

Slide 1—Thank you, Rupert. I am thrilled to have this chance to talk to you all. It is inspiring to be with so many people dedicated to preserving our lands and water.

This morning I want to talk to you about a journey. I have been working for The Trustees since 1997 and during those 14 years, we have been on a very interesting and fast paced journey of discovery.

Slide 2—So, let's start at the beginning of the story.

The Trustees of Reservations were founded in 1891 by Charles Eliot -- landscape architect, nature lover, and social activist. Son of a President of Harvard, Eliot saw firsthand what the explosive growth of industry was doing to the landscape in Massachusetts, and it worried him.

He argued that all people, especially those among the rapidly urbanizing population of Boston, should have access to places where they could connect with nature; that this is something essential for everyone's wellbeing.

So he created the first regional land trust in the country. The Trustees of Reservations

Slide 3—Over the next 100 years, we diligently protected 10,000s acres including properties across the state which we manage for the public.

Slides 4—Our properties include cultural landscapes like the Crane Estate in Ipswich. Some of you may recognize this property from the Ghosts of Girlfriends Past or perhaps the Witches of Eastwick. We manage the property's 5-mile long beach to accommodate more than a quarter million visitors each year at the same time we manage one of the region's most productive plover habitats.

Slide 5—We care for Naumkaeg in Stockbridge with its magnificent gardens including the birch alley designed by noted landscape architect Fletcher Steele,

Slide 6—important landmarks like the Old Manse in Concord, shown here in the backdrop of the north bridge at the start of the American

Revolution. This is where Emerson wrote *Nature*. But my favorite features of this house are the window panes on the second floor where Nathaniel and Sophia Hawthore etched love notes to each other during their 4 year honeymoon.

Slide 7—and large open spaces like the 3,000-acre Notchview in Windsor, a great place to explore more than a dozen miles of cross-country ski trails during a winter like we have just had.

Slide 8—and agricultural landscapes like Field farm in Williamstown.

Slides 9—Every year 100,000s visitors were coming to our properties to explore,

Slide 10—have fun

Slide 11—learn

Slide 12—connect with nature

Slide 13—or just hang out. We were a successful organization, with a growing budget and more than 50,000 members. So far, this sounds like a story with a happy ending, Doesn't this look like a happy ending?

Slide 14—But what if the road we were on wasn't going where we thought it was? What if there were a few surprises in store for us.

Slide 15—Like this! The year 2050. This year, less than 40 years from now has changed the way we think of ourselves and how we operate.

What's so significant about 2050? It turns out it represents both a dire warning and a huge opportunity.

First, it's the point by which some say, if we have not reduced our carbon emissions to 350ppm, we will see irrevocable changes to our environment. We are already seeing the impacts of climate change on our properties, and we know that climate change threatens everything we are working for.

Second, we are enjoying rapidly changing demographics across the country. Massachusetts is one of the states with the most diverse immigrant population and this influx of immigrants is the only thing from keeping our population from declining in recent years. By 2050 a solid majority of the population of the United States – est. 54% -- will be people of color. (2042 majority)

Slide 16—Lastly, by 2050, 90% of Americans will live in urban communities.

All that, in less than 40 years. So, how does that affect our storybook ending?

Well, here are a few clues.

- a) First, more than ½ of Massachusetts (more than a 3,000,000 acres) are still undeveloped and unprotected—in other words the story of Massachusetts conservation movement has not yet been written.
- b) Second, 2 million residents live in Massachusetts 15 largest cities. In 1997, The Trustees did not have a single property or program in any of those cities. We were very poorly positioned to connect to or ally with a growingly urban state.

Slide 17--Today, we have doubled our membership to more than 100,000 residents. And, we have properties and programs in eleven cities in Massachusetts, with a new potential to engage 1.4 million residents. We have a lot of work ahead of us, but we feel like we are headed in the right direction. How did we get from there to here?

Slide 18—First we had to ask some hard questions. Where is the conservation movement today? Are we thriving or stagnating? One survey on climate change by Pew in 2009 indicated that those of us who believe that the climate is getting warmer have gone from 77% in '06 to 57% in '09.

If we aren't reaching enough people, why is that? How do people view us and why don't they join us?

Slide 19—We started asking ourselves some of those hard questions in 2004 and here is what we found. Not only were not who we thought we were. We definitely weren't who we wanted and needed to be. We were

seen as exclusive, not welcoming, elitist. Despite our very successful track record, we had a problem.

Slide 20—In 2005, we began working on our new strategic plan, Trustees 2017.

We quickly realized that the challenges in front of us—3million unprotected acres and the looming climate change crisis—were too big for us to tackle operating as we had for 100 years.

