Two efforts that will have deep impacts on our future work are also priorities for me. We are engaged in the relicensing of Seattle City Light’s Skagit Hydroelectric Project with the Federal Energy Regulatory Commission (FERC) which includes how the Institute and the Environmental Learning Center will be supported through the next license period (up to 50 years). And we’re a strong partner in the Outdoor Schools for All effort to gain opportunities for every 5th grader in our state to have an outdoor educational experience.

In large part due to your generous support, we were able to finish 2021 in a strong financial position. THANK YOU! The Institute was fortunate to receive additional COVID-related funding, which was critical. We’re also excited to have surpassed our goal for the Saul Weisberg Catalyst Fund.

North Cascades Institute entered 2022 with cautious optimism, as well as excitement for the impact, exploration, joy and connections the year will hold.

I am grateful to work in service of a meaningful mission to inspire environmental stewardship, and I am equally thankful for the privilege of working with an amazing staff and board.

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2021 PROGRAM IMPACTS

Mountain School

*Mountain School* is our 31-year-old residential education program for 5th graders in the heart of North Cascades National Park.

- Spring Mountain School was canceled as schools, teachers and students continued to be impacted by the pandemic.
- We introduced a hybrid model for Fall called “Mountain School - Choose Your Own Adventure.” This updated version provided area schools a combination of an online orientation conducted with a North Cascades National Park Ranger and our program staff along with an in-person day trip to either the North Cascades Environmental Learning Center or a park close to the students’ school. Students and teachers from Bellingham, Methow Valley, Mount Vernon and Burlington-Edison participated.

> It was really rainy today, BUT we still had a lot of fun! I found a lobster mushroom and lots of other plants and life in the forest.

— Camille

- Our instructional staff continued to create free online “Mountain School @ Home" content, including new lessons in Spanish and a series of videos on animal skulls.

Whatcom Coalition for Environmental Education’s Connections

*Whatcom County kids explore, learn, and connect with each other outdoors near their school. Connections started during the 2020 school closures with nonprofits banding together to address academic inequities. In 2021, we worked primarily with the Mt. Baker School District in partnership with Camp Saturna, Whatcom Land Trust, Nooksack Salmon Enhancement Association and Common Threads.*

- Camp Saturna was added as a learning site.
- 2 more schools in the Mt. Baker School District were added.
- A few responses from teachers surveyed about "the biggest benefit I observed in my students as a result from the Connections program was ..."
  - an appreciation for nature and science
  - building friendships with students from other schools in the district

> I found three mole jaws, a pelvis bone and a few claws in my owl pellet. It was super cool. ...I thought I would be grossed out and not like it at all, but then it became the best part of the day.

— Hazel
This trip is and will probably be the best thing I’ve done in my life. It had everything I wanted, from amazing views to creating never-forgetting bonds. This has formed me into a better person. It had its challenges and that was a great way to grow mentally and physically. The fun is endless and bonds are forever.

—YLA participant

Youth Leadership Adventures

Through immersion in an alpine environment shaped by glaciers, Youth Leadership Adventures (YLA) inspires local high schoolers to manifest a hopeful, joyful, and sustainable future for the North Cascades ecosystem and the people who are part of it.

► Through support from individual donors and grants, YLA was able to offer over $63,000 in scholarships in 2021.

► In 2021, YLA partnered with Burlington-Edison High School’s chapter of GEAR UP, a national program designed to increase the number of low-income students who are prepared to enter and succeed in postsecondary education. In order to connect Latinx students from BEHS to the YLA program, a GEAR UP mentor connected families to YLA and served as a trip leader on one of our backcountry courses, allowing YLA to have a Latinx affinity trip.

► YLA alumni are invited to join the Youth for the Environment and People (YEP!) program, a youth empowerment after-school program offered in partnership with RE Sources. This gathering gives local teens a place to come together and talk about environmental issues they are seeing in their own lives, design and implement an environmental project in their local community and gain skills in civic engagement. In 2021, we hosted the first-ever Skagit cohort of YEP!

Adult and Family Programs

Our suite of Family Getaways, Base Camp Learning and Lodging, Field Seminars, Skagit Tours, Online Classes, and Stewardship Weekends bring new audiences to the North Cascades to learn, recreate and be inspired.

