

STRATEGIC COMMUNICATIONS PLAN

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OVERVIEW

The Strategic Communications Plan process began with a mini-audit in late fall 2008 involving an investigative meeting with *ALTA* Executive Director, Laurel Murphy, and 18 interviews with representatives from 12 Land Trusts (six (6) of whom are on *ALTA*'s Board), *ALTA*'s liaison with Alberta Environment, Avelyn Nicol, and five (5) outside stakeholders.

Additional preparatory research included a review of *ALTA*'s:

Vision: Alberta's future landscapes are rich in biodiversity and have strong ecological integrity; and

Mission: to represent the Land Trust community and build capacity in Land Trusts to conserve diverse and ecologically important landscapes in Alberta

as well as documents provided by *ALTA* (see appendix 1), website scans and further meetings with Ms. Murphy.

The following Communications Plan builds on the findings of the mini-audit as well as the goals outlined in *ALTA*'s 2006 business plan:

1. Alberta Land Trusts have the capacity to operate effectively.
2. *ALTA* is the recognized voice of a unified Land Trust community.
3. *ALTA* is sustainable.

COMMUNICATIONS PURPOSE

- Support and enhance *ALTA*'s goal to build capacity within the Land Trust community.
- Position the *ALTA* as the single voice for Land Trusts in Alberta.

KEY MESSAGES: NOW IS THE TIME TO ACT

LAND CONSERVATION

- is critical to the ecological health of Alberta

ALBERTA LAND TRUST ALLIANCE

- represents the Land Trust community
- acts as a virtual service centre for established and prospective Land Trusts
- works with private and government funders to help ensure sustainability for both itself and its members

LAND TRUSTS

- work with private landowners to make informed decisions and use the most appropriate tools and resources to help them achieve their conservation goals for their land

TARGET AUDIENCES

PRIMARY

- MLAs, senior provincial government officials, Land-use Secretariat, Land-use Regional Advisory Councils
- Mayors, reeves, councils and municipal development officers
- *ALTA* Members and Land Trusts
- Potential new Land Trusts
- Private landowners
- Current and potential corporate/industry sponsors and donors

SECONDARY

- Other Environmental and Land Use Organizations
- Media

COMMUNICATIONS GOALS AND OBJECTIVES

- Support the building of organizational capacity within the Land Trust community
- Increase awareness and understanding of Land Trusts and the conservation tools they use
- Provincial and municipal governments utilize *ALTA* as a valuable information resource
- Manage expectations:
 - *ALTA* services to its members
 - the Land Trust community's ability to meet the demands of the Land-use Framework
 - *ALTA*'s ability to sustain itself and become a grantor
- Build confidence that the Land Trust community in Alberta is stable, credible and sustainable

ISSUES AND CHALLENGES

- 1) Alberta's Land Trusts have limited resources leaving one overarching question: **Who is going to monitor and steward conservation easements in perpetuity?**
 - a) Land Trusts, those organizations being deemed the "keepers of the land" in the Land-use Framework, are not-for-profit, charitable organizations made up almost entirely of well-meaning individuals who are passionate about the conservation of land. However, the land, and the conservation easements attached to it, will be here forever, long after these committed individuals are gone. The implications, both ethically and legally, of not being able to uphold the terms of any land conservation agreement in perpetuity could be enormous.
 - b) There is strong support for environmental change but the awareness and understanding of how private landowners can support and participate in making a difference is limited.
Having said this, many of the larger Land Trusts have a backlog of interested landowners, but are unable to enter new partnerships without long-term funding in place to cover the costs of stewardship and monitoring in perpetuity. Most landowners are asset rich and cash poor and cannot provide that funding.
 - c) The Land Trusts are looking to *ALTA* to find a way to secure long-term funding and/or assist them with costs such as land assessments and valuation, legal costs (particularly in the case of easements being challenged in the courts), monitoring and stewarding.

In short, the Land Trust community is looking to *ALTA* as a way to move forward given these ‘in perpetuity’ challenges – to balance “doing nothing” with “creating unrealistic expectations.”

- 2) Not all Alberta Land Trusts are members of *ALTA*.
- 3) The current economic climate will have a direct impact on government and private funding for *ALTA*.

COMMUNICATIONS APPROACH

The Strategic Communications Plan relies on the leadership of *ALTA*'s Board of Directors and membership, government departments, other stakeholders and complimentary environmental organizations. By setting an example, these people and organizations have the ability to mobilize other leaders in their respective industries/sectors to support *ALTA* and the Land Trust community.

While this Plan focuses on communications, many of the initiatives outlined will also enhance the organization's ability to reach its fund development goals.