Slide 21—In 2004 we described our mission this way—“To save land. To save natural and cultural treasures in order to preserve quality of life in Massachusetts, for everyone, forever.” We measured success by dollars and acres and by the quality of the resource, whether it be ecological, scenic or historic.

Slide 22—The strategic plan helped re-shape this mission. Today, we describe our work as “Engaging an extensive network of people to carry out land conservation and stewardship at the local, regional, and statewide level.”

This is a fundamental shift from protecting land for people to mobilizing people for land.

Even more than that, it's mobilizing people for people and their communities – and we do that by building, broadening, and deepening the connections between people and the places that matter to them.

Our end goal isn't acres. It's healthy, active, and green communities. We feel conservation will be a natural byproduct of this outcome.

Slide 23—In the end, our strategic plan had three mantras: Multiply ourselves, Be Bold, and Lead by Example. So I am going to talk about four key strategies we have used to multiply ourselves and connect more people to our mission—focusing on cities, putting our farms to work, improving our communications, and leveraging climate change.

Slide 24—Now let me tell you a bit about our first strategy—focusing on cities. If you really want to multiply yourself, you need to go where the

people are. Our long-term success relies on positively impacting people where they live and having a meaningful connection to as many people as possible.

Slide 25—First, Perhaps our boldest action, we formed an affiliation with the Boston Natural Areas Network—a grass roots, community based organization that advocates for Boston’s open space needs and owns and manages a network of more than 50 community gardens throughout Boston.

Slide 26--Using our reputation as a sound steward of funds and properties and BNAN’s remarkable network of volunteer and community leaders and strong programmatic base, we have substantially expanded BNAN’s capacity to positively impact Boston residents and foster deeper connections between its residents and its open spaces.

Slide 27—Second, we adjusted our criteria for land acquisition placing a very high value on the engagement potential of new properties, with an emphasis on audiences that were new to us. This allowed us to look differently at the value of land, such as this 5-acre abandoned lot on the banks of the North Nashua River in Fitchburg, a 19th century industrial mill city in north, central Massachusetts.

Slide 28--When the opportunity came up to purchase this land (shown in Red), The Trustees worked with the Fitchburg Greenway Committee to negotiate the sale and acquire the property on behalf of the city. Mayor Wong of Fitchburg envisions the revitalization of her older industrial city by connecting it to the outdoor recreation resources that surround Fitchburg.

This parcel is envisioned as a gateway, providing access to thousands of acres of city watershed land that we recently helped to protect. It will serve as a new focal point for community access to the Nashua River for recreation and environmental education. It will have community gardens for city residents. And, it is helping spur economic revitalization of the River Street Mill District.

Slide 29—Third, we have focused on the next generation of city residents. Through internships, apprenticeships, urban youth corps programs, and property-based education, we are mobilizing our youth to find their voice

as future leaders and champions for open space and quality of life in 2050 and beyond.

Slide 30--Last year, we employed nearly one hundred youth from Boston, Holyoke, Fall River, New Bedford, and other cities as part of our summer Youth Corp program. The youth work with our staff to care for our properties, like Dinosaur Footprints in Holyoke

Slide 31—Youth groups in Boston help maintain greenways, paint murals, and create trails in urban wilds.

Slide 32—The City Harvest Youth Corp grows food at one of our suburban farms and sells the fresh produce in the Mattapan neighborhood of Boston. The youth are providing important access to fresh food to residents who otherwise have very poor selection of groceries at stores in their neighborhoods.

Slide 33--They are also, through volunteer and on-farm programs, sharing their new love for the farm with their family, friends and communities.

Slide 34--Many of the youth have not spent time on farms or even in large open spaces and the work can be transforming. As one Youth Corps member from Brockton, Pinto, write in his journal, “One thing I learned is that hard work can have a beautiful and prosperous outcome. I never imagined myself doing this but here I am. I blew a lot of people away with this one and I’m glad I did. ... I have grown and matured. The land tends to be rejected and unnoticed or even uncared for but this job has helped me appreciate and see the beauty of this gift we take for granted.

Slide 35—And the best result of all is when the Youth Corps Alumni go off to college to study for a career in conservation and come back to work with us. That’s just what Sam Phin of Fall River did. He began with The Trustees in our first Youth Corps program in Fall River in 2003. He now manages six of our properties along the South Coast. (By the way, we are now looking for a new Regional Director for our Southeast Region (based on Westport, MA) to work with Sam and our other talented staff).

Slide 36—A second strategy for multiplying ourselves has been to put our farms to work. The Trustees own and manage more than 40 agricultural

properties across Massachusetts. Last century, however, we managed these lands strictly with ecological and aesthetic goals in mind. On occasion, we might lease some of the fields for hay or very rarely for crop production. During the past ten years, farming has quickly become one of our most successful platforms for connecting people to us and our mission.

Slide 37—Today, we run five Community Supported Agriculture programs, a dairy, and 2 4H programs. We participate in five farmers' markets and support food access programs in more than a dozen communities.

Slide 38—Powisset Farm in Dover is a great example. We acquired the farm in 1984 to protect the scenic character of the community. In 2005, we wrote a new management plan for the property that would revitalize this community gem. In 2007, we launched a community supported agriculture program and, for the first time, opened the property to the public.

Slide 39—Today, Powisset Farm is providing fresh, local produce to more than 400 families from a dozen communities. And, by teaming up with local and regional hunger relief organizations, we can share our bounty and connect others to our mission through the food we grow.

Slide 40—Last year, we donated five shares from the CSA to the Bowdoin Street Health Center in the Dorchester neighborhood of Boston, a partnership we plan to grow further this year. In total, we donated more than 5,000 pounds of food to residents in Boston and other communities.

Slide 41--And, the farm has become a hub of activity around food topics—workshops on canning and cooking, films about the American food supply, and of course an annual harvest festival in the fall. Importantly, the farm also give us a chance to talk to the more than 15,000 visitors each year about more than just food. We can emphasize the importance of sustainable farming and living, the tension between native pollinators and honey bees, and what each visitor can do to support and promote local farms across the state.

Slide 42--We like a lot of things about our farming programs. They are so tactile, they appeal to almost all audiences.

Slide 43—And, unlike most of our properties, we let you take something home with you.

Slide 44—While not a driving factor, it is worth noting in this economy that our farms generate income. This year, our CSAs will generate \$800,000 in income and net \$100,000 all while positively impacting 1000s of families. In addition, we know that we see gains in membership and annual giving. On average, our CSAs members give roughly \$100 more to The Trustees after joining a CSA than they did before.

Slide 45—the third strategy relating to multiplying ourselves has to do with improving our communications—how we talk about ourselves and what we say. You'll recall from our 2004 work that we were regarded as being exclusive not welcoming. When I started with the Trustees we were often described as the best kept secret in Massachusetts. That always sounded like a pretty good thing. Everyone likes a good secret and being the best is nice, right? Of course, if you are a secret, you are excluding people from your world and mission. One way to break down our century-old reputation was to talk differently to our audiences. At several properties, for example, we have introduced bilingual signage and other materials—like this one at Dinosaur Footprints. It's a simple way of letting more people know they are welcome.

We also conducted an audit of our online and printed material to see who was pictured in our publications. As one staff member said, "If the public cannot see their face in our materials, we have created a barrier to between them and our mission."

Slide 46—We even changed our tagline. It used to read, "Conserving the Massachusetts Landscape Since 1891." While accurately describing our work, the phrase does not invite you, the public, in. Our new tagline, "Find your place" is a clear invitation to you.

Slide 47—We also have begun to change how we talk about our properties and what stories we tell. Perhaps, no example is as stark as The 18th century Ashley House in Sheffield.

Slide 48-- For decades, we had focused on the life and accomplishments of Colonel Ashley, who was a leading figure in his town in his time. Ashley

owned mills, ironworks, stores, and 1000s of acres. We used his house and story as a portal into 18th century life in the Berkshires.

Slide 49--What we failed to do until recently was emphasize prominently the remarkable story of Elizabeth Freeman—one of Colonel Ashley's five enslaved Africans. In 1781, having heard talk of a new Massachusetts Constitution, Elizabeth Freeman requested the help of a young Berkshires lawyer named Sedgewick. With his help, she sued for her freedom and become the first slave in Massachusetts to win her freedom in court. The story of Elizabeth Freeman is a remarkable, inspiring and important moment in our history.

Slide 50 -- By emphasizing this story properly, we have now created a deeper connection between this place and Massachusetts residents. The Ashley house is now part of the Upper Housatonic Valley African American Heritage Trail and inspiring people of all backgrounds.

Slide 51—The final area I want to focus on is leveraging climate change. Perhaps here, more than anywhere, that The Trustees are trying to Lead by Example.

Slide 52--The first thing we have done is get our own house in order. We conducted a comprehensive Carbon Audit to determine our own footprint and learned we produced more than 1,890 metric tons of carbon per year, not surprisingly most of which was related to the more than 250 structures—more than 500,000 square feet—we own and manage across the state. Our plan calls for us to reach carbon neutrality by 2017, not an easy task.

Slide 53—in the past few years, we have reduced our emissions by 15%, through a variety of means—video conferencing, alternative fuel vehicles, and by changing our mowing habits. Mowing less is useful not only because you use less fuel, but you also increase carbon stored in the root masses of the field plants. We own more than 1900 acres of fields, so how we maintain those can impact a lot of people and start a lot of discussions. After we converted one lawn to a meadow in a suburb of Boston, the local conservation agent complained to me, saying the property was beginning to look shabby. I explained our reasons—reducing carbon, increasing biodiversity, more efficient use of staff. He replied, “But, Steve, we like The

Trustees for your lawns.” While not the response I expected, this is exactly the type of conversation we are glad to be having.

