

STRATEGIC PLAN

FOR FISCAL YEARS
2020 TO 2023



Strategic Plan

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Printed February 2020

COVER

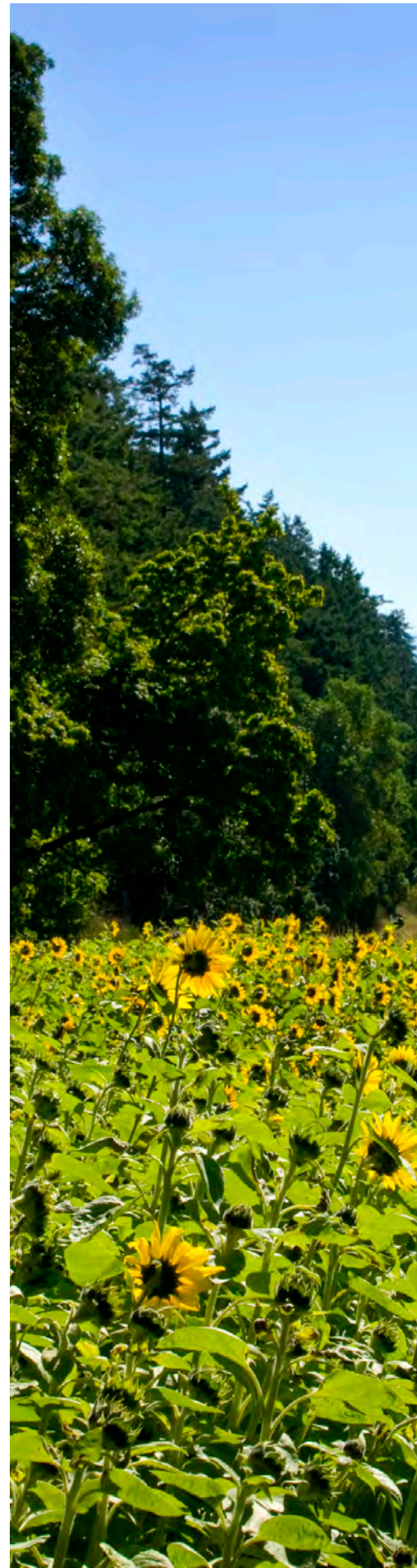
Clearwater Wetlands and Wildlife Corridors.

Photo by Torrey Archer.

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Madrona Farm.

Photo by Frances Litman.



Strategic Plan

The Land Conservancy of B.C. (TLC) has come through a tough period which challenged the organization's financial and organizational stability. TLC was faced with decision-making which tested many members' and donors' trust in the organization. TLC has learned from this experience and has moved forward by enacting a number of policies to improve transparency and stewardship of the organization's financial and human resources. TLC has benefitted from a renewed vigor and a strong cohesiveness between volunteers, members, staff, management and the Board of Directors. We are now positioned, with the help of you, our members, to fulfill TLC's unique role as a collaborative leader in the land trust movement. The first step in this process is the creation of a new strategic plan.

A strategic plan is an essential document used to guide an organization in focusing its efforts on doing the right kind of work. This Strategic Plan will guide TLC actions over the next three-year period. Its main purpose is to communicate TLC's vision, mission, goals and objectives, allowing for important relationships with members, donors, governments, Indigenous peoples, other land trusts, businesses, landowners and the public to be developed and maintained. This Strategic Plan complements the work of other land trusts in British Columbia (B.C.) while differentiating TLC's specific role in the land trust and conservation movement.

The Board is responsible for setting strategic direction however, the Strategic Plan brings together insight from the Board, staff, and other stakeholders. TLC staff are responsible for developing operational plans and for reviewing these plans to ensure that they align with the Strategic Plan, and for developing SMART¹ targets and metrics to help gauge TLC's success in meeting the plan's goals and objectives. Essentially, the operational plans are the mechanisms used for implementing the Strategic Plan. These 'stand-alone' documents will be developed annually and monitored on an ongoing basis throughout the year.

¹ SMART stands for Specific, Measurable, Achievable, Realistic and Time-bound.