- Promote *ALTA*'s website as a reliable and up-to-date source of information; use all communications to drive people to the website
- Position *ALTA* as a valuable resource for staff in all branches of government as well as those working within the structure of the Land-use Framework
- Position *ALTA* as a primary information resource for existing and new Land Trusts
- Implementation will be phased in over time as resources become available
- Utilize electronic communications tools wherever possible to keep costs down

STRATEGIES AND ACTIONS

Educate and work with existing and potential new Land Trusts to encourage use of best practices and ensure sustainability:

- Templates for policies and procedures, appropriate accounting procedures, information brochure, individual websites, media releases
- Standards and practices (from Canadian Land Trust Alliance)
- Fact Sheets
- Workshops/Conferences: focus sessions on working with landowners, working with municipalities, fund development, communications, media training and others as identified
- Fund development documents such as a case for support
- Website links to current information/Really Simple Syndication (RSS) feeds/discussion boards
- Members only site (i.e. SharePoint)
- Referral service: become fully aware of each Land Trust's capacity, interests and contact information to ensure appropriate referrals for interested landowners and/or donors
- Networking opportunities
- Assisting in the creation of new Land Trusts where there are gaps in service

Increase awareness and a better understanding of Land Trusts and the conservation tools they use:

- Develop key messages
- Develop and keep current a comprehensive database
- Develop or create links to communications materials that explain, in simple terms: land conservation, the role of Land Trusts, conservation tools and market-based initiatives for private landowners
- Host information sessions across the province

- Implement a media relations strategy: i.e. story bank of successes and milestones, media contact list, template releases, Alberta Weekly Newspaper Association membership, provide stories for environment week supplements
- Media training for *ALTA* and individual Land Trust spokespeople
- E-newsletters
- Create templates for presentations and training
- Public section of *ALTA*'s website is easy to navigate and understand, includes links to existing Land Trusts and appears on the first page of results on most commonly used search engines
- Create and distribute media releases around policy issues

Position *ALTA* as a valuable information resource for provincial and municipal governments as they develop policies and programs to support effective private land conservation:

- Keep website current with regular updates
- Pro-actively develop position papers and disseminate to individuals and departments through the appropriate channels
- Respond quickly and professionally to requests for information
- Develop a “champions” program including government departments involved with the Land-use Framework: Alberta Environment; Alberta Energy; Alberta Sustainable Resource Development; Alberta Municipal Affairs; Alberta Agriculture and Rural Development; Alberta Culture and Community Spirit; Alberta Tourism, Parks and Recreation; and Alberta Aboriginal Relations
- Invite provincial government officials to participate in conferences, workshops and *ALTA*'s AGM
- Recruit government representatives as advisors on select committees
- Work with Alberta Urban Municipalities Association, the Alberta Association of Municipal Districts and Counties, the Alberta Development Officers Association and the Urban Development Institute to educate and inform municipal officials and developers re. *ALTA*'s role and its resources
- Work closely with the Land-use Framework Secretariat and the Land-use Regional Advisory Councils to limit duplication of services and work (i.e. mapping conserved land)

Stakeholders are confident that the Land Trust community in Alberta is stable, credible and sustainable.

- Annual General Meeting and annual report
- Recognize donors and corporate partners on behalf of *ALTA* and its members
- Develop and share a story bank of successes and milestones
- Build the database through Board, member and staff contacts, relevant association and NGO newsletters
- Communications materials are professionally prepared, easy to understand and up-to-date
- Include list of *ALTA* members on letterhead to demonstrate common goals of all Alberta Land Trusts and the power of the Alliance as a single voice
- *ALTA* staff are “experts” on individual Land Trusts and their capacity/interest to respond in any given situation
- Provide template “contact sheets” for both *ALTA* and Land Trusts to track contacts with landowners, ensure appropriate cultivation and follow up and plan for closure
- Establish a recognizable and consistent visual identity for *ALTA*

EVALUATION

- *ALTA*'s membership credits *ALTA* as a valuable partner in their work

- *ALTA*'s membership looks to *ALTA* to speak on its behalf
- Timelines as outlined in the implementation plan are met
- Track number and type of referrals and Land Trusts established
- Governments and others are seeking out information from *ALTA*

ACKNOWLEDGEMENTS

We want to thank all of the interviewees for working with us during the mini-audit. It has been a privilege to undertake this assignment with *ALTA* and to learn so much about this very worthy organization.

The interviews for this Audit were extremely productive and we sincerely appreciate the time and thoughtful answers that all respondents gave to this important exercise.

We are most grateful to Laurel Murphy for the information and insights provided regarding *ALTA*. In addition, the high degree of cooperation and thorough preparation of documentation is impressive and much appreciated.

Finally, we extend our gratitude and thanks for *ALTA*'s confidence and participation in this process.