► We were able to safely return to in-person instruction in Summer 2021 including reduced-capacity Diablo Lake Boat Tours in partnership with Seattle City Light and North Cascades National Park. Nearly every program we offered filled to capacity, demonstrating the hunger people have to return to guided, communal experiences in nature!

► We continued to grow the audience for our suite of Online Classes, which we began when in-person teaching was curtailed due to the pandemic. Online classes are more affordable and convenient for our constituents, and allow us to reach more people across a larger geographical area. Offerings included the Natural History of Owls, Diversity in the Outdoors, Wolves in Washington, and The People of the Sacred River: The History of the Upper Skagit.

I have been on two field classes this summer with NCI and both were fabulous. Highly recommended for anyone who likes doing their learning outdoors in beautiful places with friendly folks!

— Michael
Multimedia

Confronting the challenge of the pandemic, we continued to utilize video and interactive Zoom classes to engage with people across the country. View these projects at YouTube.com/ncascades.

- An online celebration of Saul Weisberg’s 35-year legacy of leadership at the Institute featuring testimonials from his colleagues around the country, former staff and graduate students, family members and a surprise appearance by Sally Jewell.

- Our ongoing Poetry from the Porch video series featured new readings from Kim Stafford, Lyanda Lynn Haupt and Bill Yake. These writers also were presenters in the Nature of Writing Speaker Series produced each Spring and Fall in partnership with Village Books.

- A video co-produced with Skagit Land Trust highlighting our partnership on the Conservation Easement at our property in Marblemount at the confluence of Diobsud Creek and the Skagit River.

- A new Skagit Tours video created for Seattle City Light.

- Three new “Mystery Skulls” educational videos in “Mountain School @ Home” series with Alexa.

- A Youth Leadership Adventures recruitment video made available in English and Spanish.

Conferences and Retreats

Custom educational programs, lodging and meals at the Environmental Learning Center—including conferences, events, retreats, trainings, reunions and other gatherings—inspire reflection and connection to the natural world as well as to each other.

- In 2021, 17 of 30 programs were cancelled or moved to 2022 due to pandemic restrictions.

- Groups included a Bellingham Schools directors retreat, an Eastside Preparatory School field science program, a Sierra Club National Outing, a Front and Centered nonprofit staff retreat and Remote Medical Training’s Wilderness EMT courses.

Retail

Our seven gift shops in and around North Cascades National Park are a valuable way for us to help educate people about the ecosystem, introduce new community members to our work and help fund our programs.

- Even with most stores being closed or under limited operations, we had our best sales year yet as the park received unprecedented visitation during the pandemic.

- We also set a new record in Online Shop sales and saw a 27% increase in visitors perusing and purchasing curated North Cascades merchandise.
The Institute celebrated Saul Weisberg’s accomplishments and legacy as a visionary nonprofit leader, educator, naturalist and writer with several events, including an online celebration that featured voices from across the Institute’s history sharing stories and well-wishes, plus music, poetry and a toast. From Institute co-founder Tom Fleischner to former staff, board members and graduate students, from partners at the National Park Service and US Forest Service to poets and artists, “Saulapalooza” was a fitting tribute to an extraordinary career of leadership, generosity and service.

"Rebecca (Bec) Detrich was chosen by the Board of Directors as the Institute’s next Executive Director after after a six-month, rigorous worldwide search process facilitated by Potrero Group, a leading consulting firm for environmental non-profit organizations," remarked Sterling Clarren, Chair of the Institute’s Board of Directors. “Among the qualities that the Board admired in Bec were her leadership experience and deep knowledge of Residential Environmental Learning Centers, experience working successfully with federal and state partners, and her career-long emphasis on community engagement and inclusion.”

Bec most recently served as Executive Director for Trips for Kids Marin in San Rafael, CA. She has also worked in various other roles as an environmental educator for organizations throughout the United States. Bec received a BA in Environmental Science from Willamette University, a MA in Biology from Miami University and MBA from Sonoma State University. Read more about Bec on our blog.

"I intend to stay open to change and look forward to new adventures and new learning; continue to work and serve, but on my own terms; and, spend more time with family and friends to walk and paddle in wilderness, watch birds and write in subalpine meadows. And of course, I plan to stay involved with North Cascades Institute and this special part of the world.

In short—more poetry, less administration.

