



## **Gallatin Valley Land Trust Three-Year Strategic Plan FY17-FY19**

### **Mission Statement**

*Gallatin Valley Land Trust connects people, communities, and open landscapes through conservation of working farms and ranches, healthy rivers, and wildlife habitat, and creation of trails in the Montana headwaters of the Missouri and Upper Yellowstone Rivers.*

### **Vision Statement**

*The Gallatin Valley Land Trust will conserve open space on a scale that maintains the agricultural heritage, healthy and abundant wildlife habitat, clean flowing waters, and the scenic beauty of Montana's Greater Yellowstone region, now and for all future generations, while also developing extensive trail systems that connect communities to their surrounding natural lands and to each other.*

**The Strategic Plan for GVL works to connect people, community and lands.  
We will achieve our mission through focus on Lands, Trails, Community, and Capacity:**

### **Land Conservation**

1. Protect high value private lands cooperatively, strategically and opportunistically in three priority areas: productive agricultural lands, core wildlife habitat areas, and along river corridors. Annually complete at least four conservation easements, totaling at least 5,000 acres over three years. Increase the rate of donated and funded easements within priority areas.
  - a. Update Strategic Land Conservation Plan in FY 2017
  - b. Identify and implement outreach strategies
  - c. Recruit and close projects
  - d. Ensure appropriate conservation easement stewardship and compliance

### **Community Trails**

2. Work to complete *Main Street to the Mountains* trail system and expand its scope and impact by completing at least five trail connections and initiating new trail projects to expand the trail system by forging links within the "Triangle," and from it to the Bridger Range and the Gallatin Range.
  - a. Coordinate strategic partners from each municipality to work together and fund raise
  - b. Update maps, reevaluate criteria and define prioritized projects
  - c. Complete committed projects
  - d. Coordinate new outreach
  - e. Influence planning decisions at City and County levels

## Community

3. Assure that all people that GVLT touches demonstrate an understanding and appreciation of the work through financial support and/or participation (time).
  - a. Provide education and outreach for people to appreciate the value of trails and open space in their communities
  - b. Enhance methods and systems providing ways for people to participate in GVLT programs and projects and to donate to the organization
  - c. Redesign and update events for increased awareness and financial support
  - d. Refine Communications strategy
4. Initiate an integrated land conservation and trails project that demonstrates innovative funding and new protection mechanisms.
  - a. Develop and systematize the criteria, process and policies to identify potential projects
  - b. Identify the project and partners
  - c. Organize community interest and funding

## Capacity

5. Assure that GVLT has the human resources and infrastructural capacity to achieve the organization's goals while ensuring its employees, Board members, and volunteers experience a rewarding commitment of service.
  - a. Add staffing capacity in development and project management as workloads dictate and funding permits to achieve the goals outlined in the Strategic Plan
  - b. Ensure staff have the tools and training to be successful in their jobs.
  - c. Clarify systematize, and coordinate maintenance responsibilities with partners.
    - i. Define trails and trail standards for GVLT "system" and educate the public about them
    - i. Formalize an agreement with City for management and maintenance
    - ii. Support City and County Parks and Recreation for trail management budget allocations
  - d. Create a coordinated and systemic volunteer management function
  - e. Employ a project management approach for innovative high value, strategic voluntary projects
  - f. Continue to orient, support, and engage Board as strategic advisors, community ambassadors and funding partners
  - g. Maintain LTA accreditation status
  - h. Lead 1 or more sessions at the LTA Rally
6. Assure that GVLT has the financial resources to achieve the organization's goals.
  - a. Work to pass a new Open Space Bond in Gallatin County
  - b. Explore a Capital Campaign
  - c. Maintain the Endowment Fund at, or above, \$1,300,000, and the Stewardship Endowment Fund at a level to meet best practice requirements
  - d. Increase individual supporters to 3000 and increase corporate and foundation funding by 10%
  - e. Improve, enhance and be more consistent in annual campaigns
  - f. Cultivate supporters up to major donors
  - g. Increase the number of major gifts and the amount of major gifts from \$1,000 - \$5,000
  - h. Design strategies to attract younger (30s) donors
  - i. Have a fully functioning strategy and mechanism for Planned Giving
  - j. Fully utilize Board in fundraising strategies