2013 was a very good year. As you know, North Cascades Institute's mission is to conserve and restore Northwest environments through education. But we're really in the business of transforming lives – providing deep, intimate experiences in nature that help people care about conservation, wilderness and our National Parks and Forests. When a Youth Leadership Adventures student wrote “The program showed me a side of the world I had never seen before and let me discover who I am and what I stand for,” I knew we're doing good work.

So, how do we measure the impact of our work? By the ever-growing number of people we serve, by miles hiked and paddled, smiles and sweat, conversations around the campfire, new knowledge and new friends, shared experiences, and by thousands of hours of stewardship work. These powerful stories, combined with measurable outcomes and changes in behavior, are what inspire us every day.

In 2013 we took on a new challenge – to raise $200,000 in six weeks to expand youth programs and offer more scholarships to underserved audiences. Thanks to your help, we exceeded our goal and raised $237,000. Those kids spent the summer of 2013 hiking and paddling, learning and working alongside our partners to care for the mountains and rivers of the North Cascades. Then they brought their stories back home to share with families, friends and schoolmates.

We saw another kind of impact last year – the government shutdown. The closure of our National Parks and Forests forced us to cancel Mountain School for two weeks, impacting more than 300 students, their teachers and parents. While we used the “opportunity” to encourage engagement between students and their elected officials, it was a deeply disappointing experience for the students. The shutdown also forced us to cancel several adult and group programs and impacted food deliveries from local farms. We estimate that we lost $65,000 in revenue in two weeks. My favorite comment from the fall: “Can’t you give the government a ‘time out’ for bad behavior?”

Thanks to you, our programs are having a real, positive impact on people and on this special place we call home. Our success is due to your strong, continuing support. We appreciate you all – our participants, partners, and especially our generous donors.

Thank you!
See you in the mountains –

Saul Weisberg
Executive Director
North Cascades Institute seeks to inspire a closer relationship with nature through direct experiences in the natural world. For 28 years, we have helped connect people, nature and community through science, art, literature and the hands-on study of natural and cultural history. Our goal is to help people of all ages experience and enjoy the mountains, rivers, forests, wildlife and people of the Pacific Northwest so all will care for and protect this special place.
2013 PARTICIPANT DAYS BY PROGRAM

YOUTH PROGRAMS
Participant days = 10,241

Mountain School participants include 400 teachers and parents

ADULT and FAMILY PROGRAMS
Participant days = 12,623

Youth Programs: Individual Participants = 2,713;
Adult and Family Programs: Individual Participants = 6,437
WE BELIEVE

PEOPLE AND PLACE ARE CONNECTED

the natural world is a source of inspiration

KNOWLEDGE creates OPPORTUNITY

PARTICIPATION IMPROVES SOCIETIES

diversity is the source of resilience

shared experiences strengthen families & communities

WE VALUE

YOUTH, families, community, education,
STEWARDSHIP, public lands, literature & the arts, health & wellness,

SCIENCE, WILDERNESS, fun & adventure!
“This was my first time to have an outdoors experience. I don’t want it to be my last.”

- Meron Abdisa, Youth Leadership Adventures

Meron Abdisa and her brother moved to the Seattle area from Ethiopia. An English Language Learners student at Shorecrest High School in Shoreline, she speaks Amharic at home where she lives with her adoptive mother. She struggles with English and confidence in public speaking, saying, “It is hard for me to overcome fear and challenge myself.”

When she saw the opportunity to participate in North Cascades Institute’s Youth Leadership Adventures, she decided to take it. Over eight days, Meron visited a National Park for her first time, canoe-camped on Diablo Lake, backpacked and completed trail projects while developing her leadership skills.

“The stewardship work helped me focus on the future,” Meron explains. “I learned to talk to people and presented in front of a class. My favorite memories were waking up early and doing yoga, canoeing and singing as a group. These experiences shaped me by helping me believe that I can do things without giving up easily.”