Carrying Saul's Legacy Into the Future

To honor his 35 years of leadership, North Cascades Institute created the Saul Weisberg Catalyst Fund to spur innovative new ideas and lead the Institute into the future, all while honoring Saul’s legacy and working to protect the shared places we love and depend upon.

Through the Catalyst Fund, the Institute will allocate $35,000 of seed funding annually to pilot new initiatives, assess community needs and create new programs, increase access for new audiences by removing economic barriers to nature and other innovative efforts. For more information, contact Catherine Endicott at give@ncascades.org.
Our sincere thanks to almost 900 individuals, families, and organizations whose contributions helped make North Cascades Institute programs possible. You energized and inspired us to remain nimble, creative and resilient, and offer transformative learning experiences in nature for people of all ages. Thank you so much!

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### 2021 Unaudited Financial Statements

The audited 2021 Financial Statements will be posted at [ncascades.org/reports](http://ncascades.org/reports) when complete.

#### STATEMENT OF FINANCIAL POSITION

**Assets**

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and cash equivalents</td>
<td>$461,412</td>
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<tr>
<td>Short-term investments</td>
<td>$247,333</td>
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<tr>
<td>Receivables, net</td>
<td>$81,358</td>
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<td>Inventory and other</td>
<td>$217,251</td>
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<td>Long-term investments</td>
<td>$8,210,591</td>
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<tr>
<td>Property and equipment, net</td>
<td>$805,539</td>
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<td></td>
<td><strong>$10,023,484</strong></td>
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</tbody>
</table>

**Liabilities**

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounts payable</td>
<td>$67,441</td>
</tr>
<tr>
<td>Accrued expenses</td>
<td>$118,789</td>
</tr>
<tr>
<td>Deferred revenue and other</td>
<td>$85,703</td>
</tr>
<tr>
<td>Line of Credit (staff housing purchase)</td>
<td>$285,615</td>
</tr>
<tr>
<td></td>
<td><strong>$557,548</strong></td>
</tr>
</tbody>
</table>

**Net Assets**

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating Reserve</td>
<td>$2,000,000</td>
</tr>
<tr>
<td>Unrestricted &amp; temporarily restricted funds</td>
<td>$3,411,684</td>
</tr>
<tr>
<td></td>
<td><strong>$9,465,936</strong></td>
</tr>
</tbody>
</table>

**Total Liabilities and Net Assets**

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td><strong>$10,023,484</strong></td>
</tr>
</tbody>
</table>

#### STATEMENT OF ACTIVITIES

**Support and Revenues**

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contracts, tuition and fees, net</td>
<td>$644,088</td>
</tr>
<tr>
<td>Investment income</td>
<td>$920,980</td>
</tr>
<tr>
<td>Contributions</td>
<td>$588,671</td>
</tr>
<tr>
<td>Government grants</td>
<td>$1,581,203</td>
</tr>
<tr>
<td>In-kind contributions</td>
<td>$87,294</td>
</tr>
<tr>
<td>Learning Center Fund - Seattle Foundation</td>
<td>$295,000</td>
</tr>
<tr>
<td>Foundation grants</td>
<td>$333,994</td>
</tr>
<tr>
<td>Rental Income</td>
<td>$42,656</td>
</tr>
<tr>
<td>Bookstores (retail/outreach), net</td>
<td>$365,201</td>
</tr>
<tr>
<td></td>
<td><strong>$4,859,087</strong></td>
</tr>
</tbody>
</table>

**Expenses**

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Programs</td>
<td>$2,444,924</td>
</tr>
<tr>
<td>Management and general</td>
<td>$303,912</td>
</tr>
<tr>
<td>Fundraising</td>
<td>$398,025</td>
</tr>
<tr>
<td></td>
<td><strong>$3,146,861</strong></td>
</tr>
</tbody>
</table>

**Change in Net Assets**

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$1,712,226</td>
</tr>
</tbody>
</table>

#### EXPENSES

- **Programs**: 78%
- **Management and General**: 10%
- **Fundraising**: 12%

#### REVENUE

- **Grants**: 39%
- **Contributions**: 14%
- **Learning Center Fund**: 6%
- **Investments**: 19%
- **Earned Income**: 22%

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North Cascades Institute has received FOUR-STAR ratings from Charity Navigator 16 YEARS IN A ROW.

Call Jodi Broughton at (360) 854-2596 or visit [ncascades.org/support](http://ncascades.org/support) to learn how you can make a difference with your gift!