We welcome the opportunity to discuss the recommendations in this report and look forward to working further with *ALTA* should the organization wish outside Counsel's assistance in implementing one or more of the recommendations included in this report.

Appendix 1: Mini - Audit Study materials

- ◆ Alberta Conservation Association Website (<http://www.ab-conservation.com>)
- ◆ Alberta Fish and Game Association Website (www.afga.org)
- ◆ Alberta Land Trust Leadership Project, Aug. 3, 2006
- ◆ Alberta Sport, Recreation, Parks and Wildlife Foundation Website (www.cd.gov.ab.ca/asrpf/programs/parks/park_and_wildlife/index/asp)
- ◆ ALTA Board List, Oct. 2008
- ◆ ALTA Business Plan, Aug. 15, 2008
- ◆ ALTA Business Plan, Nov. 2006
- ◆ ALTA Business Plan Implementation Plan, 2008
- ◆ ALTA Capacity Building Grant Proposal, May 2008
- ◆ ALTA Manager's Report, May 2008
- ◆ ALTA Media Invitation #2
- ◆ ALTA Membership List, Sept. 2008
- ◆ ALTA Memorandum of Understanding, Oct. 27, 2008
- ◆ ALTA Vermillion County Presentation, Aug. 11, 2008
- ◆ ALTA Website
- ◆ ALTA Workshop Evaluation Summary, March 28, 2008
- ◆ Canadian Ecological Gifts Program Website (www.cws-scf.ec.gc.ca/ecoqiffts)
- ◆ Canadian Nature Federation Website (www.cnf.ca)
- ◆ Conservation Easements in Alberta, Programs and Possibilities, Corvus Conservation
- ◆ Ducks Unlimited Canada Website (www.ducks.ca)
- ◆ Ecological Gift-Right Handbook, 2005
- ◆ Edmonton and Area Land Trust Website (<http://www.ealt.ca>)
- ◆ Environmental Law Centre Conservation Easement Fact Sheet

- ◆ Government of Alberta Media Release: Final Land-use Framework Reflects Albertans' input, Dec. 2008
- ◆ Information for Grande Prairie Presentation, Nov. 3, 2008
- ◆ Land Trust Option Reviewed, Grande Prairie Tribune, Nov. 2008
- ◆ Land-use Framework, Dec. 2008
- ◆ Land-use Framework Website
- ◆ Nature Conservancy of Canada Website (www.natureconservancy.ca)
- ◆ NLTC Status of Land Trusts in Canada
- ◆ Southern Alberta Land Trust Society Website (www.salts-landtrust.org)
- ◆ Strathcona County Letter, Feb. 15, 2008
- ◆ Summary of Top Three Needs from **ALTA** members

APPENDIX 2: MINI-AUDIT INTERVIEWS

Contact Name	Organization
Darren Dorge Land Program Manager	Alberta Conservation Association
Brad Fenson Habitat Development Coordinator	Alberta Fish and Game Association
Bernie MacDonald Director, Recreation Services Branch	Alberta Sport, Recreation, Parks and Wildlife Foundation
Avelyn Nicol Senior Policy Advisor	Government of Alberta Alberta Environment
Jack Sherman Board Chairman	Crooked Creek Conservancy Society of Athabasca
Brian Ilnicki Head of Government and Industry Relations	Ducks Unlimited Canada
Pam Wight Executive Director	Edmonton and Area Land Trust
Maureen Heffring Board Chairperson	Foothills Land Trust
Glen Lawrence Councilor Ward 4	Strathcona County
Jim Smith Land Appraiser	
Ernie Ewaschuk Executive Director	Land Stewardship Centre of Canada
Margaret Van De Pitte Private Landowner	
Guy Greenaway Senior Project Manager/Acting Executive Director	Miistakis Institute
Renny Grilz Director of Conservation	Nature Conservancy of Canada
Olaf Jensen Habitat Biologist	Environment Canada
Alan Gardner Executive Director	Southern Alberta Land Trust Society
Tracy Tarves Executive Director	Western Sky Land Trust
Jim Pearse	Wild Elk Federation

