGIES & TACTICS

LEADERSHIP ROLE:

Strategies:

- Through the use of sophisticated and creative outreach and advocacy strategies that communicates credible technical information, compelling stories, and motivating opportunities for action develop the reputation as the most reliable source of expertise on all things involving the Connecticut River watershed ecosystem.
- Rebrand the name and logo of CRWC to reflect more effectively the organization’s mission and role in the watershed and to communicate that mission and role to the organization’s target audiences, conservation partners, government, sources of financing and grants, donors, and the public at large.

Tactics:

- Implement a rebranding of the organization as the “Connecticut River Trust” using the taglines, ideas, and strategies provided by Water Words That Work

ENVIRONMENTAL ACHIEVEMENT:

Strategies:

- Develop the financial and personnel capacity to implement at least one dam removal / passage project each year, as well as multiple culvert replacements, multiple riparian and instream restoration projects that occur in all four watershed states.

- Enhance and improve our citizen science programs in order to have opportunities for over 100 volunteers to engage in work including fisheries and mussel restoration, tree planting, water quality, and invasive plants
- Improve and expand our marquee event, the Source to Sea Cleanup, so that it increases participation and membership, includes new cleanup initiatives, and creates solutions to trash, litter, and debris pollution
- Engage through comments, testimony, appeals, and legal proceedings in all relevant permits, licenses, regulations, policies, plans and legislation that have bearing on our mission and goals.

Tactics:

- Through the hydropower relicensing process, advocate to take over the recreational programs and facilities on the mainstem river now managed by the hydropower companies as part of their license obligations.
- Improve and expand the “Is It Clean?” bacteria monitoring network to include more locations, particularly in unserved areas, and increase its exposure and reach to diverse communities using both Spanish and English language
- Continue to instigate and implement monitoring initiatives, such as Samplepalooza, that develops new and credible information that can then be used to solve environmental problems.

ACCESSIBILITY & ENGAGEMENT:

Strategies:

- Create new watershed-scale events that reinforce our role as the organization working across the entire watershed and that produce meaningful outcomes for participants and the Council.
- Maintain and enhance our social media presence on existing channels while anticipating new digital outlets and engagement strategies
- Enhance our video capacity and presence in both short and longer-form pieces generated by staff and outside contractors
- Generate increased exposure for all our programs and events through traditional, new, and earned digital, social, and traditional media by consistent, creative, and accessible news releases and personal relationships with outlets and individuals
- Offer a variety of recreational events in all areas of the watershed that provide members and the general public diverse opportunities to experience the river and its tributaries on both land and water as well as understand the scientific, legal, political, cultural, and historical issues of the watershed

Tactics:

- In coordination with partners complete the expansion of the Connecticut River Paddlers’ Trail by creating new campsites and access locations.
- Implement an effective volunteer stewardship program for the Paddler’s Trail in MA and CT
- Improve the outreach and events capacity through the use of interns, volunteers, and a paid staff or contract person as identified in the FY 15-16 budget

- In coordination with partners conceive, plan, and implement the next-generation *Boating Guide to the Connecticut River* watershed that lives in multiple interactive platforms.
- Through focused effort in 2016 - 17 increase the exposure and revenue of the Store through an engaging range of products and services; in 2017 evaluate continued existence of store given results of work.
- Transition River Currents to a watershed-scale distribution and consider how the print version can complement a blogging version of the column.
- Support the *River of Words Along the Connecticut River* and develop a variety of school-based programs for staff to deliver.
- Maintain and improve the website so that it remains fresh and engaging

GROWTH & MANAGEMENT OF ORGANIZATIONAL RESOURCES:

Strategies:

- Implement a user-friendly organization-wide database that serves all organizational constituents
- Create an overall revenue structure that significantly increases unrestricted operating revenue from members, business sponsors, and foundations
- By 2018 increase grant revenue so that it supports on an on-going basis at least 85% of program staff salary and operating expenses
- Develop and implement a chapter or affiliate structure that would allow smaller local groups to be supported by CRWC and become more directly connected to our mission and members.
- Implement a Land Conservation Program that divests several properties and easements from the CRWC land conservation portfolio.

Tactics:

- Promote bequests and other planned giving revenue to increase Long River Society membership to 50 households
- Enhance the development program by improving the culture of appreciation, routinely engaging all donors with meaningful and inspiring information and stories, and involving all staff and trustees in development.
- Develop administrative and fundraising capacity to provide “back office” support to smaller watershed groups and organizations in their missions.
- TO BE REFINED & ELABORATED: Create membership recruitment and retention strategies that do not rely on bulk mail or wide-net campaigns, but are smaller scale and maintain a personal focus. These will include house parties, friend raising, targeted mailings, on-line campaigns, and a focus on retaining earned members.

