

STRATEGIC PLAN
2022 - 2025

PREFACE

OVERVIEW

EVLT's strategic planning was, in more ways than one, a metamorphosis. Approaching its 40th birthday, the organization aspired to synthesize 39 years of lessons learned with an evolving conservation landscape to more effectively deliver on its mission to protect the lands we love, forever. The COVID-19 pandemic drove our team inside and apart, but as this plan is published, we emerge with renewed focus on community priorities and conservation possibilities.

Over the last decade, Land Trusts across the country have ushered in a new era of conservation. Not a departure from the old ways of doing things, simply an expansion. Time and experience have introduced new tools, partners, and strategies to protect more land and conservation values for our community. As our team has carefully considered these new opportunities, the pandemic has reinforced our community's need for protected land, open and free to all people. With this new plan, we hope to pursue this need with more focus and energy than ever before.

HOW THE PLAN WAS CREATED

The strategic planning process began in August of 2020 with the hiring of Solid Ground Consulting. The process took approximately 10 months to complete. The board created an ad hoc Strategic Planning Committee to move the process forward. The first phase of the planning effort focused on listening to the community. EVLT and Solid ground conducted interviews, focus groups, deployed a survey, and hosted a community forum to gather information from key local stakeholders. EVLT's board worked through several iterations of vision and goal creation with an emphasis on increasing EVLT's impact in the community. EVLT's staff then drafted key measurement metrics and activities designed to achieve the desired outcomes derived from the previously stated goals and strategies, which then went through several rounds of editing and refinement. The following strategic plan is a result of countless hours of dedication, inspired debate, and contemplation by EVLT's board of directors and staff.



Photo: Todd Winslow Pierce

USING THIS PLAN

Strategic Planning is never really "done." Instead, this plan, created by the Eagle Valley Land Trust's board of directors, staff, and Solid Ground Consulting from 2020-2021 is simply a roadmap, metaphorically written in pencil. It allows for detours and refinements to the route along the way. To stay relevant in a quickly changing world, it must evolve over time, though value is only derived from a plan when it is followed. A balance of flexibility [recognition of changing conditions that merit adaptation] and integrity [continued pursuit of our goals/outcomes] will be key.

Key indicators that a plan is working are:

1. It clearly defines direction and intent, with a focus on outcomes (these should be flexible only to the extent that we're learning what they should be). We change these as the conditions for planning change: need, trends, capacity, and capability.

2. It provides for flexibility in the strategies and actions that are implemented over time, all with a "north star" focus on the outcomes of the plan. We change these every year, some a little, some a lot as we learn and adapt in pursuit of our goals/strategies.

3. The plan is followed with a mantra of "Integrity in the moment of choice," the phrase that Stephen Covey uses to ensure that a plan is followed and that we stick to it at that key point when we're tempted to do otherwise.

Here's a helpful primer on plan language from Solid Ground:

GOAL: aspirational statement of result. Measurable, but big enough that it would be difficult to do so. Conservation is a goal.

STRATEGY: broad approach to achieving the goal. This is the pathway we'll follow, which will include many different projects and programs (activities) to support it. Engagement is a strategy.

ACTIVITIES (program/projects): this is what we do, every year, in support of our mission (and goals and strategies). Field trips are activities.

OUTCOMES: the more specific results of our work as seen by the community. Not a measure of activity (that's an output), these are measures of what success looks like if we successfully implement the activities according to the strategies of the plan. Greater visibility and more resilient habitat (measured by specific measures that we have) are examples of outcomes.

Photo: Todd Winslow Pierce

Goals and Strategies

1. ***Conservation Goal:*** Properties with high conservation values are protected through community-focused conservation.

    A. Work with the community to develop a comprehensive conservation vision.

    B. Cultivate relationships with landowners – including private landowners and municipalities.

    C. Leverage relationships with partners and major conservation institutions and galvanize community support to activate collaborative conservation projects.

    D. Invest in innovative conservation tools and options for conservation.

2. ***Stewardship Goal:*** Partnership with landowners ensures conserved lands provide conservation benefits forever.

    E. Directly and continuously engage with owners of conserved properties.

    F. Complete annual monitoring as required by conservation agreements.

3. ***Community Engagement Goal***: EVLT is recognized as the local nonprofit land conservation leader, ensuring that conservation benefits the community.