APPENDIX 3: MINI-AUDIT SUMMARY OF INTERVIEW QUESTIONS AND RESPONSES

1. How long has your organization been around and/or involved in land conservation?
 - < 5 years: 5
 - 6 - 10 years: 1
 - > 10 years: 8
- b. How many staff do you have?
 - 100% Volunteer: 2
 - < 2 FTE: 4
 - 2 to 5 FTE: 2
 - 6 to 10 FTE: 2
 - > 10 FTE: 3
 - Four (4) of these organizations have additional support through national organizations or other parts of their organizations that do not focus on conservation.
- c. Annual Budget?
 - \$6,000 to \$50,000: 3
 - \$100,000 - \$500,000: 3
 - \$1 million: 1
 - \$10 - \$25 million: 3
2. How familiar are you with the Alberta Land Trust Alliance? How did you first hear about **ALTA**?
 - Part of steering committee (11)
 - Quite familiar (3)
 - On Board (2)
 - Know Board well (2)
 - Not all that much (4)
3. When meeting with a landowner, how do you describe the work you do and how you can help them conserve their land? Give me your three minute “elevator speech” including how you differentiate yourself from other conservation organizations.
 - Land Trust was formed at the request of the public and landowners to fill gap left by existing conservation organizations; unique in its work with developers (not anti-development)
 - If you would like to subdivide, or others are subdividing around you, you can protect your land with a conservation easement – gets people excited; the easement goes on the title and you can feel secure that your legacy is safe for future generations
 - Dialogue: find out what the landowner’s needs are; discuss how Land Trust may be able to help; discuss options including easements and donations; eco-gift program. The board is proactively looking for land; staff time spent primarily responding to requests for information
 - Conservation easements allow conservation of private land holdings; the Eco-Gift program provides financial incentives through a charitable tax receipt; coordinate the certification of the land as being ecologically sensitive and the appraisals before and after the conservation easement is placed on the land (thus the value of the charitable receipt) – challenge is that many landowners cannot make full use of charitable tax receipt as they have to use the amount within five years and many have little or no taxable income on an annual basis
 - Habitat preservation and restoration crucial to a good environment; encourage public to gain understanding and landowners to do something – suggest conservation easements and explain what they are
 - Our organization is well funded and will be around in perpetuity with a reliable source of income, we have the staff required for monitoring and proactive stewardship activities
 - A conservation Land Trust established to protect the ecological integrity of a specific geographical area; tools used: conservation easements, education, research; make people

realize the importance of conservation; economics: price of property, price of food (where the money goes [producer or distributor]); about keeping people on the land who know how to steward the land

- An organization that facilitates ecologically sustainable land use through awareness (watershed 101, wetlands, land conservation), acting as a knowledge broker and helping Land Trust organizations in formation
- Private, not-for-profit organization; ability to hold easements and land; volunteer driven; talk about eco-gifts and charitable tax receipts; local Land Trust; smaller Land Trust that can fill the gap where larger organizations are not interested (smaller easements, no wetlands); we are community people who can speak casually with neighbours and friends to get people on side, great passion
- A Land Trust organization that uses easements as a tool to help you accomplish your personal goals without giving up ownership; do not own land; involved in academic research, applied research in land use, sustainability; help municipalities and prov. gov't accomplish conservation objectives.
- Provide opportunity for land owners with an interest in conservation to see their goals and values around their land continued in perpetuity, we have common goals with these landowners.
- When acquiring habitat from a landowner who has no interest in conservation – appeal to the business side, talk about purchasing land and the value of an eco-gift receipt
- Habitat is essential to long term viability of wildlife; interest not just in acquisition and stewardship, but also in enhancing property that is out there; donor chooses best option for him/her
- Interested in owning/conserving lands for non-motorized recreational use (used to be considered crown land which meant no restriction for use – now restrict use depending on land); usually have other organizations steward the land through a 10-year agreement with annual contracts

4. What are your top three challenges as a conservation organization?

- Capacity (16)
- Communications (5)
- Data available on what properties are high needs and land availability (2)
- More interest by people wanting to conserve land than funding available (4)
- Board engagement
- Limited tools to encourage landowners/industry/municipalities to come to the table; making creative use of the tools available (7)
- Balancing urgent needs with strategic plan
- Legal questions (3)
- Market uncertainty
- Keeping out front – known as visionary in the field, but difficult to keep ahead
- Value of land in Alberta

5. As **ALTA** is an umbrella organization, what do you believe is its main role? What roles would you like to see **ALTA** perform?

- As a resource, the go-to place for information: (8)
- Provide a unified voice; influencing policy decision; providing workable solutions (8)
- Communications and fund development (12)
- To represent the Land Trust community and build capacity in Land Trusts to conserve diverse and ecologically important landscapes in Alberta.
- Goals as in 2008-2010 business plan
- Clipping service