Because of donors like you, Meron and 96% of all YLA students received financial assistance towards tuition, helping to make their dreams a reality!
Youth Leadership Adventures

The Institute blended two of our successful programs for high school students—North Cascades Wild and Cascades Climate Challenge—into a new program that combines the best of both: Youth Leadership Adventures! In partnership with North Cascades National Park and Mt. Baker-Snoqualmie National Forest, Youth Leadership Adventures students canoe, camp, backpack and complete service projects while receiving hands-on training in outdoor leadership, field science and public speaking.

Youth Leadership Adventures builds the next generation of conservation leaders by providing a suite of transformational learning experiences for youth who lack access to similar opportunities. The goal is to provide a gateway for youth to jumpstart their lifelong engagement with nature, stewardship and community and to provide opportunities for personal, academic and professional growth. In 2013, 78 students from Washington and Oregon participated, 96% of participants received financial assistance and 73% of students were underserved (minority and/or low income). In the fall, 60 students participated in our annual Youth Leadership Conference.

<table>
<thead>
<tr>
<th>Students</th>
<th>Schools Represented</th>
<th>Students Received Financial Assistance</th>
<th>Miles Paddled</th>
<th>Miles Hiked</th>
<th>Stewardship Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>78</td>
<td>37</td>
<td>96%</td>
<td>1,274</td>
<td>1,624</td>
<td>2,688</td>
</tr>
</tbody>
</table>

Mountain School

Mountain School brought more than 2,200 students from 50 elementary, middle and high schools to the North Cascades Environmental Learning Center during the spring and fall seasons. Then, when they returned home, Bellingham students donated 2,242 hours of volunteer stewardship work to their neighborhoods. In 2013, the biggest challenge we faced was meeting the demand from interested schools to attend Mountain School!

<table>
<thead>
<tr>
<th>Students</th>
<th>Schools Represented</th>
<th>Schools Received Financial Aid</th>
<th>Glacier Lessons</th>
<th>Miles Hiked</th>
<th>Stewardship Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>2,330</td>
<td>50</td>
<td>86%</td>
<td>233</td>
<td>19,800</td>
<td>2,242</td>
</tr>
</tbody>
</table>

New in 2013

- **Leadership Corps**
  Leadership Corps, part of Youth Leadership Adventures, brought students ages 18-22 to North Cascades National Park for an intensive month-long leadership training experience. Six diverse women, all alumni of our programs, spent four weeks backpacking and canoe camping while developing workforce and leadership skills and completing critical service projects—from trail brushing near Whatcom Pass to campsite restoration near Stehekin.

- **Concrete Summer Learning Adventure**
  Concrete Summer Learning Adventure engaged youth ages 5-12 in a six-week summer camp offered in partnership with, North Cascades National Park, Concrete School District and United General Hospital. Seventy-two youth from Concrete, WA benefitted from this pilot project to address community health, wellness and literacy needs. This program builds on the success of the Institute’s 8-year partnership in the Kulshan Creek Neighborhood Youth Program.
The Institute partnered with Humanities Washington and Whatcom Museum to develop the Vanishing Ice Speaker Series in support of the museum's Vanishing Ice art exhibit on climate change. Speakers Kathleen Dean Moore, Henry Pollack, Eric Steig and others presented to more than 600 people over four free events at Bellingham's historic Old City Hall.

Other 2013 events included:

- The Nature of Writing Series at Village Books with Lyanda Lynn Haupt, Langdon Cook, Maria Mudd Ruth and Tim McNulty
- Elwha Restoration Revealed lecture and film at Huxley College
- Fourth Annual Migratory Bird Festival at Fort Ebey State Park
- Edison Bird Festival in Edison, WA

More than 3,500 adults and families registered for Institute programs at the Learning Center and in the field. 2013 classes included:

- Printmaking with Molly Hashimoto
- Corvids with John Marzloff
- Field Sketching with Libby Mills
- Exploring the San Juans on the Orion
- Thunder Creek Backpack
- Cascadian Carnivores
- Alpine Ecology with Saul and Shelley Weisberg
- Dragonflies with Dennis Paulson
- Snake Count in the Methow
- Beats on the Peaks with Gerry Cook
- Mount Baker: The Story of Volcanoes with Dave Tucker
- Family Getaways, Skagit Tours and Base Camp!