Vision

TLC envisions a future where the biological diversity of B.C., including areas of scientific, historical, cultural, scenic and compatible outdoor recreational value, are protected for the benefit of current and future generations.

Mission

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

While TLC's aim is to contribute to the conservation of nature by protecting land and water in B.C., we acknowledge B.C.'s biodiversity is largely a result of the long history of Indigenous peoples' stewardship of these lands.

TLC's mission involves conserving nature that provides habitat for a diversity of plants and animals. Our efforts also aim to: help mitigate the effects of climate change; provide habitat for nature where people live; support the preservation of farmland for food sustainability; protect places of cultural value; and preserve natural forests and areas throughout B.C. based on each area's own intrinsic value.

TLC works towards this mission by securing and upholding protective rights. This is achieved through the direct purchase of land (often in partnership with other organizations) and/or by monitoring land through conservation covenants.

TLC's conservation efforts are accomplished through the support of TLC members, donors and partners. We build strong and lasting relationships with our members, donors, governments, businesses, local land trusts, landowners and citizens. TLC works in collaboration with Indigenous peoples and strives to align local values and objectives for conservation and stewardship.

TLC stands up for nature², creating a culture of conservation supported by all generations. Conservation efforts range from creating small green spaces in our urban communities to protecting larger wide-open spaces that are necessary for species to thrive and survive.



Goals

1. Conserve areas of scientific, historical, cultural, scenic and compatible outdoor recreational value by acquiring lands or securing protective rights through conservation covenants.

Objectives:

- To acquire properties or covenants following adequate due diligence which includes a risk/benefit analysis. Funding should also contain contingent amounts including an endowment to cover long-term maintenance and monitoring costs in perpetuity.
- To prioritize resources to fulfill existing covenant responsibilities.
- To ensure that a baseline³ for all new covenants are in place within one year of acceptance.

2. Protect green space and restore natural areas to provide landscape connectivity.

Objectives:

- To follow ecosystem-based management practices.
- To focus on land acquisitions that improves connectivity between protected areas and supports the preservation of wildlife corridors.

3. Enhance conservation awareness and provide educational opportunities that deepen connections to the land and nature.

Objectives:

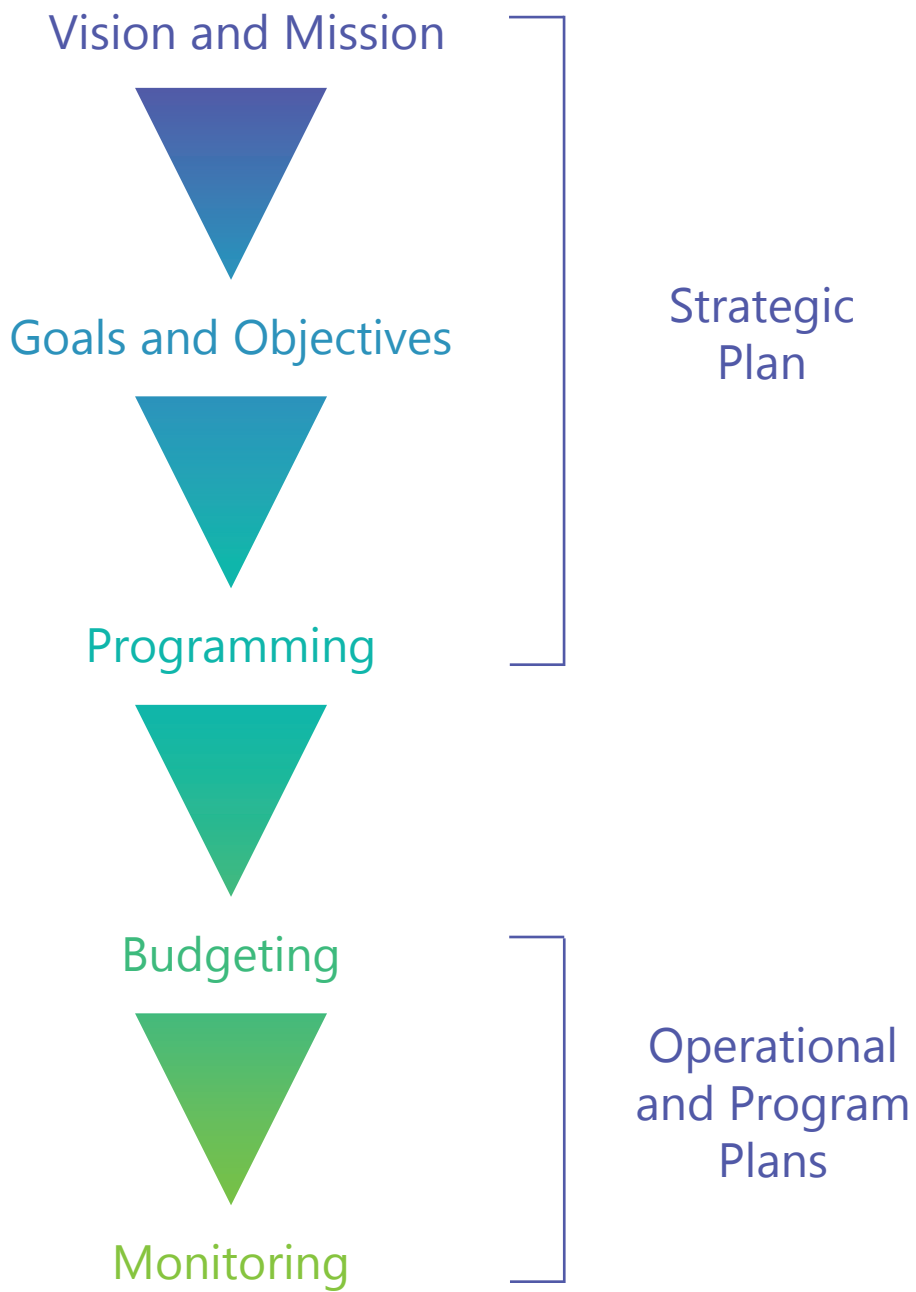
- To engage in public outreach activities like the "Passport to Nature" series.
- To develop and facilitate regional-based naturalist educational workshops like the "Deertrails Naturalist Program."
- To establish and foster relationships with Indigenous peoples, like-minded organizations, and supportive individuals.

³ A baseline report "provides information on the original state of the habitat protected". It provides the means for the covenant holder "to prove that the land ... has been altered from its original state in the event of a breach" (definition amended from the Islands' Trust Conservancy. URL <http://www.islandstrustconservancy.ca/i-am-a/local-government/covenant-best-practices/> <Accessed on February 2, 2020>.

² Please see "Nature Needs Half" definition.



Planning Structure





Definitions

Biodiversity. (Short for biological diversity). A measure of variation amongst living things. The word is most commonly used to describe “species diversity” – the number and relative abundance of different species within a particular area⁴.

Conservation. The protection of land and water and historic values from uses that would destroy or lessen the biological or historic value of a place.

Nature. TLC takes a broad definition of nature. Nature is habitat for plants and animals, greenspace, scenic landscapes, forests, lakes, streams and wetlands and areas for scientific research.

*Nature Needs Half*⁵. A new relationship between society and nature espoused by the Wild Foundation. It is based on a scientific, practical and aspirational vision that sees half the Earth protected for nature by 2050 and seeks to achieve a better relationship between people and nature. Nature Needs Half is supported by an international coalition of scientists, conservationists, non-profits, and public officials who defend nature at the scale for which the planet needs to continue to function for the benefit of all life.

Stewardship. is commonly understood as the “careful and responsible management of something entrusted to one’s care⁶”. TLC will ensure the utmost care is given to the conservation covenants and land in our portfolio, ensuring that they are managed in alignment with our vision and promises made to members and donors.

⁴ Park, C. and M. Allaby (2013). Oxford Dictionary of Environment and Conservation, Second Edition. 512pp.

⁵ Wild Foundation. Nature Need Half. URL: <https://www.wild.org/natureneedshalf/> <accessed on Jan 3, 2020>.

⁶ Meriam Webster. URL: <https://www.merriam-webster.com/dictionary/stewardship> <accessed on January 23, 2020>.



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