- Signed a very general MOU: was expecting a service organization
 - Adds to credibility of Land Trusts community
 - Working with CLTA to build similar awareness on a national level
 - Bring Land Trust community together to collaborate on larger tracts of land
 - Have not been asked for perspective: information dissemination; networking (2)
 - Capacity building in Land Trust community (15)
 - **ALTA** to become conduit for funds for Land Trusts (3)
 - Clearing house for curious land owner; act as a coordinator (5)
 - Helping with cost for baseline studies, appraisal costs, legal challenges (3)
 - Standards and practices
 - Less in the way of outreach to municipalities; do not set up new Land Trusts until the existing ones are thriving.
 - Get to people who really care through two or three conservation organizations who are committed
- b. Have your current expectations from **ALTA** changed from when it was first formed?
- No (7)
 - But there are frustrations; we need more tools from the province
 - **ALTA** evolved in a positive environment with a lot of unknowns – still a strong opportunity to realize potential of Land Trust community
 - Originally, wanted a central body to facilitate the easement process – consultants, lawyers, appraisals, etc.
 - **ALTA** must be careful not to get too thinly spread on the stewardship level
6. What other provincial, national or international organizations do you think have a similar purpose as **ALTA**? Who do you currently contact for information on land conservation and conservation tools in Alberta?
- BC Land Trust Alliance (2)
 - Canadian Land Trust Alliance (CLTA) (3)
 - Personal network built up through attending conferences etc. (local, provincial, national and US) (2)
 - NCC, Ducks Unlimited and US
 - NCC, Fish & Game and Ducks (strong alliance, all work together with us)
 - Use a guru on Board who has been in the movement since the beginning
 - Land Trust Alliance in US
- b. What makes **ALTA** different from these organizations?
- AB based, provincial information, represent local Land Trusts with national alliance (7)
 - **ALTA** members implemented the establishment of the alliance
 - **ALTA** can develop new tools, with joint planning, delivery of the tools and evaluation – from a landowners perspective (2)
 - Not sure of difference from CLTA
 - Alberta Land-use Framework
 - Virtual resource centre to provide most of what individual research uncovers with time (2)
 - Expand the MOU shared by NCC, DU, ACA and APRSWF.
 - Also a “human” hand holder for landowners - provide insider knowledge to landowners as to level of commitment before they ask Land Trust representatives to come and look at property
 - Corporate culture of collaboration
- c. Are you aware of any Standards and Practices for Land Trusts?
- CLTA (8)
 - Not really (2)

- Own standards and practices, closely aligned with CLTA
 - Operate by by-laws and internal standards
7. Where do you see your organization in the next five to ten years? What is your vision for your organization?
- Sustainable; five (5) projects under our belt; several multi-year contributors
 - Working collaboratively with municipality, landowners, developer; outreach to lawyers, accountants to help them understand Land Trusts; voice at table on behalf of the land during the initial stages of development planning (currently have chief planning officer of the MD on the Board); more land conserved, even within developments
 - Continue focusing on wetland protection and restoration; expanding extension and awareness relationship project
 - Becoming a bigger player with funding coming from outside of clubs
 - Being more of a mentor to Land Trust community; continue to be largest Land Trust in Canada in terms of budget and acreage; backstopping projects in partnership with other conservation organizations; science and planning and sharing this information with other groups; not a funder but contributing to partner projects – take on stewardship and provide expertise
 - Growing members and chapters; larger presence, visibility in Alberta, BC and Sask.; may be holding land
 - Doing what we are doing with possibly a more national mandate; working in partnerships; maintaining visionary role; passing on awareness of ecological function; may hold some lands, particularly those pieces that may fall through the cracks
 - Currently doing much more and better work than budget would allow because of the commitment and passion of one individual – now at a turning point with a need to create a strategic plan
 - Known; having some land, an office with two FTE and contract positions; subcommittees of the Board; stewardship in place; huge number of partnerships; database of volunteers
 - Leader in conservation, more partnerships and collaboration
- b. And how are you going to get there?
- Strategic planning and implementation (6)
 - Maintain relationships with MD and begin outreach programs
 - Media strategy outside of mainstream media; innovative additions to website; juggling emergencies; continuing to work with Board to get subcommittees going
8. Where do you see **ALTA** in the next five to ten years? What is your vision for **ALTA**? (if they don't bring it up, ask about **ALTA**'s role in dealing with large issues – make note who has to bring this up)
- **ALTA** vision not as clear as it could be; pushing province and federal government to understand the financial implications of land conservation and the role they play
 - Well known with programs and support in place for Land Trusts; acting as a broker between Land Trusts and landowners; matching gov't objectives with Land Trust community and providing that message to the gov't.; finding dollars from outside conservation community.
 - Active, politically and corporately, well connected and well respected
 - An organization that has served to continuously improve Land Trust practices and awareness
 - Maintain confidence of gov't of the day re: policies
 - Facilitate the creation of 20 additional Land Trusts in five years; on the ground training and education for these organizations
 - Must demonstrate value; it is time to begin implementation
 - No idea; concerned it will become another administrative layer; went to gov't for capacity building funding – what has happened with that?

