

# Lake George Land Conservancy

## Strategic Plan 2016-2021

### Mission

**To protect the world-renowned water quality of Lake George and to permanently preserve the natural, scenic, historic, and recreational resources of the Lake George region.**

### Conservation Goal

**Work with willing landowners to protect the land that protects the lake and the distinctive resources that make the Lake George region so special**

**Strategy: Identify priority parcels within Conservation Areas that may further LGLC’s mission based upon specific criteria**

*Activity to Further the Strategy*

*Timeframe and Responsible Party*

Update project selection evaluation criteria for potential land protection and/or restoration projects. The update will give priority to protection of water quality, viewshed, habitat, and other sensitive areas around the watershed. A priority system will be included.	Staff and Conservation Committee – 2/16; Final 1/17
Using existing studies and plan, establish Conservation Areas and from a planning perspective only identify high priority projects within each Conservation Area	Staff and Conservation Committee – 2/16; Final 1/17
Develop a ‘case statement’ for protection of each Conservation Area that identifies the conservation values, threats, and tools to be used	Staff and Conservation Committee – 2/16; Final 1/17
Identify stakeholders around the lake and seek input on important places to be protected. This will include the creation of Focus Groups throughout the Basin.	Staff and Board – Summer 2016
Investigate landscape-scale conservation initiatives that may be beyond the LG Watershed but benefit the region and the organization. Such opportunities are exceptions to the organization’s work and shall only pursued if a consensus of the Board finds that the specific project has a substantial impact on advancing LGLC’s mission and be geographically linked to the Lake George watershed.	Staff and Conservation Committee – Ongoing (Lake Champlain collaboration – potential opportunities in Glens Falls area)

**Measure of Success: Creation of a strategic vision of land protection around Lake George that is linked to the mission of the organization.**

**Strategy: Protect land through conservation easements and acquisitions**

<i>Activity to Further the Strategy</i>	<i>Timeframe and Responsible Party</i>
Using the identification tools identified above secure key parcels through easements, acquisitions, conservation subdivisions, land donations, carbon projects, etc. Ensure that new projects are strategic in nature as opposed to opportunistic. These parcels will match the project selection criteria developed to identify the high priority projects in each Conservation Area.	Staff and Conservation Committee - ongoing
Board members and supporters should consider donating land or an easement to motivate other landowners	Staff – one project in the pipeline by 1/18

**Measure of Success: A portfolio of easements and preserves (either held/owned by LGLC or partners) that clearly represent the goals and mission of the Conservancy and adequately protects the resources of the Lake George region.**

**Strategy: Engage in collaboration/partnerships with other non-profit organizations, government agencies, and municipalities**

<i>Activity to Further the Strategy</i>	<i>Timeframe and Responsible Party</i>
Work with local chamber of commerce, corporations	ED; Staff; Board; Ongoing
Partner with Towns around the Lake for conservation collaborations (projects similar to the Pinnacle, “facilitated transactions”, grant writing, and other assistance.	ED, Staff; Board; Ongoing
Partner with other land trusts, the Fund, LGA, DEC etc. on projects that benefit the lake and/or region.	Staff – one project in the pipeline by 1/18

**Measure of Success: One collaborative project completed each year.**

**Strategy: Manage lands and easements to ensure that appropriate, identified conservation values are protected (water quality, recreation, views, habitat, etc).**

**Activity to Further the Strategy**

**Timeframe and Responsible Party**

Develop policies regarding monitoring and stewardship funding for properties protected by easements	Staff and Conservation Committee – 1/17
Monitor all Conservancy-held easements annually	Staff - ongoing
Hire additional seasonal stewardship staff	Board – to be determined for FY17 budget
Consider the creation of “Friends” groups for preserves	Development and Conservation Committee – 1/17
Develop and implement management plans for all LGLC-owned properties	Staff – to be completed for all existing properties by 1/17
Develop a newsletter or other means communication to deliver information/assistance to easement grantors	Staff – 1/17
Ensure that stewardship defense fund levels satisfy Accreditation requirements and ensure that stewardship funds are secured for all new projects	Staff and Finance Committee; ongoing
Advocate and educate the public as to terrestrial invasive animal and plant species control; undertake eradication program on our preserves; initiate terrestrial invasive species workshops; explore potential partnerships with towns and/or agencies	Staff and Conservation Committee; Board ‘lead’ for initiative; begin conversation with towns Summer of 2016, workshops 2017; pursue funding.

**Measure of Success: A portfolio of protected land that is managed in the best manner possible so as to protect each property’s unique conservation values. Adequate funds to protect against any threats to the properties and manage/steward the land through perpetuity.**

**Education and Outreach Goal**  
**Promote better understanding of the importance of the LGLC’s work and the organization’s role in protecting Lake George**

**Strategy: Promote environmental education programs in local schools and communities**

**Activity to Further the Strategy**

**Timeframe and Responsible Party**

Develop a refined vision of LGLC’s mission including a ‘brand.’ Land that remains in a relatively unchanged state will naturally protect the lake – and we will continue to focus on protecting the land to protect the lake. Our work provides the public with many other benefits, including recreational opportunities, viewshed and habitat protection, economic benefits, and the creation of cultural and community assets. Implement this “re-branding” by re-	Staff and Board – Initial changes implemented Summer 2016 Broader changes to be discussed Fall of 2016 – fully implemented Winter 2016/2017
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working our communication and outreach materials, training the Board, website and social media, and mailings to reflect the organization's focus.	
Seek to build relationships with schools and bring classes out to the preserves; other agencies or organizations (YMCA etc).	Upon Completion of Beaver Pond project – work with schools in Putnam, Dresden, and Ti; Bolton schools; colleges
Partner with LGA and Up Yonda Farm to develop educational programs in conjunction with our preserves	Discuss with LGA
Hikes or events focused on children	Scavenger Hunt Summer 2015, 2016