Slide 54—We are also building and renovating structures to make them LEED certified, like the Doyle Conservation Center in Leominster, complete with composting toilets, passive and active solar energy, and geothermal heat.

Slide 55—we have even installed a system to capture and re-use heat produced by the dairy herd. But, at the end of the day, you can’t manage 105 properties for 1,000,000 visitors without using energy, so clean renewable production is a key goal of our plan.

Slide 56—perhaps, our boldest plan is the placement of a 1.8MW wind turbine on one of our properties, Turkey Hill in Cohasset. This photo rendition shows what the turbine, which received its final permits two weeks ago, will look like when constructed.

While this 9 month permitting process has not been easy and has not been without controversy, we can say three things:

First, the project has provided us many opportunities to talk about climate change and why we are taking it so seriously.

Second, A clear and significant majority of residents are in favor of the project

Third, our membership and support is as strong as ever in the community.

We hope to be producing clean and renewable energy on Turkey Hill before long, and in so doing becoming carbon neutral by 2017.

Slide 57—Our climate change strategy is about walking the walk and talking the talk. We know that even if we zero out our footprint, the problem won’t go away, it is too big. Our goal is to demonstrate through our actions how others who love and rely on the Massachusetts landscape can and should act to become more sustainable. If we can influence our

100,000 members, our 1,000,000 visitors, or all 6,000,000 residents, then we can begin to have an impact.

Slide 58—Despite our efforts, we know that climate change is already impacting our properties. One key strategy relating to climate change is our effort to nurture resilient landscapes—that is, we want to ensure that our landscapes are as healthy as possible so they can best endure the stresses of climate change. It is a little like boosting your immune system before the start of the flu season. To best enable our properties to weather this worsening storm, we are doing several things:

Slide 59—First, we are tackling invasive species wherever critical and practical. And, we have developed a protocol to help us determine when and where we should go after these invasives.

Slide 60 –Second, we are undertaking a series of larger-scale habitat restoration projects, targeting species most at risk. On Cape Cod, we are working with the federal government to clear 50 acres for the benefit the increasingly threatened New England cottontail.

Slide 61—We have cleared woodlands and field edges at several sites to improve nesting habitat for grassland birds.

Slide 62—We have undertaken four salt marsh restorations in the past five years to improve tidal flow to dozens of acres of salt marshes.

Slide 63 – at several sites across the state, we are burning land to improve habitat for fire-dependent species, like the frosted elfin.

Slide 64—Perhaps our most significant and long-term restoration project has been our decade-long partnership with Trout Unlimited, American Rivers, the Massachusetts Riverway Program, and the Massachusetts Department of Fish and Game to restore Red Brook in Wareham and Plymouth.

Red Brook is a spring-fed, cold water brook which runs about 5 miles from its sources to into Buzzards Bay. Before it was given to The Trustees in 2000, it had been owned by a family for 130 years and managed as a fishing camp.

Slide 65—Many of the management steps that had been taken to improve fishing habitat over the decades, including dams and water diverters, had in the long run deteriorated the quality of the brook for sea-run brook trout and other species. Perhaps the greatest threat was the cranberry bog near the source of the brook, which routinely discharged warm, sandy water down stream.

Slide 66—Over the course of five years, The Trustees worked with our partners to remove man-made barriers and restore the natural flow. We also worked with the state which acquired the upstream bog and plans to decommission it in several years.

Today, Red Brook runs a much more natural course, akin to how it ran nearly 200 years ago. Each of these projects has been a great opportunity to re-iterate the threat of climate change and encourage others to join us in acting against it.

Slide 67--I hope this snapshot of some of our recent activities and strategies provides some useful discussion points for you and your organizations. Changing the way we have thought about our mission and focus has not been easy and not without lots of internal and external dialogue. But, I think we are gaining serious traction because we have asked ourselves some hard questions like “How are we perceived by people who do not support us?” “are we succeeding in our efforts to protect Massachusetts” and “are we positioned for success 50 years from today” We had to challenge some core assumptions and really get outside our comfort zone.

Working towards 2050 requires long-term thinking and short-term actions to connect more people to place and to each other. It means all of us embracing both the challenges and the opportunities that the half century mark will bring.

Roughly ½ way through our ten year strategic plan, we are making significant headway in our efforts to impact more people, recruit new allies, and truly multiply ourselves. While we have a long way to go it is nice to be heading in the right direction.

Thank you. I would be happy to answer any questions you might have.