Land Conservation Program

- By 2016 divest the remaining fee-owned property in Vermont through sale to the abutter
- By 2016 complete the remaining transfers underway in Holyoke
- By 2016 complete the dam rehabilitation in Norfolk, CT and convey the fee interest in Spaulding Pond and the dam to the in-holding property owners
- By 2016 transfer by bargain sale the Hibbs and deforest properties to the State of Connecticut

- Transfer all remaining easements in NH to eligible organizations including Upper Valley Land Trust, SPNHF, and the town of Lyme where transaction costs are negligible or less.
- Create a plan to fund the transfer of all remaining easements that require substantial stewardship endowments and transaction costs in order to complete a transfer. This could cost anywhere from \$50,000 to \$75,000.
- Maintain annual easement inspections on at least 90% of our remaining holdings.

GOVERNANCE & ADMINISTRATION:

Strategies:

- Implement the CRWC Five Year Staffing Strategy Plan to improve employee compensation and benefits and expand CRWC capabilities in the areas of events, development, project management, and financial management/administration.
- As part of annual budgeting, create program budgets for outreach, development, restoration, advocacy, monitoring, citizen science, land conservation, and other specific projects as needed.
- Support and continually improve efficiency and effectiveness of all current financial and administrative controls with focus on new federal grant revenue from NRCS RCPP and USFWS
- Create and utilize multi-year budgets to guide the growth of the organization
- Maintain a five year work plan for the maintenance and operation of 15 Bank Row that overhauls the HVAC, allows for renewable energy generation, reduces energy usage, and stays current with all routine maintenance.

Tactics:

- Support the creation of a Board of Trustees with a diversity of experience, backgrounds and heritage that actively supports the growth of the organization
- Fully repay the Shaub loan by June 2017

CRWC Five-Year Staffing Strategy Plan 2016 – 2021

In order to implement this plan effectively the following staffing strategies will be continually evaluated and implemented as funding is realized:

- Improve the salary and benefits for staff in line with a salary schedule and job descriptions
- Continue reliance on contract staff across the organization for specific projects and tasks.
- Enhance the use of paid interns through area colleges
- Continue the use of the Senior Aide program to provide in-office administrative and program support.
- Hire a full time coordinator to manage all outreach events, monitoring, and citizen science programs
- Hire a full time restoration manager to oversee the fundraising and project management of all types of restoration work (dams, culverts, tree planting, instream restoration) throughout the watershed
- Expand development staff (contract or otherwise) to improve major donor development work.
- Engage contract development staff to support capital/endowment campaign
- Hire a part time accounting clerk to support Finance Manager
- Expand Finance Manager position to full time.

Connecticut River Watershed Council, Inc.
Statement of Financial Position
As of August 31, 2016