- No idea: What is mandate? Is it to set up more Land Trusts across Alberta?
 - Fully developed acting as one voice at provincial and national level; disseminating information; standards and practices; unbiased information broker through website; coordinating Land Trust movement in Alberta (2)
 - Playing major role in Land-use Framework as a conservation tool (3)
 - Offsets: industry will be looking for a central clearing house for offset trading with Land Trusts.
 - Not sure if province is sufficiently behind **ALTA's** mandate
 - Time to focus on primary mandate and not get distracted by individual member requests
 - Accessing government funding; provide staff or volunteers to help with things like baseline studies, grant writing, communications
 - Inventory of land: wetlands, tree stands
 - Work in provincial and federally protected land as well as private land
 - Private land conservation dovetailing with natural and crown land
 - An expansion of current capabilities in AB; gathering information on where there are gaps in services and where there are landowners seeking help; structured and capable way to address that need.
 - There has been no indication from **ALTA** where they think they will be – 2 to 3 year business plan (mostly covering the creation of the organization); where to next?
 - Backstopping for legal issues
 - Increase staff to 2 or 3 people; Exec. Dir. is voice on behalf of Land Trust community; people of AB have heard of Land Trusts, have a working knowledge of **ALTA** and are comfortable accessing **ALTA**
 - The future of **ALTA** is tied in with Land-use Framework
 - **ALTA** and the Land Trust organizations must find a way to contribute to their own independence – not depending on government funding
 - Creating rational arguments complete with research, to prove land priorities and how they fit with the Land-use Framework and the upcoming regional land-use plans; prove **ALTA's** and Land Trust's value to government and tie grant requests directly with gov't plans.
 - Currently, it is a good time for **ALTA** to do some long range planning and seeking funds to support that plan – **ALTA** now has a voice in policy discussions but may become to expensive to continue.
 - All Land Trusts working together under umbrella, creating a strategic plan for landscape protection
 - Work with NCC to identify land (they have a good start on this already)
- b. What should **ALTA** be doing in the 2008/09 year to achieve that vision?
- Help local Land Trusts set up; land prioritization: where is it and where is land available (2)
 - Leverage CLTA capacity and bring that knowledge to Alberta; build an inventory of deliverables to take to gov't in order to elevate awareness of **ALTA**; work on transferability of development credits and municipal tax policies; create a pot of money to pay for baseline studies
 - Create linkages with the Institute for Agriculture, Forestry and the Environment
 - Finalize setting up infrastructure including establishing objectives; becoming a place for Land Trusts to go to share and have meaningful interactions
 - Convince gov't that Land Trusts are a viable tool with the province taking an active role in the promotion of private land conservation (7)
 - Communications planning (2)
 - Act on identified projects

- Understand who benefits (industry, government, individuals) and align with their objectives to find champions
 - Create awareness; facilitate partnerships for funding; establish financial security (4)
 - Create expectations amongst government, biologists, ecologists; complete policies, and implement strategic plan.
 - Demonstrate early success, take to gov't to prove worth and seek dollars to flow through **ALTA** to Land Trust community (similar to Alberta Stewardship Network flows money through to watershed groups)
9. Recognizing that **ALTA** is still in its formative stages of organizational development what would you say are its top three Strengths, Weaknesses, Opportunities and Challenges (Threats)?
- a. Strengths
- Website now up; Administrative support a big plus
 - Movement is moving forward with one voice and province will embrace it (4)
 - Land Trust support for **ALTA** is high, from large to small (2)
 - Reasonably good provincial gov't linkages (2)
 - Strong, enthusiastic, diverse, experienced Board (12)
 - Funding from the province (2)
 - Partnership oriented
 - Laurel is brilliant, passionate (9)
 - Diverse membership brings new and fresh ideas to the table
 - Still in honeymoon period with support of gov't, Land Trusts and other conservation organizations (2)
 - All Land Trusts have signed on along with Alberta Environment (reason last three efforts failed); structure (as a supporting organization with robust vision, facilitator)
 - Highly organized, clear in vision; experienced, intelligent people sharing, extensive network are influential
- b. Weaknesses
- Provincial funding might demonstrate government lead instead of grass roots movement (2)
 - Capacity; not enough staff with no proven value yet (6)
 - Diversity and capacity of members is difficult to harness
 - Inconsistent and changing message from Land Trust community
 - Legal issues are a weakness for the Land Trust community (2)
 - Communications: not enough information to members about what **ALTA** is doing
 - As a charity – can it lobby as needed on behalf of members?
 - Doesn't seem nimble
 - Informing and offering a service to landowners sets up an expectation that most Land Trusts, at this time, cannot meet
 - Financial footing not totally secure (5)
 - Unknown name and purpose among the public and politicians (3)
 - Certain areas of Alberta not represented
 - Volunteers are committed but extremely busy with own lives; committee work: policies and procedures, need more committees with more deliverables (2)
 - If government players change, so might the interest
- c. Opportunities
- Communication – list of Land Trusts; get government motivated with Land-use Framework
 - Economic downturn provides time for Land Trust community to catch its breath and could provide opportunity to purchase land at more reasonable price (2)
 - Moving Land Trusts from “goodwill” to “business model”
 - Fiscal incentives (tradable tax credits, increase in carry forward of tax receipt, offsets) (2)

