

STRATEGIC PLAN

Through the fiscal year
ending April 30, 2029



CONTENTS

04 Stewardship for Success

07 Mission & Vision

08 Values

10 Goals & Objectives

12 Taking Action

Strategic Plan
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STEWARDSHIP FOR SUCCESS

In this second Strategic Plan since the completion of our restructuring process, TLC's staff and Board of Directors have built upon the foundation of our existing Mission, Vision, and Values. Principles of honouring the wishes of our supporters; engaging and informing partners in activities and plans; and programming in proportion with our organizational capacity continue to inform our actions. Land protection, stewardship, and education remain the central pillars of our organization's programming. To strengthen our efficiency and efficacy in our program delivery, this Strategic Plan identifies eight areas with corresponding goals and objectives to refine our operations through the fiscal year ending April 30, 2029.

Today, our charitable land trust stewards more than 1,100 hectares (2,700 acres) of vital ecosystems where we hold title outright and partners to protect more than 5,200 hectares (12,850 acres) with conservation covenants. The cultivation and stewardship of our conservation areas is essential to our core work. Partnering to protect sensitive habitat with Indigenous communities emerged as a priority during our last strategic planning process. TLC's history-making announcement regarding our agreement with the WSÁNEĆ Leadership Council to transfer SISŹENEM (Halibut Island) as an act of reconciliation illustrated how land trusts could get involved in the land back movement. Since then, we have continued to work with the WSÁNEĆ Leadership Council and other Nations throughout the province through stewardship activities, accessibility, and consultation. Our aspirations for the next five years include further development in this space and our reconciliation goal reflects that ambition.

The COVID-19 pandemic has brought to light new opportunities and concerns that impact our non-profit's operations. Recent advances and availability of remote monitoring and communication technologies offer improvements for our annual covenant monitoring and the stewardship of properties where location, size, and natural features have imposed significant challenges. Over the course of the pandemic, we have also experienced an increase in the demand for our services from concerned landowners looking to protect the ecosystems they care about; our partners requesting support on projects in their communities; and the public seeking accessible opportunities to connect with nature. These needs have informed our goals and objectives relating to partnerships and technology.

Our former Strategic Plan also set goals relating to educational opportunities. To date, this programming includes seven consecutive years of our Passport to Nature Program, connecting TLC supporters and the public with nature through free online and in-person activities; five sessions of our Deertrails Naturalist Program, an intergenerational, place-based learning opportunity designed to facilitate the transfer of naturalist knowledge through intensive week-long sessions; and our more recent series of Naturalist Activity Books for Kids featuring maps, activities, and games for nature lovers of all ages looking to learn more about TLC's protected ecosystems. Climate action, knowledge sharing, and accessibility to nature – long-held priorities for our land trust – have directly inspired our new goals relating to education and communication.

Finally, we are not immune to the recent economic impacts of inflation, cost of living, or the labour market; TLC's programming is made possible through the support of our generous funders and those who dedicate their time and energy to protecting B.C.'s biodiversity. With passionate team members who care deeply about our cause, we must put the care and wellbeing of our teams at the forefront. We aspire to expand our network of support and our capacity to ensure we retain our expert team members and continue to increase our financial stability. Our goals and objectives relating to human resources and fundraising reflect these ambitions.

With more than 25 years of conservation experience to draw from, we know that stewarding protected areas in perpetuity requires organizational stability along with an adaptive approach to changing conditions. We have developed organizational priorities that all need to move forward for our continued success. The following goals relating to reconciliation, human resources, partnerships, education, communication, technology, fundraising, and covenant cultivation and management reflect our current operations and provide recommendations to support TLC's network of conservationists and ecological stewards in advancing how we deliver on our mission to protect B.C.'s critical biological diversity. With member, donor, volunteer, and partner engagement and support, we will make a difference as a leader in the land trust community.



OUR MISSION

To protect and restore the biological diversity of British Columbia for present and future generations through action and education.

OUR VISION

TLC envisions a future where the biological diversity of B.C. is protected for the benefit of current and future generations.

OUR VALUES

The following values guide our work:

Financial Responsibility

The work we do is undertaken with strong financial oversight using a lens of long-term sustainability. We provide clarity and transparency to members and donors on how their financial contributions are being used to achieve TLC's mission.

Build Indigenous Relations

We acknowledge Indigenous people's rights and stewardship of the lands in our province and endeavour to respect this in all our activities. TLC embraces the Truth and Reconciliation Commission's findings and strives to incorporate the relevant recommendations into our work.

Accountability

The Board of Directors is fully accountable to TLC members and donors for the performance of the organization.



Transparency

We aim to operate honestly and openly so that the public, members, and donors can see how we are working to fulfill our mission and what actions we are taking to meet our goals.

Inclusiveness

The inclusion of diverse partners and community members in developing ideas is integral to the programs we deliver to fulfill our mission. We believe that each person or group brings forth a unique perspective that should be valued.

Collaboration

Our relationship-based approach is centered on working with individuals, governments, and land trusts with mutual interests in conservation. TLC brings forward its interests while being open to the ideas of others by engaging and listening to learn and understand their perspectives.