    G. Actively participate in community discussions where conservation has a place at the table.

    H. Ensure equity and inclusion in community engagement efforts.

    I. Engage community in programs to support greater involvement and conservation awareness.

4. ***Resources Goal:*** Abundant, sustainable funding and social capital ensure long-term conservation impact and perpetuity.

    J. Actively engage and steward individuals in support of EVLT's operations and project-specific needs.

    K. Develop funding streams from institutional funders (businesses, governments, large foundations).

    L. Build EVLT's visibility and relevance within the community.

5. ***People Goal:*** Outstanding and supportive board members and staff guide the organization toward success.

    M. Recruit inspired, diverse, and committed board leadership.

    N. Invest in and retain passionate, skilled staff members to ensure the professional capacity of the organization.

6. ***Systems Goal:*** Robust processes, systems, and clear plans support the effectiveness of EVLT.

    O. Improve EVLT's business processes and technology.

    P. Meet all legal and ethical standards and practice requirements.

Goal #1: Conservation: Properties with high conservation values are protected through community-focused conservation.

<table>
<tr><th rowspan="2">Strategy</th><th>2023</th><th>2024</th><th>2025</th><th rowspan="2">Outcomes</th></tr>
<tr><th colspan="3">Activities</th></tr>
<tr><td rowspan="3">Strategy A

Work with the community to develop a comprehensive conservation vision.</td><td></td><td colspan="2"></td><td rowspan="3">• Conservation Plan defines clear conservation criteria based on conservation values, opportunities, and community priorities.
• Conservation plan is collaboratively developed with a diverse and representative set of community partners.
• Conservation plan informs community land use decisions.
• All conservation projects meet criteria for priority and focus.
• Project selection criteria are current for all decisions.
• At least one conservation project directly meets needs of underrepresented communities.</td></tr>
<tr><td>Develop conservation priorities.

Engage the community in conservation planning to guide conservation decisions.</td><td>Refine project selection criteria to reflect conservation priorities. Use selection criteria to develop internal and external Conservation Plans.</td><td>Update selection criteria and Conservation Plan annually.</td></tr>
<tr><td colspan="3">Target conservation easement priorities in historically underrepresented areas.

Work with local partners to incorporate conservation priorities in land use decisions.

Participate in regional planning efforts to ensure a prominent role for conservation in community planning.</td></tr>
</table>

Goal #1: Conservation: Properties with high conservation values are protected through community-focused conservation.

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<tr><th rowspan="2">Strategy</th><th>2023</th><th>2024</th><th>2025</th><th rowspan="2">Outcomes</th></tr>
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<tr><td rowspan="6">Strategy B

Cultivate relationships with landowners – including private landowners and municipalities.</td><td rowspan="2">Identify and prioritize top 75 landowners based on conservation criteria.</td><td colspan="2">Facilitate resource management workshops with landowners.</td><td rowspan="6">• 20 new landowner relationships have been nurtured and established through the conservation planning process.
• 50 landowners participate in an EVLT event.
• EVLT remains a recognized and trusted conservation community partner.</td></tr>
<tr><td colspan="2">Manage up to four landowner conversations in support of proactive conservation priorities.</td></tr>
<tr><td>Develop priorities for engagement and landowners outreach based on conservation plan priorities.</td><td colspan="2">Execute landowner engagement plan. Access success of landowner engagement plan and improve plan as necessary.</td></tr>
<tr><td colspan="3">Continuously build interest and develop relationships through periodic landowner contact.</td></tr>
<tr><td>Identify critical partnerships, funders, elected officials and influencers.</td><td colspan="2">Build and maintain strong relationships with elected officials, partners, funders and influencers.</td></tr>
<tr><td colspan="3">Leverage relationships and networks of existing easement partners among landowners to promote benefits of the Land Trust.</td></tr>
</table>

Goal #1: Conservation: Properties with high conservation values are protected through community-focused conservation.

Strategy	2023	2024	2025	Outcomes
	Activities			
Strategy C Leverage relationships with partners and major conservation institutions and galvanize community support to activate collaborative conservation projects.	Identify and prioritize properties having both our conservation criteria and landowner interest (internal resource).	Identify and complete 2-4 conservation easements each year based on conservation criteria and landowner interest.		• Critical habitat and migration corridors are protected. • Conservation projects are aligned with conservation criteria. • 2-4 conservation projects are completed per year. Of those projects completed, 2 properties are signature or high visibility properties.
	Identify 5 signature/high visibility properties and strategies for conservation.	Pursue conservation of 1-2 signature/high visibility properties and strategies for conservation.		