Our Group Rentals program hosted many meetings, reunions, conferences, weddings and other special gatherings. Groups included:

- The Nature Conservancy
- Representative Suzan DelBene and staff
- Kinship Conservation Fellows
- Sierra Club National Outings
- Western Washington University
- Seattle City Light
- Remote Medical International
- Bellingham School District
- Maya Whole Health Studio
- Several “green weddings”

All profits from group rentals support youth education in the North Cascades.

Creative Residencies

We launched our Creative Residencies program at the Environmental Learning Center by hosting two writers. Scott Kirkwood is the editor of National Parks magazine, and his stay resulted in the great article “The Center: Five weeks in the North Cascades with a sketchbook, a camera and a journal,” which you can read at http://bit.ly/1qk46P6. We also welcomed Alaskan fisherwoman and author Tele Aadsen, who used her time on Diablo Lake to work on her forthcoming memoir, Hooked: A Season of Love, Sex and Salmon. You can read about her stay on our blog at http://bit.ly/1qKLgrk.

Learn more about our Creative Residencies at http://ncascades.org/creative-residencies.
Graduate Program

The Institute’s Graduate M.Ed. Program served **18 graduate students**, half of them in residence at the Environmental Learning Center and the other half on the Western Washington University campus in Bellingham. North Cascades Institute’s grad program is unique and is fully integrated with Huxley College of the Environment at Western Washington University. Upon completion of the seven quarter program, students earn a Master of Education in Environmental Education along with Certificates in Leadership and Nonprofit Administration and Northwest Natural History.

Foodshed

North Cascades Institute strives to deliver the highest quality meals for all participants at the Learning Center because the food choices we make impact not only our bodies, but the planet too. We strive to meet as many of our Foodshed Initiative’s criteria as seasonally possible, including:

1. Offering appealing, wholesome food choices
2. Serving organic and sustainably produced food
3. Purchasing locally grown, seasonally appropriate food
4. Minimizing waste
5. Educating about the power of food choice

Thanks to the farmers, ranchers, fisherpeople and producers in Western Washington, we are able to offer our guests food that is delicious, nutritious and sustainable!

Learn more at [www.ncascades.org/foodshed](http://www.ncascades.org/foodshed)

**2013 Farm Partners:** Blue Heron Farm (Rockport), Jones Creek Farm (Lyman), Moka Joe Coffee (Anacortes), Nerka Sea Frozen Salmon (Anacortes), Nooksack Delta Ranch (Ferndale), Osprey Hill Farm (Acme), Viva Farms (Burlington), Wild Roots Botanical (Alger)

**North Cascades Environmental Learning Center**
2013 Development Highlights

Fall Campaign for Youth
The Institute's first-ever Fall Campaign for Youth was a success, raising more than $237,000 from individual donors and foundations for Mountain School and Youth Leadership Adventures in only six weeks. Funds were dedicated to providing scholarships and reduced tuition for students with financial need. Thank you to the individuals, families and groups that joined in our first-ever named scholarship program; please see page 18 for the list of scholarships.

The North Face Explore Fund
After being chosen to participate from a field of over 500 environmental education nonprofits, North Cascades Institute won $25,000 from The North Face Explore Fund. The Institute submitted a “video pitch” based on our Youth Leadership Adventures program, which placed in the Top Five after a month of public online voting.
View the winning video at http://bit.ly/1m9t98l

Bear Box Installation
North Cascades Institute partnered with the National Forest Foundation, Mt. Baker-Snoqualmie National Forest and Alcoa to install 12 bear boxes on Baker Lake, making this popular camping area safer for humans and bruins alike.

Gear Locker
McNett, a Bellingham-based leader in innovative outdoor products, secured over $5,100 of outdoor equipment to benefit North Cascades Institute through their “Take a Kid Outside” initiative. McNett has helped to meet the gear needs of Institute youth programs for three consecutive years including tents, water bottles, work gloves and products to keep the gear in good shape for years to come. Columbia Sportswear and Oboz Footwear were also great contributors to the Gear Locker in 2013.