- Increasing societal awareness of the case for sustainability (2)
 - Look at member needs and design projects to meet those needs
 - Water for Life just had their funding renewed
 - Take lead in helping everyone track and understand changing trends
 - Build capacity within conservation sector in Alberta
 - Important lobbying agent (2)
 - Media clipping service
 - Ecological goods and services argument (2)
 - Great organizations involved
 - Government is looking at land use issue now – act now (8)
 - High level of interest in conserving land by private land owners (3)
 - Provide a neutral place for landowners to call
- d. Challenges (Threats)
- Governments perception that they gave the money, now they don't have to do anything more
 - Perception that Land Trusts are a land grab
 - Limited number of Land Trusts – difficult to maintain alliance
 - Who does **ALTA** represent (Land Trusts or landowners?)
 - Pace of land development faster than land conservation
 - Economic downturn (3)
 - Formation of **ALTA** as a resource too late for established Land Trusts
 - Impulse to create a bureaucracy; **ALTA** has resources while Land Trusts work with no money
 - Coordinating message of impact of overall conservation community
 - Alberta public is only willing to listen to what is officially handed to them – Land Trust movement must gain credibility and gov't has to back it.
 - CRA liability if easements not monitored appropriately
 - Unknown entity and little understanding of purpose threatens funding (8)
 - Passing of legislation that goes against the principles of **ALTA**
 - Some national organization have moved away from conservation easements as a result of legal and legislative uncertainty
 - Gov't and members have different ideas of **ALTA's** mandate
 - Funding paid Executive Director's position (2)
 - Not all conservation easements are attached to land titles
 - Conservation easements being contested in court by future owners
 - Even with provincial and regional plans in place, so much valuable land will already be gone
 - Gaps in Land Trust coverage
 - Inability to do much for smaller organizations
 - Necessity to think of different categories/tools
 - Absence of provincial agriculture easement in order to coordinate agriculture and conserved land.

Communications

10. Who do you see as your primary target audiences for your communications?

- Funders to get more dollars
- People at a certain stage of life who see the encroachment of the development as a negative; owned land 10+ years
- Municipalities, planners, developers and real estate (6)
- Donors (conservation minded people)

- Schools
 - Membership (2)
 - Professional advisors such as tax planners, estate planners, lawyers, accountants – seen less as a land grab when message to landowners comes through this group (2)
 - Landowners (10)
 - Although right now more interest from landowners than capacity
 - Stewardship volunteers
 - Industry
 - Federal and Provincial Partners and Departments
 - Land Trusts
 - Young urban professionals
- ii. What kind of communications do you do now? What is working best for you?
- Almost all have websites
 - E-newsletter (2)
 - Letter campaign
 - Inserts in stakeholders publications (with great reach) (3)
 - Partnership celebrations and grand openings (2)
 - Presentations to community groups and councils (6)
 - Conferences and trade shows (3)
 - Brochures and/or fact sheets (6)
 - Case for support (corporate)
 - DVD
 - Folder with information pieces pulled together to target specific audience
 - Visuals with business plan
 - Media (3)
 - One-on-one conversations (4)
 - Partnerships
 - Special Projects
- b. What are your available resources for communications? (human, financial and technological)
- Board, volunteers; Individuals; Staff
 - Volunteers
 - Dedicated marketing and communications department, collaborate when joint messaging is appropriate.
 - 1 Communications person plus contract staff
 - National office coordinates communications and fund development
 - Some available resources
 - Very limited – no one person dedicated (4)
 - Website (self managed); 1 staff does everything
- c. Is there a role for **ALTA** to play in your organization's communications?
- Creating awareness and understanding for land conservation and Land Trusts in general
 - Not really, more for smaller organizations (2)
 - Joint publications and presentations
 - Database of professional advisors with experience and knowledge
 - Linking information between **ALTA** and our organization, supporting each other's communications (3)
 - Distribution of information: success stories, volunteer events etc.
 - Lobbying for increased incentives that only gov't can provide: market based tools like the Community Spirit Program (2)
 - Power point presentation to demonstrate what growth and development has done and will do

