



Strategic Plan: 2015 – 2020

Land Conservancy for Kingston, Frontenac, Lennox and Addington

1. Introduction

The Land Conservancy for Kingston, Frontenac, Lennox and Addington is a regional land trust complementing the work of international, national, regional, and local conservation-minded organizations.

The Kingston region has unique ecological features whose significance have been recognized, internationally, with the UNESCO designation of the Frontenac Arch Biosphere Reserve and the cross-border work of the Algonquin to Adirondacks Collaborative; nationally, with the Nature Conservancy of Canada declaring the Arch a priority area for conservation actions; and, regionally, with The Land Between's research on the area where the Canadian shield intersects with the St. Lawrence Lowlands. (See Appendix "A" for maps.)

Established in 2004, the Land Conservancy is a well-managed organization with a solid financial and functional base that has been very successful in protecting and monitoring significant habitat, through donation, purchase, and easement acquisition.

The Land Conservancy currently owns six properties and holds two conservation easements protecting 219 hectares (542 acres) and providing habitat for ten species that are listed "at risk".

This, our second Strategic Plan, focuses on three key objectives:

1. preserve more land for nature
2. raise funds to support land acquisition and stewardship, and
3. increase our organizational strength.

This new five-year plan builds on the foundation of the 2010 – 2015 strategic plan.

2. Mission and Vision

Mission Statement

The Land Conservancy's mission is to preserve and protect natural sites and landscapes in Kingston and Frontenac and Lennox and Addington Counties.

Guiding Vision

To create a Land Conservancy that people throughout Frontenac and Lennox and Addington Counties will recognize as a trustworthy and far-sighted organization, preserving and protecting natural sites and landscapes in this area. The communities will see value in our goal of protecting representative significant natural habitats, supporting biodiversity and connecting natural areas across the counties, and will

respect efforts to encourage land stewardship through cooperation with other environmental organizations and support for landowners. The Land Conservancy will be seen as a key partner in protecting the ecological integrity of this part of Ontario.

3. Principles of Operation

The Land Conservancy remains committed to:

- continuing, in a sustainable way, to acquire properties for protection
- ensuring sound financial practices
- developing mutually beneficial partnerships to enhance the Land Conservancy's capacity to protect habitat, and
- maintaining a trusted, not-for-profit organization that is respected in the community.

4. Current Status

The Land Conservancy celebrated its tenth birthday in June 2014.

It has a strong Board and active Land Acquisition, Finance, and Mapping Committees, which are entirely composed of volunteers, dedicated to our regional environment and its protection.

The Board has 11 members with staggered 2-year terms. Four Board members are officers of the corporation. The Board members provide most of the necessary specialized expertise to run the organization. We are fortunate in being able to draw on assistance from outside when necessary, including from past Board members. A lawyer provides us with pro bono legal services to assist with property acquisitions, and other legal matters.

4.1 Milestones

Membership has continued to climb during the years, and reached 135 in 2014.

We have the required Canadian Land Trust Standards and Practices in place. The Ontario Land Trust Alliance conducted an Assess Your Organization "audit" in 2009. It concluded that the organization should be "extremely proud" of its achievements to date. The audit identified some areas that required policy development or other actions. The high and moderate priorities have been addressed and progress on all elements is being tracked.

The Land Conservancy now owns six properties totaling 146 hectares (361 acres), five of which were donated and one of which we purchased after a successful fundraising campaign. We hold two conservation easements, one on a 71 hectare (175 acre) lakefront property and the other on a 15 hectare (36 acre) riverfront property. We were responsible for monitoring of a 13 hectare (32 acre) property on behalf of Ontario Heritage Trust until September 2014.

In 2009, the Land Conservancy partnered with the Community Foundation for Kingston & Area to participate in a Community Foundations of Canada / Ontario Land Trust Alliance project. We endowed the Natural Areas Protection Fund with the Community Foundation, and had a fundraising goal of \$20,000 by 2011. We raised \$19,685 and received a donation from the Community Foundations of Canada project of \$5,560.61. The fund now stands at over \$28,000. This fund will provide income for stewardship work on an annual basis.

We also have a separate stewardship account to ensure sufficient funds to cover the annual costs (taxes, insurance, etc.) of the properties we own and monitor. That account held \$25,000 in 2014.

We organized our first fundraising campaign to buy a property in spring 2012. Our goal was \$150,000 to cover the cost of purchasing the Depot Creek Nature Reserve as well as initial property management investments and a reserved fund for ongoing stewardship obligations. The fundraising committee chair was Peter Milliken. We raised \$154,361 from 137 donors and were able to buy the 30-hectare property in November 2012. The vision behind this purchase was to have a property that would be accessible to the public, to help raise awareness of who we are and what we do.

We also received \$2,030 in 2013 from Trees in Trust, a project that matches land in need of protection with builders looking for additional LEED credits.

4.2 Organizational Description

The Land Conservancy provides a range of services and is capable of:

- accepting and protecting donations of land
- acquiring and protecting land through purchase for conservation purposes
- accepting and sustaining conservation easements
- monitoring conservation easements on behalf of other organizations
- providing access to charitable tax benefits, including Ecological Gifts receipts for donors
- conducting and supporting land stewardship and education programs

All land and easement donations or purchases must meet the organization's acquisition criteria and be approved by the Board of Directors.

4.3 Financial

A. Sources of Income

The Land Conservancy receives regular revenue from these sources:

- membership fees
- donations
- investment income
- annual payout from the Natural Areas Protection Fund for land stewardship
- rental of land for cattle grazing (Depot Creek Nature Reserve).>

It is eligible for and claims a regular HST rebate.

It may receive funds from these sources from time to time:

- Trees in Trust initiative (possible)
- grants for special projects (accepted applications)
- fundraising for an acquisition or special project.

B. Expenses

The Land Conservancy's expenses are divided into Acquisition and Operating Expenses. There are no staff costs as the organization is entirely volunteer run.

Land Acquisition Expenses

Survey costs, appraisal fees, legal fees, land purchase price, etc.

Operating Expenses

Property Management: costs associated with preparation of management documents such as the Baseline Documentation Reports, Stewardship Plans, Forest Management Plans (e.g., photographs, maps, copying, binding, etc.).

Stewardship: property monitoring, maintenance, and habitat restoration.

Insurance: The Land Conservancy holds both general liability for our properties and directors & officers insurance. New properties will increase the cost of insurance due to the requirement to enhance liability and damage coverage.

Taxes: The taxes paid on each property represent an on-going mandatory expense for the Land Conservancy. Some lands may be eligible for a 75% reduction in taxes as

Managed Forest, and some lands may be tax-exempt under the Conservation Land Tax Incentive Program.

Administration: General administrative fees relate to overhead expenses, banking fees, legal disbursement and professional fees, Annual General Meeting expenses, and fundraising and development. Also included are expenses for knowledge-capital acquisition, such as conference attendance and continuing education for board members and active volunteers.

5. Objectives

1. Preserve more land for nature

- Develop a Natural Heritage Action Plan to focus future acquisitions
- Work with the Natural Heritage Action Plan to identify specific properties of particular interest
- Develop an action plan to acquire target properties

Specific goals by 2020

- Protect a total of 500 hectares through ownership or conservation easement (1236 acres) [2014: 219 hectares (542 acres)]
- Identify a process for determining the appropriate stewardship reserve required for each acquisition

2. Raise funds to support land acquisition and stewardship

- Develop and implement a fundraising plan which includes:
 - a plan for fundraising to meet 2015 – 2020 land acquisition goals
 - a plan to diversify revenue sources
 - the identification of an on-going revenue-generating opportunity or partner

Specific goals by 2020

- have raised at least \$100,000 to meet 2015 – 2020 land acquisition goals
- invest the stewardship reserve with the aim to generate a minimum 4% annual return

3. Increase organizational strength

- Build organizational capacity by:

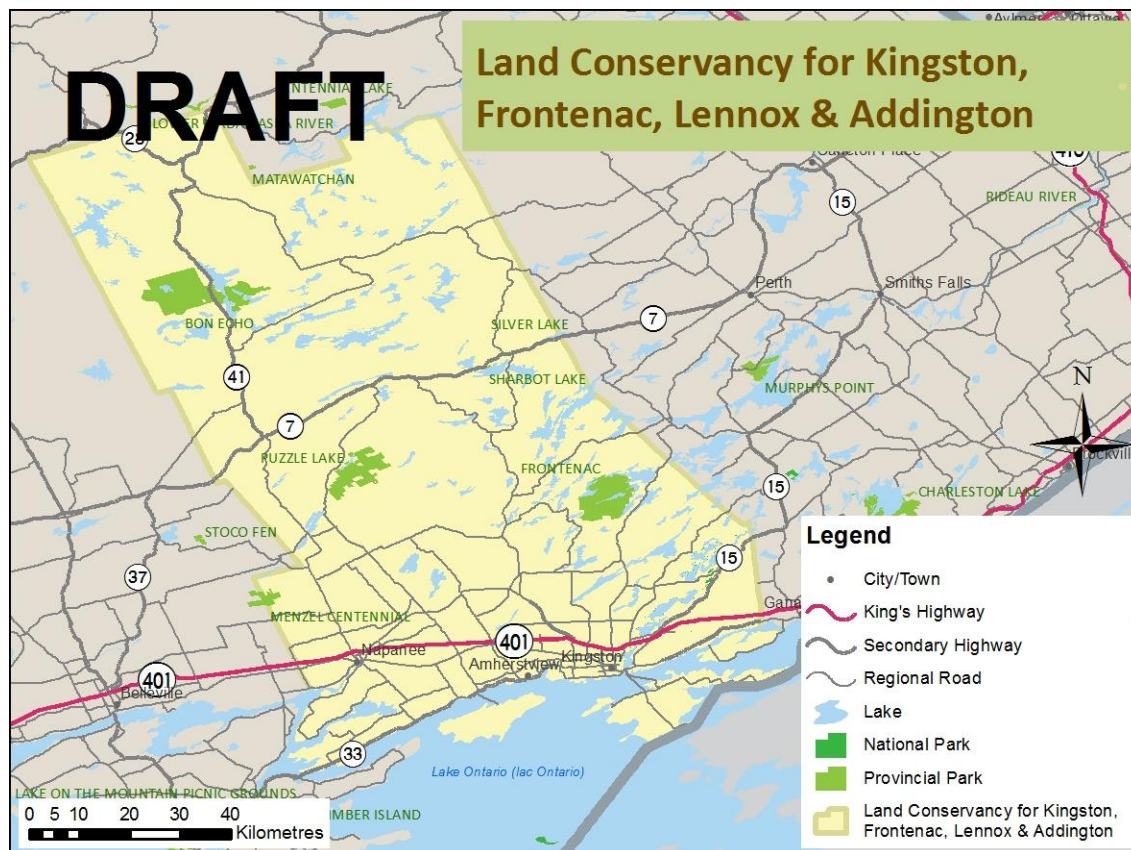
- putting in place a volunteer recruitment strategy
- developing a volunteer information package, including a waiver form
- planning for board renewal to ensure continued, strong, long-term leadership
- Increase communications capacity and impact by:
 - establishing a communications committee
 - developing and implementing a communications plan that includes:
 - expanding the Land Conservancy's social media and web presence
 - undertaking more outreach activities
 - increasing media and outreach work to build public knowledge of land trusts and the Land Conservancy's role
 - improving awareness of the Land Conservancy among regional, like-minded associations (e.g. KFN, A2A, Frontenac Stewardship Foundation, Frontenac Arch Biosphere Reserve)'

Specific goals by 2020

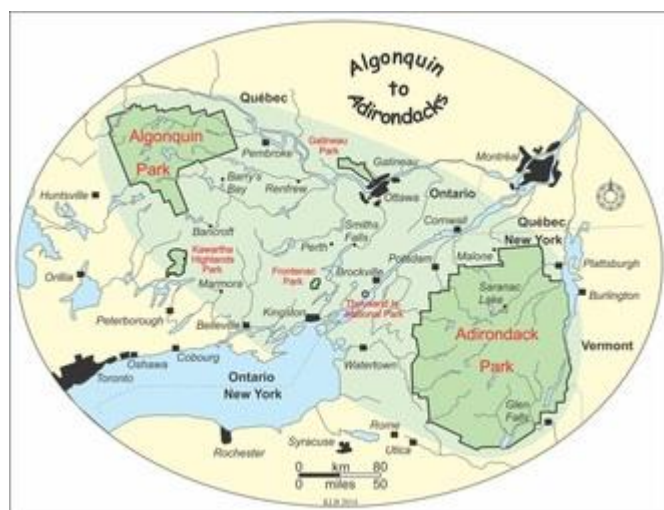
- Grow to 200 members [2014: 135]
- Have 30 active volunteers and 5 new Board members
- Host two public events and participate in five outreach activities a year [2014: one public event, four outreach activities]

Appendix "A"

Area covered by the Land Conservancy for Kingston, Frontenac, Lennox and Addington



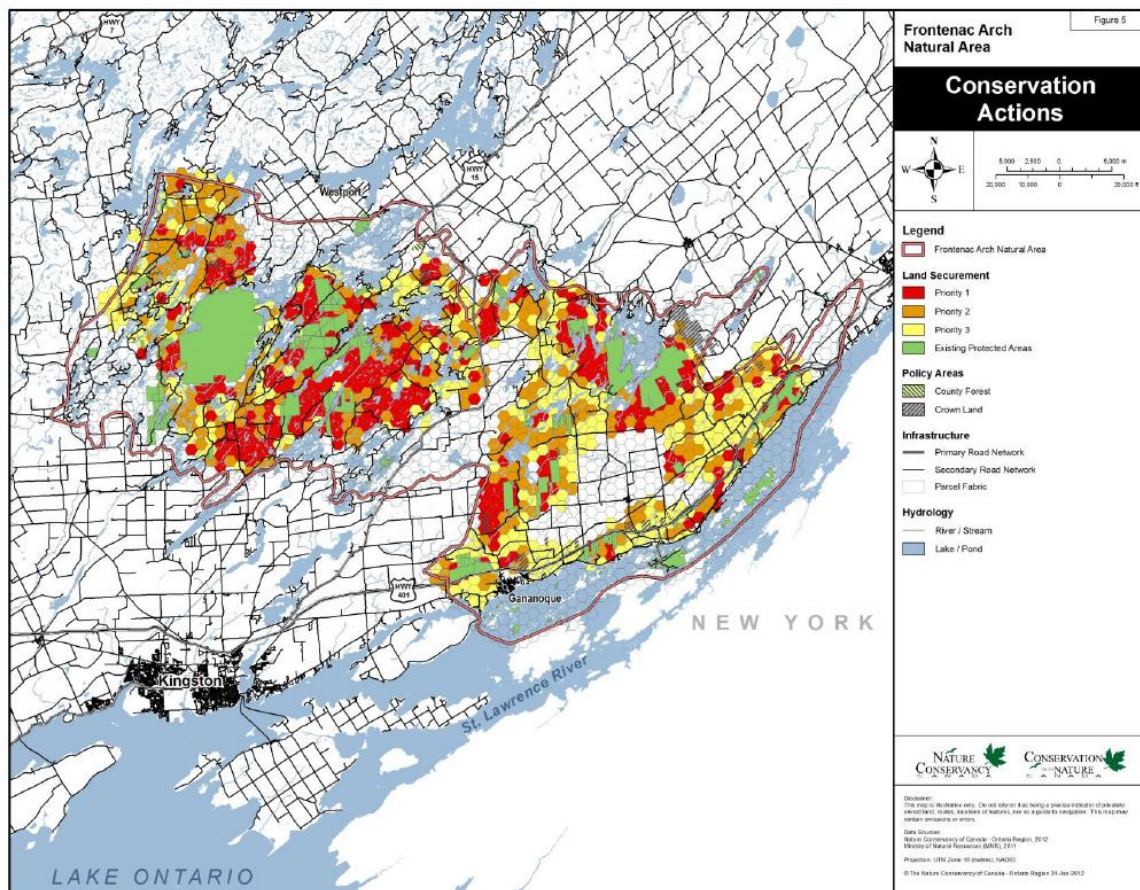
Algonquin to Adirondacks Collaborative



UNESCO designated Biosphere Reserve: Frontenac Arch Biosphere Reserve



Nature Conservancy of Canada – Priority areas for acquisitions



The Land Between