Accrual Basis

	Aug 31, 16	Aug 31, 15	% Change
ASSETS			
Current Assets			
Checking/Savings			
1015 · GSB-Checkng (4971)	20,802.97	23,214.93	-10.39%
1016 · GSB-Board Approval Chec (2479)	2,000.51	3,289.48	-39.19%
1018 · GSB-Savings (9966)	2,000.79	4,059.75	-50.72%
1019 · GSB-Flexible 6 Month CD (2588)	161,734.18	285,181.71	-43.29%
1030 · Other cash	219.73	258.59	-15.03%
1070 · Ledyard - Spaulding Pond Check	0.00	211,000.00	-100.0%
Total Checking/Savings	186,758.18	527,004.46	-64.56%
Accounts Receivable			
1110 · Accounts Receivable	212,223.42	186.00	113,998.61%
1111 · Pledges Receivable	61,000.00	10,050.00	506.97%
1112 · Other Receivables	0.00	3,773.40	-100.0%
1113 · Grants Receivable 2	648,260.30	437,571.69	48.15%
Total Accounts Receivable	921,483.72	451,581.09	104.06%
Other Current Assets			
1299 · Undeposited Funds	-1,286.53	929.70	-238.38%
1410 · Inventory	8,568.62	7,782.63	10.1%
1450 · Prepaid Parking	1,220.00	-838.63	245.48%
1452 · Prepaid Insurance	2,392.08	5,530.61	-56.75%
1454 · Available Matching Funds	1,405,099.50	897,693.50	56.52%
Total Other Current Assets	1,415,993.67	911,097.81	55.42%
Total Current Assets	2,524,235.57	1,889,683.36	33.58%
Fixed Assets			
1510 · Other Long-Term Assets			
1510. · Gift Account	0.00	974.48	-100.0%
1515.2 · Endowment Acct	173,668.61	171,946.90	1.0%
1519.7 · The Mary S Shaub Fund	954,102.38	829,194.65	15.06%
1519.2 · Loan to CRWC from Shuab Fund	220,654.83	289,799.76	-23.86%
1521 · Spaulding Pond Stewardship Fund			
1521.02 · Land Aquisition Fund (1/3)	136,644.51	0.00	100.0%
1521.01 · Spaulding Pond Fund (2/3)	79,123.11	0.00	100.0%
1521 · Spaulding Pond Stewardship Fund - Other	0.00	202,595.47	-100.0%
Total 1521 · Spaulding Pond Stewardship Fund	215,767.62	202,595.47	6.5%
1520 · TrustCo of VT AnnuityInvestment	158,537.87	170,466.23	-7.0%
Total 1510 · Other Long-Term Assets	1,722,731.31	1,664,977.49	3.47%
1620 · Plant, Property and Equipment	485,521.62	500,683.56	-3.03%
Total Fixed Assets	2,208,252.93	2,165,661.05	1.97%
TOTAL ASSETS	4,732,488.50	4,055,344.41	16.7%
LIABILITIES & EQUITY			
Liabilities			
Current Liabilities			
Accounts Payable			
2010 · Accounts payable	116,989.57	62,350.87	87.63%
Total Accounts Payable	116,989.57	62,350.87	87.63%
Credit Cards			
2052 · Visa (8653)	3,247.61	140.41	2,212.95%
2050 · Visa (7903)	0.00	894.79	-100.0%
2051 · Staples (9602)	174.00	217.83	-20.12%
Total Credit Cards	3,421.61	1,253.03	173.07%
Other Current Liabilities			
2100 · Accrued Expenses	5,576.56	4,402.85	26.66%
2150 · Accrued Services Payable	716.88	716.88	0.0%
2200 · Other Accrued Expenses	58,651.00	58,651.00	0.0%
2300 · Rental Units - Security Deposit	575.00	575.00	0.0%
2920 · Fiscal Sponsorships	1,051.54	3,085.32	-65.92%
Total Other Current Liabilities	66,570.98	67,431.05	-1.28%
Total Current Liabilities	186,982.16	131,034.95	42.7%
Long Term Liabilities			
2600 · Debt	316,851.68	349,157.67	-9.25%
2800 · Deferred Revenue	2,500.00	2,500.00	0.0%
Total Long Term Liabilities	319,351.68	351,657.67	-9.19%
Total Liabilities	506,333.84	482,692.62	4.9%
Equity			
3000 · Unrestricted net assets	30,202.45	30,202.45	0.0%
3010.1 · Fund Bal. Operations	0.00	88,038.85	-100.0%
3050 · Unrestricted - Board Designated	-95,265.43	-95,265.43	0.0%
3100 · Temporarily restr net assets	644,511.04	1,120,393.41	-42.48%
3200 · Permanently restrict net assets	1,277,877.93	1,277,877.93	0.0%
3900 · Earnings	2,244,032.88	1,246,196.22	80.07%
Net Income	124,795.79	-94,791.64	231.65%
Total Equity	4,226,154.66	3,572,651.79	18.29%
TOTAL LIABILITIES & EQUITY	4,732,488.50	4,055,344.41	16.7%

Connecticut River Watershed Council, Inc.
Financial Report - Profit & Loss Budget vs. Actual
July through August 2016