Goal #1: Conservation: Properties with high conservation values are protected through community-focused conservation.

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<tr><th colspan="3">Activities</th></tr>
<tr><td rowspan="2">Strategy D

Invest in innovative conservation tools and options for conservation.</td><td>Identify and pursue funding opportunities for conservation projects.</td><td colspan="2">Identify and pursue 1 project with expanded conservation options or new funding source.</td><td rowspan="2">• 2 new projects are identified and pursued using new conservation tools or funding mechanisms.
• An EVLT home property has been acquired</td></tr>
<tr><td>Identify opportunities for EVLT land ownership to support multiple plan elements. Acquire property</td><td>Work with the community to create a vision for the property and fundraise for realization of the vision</td><td>Implement vision for EVLT property</td></tr>
</table>

Goal #2: Stewardship: Partnership with landowners ensures conserved lands provide conservation benefits forever.

<table>
<tr><th rowspan="2">Strategy</th><th>2022</th><th>2023</th><th>2024</th><th rowspan="2">Outcomes</th></tr>
<tr><th colspan="3">Activities</th></tr>
<tr><td rowspan="2">Strategy E

Directly and continuously engage with owners of conserved properties.</td><td>Research landowner outreach strategies</td><td>Design and implement landowner outreach strategy.</td><td>Contact all landowners according to landowner outreach strategy.</td><td rowspan="2">• Number of contacts made increased by 50% over 2021.
• Landowner conflicts maintained at 0%.</td></tr>
<tr><td colspan="3">Actively engage and educate new owners of conserved properties.</td></tr>
</table>

Goal #2: Stewardship: Partnership with landowners ensures conserved lands provide conservation benefits forever.

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<tr><th colspan="3">Activities</th></tr>
<tr><td rowspan="6">Strategy F

Complete annual monitoring as required by conservation agreements.</td><td>Refine and update stewardship and monitoring procedures based on LTA standards and practices.</td><td colspan="2">Implement stewardship and monitoring procedures.</td><td rowspan="6">• Every easement monitored annually.
• More than 90% of easement issues resolved within three months.
• Outstanding issues resolved within one year.
• Annual stewardship cost calculation updated annually.
• Stewardship Fund goal and capitalization plan meet benchmarks.
• 3 Volunteer Restoration Projects (meeting landowner needs) per year.</td></tr>
<tr><td>Identify and organize existing landowner issues.</td><td colspan="2">Resolve any outstanding landowner issues.</td></tr>
<tr><td>Identify potential restoration projects in line with EVLT goals and values.</td><td colspan="2">Plan and facilitate restoration projects to support landowners with stewardship issues caused by factors beyond their control.</td></tr>
<tr><td colspan="3">Manage annual stewardship roles, including monitoring, response to landowner requests, amendments, and other landowner interactions.</td></tr>
<tr><td>Evaluate costs of legal defense, management, and annual monitoring.</td><td>Develop long-term capitalization plan for stewardship funding.</td><td>Implement stewardship capitalization plan.</td></tr>
</table>

Goal #3: Community Engagement: EVLT is recognized as the local nonprofit land conservation leader, ensuring that conservation benefits the community.

<table>
<tr><th rowspan="2">Strategy</th><th>2023</th><th>2024</th><th>2025</th><th rowspan="2">Outcomes</th></tr>
<tr><th colspan="3">Activities</th></tr>
<tr><td rowspan="4">Strategy G

Actively participate in community discussions where conservation has a place at the table.</td><td>Identify and prioritize local and regional coalitions for EVLT involvement and representation.</td><td colspan="2">Continue participating in and leading local coalitions.</td><td rowspan="4">• Through coalition engagement, EVLT informs local land use decisions.
• EVOSC[1] is established as a sustainable coalition and leading partner in CPW's[2] Regional Outdoor Partnerships.
• Implement two pilot programs combining natural climate solutions to EVLT conservation easements.</td></tr>
<tr><td rowspan="2">Nominate staff and/or board member to represent EVLT and set goals for participation.</td><td colspan="2">Identify and deliver EVLT specific outcomes within each community effort. Ensure committee is achieving action items.</td></tr>
<tr><td colspan="2">Form achievable action items on behalf of committees.</td></tr>
<tr><td>Identify opportunities to take a lead role in climate action.</td><td colspan="2">Participate actively in climate action programs and projects.</td></tr>
</table>

[1]EVOSC - Eagle Valley Outdoor Stewardship Coalition.
[2]CPW - Colorado Parks and Wildlife.

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<tr><th colspan="3">Activities</th></tr>
<tr><td rowspan="3">Strategy H

Ensure equity and inclusion in community engagement efforts.</td><td>Establish role and goals within Eagle Valley Outdoor Movement (EVOM).</td><td colspan="2">Continue as a leading partner within EVOM[5].</td><td rowspan="3">• EVOM[5] is financially stable and growing.
• Two new community partnerships established with BIPOC[3] groups.
• Conservation priorities are informed by diverse stakeholder engagement.
• DEI[4] Goals are reached</td></tr>
<tr><td colspan="3">Ensure any outreach materials are translated and accessible.</td></tr>
<tr><td></td><td>Develop DEI Goals and Plan.

Build Community Engagement Committee consisting of 2 board members and several community partner members.</td><td>Implement DEI[4] Plan

Continue to engage Community Engagement Committee and recruit committee members to the board. Conduct a variety of outreach activities within diverse communities; utilize input in conservation planning.</td></tr>
</table>

[3]BIPOC – Black, Indigenous, and other people of color.
[4]DEI – Diversity, equity and inclusion.
[5]EVOM – Eagle Valley Outdoor Movement.

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<tr><th colspan="3">Activities</th></tr>
<tr><td rowspan="4">Strategy I

Engage community in programs to support greater involvement and conservation awareness.</td><td></td><td>Develop participant to donor conversion plan.</td><td>Implement participant to donor conversion plan.</td><td rowspan="4">• 25% CLC[6] participant to donor conversion by 2024.
• FC[7] is a pipeline for careers in conservation. Diverse volunteers are engaged in restoration projects.</td></tr>
<tr><td colspan="3">Continue/expand on successful Community Land Connection initiatives. Carry out one new pilot program.</td></tr>
<tr><td colspan="3">Continue to develop and implement Future Conservationists.</td></tr>
<tr><td colspan="3">Support volunteer restoration projects focused on meeting landowner needs and building relationships with diverse volunteers.</td></tr>
</table>

[6]CLC – Community Land Connection.
[7]FC – Future Conservationists.

Goal #4: Resources: Abundant, sustainable funding and social capital ensure long-term conservation impact and perpetuity.

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<tr><th rowspan="2">Strategy</th><th>2023</th><th>2024</th><th>2025</th><th rowspan="2">Outcome</th></tr>
<tr><th colspan="3">Activities</th></tr>
<tr><td rowspan="5">Strategy J

Actively engage and steward individuals in support of EVLT's operations and project-specific needs.</td><td>Expand 3-year pledge program.</td><td>Explore auto-enrollment in annual donations or monthly giving program.</td><td>Create geo-targeted mailings post project closing.</td><td rowspan="5">• Annual Renewal Rate from 60% (Covid) to 78%.
• 10% Annual increase in donors (123 in 2020).
• 25% volunteer to donor conversion (<10% in 2020).
• 10 donors commit to 3-year pledges (<5 in 2020).
• Board attendance at 100% CLC[6] programs each year.
• Lead Endowment gift secured.
• Increase from 14% of endowment goal (actual in 2021) to 40% toward endowment goal.
• Planned giving materials available.
• Grow from 11 (current in 2021) to 30 known planned gifts.</td></tr>
<tr><td colspan="3">Two mixers or fundraisers per year using tiered invite system.</td></tr>
<tr><td>Create Planned Giving and Endowment Materials.</td><td colspan="2">Reach out directly to people with potential for planned giving.</td></tr>
<tr><td colspan="3">Endowment and planned Giving Materials distributed.</td></tr>
<tr><td colspan="3">Facilitate planned giving seminar each year.</td></tr>
</table>

[6]CLC – Community Land Connection.

Goal #4: Resources: Abundant, sustainable funding and social capital ensure long-term conservation impact and perpetuity.

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<tr><th colspan="3">Activities</th></tr>
<tr><td rowspan="6">Strategy K

Develop funding streams from institutional funders (businesses, governments, large foundations).</td><td colspan="3">Funding secured for Eagle Valley Outdoor Stewardship Coalition.</td><td rowspan="6">• Sustainable funding secured for EVOSC[1].
• Diversified Revenue Streams, see Figure 1 and Figure 2 on page 15.</td></tr>
<tr><td>Incorporate Land & Rivers Fund into Farm to Fork.

50% VVP[10] businesses solicited for L&R.</td><td>Activate board(s) in bringing in new L&R[9] business partners.</td><td>Update and refresh L&R Branding.

75% VVP[10] businesses solicited for L&R.</td></tr>
<tr><td>Evaluate, refine, and update grant tracking and solicitation system.</td><td colspan="2">Implement Grant System.</td></tr>
<tr><td>Evaluate, refine, and update Farm to Fork.</td><td colspan="2">Implement Farm to Fork.</td></tr>
<tr><td colspan="3">Request grants/donations from towns, Eagle County.</td></tr>
<tr><td colspan="3">Apply for 2 GOCO[11] Grants.</td></tr>
</table>

[11]GOCO – Great Outdoors Colorado.
[9]L&R – Land and Rivers Fund.
[10]VVP – Vail Valley Partnership.

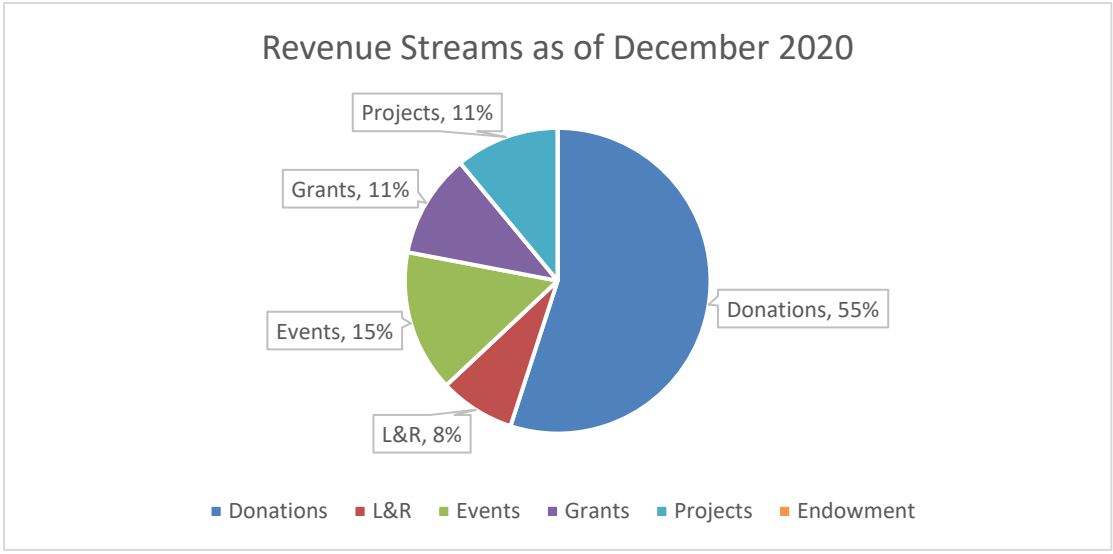


Figure 1: Strategy K Outcome: Revenue Streams as of December 2020



Figure 2: Strategy K Outcome: Desired Revenue Mix by 2024.

Goal #4: Resources: Abundant, sustainable funding and social capital ensure long-term conservation impact and perpetuity.

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<tr><th colspan="3">Activities</th></tr>
<tr><td rowspan="4">Strategy L

Build EVLT’s visibility and relevance within the community.</td><td>Create new EVLT website.</td><td colspan="2">Maintain and update EVLT website.</td><td rowspan="4">• 3k Social Media followers.
• 30% Newsletter audience growth.
• Website traffic doubled.
• Survey responses doubled from 2021.
• EVLT Style Guide informs all communications.
• Community members and organizations contact EVLT with land use questions and concerns.</td></tr>
<tr><td colspan="3">Leverage Community Conservation programs and activities.</td></tr>
<tr><td>Update EVLT branding and create style guide.</td><td>Create printed brochures and informational material.</td><td>Redesign Strategic Communications Plan using 3+ year Community Engagement Feedback.</td></tr>
<tr><td colspan="3">Leverage EVLT Home/Capital Campaign.</td></tr>
</table>

Goal #5: People: Outstanding and supportive board members and staff guide the organization toward success.

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<tr><th colspan="3">Activities</th></tr>
<tr><td rowspan="6">Strategy M

Recruit inspired, diverse, and committed board leadership.</td><td>Develop work plans for each board member.</td><td colspan="2">Use board member work plans to support and engage board members.</td><td rowspan="6">● Add 3-5 new board members.
● All board members have work plans.
● More than 5 advisory (non-voting) board members.
● Leadership succession plan in place for all officer positions.
● Board recruitment is informed equity plan</td></tr>
<tr><td>Refine strategy for board member recruitment.</td><td colspan="2">Implement board member recruitment program.</td></tr>
<tr><td>Recruit 1-2 new board members.</td><td>Develop leadership succession plan for all officer positions.</td><td>Implement leadership succession plans for all officer and committee chairs.</td></tr>
<tr><td></td><td>Develop Advisory Member policy and strategy. Recruit 1-2 non-board governing volunteers to committees.</td><td>Recruit 2-3 non-board governing volunteers to committees.</td></tr>
<tr><td></td><td>Develop equity plan to guide culture development and recruiting priorities.</td><td>Implement equity plan.</td></tr>
<tr><td colspan="3">Conduct annual training and engagement on diversity, equity & inclusion.</td></tr>
</table>

Goal #5: People: Outstanding and supportive board members and staff guide the organization toward success.

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<tr><th colspan="3">Activities</th></tr>
<tr><td rowspan="4">Strategy N

Invest in and retain passionate, skilled staff members to ensure the professional capacity of the organization.</td><td>Update compensation and benefits based on current industry standards.</td><td colspan="2">Maintain capacity to pursue and advance deals with long time frames.</td><td rowspan="4">• Full staffing according to Strategic Plan and Organizational Plan.
• Compensation and benefits are in line with industry standards.
• Staff retention is consistent with industry standards or better.
• Organizational Plan is accurate and updated based on organizational needs.
• Tasks are delegated efficiently and based on staff’s strengths and interests.
• Current equity and diversity plans for staff in place.</td></tr>
<tr><td colspan="3">Grow capacity as needed through addition of new staff, training, and increased efficiency.</td></tr>
<tr><td>Update employee evaluation and support strategies.</td><td colspan="2">Implement and refine employee evaluation and support strategies.</td></tr>
<tr><td></td><td>Develop equity and diversity roadmap for staff.</td><td>Implement equity and diversity roadmap for staff.</td></tr>
</table>

Goal #6: Systems*:* Robust processes, systems, and clear plans support the effectiveness of EVLT.

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<tr><th rowspan="2">Strategy</th><th>2022</th><th>2023</th><th>2024</th><th rowspan="2">Outcomes</th></tr>
<tr><th colspan="3">Activities</th></tr>
<tr><td rowspan="6">Strategy O

Improve EVLT’s business processes and technology.</td><td>All plans are evaluated and updated.</td><td colspan="2">Annual plans are updated and approved prior to beginning of the year.</td><td rowspan="6">• Strategic Plan updated every three years.
• Annual plans are approved prior to beginning of each year.
• Budget is approved prior to beginning of each year.
• Budget is realistic and updated.
• Plans evaluated yearly and more. extensively every three years.
• Investment benchmarks are met.
• Financial information available, organized and presented appropriately.
• Technology available to support existing and emerging programs.</td></tr>
<tr><td colspan="3">Budget is updated and approved prior to the beginning of the year. Budget is updated through the year as appropriate.</td></tr>
<tr><td>Complete ten-year financial forecast.</td><td colspan="2">Implement a financial plan to support forecast. Update financial plan as necessary.</td></tr>
<tr><td colspan="2">Review and refine Strategic Plan.</td><td>Prepare to update Strategic Plan.</td></tr>
<tr><td>.</td><td>Engage IT maintenance consultant to create a plan. Update computer hardware and software</td><td>Implement IT maintenance plan.</td></tr>
<tr><td>Update and organize GIS resources.</td><td colspan="2">Maintain GIS resources.</td></tr>
</table>

Goal #6: Systems*:* Robust processes, systems, and clear plans support the effectiveness of EVLT.

Strategy	2022	2023	2024	Outcomes
	Activities			
Strategy P Meet all legal and ethical standards and practice requirements.	Complete annual audit, required registrations and filings.			• LTA Accreditation current and in good standing. • Annual audit current with no issues. • All certificates and registrations are current.
			Complete land trust re-accreditation.	