



KAWARTHA LAND TRUST

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# Kawartha Land Trust (KLT) Strategic Planning Process Overview 2022

## Introduction

Kawartha Land Trust (KLT) has seen significant success over the past 20 years and has grown into one of the leading land trusts in Ontario. Our last strategic plan focused on strengthening the foundations of KLT to prepare for the next phase of growth. With that work largely complete, and facing unprecedented opportunities to secure land and funding in support of our conservation goals, the next strategic plan must chart a course for the growth and the evolution our organization requires to meet the needs of our community, and the natural world around us.

## Context

Increasingly, land trusts like the Nature Conservancy of Canada, The Nature Conservancy, and others are thinking about, planning, and communicating their work as having an impact beyond the number of acres of land protected. These impacts range from climate change, biodiversity, species at risk, and habitat restoration to human health, affordable housing, livelihoods, sustainable agriculture, and more.

KLT's vision statement reads: "A future where 30% of the Kawartha Region is characterized by protected natural spaces and connections that support healthy and representative ecosystems and landscapes." It is important to note that in this context, the word "protected" does not refer to the internationally recognized definition of "protected" but rather refers to land that is safe and natural.

In working towards our new strategic plan, we must always connect our goals, strategies, and tactics back to the vision of the organization.

KLT staff members have spent a considerable amount of time reflecting on the work and success of the organization over the past 10 years and researching approaches and best practices from others in the land trust community. Through this reflection process, we have begun to think about KLT's work as having impact that could be categorized into three broad goals:

1. Impacts that help to address the biodiversity crisis.
2. Impacts that help to address the climate crisis.



3. Impacts that help to strengthen connections between people and nature.

These goals are supported by one or more of seven strategies:

1. Creating corridors and connections (landscape conservation).
2. Habitat stewardship and restoration (in-situ conservation).
3. Nature-based climate solutions (adaptation and mitigation).
4. Integrated landscape management (working lands and private lands).
5. Indigenous connections (working towards Truth and Reconciliation).
6. Diversity Equity and Inclusion (diversifying the voices at KLT).
7. Land connection (education, access, trails, and youth).

## **Format**

To support the creation of a new strategic plan that can guide us to 2030 and beyond, we are inviting KLT supporters, stakeholders, and members of the public to join us in a process of discovery, discussion, and development.

Seven working groups will be established — one for each of the seven preliminary strategies. Individuals are invited to participate in one or more working groups depending on where their passions and affinities take them.

Groups will work collaboratively to develop strategies and tactics that support our vision. The strategies and tactics may connect to one or more of the three proposed goals or the groups may suggest that new ones be considered.

One individual from each group will serve as the respective delegate from their group to the central group, sharing what has been discussed in their group. Each working group will select their delegate (a KLT staff member or a member of the public).

The central group will be responsible for defining the meeting facilitation and decision-making processes used by each working group. Each working group will have the authority to invite or interview knowledge experts and/or other stakeholders to inform their deliberations. The central group will consolidate information and suggestions and present them to the Board for consideration.

Once the goals, strategies, tactics, and metrics have been agreed upon, our new strategic plan will be written and communicated and a new operational plan will be defined and put into action.

Working groups will meet bi-weekly in the KLT board room (or by Zoom if they prefer). The central group will meet weekly to consolidate information and regularly report their progress to the Board.

Preliminary suggestions will be reported at the AGM in June with a target of the complete plan being finalized by November 2022.



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The first meeting of each working group will be facilitated by David Marshall, KLT volunteer and member of the Stewardship Committee. David has experience working with people in both large, international organizations and small, local organizations. He has worked on complex and diverse strategic organizational projects and community planning projects and will provide tools and advice for conducting the work of each group. David will be available for subsequent meetings upon request.

## Definitions

<b>Term</b>	<b>Level of Focus</b>	<b>Keyword</b>	<b>Metrics</b>	<b>Authority</b>
Vision	100,000 ft view	Future	n/a	Board
Goals	30,000 ft view	Why?	n/a	Board
Strategies	15,000 ft view	What?	Broad, quantifiable	Board
Tactics	500 ft view	How?	Specific, quantifiable	Executive Director
Tasks	5 ft view	Work, day-to-day	Specific, short term, quantifiable	Managers

