

Oak Ridges Moraine Land Trust Strategic Plan 2018-21

About

The Oak Ridges Moraine Land Trust has been protecting Ontario's natural legacy since 2,000. With over 60 properties permanently protected on and around the Moraine, we play a critical role in solving the global problem of biodiversity loss and climate change. Together with caretakers and caring donors, we have preserved over 4,480 acres of precious habitat– and there is lots more to do! We're working every day to protect more properties and sensitive habitats in the Moraine and the Greenbelt, to ensure the future of the wild and at-risk species that live there. We do this important work in partnership with local communities across the region, all of whom benefit from these beautiful natural spaces.

The Vision

We envision that natural environments important to sustaining life are protected forever.

Ethical Value Statements

The following values statements guide and inspire every decision and action at the Land Trust. We will:

- Maintain and enhance the trust of our community.
- Collaborate with communities and partners for the common good.
- Effectively steward our lands in perpetuity.
- Be accountable for our results, decisions and resources.
- Engage, influence, persuade and advocate.
- Treat volunteers, staff members, donors and all others involved with the Land Trust with respect.
- Celebrate successes in environmental protection.

Mission Statement

The Land Trust works to ensure a healthy ecosystem and natural environment that thrives forever, on and near the Oak Ridges Moraine.

Goals

- Growth:** There is continued growth in the number of environmentally sensitive properties and area protected.
- Perpetuity:** Systems, processes and resources are designed for long-term land protection, and monitored for effective implementation.
- Policy:** Public policy is aligned with environmental protection and action against climate change.
- Responsibility:** The Land Trust meets current annual budget needs plus growth for special projects and expansion of programs.
- Engagement:** There is broad community engagement, education and participation in the work of the Land Trust, that includes and values Indigenous peoples.

Strategic Directions for Mission Achievement

Strategic Directions	Priority Action Areas	Success Measures
<p>1. Continue to increase environmentally sensitive lands that are permanently protected by the Land Trust (serves Goal A).</p>	<p>Define geographic scope based on assessing relevant watersheds and surrounding land trusts.</p> <p>Define eligible properties through land securement mapping, targeting of priority properties, and connecting with prospective donors.</p> <p>Conduct detailed assessment and analysis of each potential property. Include consultation with Indigenous peoples to consider cultural heritage interests in relevant properties. For desired properties, obtain the resources and approvals and complete acquisition.</p>	<p>Natural heritage mapping and analysis is completed and presented to Board.</p> <p>Complete mapping of priority eligible property assessment.</p> <p>At least 5 new additional properties in lifeline per year.</p> <p>At least 12 property additions completed over three years.</p> <p>Appropriate research and communications with Indigenous peoples are documented.</p>
<p>2. Ensure that the ecological integrity of all land trust properties and other key responsibilities are maintained and enhanced according to accepted standards. (serves Goal B)</p>	<p>Ensure all properties (owned and easements) are monitored on an annual basis.</p> <p>Develop/update a Stewardship Management Plan for each owned property. Review and consider Indigenous cultural heritage interests in current properties.</p> <p>Ensure property stewards are educated and are involved in active property management for Land Trust owned properties.</p> <p>Support conservation easement owners on request.</p>	<p>All properties are monitored at least annually.</p> <p>Identified issues are acted on in timely manner.</p> <p>All owned properties have an up-to-date Stewardship Management Plan.</p> <p>All properties owned by the Trust have an active, informed property steward.</p>
<p>3. Increase financial capacity. (serves Goal D)</p>	<p>Establish increased overall revenue generation targets and metrics.</p> <p>Explore different funding sources and establish targets for each selected method.</p> <p>Update stewardship funding model to account for current portfolio.</p>	<p>Add 5% per year over the prior three years average, excluding exceptional major gifts, foundations and governments.</p> <p>Sustain other overall revenues.</p> <p>Achieve Fundraising Plan after approval</p>

Strategic Directions	Priority Action Areas	Success Measures
<p>4. Increase organizational capacity. (serves Goal D)</p>	<p>As non-restricted funds become available, increase Budget for staffing and proceed to recruit for highest priority areas as determined by the Executive Director.</p> <p>Identify and add missing governance policies.</p> <p>Increase board participation in external affairs/events/activities.</p> <p>Enhance knowledge, participation, and management of volunteers.</p> <p>Maintain high quality, skilled and diverse board members, officers and board operations.</p> <p>Ensure that all board, volunteer and staff recruitment seeks out high qualified and skilled candidates through outreach that includes newcomers, indigenous communities and other aspects of diversity.</p>	<p>Top priority positions funded and filled with high quality staff members.</p> <p>Policy gaps prioritized and addressed.</p> <p>Increase volunteer numbers by 10% per annum.</p> <p>Increase engagement to align with number of properties under protection.</p> <p>100% board participation in at least one non-board event per year.</p> <p>Recruitment outreach is explicitly welcoming to diversity.</p>
<p>5. Increase education and outreach to build awareness, support and understanding of the Land Trust. (serves Goal E)</p>	<p>Analyze best methods of reaching each target group and develop plans to identify and enhance/implement best methods for reaching and educating each target group over time. Adapt as communication vehicles evolve.</p> <p>Learn more about Indigenous peoples within our geographic scope and include them in targeted outreach.</p>	<p>Education events such as BioBlitz workshops used to attract volunteers</p> <p>Increased take-up of material at events</p> <p>Add supporters at most events</p>
<p>6. Share significant and timely knowledge from environmental scans and conduct effective non-partisan advocacy as a leader in Canada's land trust community (serves Goal C).</p>	<p>Create/promote relationships and connections with other groups, different levels of government for common goals/needs.</p> <p>Become more knowledgeable about relevant policies of related organizations.</p> <p>Ensure awareness of relevant new or proposed funding opportunities, government initiatives, policies, laws and regulations.</p> <p>Support the activities of other advocacy groups.</p> <p>Take a leadership role in the land trust community in selected advocacy efforts.</p>	<p>Regular contact with appropriate senior officials at each level of government.</p> <p>Maintain collaborative relationships with environmental national and provincial organizations.</p> <p>Timely responses to and other relevant initiatives and opportunities.</p>