Respect

We respect the aspirations of local communities and work with local governments, Indigenous peoples, land trusts, businesses, conservation and outdoor recreation groups, and citizens. We seek to find conservation and stewardship solutions that incorporate the local viewpoint and that meet the needs of nature and people.

Integrity

We strive for excellence and professionalism in all facets of our organization. We honour our commitments and remain true to our mission. We ensure confidentiality concerning land transactions and donor relations.

OUR GOALS & OBJECTIVES

Reconciliation

Goal: Partner with Indigenous Peoples to contribute to their continuing stewardship of B.C.'s land, water, and biodiversity on our journey to Reconciliation.

Objectives:

1. Transfer Halibut Island management and title to the WSÁNEĆ Lands Trust Society.
2. Champion reconciliation and positive relations between TLC's Board of Directors and Nations.
3. Cultivate joint conservation objectives with Nations and consult and collaborate with them on conservation solutions.
4. Develop a renaming policy for new acquisitions, existing holdings, and conservation covenants.
5. Develop a Reconciliation Committee to foster partnerships and new ways of knowing and understanding.
6. Develop a compensation policy for services rendered by Indigenous individuals or organizations (e.g., travels costs, honouraria).

Education

Goal: Further develop and facilitate learning programs that support TLC's mission.

Objectives:

1. Adopt and implement an Education Strategy concurrent to TLC's Strategic Plan to identify and target interested audiences, and connect them to TLC and TLC's mission.
2. Develop, connect, and motivate new climate and ecological stewards.
3. Provide accessible opportunities that enables people of diverse backgrounds and abilities to connect with nature.

Fundraising

Goal: Establish a fundraising/development program that sets annual goals and is responsive to special project requirements.

Objectives:

1. Strike a Fundraising Committee to integrate TLC's Board of Directors into the fundraising process.
2. Develop a policy for endowment funding for new land protection requests that accounts for inflation and can be communicated transparently to prospective landowners.
3. Raise sufficient funds through annual fundraising and securing third party grants to meet annual increases in TLC's operating costs and endowment objectives.
4. Establish a fundraising system that supports the funding of special projects and revenue generation.

Technology

Goal: Embrace technology to gather and analyze data to create, and communicate informed, defensible conservation decisions.

Objectives:

1. Build technology capacity through the investment of resources.
2. Employ LENS technology for remote monitoring.
3. Support acquisition decisions (i.e., GIS).
4. Utilize drone technology for monitoring.
5. Use technology to reduce covenant-related communication redundancies, and to connect with our partners, community, etc.

Partnerships

Goal: Develop and deepen TLC's collaborative partnerships to magnify the impact on our shared goals.

Objectives:

1. Conduct SOAR analysis of existing partnerships to prioritize actions (e.g., who amplifies us now, where do we need more, which do we need to deepen).
2. Create formal agreements clearly defining roles and responsibilities.
3. Engage with partners to keep building relationships.

Communication

Goal: Increase the engagement of TLC's current and potential support network including to donors, members, volunteers, partners, and collaborators to increase the organization's financial stability and capacity; to increase opportunities for knowledge sharing; and to raise TLC's profile in the greater community.

Objectives:

1. Adopt a Communication Strategy concurrent to TLC's Strategic Plan that includes public opinion surveys, connecting climate change and the work that TLC does, and a diversity of channels (e.g., tv, website, radio, and social media).
2. Create and implement annual Communication Plans incorporating media outreach and advertising.
3. Develop CRM lists (i.e., DonorPerfect) to increase engagement and retention of volunteers for stewardship events.

Covenant Cultivation & Management

Goal: Enhance covenant monitoring, enforcement, and registration procedures to support our conservation work.

Objectives:

1. Continue to uphold and defend conservation covenants from challenge.
2. Utilize technology to advance covenant monitoring.
3. Increase our capacity for conservation covenants by furthering their self sustainability.

Human Resources

Goal: Recruit, retain, and engage the people necessary to meet our conservation goals now and into the future.

Objectives:

1. Create a Human Resources Strategy focused on recruitment, retention, workload assessments, competitiveness, succession planning, onboarding, recognition, and celebration.
2. Develop board, staff, and volunteer guidelines, and work descriptions.
3. Build capacity through innovation and fostering a healthy workplace.



TAKING ACTION

TLC's dedicated network will provide the collaboration and support required to implement our goals and objectives over the next five years.

Our Board's role in policy development and oversight will lead our team in making this Strategic Plan a reality. Their efforts creating new committees, engaging in fundraising, and working in partnership with the conservation community will demonstrate our organization's commitment to achieving our aspirations.

Staff and volunteers, responsible for our day-to-day operations, will continue to manage our portfolio of protected areas, deliver our educational programming, and communicate with our network while embracing new technologies. TLC's generous donors and members continue to make our work possible; feedback and engagement from our supporters will ensure that we are achieving our goals in alignment with our values and principles.

Working together, we will make a difference in protecting B.C.'s biodiversity.

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