- Banners
 - **ALTA** and your local Land Trust: generic materials
 - Engage local media; provincial media list
 - Linkages: **ALTA** promote eco-gift program, eco-gift program promote **ALTA** and Land Trusts
 - Templates may be great; round tables in different areas of the province with local Land Trusts and **ALTA** board and staff to speak about smaller Land Trusts and their role; provide bigger picture, expertise, estate planning, fund manager, tax implications; brochure outlining **ALTA's** role: benefits of large and small Land Trusts, what the “war chest” can provide on behalf of smaller Land Trusts
 - Ensure all Land Trusts have similar messages: what is a Land Trust and conservation easement; role of lawyers, accountants and government.
 - Advocate for Land Trust ideal (private land conservation); ongoing focus; tagline; branding; elevator speech; urban/rural divide – political interest and dollars seem to be targeting urban land conservation; sharing new information (surveys, research) is circulated to membership so they can share further (portal of information)
 - Yes, more awareness to landowners (would benefit all members) (4)
 - Clarify duplication and differences between member organizations and **ALTA**
 - Training Land Trusts – what works, what doesn't
 - Contract lawyer to explain legal details of Land Trust
 - Monthly newsletter to keep people up to date
 - Travel throughout the province together with someone from Environment Canada and AENV and local Land Trust to municipalities, agriculture societies, seniors' homes in rural AB.
11. What about **ALTA** – who would you see as its primary audience(s)? (Who would you want them to speak to as a united voice on behalf of your organization?)
- Members (6)
 - Gov't (lobbying) (10)
 - Same as the Land Trusts
 - Public at large – promote private land conservation
 - Municipalities (4)
 - Coordination of communications with gov't, public and members
 - Landowner (4)
 - Industry (funding) (5)
 - Share successes, what is being achieved by working in cooperation with industry
 - Align case with Corporate Social Responsibility requirements
- b. In your opinion, how effectively does **ALTA** communicate information to your organization?
- Back and forth with members to this point; members with staff have a louder voice with **ALTA**; need to equalize relationship between **ALTA** and all members – a liaison person
 - Not well (5)
 - Doing a good job in terms of where they are at (2)
 - So/so – through member involvement; general announcements
 - Well informed with board members and inner circle (2)
- c. Are you aware of the following initiatives:
- Upcoming **ALTA** conference in March 2009
 - Yes (looks to be more in-depth than last year – great) (15)
 - No
 - **ALTA's** Government Policy Recommendations Committee'
 - No (6)
 - Yes (10)

- the Alberta Land Trust Capacity Building Grant proposal to the Government of Alberta;
 - Aware of attempt to get money from province to build capacity
 - No (6)
 - Yes (10)
 - Accidentally heard about this, but not from **ALTA**
- the development of a position paper on the Land Use Framework?
 - No (5)
 - Yes (11)

Fund development

12. How are you currently funded?

- Federal government paid for two baseline studies; board donations
- Charge 15% “tax” for ongoing monitoring – cost of doing business; not all landowners able to afford that (can be upwards of \$20 or \$30,000, will work together with landowner to secure money) (2)
- Self funded through conservation easement registry – sell information to corporations on a fee for service basis.
- Subtly bringing landowners onside for monthly giving
- Portion of hunters’ and anglers’ license fees; corporate donations and a few individual donations
- Membership fees
- All bequests go to endowment managed nationally
- Provincial Gov’t Department; corporate sponsorship for special event
- Founding members provided start up and small operating endowment; donations
- Grants and donations (5)
- Federal Government program
- Membership – project specific appeals go out to clubs and they support (or not); hide collection; casinos, bingos; planned giving (although not very successful to date – one tract of land); corporate partnerships on projects
- A small endowment at The Calgary Foundation; Board decision to not go to oil & gas industry (green washing); project based grants; membership fees
- Many landowners have no cash to donate, only land – fees may scare them away.
- Would like to see portion of provincial lottery money dedicated to conservation

13. What kind of fund development work do you do now?

- Staff and volunteers meet with individuals
- Grants for project work (6)
- Planning giving focused on land donations
- Corporate partnerships to purchase land
- Private donations (how to make a gift) (2)
- No corporations
- Fundraising dinner (annual)
- Not active in seeking private donations at all (2)
- Events: too low return on investment of scarce resources
- Angel Group: people who live or have connection to land in area; donation with each easement is endowed (minimum of \$12,500) – landowner to make donation or work with Land Trust to find dollars

14. How compelling is your case for support? Are individuals, foundations, corporations, governments and others interested in providing your organization with support?

- Difficult when compared to children, health, etc.
 - Strong given recent development in area
 - Multiple projects currently on hold for shortage of funds (2)
 - Require funds for professional services: assessments, law
 - Three motives for giving of land: interest in conservation; interest in tax receipt provided by conservation easements; combination of the two
 - Long term vision (leader); good programs and projects; active in the landscape; have built trust; will be around for a long time in the future; Habitat Securement Fund is open for applications from other Land Trusts; collaboration with other conservations organizations
 - Must describe environmental, social, financial, geographic (urban and rural) benefits and needs
 - