



*Massachusetts Land Trust Coalition  
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## STRATEGIC PLAN

Approved December 9, 2011

### VISION

Massachusetts land trusts have the resources and capacity necessary to efficiently and effectively protect, preserve, and steward land.

### MISSION

The Massachusetts Land Trust Coalition (MLTC) serves as a unifying entity and capacity-building professional resource for land conservation organizations across Massachusetts.

### VALUES

**Openness and Transparency** – we are committed to an open and transparent decision-making process that includes all Massachusetts land trusts.

**“Landowner-Based” Land Conservation** – we recognize that land conservation begins at the local level with individual landowners, each with unique needs and concerns which will drive their land planning decisions.

**Land Trust Diversity** - we recognize that a viable, vibrant state-wide network of land trusts, which is critical to land conservation here in Massachusetts, must include local, regional, state-wide and national organizations – urban and rural; staffed and all volunteer.

**Conservation Partnerships** – we seek to build and sustain a sense of common purpose and understanding with our state partners and other land conservation organizations in support of land conservation across Massachusetts.

**Organizational excellence** - we value the public trust and commit ourselves to work with professionalism and integrity.

**Conservation leadership** - we strive to demonstrate leadership by offering resources and education to assist land conservation organizations to achieve the highest standards and best practices possible.

## GOALS AND STRATEGIES

### *PROGRAM GOALS*

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- 1. Assist land trusts in developing increased capacity to conserve and manage land.**
  - a. Conduct a feasibility study/needs assessment to better focus services.
  - b. Provide a repository of funding sources and funding methodologies for land trusts.
  - c. Proactively bring resources to local land trusts to assist them in developing their skills and knowledge.
  - d. Provide leadership development and technical training for land trust staff and board members.
  - e. Encourage partnerships between staffed and unstaffed land trusts.
  - f. Encourage internships to assist with organizational capacity and introduce new people to our work.
  
- 2. Advocate for national and state government actions, investments and policies that support land conservation.**
  - a. Participate in key judicial proceedings affecting land trusts and land conservation.
  - b. Encourage state and national conservation advocacy groups to support and advocate for policies and legislation that benefit the work of Massachusetts land trusts.
  - c. Build and strengthen partnerships with our public and private conservation partners.
  
- 3. Promote public awareness and support for land trusts and their work.**
  - a. Coordinate land trust efforts to support passage of open space bond authorizations and other important initiatives.
  - b. Use broad public outreach efforts to build awareness of the benefits of conservation and support among conservation-minded citizens.
  - c. Target educational efforts to key audiences, collaborating where appropriate with other organizations.
  - d. Sponsor/attend events that connect people to threatened and protected lands across the state.

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*ORGANIZATIONAL GOALS*

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- 4. Seek Enthusiastic, experienced, and committed people to lead and support the mission of MLTC.**
  - a. Cultivate board members, advisors and committees to ensure strong leadership and governance.
  - b. Strengthen the capacity of the staff to manage MLTC.
  - c. Engage volunteers to strengthen community interest and support and to build overall MLTC program capacity.
  
- 5. Create effective, efficient and resourceful operations.**
  - a. Develop and implement plans and policies that ensure effective operations.
  - b. Manage information systems to seamlessly support programs and operations.
  - c. Invest in facilities and equipment that advance long-term effectiveness.
  
- 6. Develop and implement a funding plan that will effectively achieve MLTC's mission.**
  - a. Strengthen the overall fundraising program.
  - b. Strengthen individual giving program.
  - c. Grow board-directed funds in support of programs and sustainable operations.
  - d. Submit grant proposals for special projects and to build capacity of the Coalition.