

**STRATEGIC PLAN**  
**2024 - 2030**

**VISION STATEMENT:**

Working together to advance land conservation across Canada.

**MISSION STATEMENT:**

To grow and strengthen respectful land conservation and stewardship through collaboration, research, innovation, and the promotion of responsible practices.

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| <b>GOAL # 1:</b><br>Increase confidence in, and improve effectiveness of, land conservation practices across Canada. | <b>Strategy # 1:</b> Ensure the Canadian Land Trust Standards and Practices (CLTSPs) are broadly acceptable and relevant to interested parties and specifically to the land conservation sector.              |                                                                                                                                                                                                                         | <b>Strategy # 2:</b> Implement a sound Performance Assurance Program.                                                                                                                                                                       |                                                                                                                                                                                                                                                                      | <b>Strategy # 3:</b> Communication the benefits of adopting the CLTSPs and participation in the Performance Assurance Program |                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                    |                                                                                                                                                                                                          |
|                                                                                                                      | <b>Measure Indicators:</b><br>a. Number of organizations that apply to the Performance Assurance Program.<br>b. Revisions & improvements to the S&Ps.<br>c. Use of the S&Ps by the four land trust alliances. | <b>Targets:</b><br>a. 40 organizations apply to the Performance Assurance Program by 2026.<br>b. Updated version of the S&Ps by 2027.<br>c. All four alliances use the S&Ps.                                            | <b>Measure Indicators:</b><br>a. Number of organizations that have the CLC PA Trustmark.<br>b. Participating organizations have increased their individual operating budget, hectares conserved, and defense and stewardship funds by 2028. | <b>Targets:</b><br>a. 20 local and regional conservation organizations have the CLC PA Trustmark by 2026.<br>b. Participating organizations have collectively increased their operating budget, hectares conserved and defense and stewardship funds by 25% by 2028. | <b>Measure Indicators:</b><br>a. Develop and measure benefits and incentives value proposition                                | <b>Targets:</b><br>a. Identify benefits and incentives by December 2024.<br>a. Survey initial PA program cohort organizations with PA Trustmark to measure by September 2026.                                                                                                                                                                                                   |                                                                                                                                                    |                                                                                                                                                                                                          |
| <b>GOAL # 2:</b><br>CLC is a leader in strategic land conservation policy and practices.                             | <b>Strategy # 1:</b> Identify land conservation and stewardship policies and practices that are either a barrier to or an opportunity for sustaining nature in Canada.                                        |                                                                                                                                                                                                                         |                                                                                                                                                                                                                                             | <b>Strategy # 2:</b> Solicit financial or other support to research, publish, communicate, and advocate for CLC policies and practices for sustaining nature in Canada.                                                                                              |                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                    |                                                                                                                                                                                                          |
|                                                                                                                      | <b>Measure Indicators:</b><br>a. Number of meetings with Government of Canada decision-makers.<br>b. Meetings with international, national and regional/local conservation organizations.                     |                                                                                                                                                                                                                         | <b>Targets:</b><br>a. Six meetings with Government of Canada decision-makers.<br>b. Minimum of semi-annual meetings.                                                                                                                        | <b>Measure Indicators:</b><br>a. Research and publication budget.<br>b. Number of publications.<br>c. Number of meetings with Government of Canada decision-makers.                                                                                                  |                                                                                                                               | <b>Targets:</b><br>a. Annual research and publication budget of \$1M by 2027.<br>b. Three publications by 2027.<br>c. Six meetings with Government of Canada decision-makers.                                                                                                                                                                                                   |                                                                                                                                                    |                                                                                                                                                                                                          |
| <b>GOAL # 3:</b><br>CLC is well-governed and resourced.                                                              | <b>Strategy # 1:</b> CLC is governed by a diverse, responsible, and accountable Board.                                                                                                                        |                                                                                                                                                                                                                         | <b>Strategy # 2:</b> CLC is governed by a governance suite that effectively manages identified risks.                                                                                                                                       |                                                                                                                                                                                                                                                                      | <b>Strategy # 3:</b> CLC demonstrates responsible funding and financial management.                                           |                                                                                                                                                                                                                                                                                                                                                                                 | <b>Strategy # 4:</b> CLC has a safe and positive work culture.                                                                                     |                                                                                                                                                                                                          |
|                                                                                                                      | <b>Measure Indicators:</b><br>a. Number of Board/Committee meetings.<br>b. Review of Board/Committee performance.<br>c. Review of Board membership.<br>d. Development of DEI policy                           | <b>Targets:</b><br>a. Number of Board/Committee meetings following CLC bylaws.<br>b. Annual review of Board/Committee performance.<br>c. Annual review of Board membership.<br>d. Development of DEI policy in 2024-25. | <b>Measure Indicators:</b><br>a. Regular review of policies/practices<br>b. Development of risk management framework.                                                                                                                       | <b>Targets:</b><br>a. Review of policies/practices according to schedule.<br>b. Risk management framework adopted by March 2025 and reviewed annually.                                                                                                               | <b>Measure Indicators:</b><br>a. Financial audit.<br>b. Diversification of funding sources.<br>c. Annual revenue.             | <b>Targets:</b><br>a. Annual independent audit confirming CLC’s financial statement is in accordance with Canadian accounting standards for not-for-profit organizations.<br>b. Post the audited financial statement on CLC’s website.<br>c. Increase individual foundation, government, and corporate donors by 10% per annum.<br>c. Annual revenue of more than \$2M by 2027. | <b>Measure Indicators:</b><br>a. Approved HR policies, Code of Conduct and Conflict of Interest polices.<br>b. Performance objectives established. | <b>Targets:</b><br>a. Review of HR and ethics policies.<br>a. Annual attestations by board and staff to Code of Conduct and Conflict of Interest policies<br>b. Annual performance reviews for all staff |