Accrual Basis

	<u>Jul - Aug 16</u>	<u>Budget</u>	<u>% of Budget</u>	
Ordinary Income/Expense				
Income				
4000 · Contributions				
4010 · Indiv/business contribution	3,690.19	65,000.00	5.68%	17%
4015 · Major Donor Campaign	3,000.00	135,000.00	2.22%	17%
4016 · Contributions-Earth Share	1,414.36			
4070 · Legacies & bequests	5,000.00			
5825 · Project Appeal/Underwriters	6,425.00	125,000.00	5.14%	17%
Total 4000 · Contributions	19,529.55	325,000.00	6.01%	17%
4080 · Management Fee Income	882.00	9,995.00	8.82%	17%
4200 · Grants and Contracts	382,577.32	742,414.00	51.53%	17%
5180 · Fees	11,115.62	17,500.00	63.52%	17%
5330 · Rental Income	4,350.00	26,100.00	16.67%	17%
5440 · Sales	487.43	3,500.00	13.93%	17%
Total Income	418,941.92	1,124,509.00	37.26%	17%
Gross Profit	418,941.92	1,124,509.00	37.26%	17%
Expense				
7000 · Grant & contract - pass thru	91,936.43	858,862.00	10.7%	17%
7200 · Payroll	133,309.18	653,959.00	20.39%	17%
7510 · Professional Fees	6,166.47	10,544.00	58.48%	17%
8110 · Supplies	18,540.84	63,343.00	29.27%	17%
8130 · Telephone and internet service	1,030.00	6,144.00	16.76%	17%
8140 · Postage and Delivery	3,426.35	13,652.00	25.1%	17%
8170 · Printing	2,013.31	5,940.00	33.89%	17%
8170.1 · Maintenance	1,547.81	46,540.00	3.33%	17%
8200 · Occupancy	2,986.08	21,238.00	14.06%	17%
8300 · Travel	3,529.42	33,477.00	10.54%	17%
8320 · Conferences, convention,meet	0.00	2,910.00	0.0%	17%
8500 · Misc expenses	126.23	3,400.00	3.71%	17%
8520 · Insurance	1,488.14	5,916.00	25.15%	17%
8529 · Dues, Fees and Publications	100.00	2,042.00	4.9%	17%
8570 · Publicity and outreach	2,622.55	9,930.00	26.41%	17%
8650 · Taxes & Bank Fees	1,346.39	3,220.00	41.81%	17%
Total Expense	270,169.20	1,741,117.00	15.52%	17%
Net Ordinary Income	148,772.72	-616,608.00	-24.13%	17%
Other Income/Expense				
Other Income				
4900 · Assets released from restrictio	195,039.68	720,093.00	27.09%	17%
5320 · Investment Income	2,881.89	42,528.00	6.78%	17%
6700 · Realized gain on investments	5,056.61			
6800 · UnrealizedGain(Loss)-Investmnt	25,639.43			
Total Other Income	228,617.61	762,621.00	29.98%	17%
Other Expense				
8100 · Net Income Xfer to Temp Restrict	249,275.60			
8591.1 · Investment Expenses	3,318.94			
Total Other Expense	252,594.54			
Net Other Income	-23,976.93	762,621.00	-3.14%	17%
Net Income	124,795.79	146,013.00	85.47%	17%

Connecticut River Watershed Council, Inc.
 Financial Report - Profit & Loss Prior Period Comparison
 July through August 2016

Accrual Basis

	<u>Jul - Aug 16</u>	<u>Jul - Aug 15</u>	<u>% Change</u>
Ordinary Income/Expense			
Income			
4000 · Contributions			
4010 · Indiv/business contribution	3,690.19	8,551.26	-56.85%
4015 · Major Donor Campaign	3,000.00	2,576.12	16.45%
4016 · Contributions-Earth Share	1,414.36	0.00	100.0%
4070 · Legacies & bequests	5,000.00	0.00	100.0%
5825 · Project Appeal/Underwriters	6,425.00	15,750.00	-59.21%
Total 4000 · Contributions	19,529.55	26,877.38	-27.34%
4080 · Management Fee Income	882.00	0.00	100.0%
4200 · Grants and Contracts	382,577.32	86,800.00	340.76%
4400 · In-kind Contributions	0.00	795.75	-100.0%
5180 · Fees	11,115.62	0.00	100.0%
5330 · Rental Income	4,350.00	4,350.00	0.0%
5440 · Sales	487.43	516.32	-5.6%
Total Income	418,941.92	119,339.45	251.05%
Gross Profit	418,941.92	119,339.45	251.05%
Expense			
7000 · Grant & contract - pass thru	91,936.43	11,283.00	714.82%
7200 · Payroll	133,309.18	98,277.63	35.65%
7510 · Professional Fees	6,166.47	6,475.32	-4.77%
8110 · Supplies	18,540.84	10,243.75	81.0%
8130 · Telephone and internet servic	1,030.00	1,138.53	-9.53%
8140 · Postage and Delivery	3,426.35	1,280.30	167.62%
8170 · Printing	2,013.31	1,722.39	16.89%
8170.1 · Maintenance	1,547.81	2,087.86	-25.87%
8200 · Occupancy	2,986.08	2,203.99	35.49%
8300 · Travel	3,529.42	3,097.35	13.95%
8320 · Conferences, convention, mee	0.00	35.00	-100.0%
8500 · Misc expenses	126.23	0.00	100.0%
8520 · Insurance	1,488.14	298.80	398.04%
8529 · Dues, Fees and Publications	100.00	23.00	334.78%
8570 · Publicity and outreach	2,622.55	492.51	432.49%
8650 · Taxes & Bank Fees	1,346.39	1,138.62	18.25%
Total Expense	270,169.20	139,798.05	93.26%
Net Ordinary Income	148,772.72	-20,458.60	827.19%
Other Income/Expense			
Other Income			
4900 · Assets released from restrictio	195,039.68	0.00	100.0%
5320 · Investment Income	2,881.89	13,755.67	-79.05%
6700 · Realized gain on investments	5,056.61	0.00	100.0%
6800 · UnrealizedGain(Loss)-Investmr	25,639.43	-40,290.68	163.64%
Total Other Income	228,617.61	-26,535.01	961.57%
Other Expense			
8100 · Net Income Xfer to Temp Restr	249,275.60	88,038.85	183.14%
8591.1 · Investment Expenses	3,318.94	1,826.20	81.74%
Total Other Expense	252,594.54	89,865.05	181.08%
Net Other Income	-23,976.93	-116,400.06	79.4%
Net Income	124,795.79	-136,858.66	191.19%

Connecticut River Watershed Council, Inc.

Financial Report - Performance metrics

July through August 2016

	INTERIM GOAL	FINAL GOAL	STATUS
New grants awarded in FY 17		\$ 550,000	\$ 382,577
Salary raised from new grants in FY 17		\$ 124,819	\$ 63,743
Percentage of program payroll funded by grants	63%	85%	
Total amount of indirect expensed YTD			\$ 11,774
Cash reserve (Unrestricted endowment)		\$ 425,000	\$ 173,669
Balance on Shaub loan		\$ -	\$ 220,655

Connecticut River Watershed Council, Inc.
 Financial Report: - Endowment Report
 As of August 31, 2016

	Aug 31, 2016	Apr 30, 2016	\$ Change	% Change
ASSETS				
Fixed Assets				
1510 · Other Long-Term Assets				
1515.2 · Endowment Acct	173,668.61	168,787.80	4,880.81	2.89%
1519.7 · The Mary S Shaub Fund	954,102.35	929,464.15	24,638.20	2.65%
1519.2 · Loan to CRWC from Shaub Fund	220,654.83	239,799.76	-19,144.93	-7.98%
1521 · Spaulding Pond Fund	215,767.62	194,366.26	21,401.36	11.01%
Spaulding Pond Fund	79,123.11	129,644.18	-50,521.07	-38.97%
Land Acquisition Fund	136,644.51	64,722.08	71,922.43	111.13%
1019.01 Spaulding Pond Cash	156,918.52	208,897.13	-51,978.61	-24.88%
Spaulding Pond Fund	156,918.52	139,264.75	17,653.77	12.68%
Land Acquisition Fund	0.00	69,632.38	-69,632.38	-100.0%
UBS Portfolio (Shaub & Spaulding)	729.38	105.00	624.38	594.65%
1520 · TrustCo of VT AnnuityInvestment	158,537.87	159,712.15	-1,174.28	-0.74%

	Target vs Actual Distribution Comparison							
	Equity		Fixed		Cash		Other	
	Target	Actual	Target	Actual	Target	Actual	Target	Actual
1515.2 · Endowment Acct	50% - 70%	61.72%	30% - 50%	29.00%	5% - 20%	9.28%	0.00%	0.00%
1519.7 · The Mary S Shaub Fund	50% - 70%	63.28%	30% - 50%	28.95%	5% - 20%	7.78%	0.00%	0.00%
1521 · Spaulding Pond Fund	50% - 70%	61.38%	30% - 50%	28.01%	5% - 20%	10.61%	0.00%	0.00%
1520 · TrustCo of VT AnnuityInvestment		51.06%		46.79%		2.15%		0.00%

GRANT STATUS REPORT - MARCH 2016 to OCTOBER 2016
CONNECTICUT RIVER WATERSHED COUNCIL

CURRENT GRANTS

		Requested	Awarded	
Making 15 Bank Row more energy efficient and climate neutral	Beveridge Family Foundation, The	25,000	10,000	new
A River Runs Thru Us - Better Hydropower and Less Coal	Carolyn Foundation	30,000	30,000	
Cleaner Waters & Healthier Recreation in Western MA	Community Foundation of Western Massachusetts	22,483	20,000	
Dam removal planning & implementation	Conservation Alliance, The	50,000	45,000	new
Bissell Brook restoration	Davis Conservation Foundation	10,000	5,000	
2015 proposal for VT culverts, NH restorations & WQM	Dextra Baldwin McGonagle Foundation	112,500	50,000	
VT Culvert Assessments - 35% matching grant	Dextra Baldwin McGonagle Foundation	16,154	16,154	
S2S 2016 - Enterprise Holdings sponsorship	Enterprise Holdings Foundation	5,000	1,500	
Climate Resiliency & Adaptation	Jane's Trust	45,000	24,000	
A River Runs Through Us - Hydropower relicensing support	Jessie B. Cox Trust / Cox Family Fund	46,863	46,893	
Enhancing & Sustaining Citizen Science in the CT River Watershed	Jessie B. Cox Trust / Cox Family Fund	59,200	45,000	
One Great River - Year 3	Lintilhac Foundation	28,000	15,000	
Chicopee River bacteria source tracking project	Massachusetts DEP	50,000	12,300	
Chickley River restoration	Massachusetts DEP	40,357	40,357	
Deerfield River flood resiliency: TC LIHI mitigation funds	Massachusetts Department of Fish & Wildlife	100,000	100,000	new
Brook Floater Mussel Restoration	Massachusetts Environmental Trust	40,000	40,512	
Landowner Cost Share Support - Getting Conservation on the Ground	Nat'l Fish & Wildlife Foundation	64,540	65,540	
Habitat connectivity and resiliency in Haverhill, NH	Nat'l Fish & Wildlife Foundation	98,456	65,000	
7 Dam Removals opening 140 miles of Brook trout habitats	Nat'l Fish & Wildlife Foundation	199,165	199,165	new
Bring Back the Natives - Haverhill AOP culvert	NFWF- Bring Back the Natives	50,050	50,050	
Haverhill culvert replacement project	NH Moose Plate Grant	25,000	15,000	
Geer Dam Removal (engineering & permitting), West Fairlee, VT	NHCF - Mitigation & Enhancement Fund	42,375	42,375	
Habitat Restoration - Upper Valley	NHCF - Mitigation & Enhancement Fund	218,000	218,000	
East Burke dam removal	NHCF - Mitigation & Enhancement Fund	51,750	51,750	
NRCS cost-share project	NHCF - Mitigation & Enhancement Fund	129,375	59,225	
Haverhill, NH riparian buffer planting project	NHCF - Mitigation & Enhancement Fund	5,000	5,000	
Clark Brook dams project	NHCF - Mitigation & Enhancement Fund	5,000	5,000	
2015 hydropower advocacy	Putnam Foundation	56,000	56,000	
Bissell Brook culvert replacement - mitigation funding	St Lawrence & Atlantic RR	30,000	30,000	
Long Island Sound Regional Conservation Partnership Program	USDA/NRCS	750,000	638,438	
Cooperative Agreement USFWS for tree planting	USFWS / Partners for Fish & Wildlife Program	40,000	190,566	new
Partners for Fish & Wildlife Restoration projects	USFWS / Partners for Fish & Wildlife Program	24,000	24,000	new

Bagatelle Dam Removal	Vermont Agency of Natural Resources	9,500	9,500	<i>new</i>
CLIMATE CHANGE ADAPTATION ADVOCACY	Vermont Community Foundatio High Meadows Fund	90,000	88,000	
Aquatic Organism Passage in VT	Vermont Agency of Natural Resources	26,000	64,000	
Winhall River instream restoration - VT ERP	Vermont Agency of Natural Resources	5,890	3,000	<i>new</i>
		=====	=====	
	TOTAL ACTIVE	\$ 2,600,658	\$ 2,381,325	

PENDING GRANTS

East Burke dam removal	Eastern Brook Trout Joint Venture	25,000	
WQ Monitoring in the Chicopee River watershed	New England Water Environment Association	1,750	
Dam Removal for Vermont Brook Trout	Patagonia	12,000	
Restoration in VT & NH: dams and mussels	deCoizart Article TENTH Perpetual Charitable Trust, Sarah I	99,960	
		=====	
	TOTAL PENDING	\$ 138,710	

GRANT APPLICATIONS IN PROGRESS OR PLANNED

Paddlers Trail Campsite Stewardship	American Canoe Association - LL Bean	1,000	
TBD - water monitoring, restoration, etc	Amherst Rotary Club	50,000	
Helping VT communities improve flood resiliency	Block Foundation, Harris and Frances	10,000	
VT initiatives - TBD	Canaday Family Charitable Trust	75,000	
TBD - Environmental Health / WQM / Capacity support	Cedar Tree Foundation	15,000	
Program support TBD or capital campaign	Community Foundation of Western Massachusetts	20,000	
Mission Express - phone system upgrade	Community Foundation of Western Massachusetts	5,000	
TBD - hydropower relicensing, water quality monitoring	Jessie B. Cox Trust / Cox Family Fund	35,000	
Urban water quality monitoring	Jessie Smith Noyes Foundation	30,000	
VT water quality monitoring and advocacy	Lintilhac Foundation	30,000	
Restoration project, water quality monitoring, or River of Wor	Lucy Downing Nisbet Charitable Fund	5,000	
Mussel Restoration & Citizen Science - Year 2	Massachusetts Environmental Trust	40,000	
Making 15 Bank Row More Energy Efficient	Massachusetts Historical Commission	75,000	
Restoration work - New Hampshire	NH Moose Plate Grant	15,000	
Rebranding for our 65th Anniversary in NH and Upper Valley	NHCF - Community Program	20,000	
TBD - Restoration projects	NHCF - Mitigation & Enhancement Fund	250,000	
Water Resource Protection in Connecticut	Patagonia	5,000	
Making 15 Bank Row More Energy Efficient	Peabody Charitable Fund, Amelia	32,000	
Landowner outreach / education for RCPP	Riverledge Foundation	5,000	
Citizen Science in the CT River Watershed	Suez Foundation	5,000	
Environmental justice for urban river recreation	The Larsen Fund	5,000	
TBD	Wells Fargo Corporate Contributions	100,000	

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TOTAL IN PROGRESS \$ 652,000

DENIED GRANTS

Coos Co. (NH) work	NHCF - Neil & Louise Tillotson Fund	15,000
Environmental justice for urban river recreation	Jessie Smith Noyes Foundation	30,000
Removal of 6 deadbeat dams in NH and VT opening 140 miles	Wildlife Conservation Society Climate Adaptation Fund	225,660
Water Monitoring for Bacteria in the Lower Connecticut River	David, Helen and Marian Woodward Fund	5,000
		=====
	TOTAL DENIED	\$ 260,660



CONNECTICUT RIVER WATERSHED COUNCIL

The River Connects Us

15 Bank Row, Greenfield, MA 01301 crwc@ctriver.org www.ctriver.org

CONTRACTS SIGNED May 2016- September 2016

Contractor	Service	Amount	Funding	Type	Term
Ecological Connections	Harris property, Green River, Guilford VT	\$7,5000.00	LIS RCPP	Service	Project Duration
Ecological Connections	Neihart property, Winhall River, Jamaica VT	\$4,50000	LIS RCPP	Service	Project Duration
Milone & MacBroom	East Burke Dam Removal	\$16,600.00	Grant Funded	Services	Project Duration
Headwaters Hydrology, PLLC	Bissell Brook Stream Restoration	\$5,225.00	Grant Funded	Services	Project Duration
Art & Dialogue	Power of Water/Power of Words	\$12,585.00	Grant Funded (FY16.09)	Services	Project Duration
DuBois & King	Geer Dam Removal	\$25,958.00	Grant Funded	Service	Project Duration
Horizons Engineering Inc	Haverhill, NH Culvert Projects	\$15,000.00	Grant Funded	Service – Extension	Project Duration
Hrica Associates LLC	Spaulding Pond	\$31,500.00	Endowment Funded	Service	Project Duration
Water Words that Work	Re-Branding	\$13,451.94	General Fund	Service	Project Duration
Redstart Inc	Culvert Assessment	\$48,000.00	Grant Funded	Service	Project Duration

ACTIVE FISCAL SPONSORSHIPS As of May, 2016

Project	Balance	Term of sponsorship	Notes
Friends of the Silvio O. Conte Nat'l Wildlife Refuge	\$25.00	9/2011 -	
Mill River Greenway	\$694.87	3/2011 -	Account needs reconciling
Landowners for License Compliance	\$0.00	3/2011 -	
Greenfield Democracy Working Group	\$0.00	6/2014 -	
Chicopee4Rivers Watershed Council / Keith Davies	\$200.00	3/2015 -	
Greenfield Tree Committee	\$4,000.61	5/2015 - 5/2017	

MASSACHUSETTS
413-772-2020

LOWER VALLEY
860-704-0057

UPPER VALLEY
802-869-2792

NORTH COUNTRY
802-457-6114

**LAND CONSERVATION PROGRAM REPORT
MARCH 2016 - OCTOBER 2016**

As of October 2016, CRWC owns or holds conservation easements on 3,325 acres in the watershed.

	<u>Properties</u>	<u>Owned (acres)</u>	<u>Easement (acres)</u>	<u>Total (acres)</u>
New Hampshire	14	0	659	659.5
Vermont	3	14	48.5	52.5
Massachusetts	8	10	191.5	202
Connecticut	7	984	1429.3	2411.3

ACTION ITEMS FOR BOARD MEETING:

None.

Site visits / stewardship inspections

None.

Completed transfers / sales

The transfer of the Levenger property in Shutesbury was recorded in the registry in June – finally!

Current issues / updates / concerns / violations

NH Attorney General's Office: We are in receipt of a letter, shared with Liz as Chair, from the Public Trust division of the NH AG's office asking us about our easement stewardship and monitoring plans. This letter was expected as the Public Trust division is doing its due diligence with easement holders in NH to determine if they are meeting their obligations. I had a phone meeting with the AG's office earlier this year and talked with them about our land program and essentially laid us at their feet. They know that we have some easement monitoring and are transferring properties slowly. Nonetheless we need to significantly improve our easement program and they are looking for a reply to their letter. I let them know I would be sending them a plan later this fall.

Erroneous lawsuit claim on CRWC: In June we were served papers by the law firm of Kathleen Sandman regarding a slip and fall from a rope swing on land along the CT River mainstem in Northampton. The attorney's initial registry search showed us in the chain of title in the 1970s, so as lawyers do she sued everyone in sight. My response to her based on our records and my registry search showed us having no current fee or easement interest in this parcel. She was sympathetic and said we should not hire counsel until her title search was completed. That has been done and it shows no property interest by CRWC. The attorney will dismiss the suit by September 30th.

Metz easement consolidation, Lyme, NH: Conversations with the Society for the Protection of NH Forests have produced a plan to consolidate easements that the two of us hold on one property in Lyme, NH. Because our easement is smaller and entirely within the bounds of SPNHF's easement, we have agreed to consolidate the two easements and then have SPNHF take over our interest. We have template documents and the prior approval of this idea from the NH AG's office. This will hopefully be done this calendar year and will not cost any money.

Hibbs & deForest properties – Hebron & Haddam, CT: The state's action on these parcels is completely stalled due to the budget reductions. It is unclear when action may resume on these.

Spaulding Pond, Norfolk, CT: We were left at the altar. The project was designed, permitted, and bid in May while I was negotiating with the family on their commitments to the project. The Board authorized negotiations that asked the family to contribute a portion of the cost and assume title to the dam and the pond. These negotiations preceded the final design and permitting by a year. However the family was reluctant to commit any specific dollar amount and was not responsive to taking title. In the end they offered \$100,000 toward the cost but would not take title. This was after we had a successful bid and a waiting contractor. So in consultation with Ed and Jim I pulled the plug on the project for the year. The issue is the liability of owning a dam where one of the three siblings is not willing to take title. They hired an attorney to represent them who was very helpful and tried to craft solutions, including creating an LLC. The liability of owning this dam is non-existent. One member of the family reached out to me recently and I think there's room to try again.

Speer fee parcel, Corinth, VT: The transfer to the abutter is underway, with deeds and easements in draft and under review at the Upper Valley Land Trust. I am hopeful that we can complete this transfer this calendar year, where we will net a small amount of money after easement stewardship fees have been paid to UVLT. We are getting the legal work pro bono from Margaret Jacobs, our ever faithful and generous friend in Lebanon, NH.

Hemenway easement transfer, Strafford, VT: Ned Coffin the owner of this property died earlier this year at 95 and his children are working through the estate. I have had conversations with Chris Coffin (whom we've worked with on projects before) and it appears that the local community is working on conserving a larger part of this property to provide public access to the river and protect the fields. If that happens, then our easement can be consolidated into the larger project and we can be done with this one. John Echeverria of the Vermont Law School is a local resident and working on this project. He and I have been in touch on this.

Blodgett easement consolidation, Lyme, NH: This project is in cold storage for the time being. This continues to wander all over the legal landscape with the latest analysis from UVLT making the consolidation seem less likely, not least because UVLT wants to charge us \$1500 for the legal work. The legal complication comes from how our easement was constructed, but I'll mangle any further explanation here. There is an alternative course forward regarding costs, but that will need to wait given other projects.

Pending or possible transfers / sales

	<u>Size</u>	<u>Type</u>	<u>Value</u>	<u>Transaction</u>	<u>Status</u>
Blodgett, Lyme, NH	421	Easement	Liability	Consolidation w UVLT	Approved / In process
Smith, Dalton, NH	18	Easement	Liability	Transfer to SPNHF	Approved / No action
Soper, N. Charlestown, NH	40	Easement	Liability	Consolidation w/ SPNHF	Approved / No action
Metz (2 CRs) Lyme, NH	15	Easement	Liability	Consolidation & transfer w/ SPNHF	Approved / In process
Broad Brook, Holyoke, MA	104.5	Easement	Liability	Sale of fee to MA DFW/extinguish easement	Approved / In process
Speer, East Corinth, VT	14.2	Fee	\$43,100	Nominal sale to abutter w/ CR	Approved / In process
Hemenway, Strafford, VT	10	Easement	Liability	Consolidate into larger conservation acquisition	Proposed / pending
Hibbs, Hebron, CT	128	Fee	\$477,190	Sale to State	Approved / on-hold
deForest, Haddam, CT	50	Fee	\$135,810	Sale to State	Approved / on-hold
Magee, East Hampton, CT	70	Easement	Liability	Give to Middlesex Land Trust	Proposed
Spaulding Pond, Norfolk, CT	800	Fee	\$2,000/acre	Sale	Proposed