**Measure of Success: The development of either a standalone program or partnership in which LGLC is engaging children and young people as to the many amazing aspects of the Lake George region.**

**Strategy: Improve the community's awareness of LGLC's work**

<i>Activity to Further the Strategy</i>	<i>Timeframe and Responsible Party</i>
Develop materials to inform public about LGLC's role in conservation of natural resources of region	Preserves map and newsletters currently serving as major outreach materials
Develop materials to inform the public as to LGLC's work, the work of a land trust, and how our work is different from, but compliments the other organizations working around the lake.	Standalone brochure on what LGLC is and what we do – Staff Fall 2017
Update website to disseminate information about conservation issues and LGLC	Staff - Ongoing
Continue to expand number of supporters, including corporations. To be measured more by the breadth and quality than the percentage or sheer numbers – for example, can we increase support and involvement from people in Ti and Glens Falls rather than just a yearly 2% increase	Staff – Ongoing (Plan will be developed for more detail and metrics)
Continue using other social media to connect with the community and supporters	Staff – Board
Work with Public policy-makers and conservation agencies to determine further data needs (water quality information, important parcels that either need protection or are sources of problems for the lake etc).	Ongoing; Staff; Strategic Plan Committee
Publish two newsletters per year and increase distribution	Ongoing Staff
Develop contacts with local print media to increase discussion of conservation issues	Staff; Board - Maintain current contacts with local media; expand to new sources
Develop contacts with local and state broadcast media to increase discussion of conservation issues	Staff; Board Ongoing

**Measure of Success:** Community leaders and supporters will view LGLC as a necessary part of the community. Though difficult to quantify, we can develop an understanding of how we are viewed through our interactions with members of the community.

**Capacity Goal**  
**Strengthen the LGLC’s capacity to protect the land that protects the lake**

**Strategy: Improve the organizational infrastructure**

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<i>Activity to Further the Strategy</i>	<i>Timeframe and Responsible Party</i>
Recruit Board members so as to diversify membership based on skills, geography, and interests	New Trusteeship Committee/Board/Staff; Summer 2017 and Ongoing
Develop Board matrix to evaluate what skills, geography etc are needed on the Board	New Trusteeship Committee/Board/Staff; Summer 2017 and Ongoing
Develop procedure for new Board member recruitment; including ‘interview’ process, ‘expectations’ information, and procedure for identifying/reaching out to potential candidates	New Trusteeship Committee/Board/Staff; Summer 2017 and Ongoing
Develop orientation program for new Board members; provide training opportunities for Board	New Trusteeship Committee/Board/Staff; Summer 2017 and Ongoing
Develop self-evaluation process for Board to increase its effectiveness	New Trusteeship Committee/Board/Staff; Summer 2017 and Ongoing
Develop work plans and program budgets to implement the strategic plan	ED; Board Committees; 2017
Evaluate committees as needed and ensure Board members are either on a Committee or otherwise actively engaged	New Trusteeship Committee/Board/Staff; Summer 2017 and Ongoing
Expand volunteer program to support programs and governance	New Trusteeship Committee/Staff; 2017
Assign at least two Board members to plan and implement protection for additional Conservation Area as identified	Board/Staff; Summer 2017; Ongoing

**Measure of Success:** Increased Board engagement at all levels and new Board members

**Strategy: Expand and diversify funding to support the needs of the organization**

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*Activity to Further the Strategy*

*Progress*

Update fundraising plan annually	ED;Staff; Development Committee; Ongoing
Expand supporter giving at all levels	ED;Staff; Development Committee; Ongoing
Implement planned giving program	ED;Staff; Development Committee; Ongoing
Expand grant-writing to support operations	ED;Staff; Ongoing
Develop and implement fundraising plan for Conservation Areas	ED;Staff; Development Committee; Ongoing

**Measure of Success: LGLC will meet or exceed our goals for operating budgets and raise enough funds for capital projects.**

**Strategy: Develop and enhance partnerships to enhance the capacity of the LGLC**

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<i>Activity to Further the Strategy</i>	<i>Timeframe and Responsible Party</i>
Participate in the NY Trust Network	Staff;; ongoing
Continue regional and national networking as member of Land Trust Alliance	ED; ongoing
	Staff; ongoing
Explore partnerships with local hospitals or similar organizations to promote 'wellness' (utilize our preserves)	Staff; Summer 2016
Explore potential for closer ties with neighboring land trusts	ED; Staff

**Measure of Success: Completion of projects or collaborations with other organizations, towns, etc.; alternatively, increased dialogue that eventually leads to such projects/collaborations.**

**Strategy: Maintain and enhance staffing structure to support the efforts of the LGLC**

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<i>Activity to Further the Strategy</i>	<i>Timeframe and Responsible Party</i>
Develop and implement plan to add seasonal staff for stewardship support	ED; Human Resources Committee; Finance Committee; May 2017

Review compensation and benefit package annually	ED; Human Resources Committee; Ongoing
Evaluate Executive Director annually; set goals and evaluation standards	Ongoing
Develop and implement evaluation process for appropriate staffing	Ongoing
Identify training needs of staff and develop plan to provide training	Rally, State conferences, Workshops, GIS training
Provide opportunities for general professional development to all staff	Ongoing
Develop in-house training processes for new staff	No new staff at this time
Evaluate potential need for additional staff for stewardship and/or development	Currently using additional capacity of existing staff – this is long term planning

**Measure of Success: Correct balance of staff to work ratio and appropriate compensation/benefits.**