2013 Awards

2013 Nature Center Leadership Award
Association of Nature Center Administrators

2013 Environmental Heroes Award
Re Sources

2013 Readers Poll
Best Place to Work
Bellingham Alive! Magazine

2013 ANNUAL REPORT // NCASCADIES.ORG
**North Cascades Institute Executive Director Saul Weisberg thrives on providing educational tools**

“In pursuit of the dream to live and work in the North Cascades, sharing it with others through education and protecting it through conservation, Saul Weisberg and Tom Fleischner co-founded the North Cascades Institute in 1986. Now, 27 years after they printed the Institute's first catalog featuring 23 seminars, Weisberg serves as executive director. This year he received regional and national recognition for his leadership in environmental education and conservation.”

Read the rest of the story at [http://bit.ly/1r7PgPl](http://bit.ly/1r7PgPl)

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**Youth Leadership Adventures: A model for youth climate leadership training**

“One of North Cascades Institute's most notable programs, Youth Leadership Adventures, is focused on climate change science, outdoor skills, personal leadership and presentation skills. This program brings together groups of high school leaders from the Pacific Northwest for immersive summer field sessions in the North Cascades. Each student comes away with the ability to articulate the basic principles behind climate change. Students simultaneously develop a strong connection to place. For instance, students from Seattle understand the connection between receding glaciers in the North Cascades and hydropower in the city of Seattle.

One of the most successful components of YLA, according to Aneka Singlaub, Program Coordinator, is that it is designed to be challenging and promote hope for the future. “We focus on ‘what can you do,’ such as, analyzing carbon footprints; what are the behavior changes that make the most difference? And how can we be change agents?”

---

**Culinary experience and expertise: For Environmental Learning Center chef Shelby Slater, quality is the key**

“You haven’t seen a shopping list until you've seen Shelby Slater’s.

Slater, the chef/foodshed manager at the North Cascades Environmental Learning Center, takes lists to another level when he goes shopping.

Vegetables by the boxes, berries by the flats, beef by the cow, salmon by the school and chickens by the coop; it’s impressive.

Slater takes that list and goes shopping locally about once a week. It's a grocery run of epic proportions, seeing how his kitchen is tucked away deep in the North Cascades. It’s a lot of work, he said, but he wouldn't have it any other way.

“This is what I love to do and how I want to do it,” Slater said.”


---

**Adventure is easy at North Cascades Environmental Learning Center: You can hike, canoe and swim in the wonderland right outside your door**

“Go on an adventure. Work up an appetite. Eat awesome food. Repeat.

That about sums up the North Cascades Environmental Learning Center...”

Read the rest of the story at [http://bit.ly/1moq2u5](http://bit.ly/1moq2u5)
## STATEMENT OF FINANCIAL POSITION
### AS OF DECEMBER 31, 2013

### ASSETS
- Cash and cash equivalents: $370,280
- Short-term investments: $1,566,633
- Receivables, net: $41,910
- Inventory and other: $115,031
- Long-term investments: $3,045,926
- Property and equipment, net: $133,106

**Total Assets**: $5,272,886

### LIABILITIES
- Accounts payable: $29,165
- Accrued expenses: $62,050
- Deferred revenue and other: $20,417

**Total Liabilities**: $111,632

### NET ASSETS
- Operating reserve: $1,600,000
- Unrestricted funds: $986,254
- Temporarily restricted funds: $230,765
- Conservation Education Endowment: $1,590,000
- Nugent Family Endowment: $500,000
- Darvill Family Endowment: $197,273
- John Miles Graduate Endowment: $2,549
- North Cascades Conservation Council: $54,413
- Founders Endowment: $5,161,254

**Total Net Assets**: $5,161,254

**Total Liabilities and Net Assets**: $5,272,886

*In May 2014 the Board of Directors approved a $100,000 match to create the John Miles Graduate Endowment*

## STATEMENT OF ACTIVITIES
### YEAR ENDED DECEMBER 31, 2013

### SUPPORT AND REVENUE
- Contracts, tuition and fees, net: $1,150,965
- Investment income: $392,498
- Contributions: $333,456
- Government grants: $322,970
- In-kind contributions: $320,605
- Learning Center Fund (Seattle Foundation): $300,000
- Foundations: $239,870
- Bookstores, net: $119,785
- Other: $1972

**Total Support and Revenue**: $3,182,121

### EXPENSES
- Programs: $2,428,298
- Management and general: $203,959
- Fundraising: $183,680

**Total Expenses**: $2,815,937

### CHANGE IN NET ASSETS
**$366,184**
North Cascades Institute’s audited financial statements and independent auditor’s report can be found at www.ncascades.org/financials.

In 2013, North Cascades Institute received our tenth consecutive 4-star rating from Charity Navigator for sound fiscal management and commitment to accountability and transparency. Charity Navigator works to advance a more efficient and responsive philanthropic marketplace by evaluating the financial health of over 5,500 of America’s largest charities.
LOOKING AHEAD

2013-2016 Goals:
1. Increase impact of Institute programs by reaching a larger and broader audience. Inspire participants to make changes in their lives that positively affect their environment and communities. Expand the reach of Institute programs to engage more people of all ages and backgrounds.

2. Engage more young people in Institute programs that emphasize leadership and adventure. Mentor youth and help them find opportunities for further personal, professional and academic growth.

3. Develop measurable health and wellness goals for selected Institute programs. Increase participants’ awareness of the health and wellness benefits and strengthen outdoor recreation and fitness components of Institute programs.

4. Strengthen the Institute’s regional impact and visibility while growing its national reputation and influence. Share the Institute’s programs and practices with other organizations within the region and around the country.

5. Build a robust, sustainable volunteer program to broaden the Institute’s visibility and support and improve the delivery and cost-effectiveness of programs.

6. Assure the Institute’s ability to achieve its mission, maintain existing programs, and undertake essential new programs by increasing fundraising goals and establishing an endowment.

COLLABORATING PARTNERS

Bellingham Parks and Recreation Dept.
Bellingham Public Schools
BNY Mellon
Catholic Housing Services
Catholic Community Services
Concrete School District
Ebey’s Landing National Historical Reserve
Interim Community Development Association
Klondike Gold Rush National Historical Park
Lewis and Clark National Historical Park
McNett Corporation
Mt. Baker-Snoqualmie National Forest
Mount Vernon Police Dept.
National Outdoor Leadership School
North Cascades National Park
Northwest Youth Corps
Padilla Bay National Estuarine Research Reserve
Ross Lake Resort
Seattle City Light
Seattle Parks and Recreation
Skagit Environmental Endowment Commission
Skagit Fisheries Enhancement Group
Skagit Valley College
Skagit Valley Publishing
Student Conservation Association
Summer Search
The Mountaineers
United General Hospital
Village Books
Washington Conservation Corps
Washington Trails Association
Western Washington University
Wilderness Awareness School

SCHOOL DISTRICTS

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Bellevue
Blaine
Clover Park
Darrington
Everett
Evergreen, CO
Ferndale
Index
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Lacey
Lake Chelan
Lopez Island
Lynnwood
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THANK YOU DONORS!

We express our sincere thanks to over 575 individuals, families, corporations, and foundations who gave generously to North Cascades Institute in 2013. Your gift, no matter how small or large, is leveraged to make a lasting impact for conservation and community. Thank you!

Abbott Fund Matching Grant Plan
Claire Adam and Philip Higuera
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Joshua Adler

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Dear amazing supporters & youth leadership adventures, 8/16/13

My name is Monica Kim. I'll be a sophomore at the University of Washington this fall & I had the honor of just finishing a course here called Leadership Corps. Thanks to your generous support you are awesome! I am so grateful to have had this opportunity! It has sparked an interest in me for science. I feel more of a call to go into some field in Botany, I came into UW thinking I was going to major in Women's Studies & Environmental Science, but whenever I come to these beautiful forests I always get a chance to re-evaluate who I am & what I want to do.

But here I have learned that I am a part of nature & not just a visitor. These wildlands are part of who I am now & I am so thankful to have support like you who have helped me find a home in this National Park & helped me to be invested in public lands.

With much thanks!

Sincerely,

Monica Kim

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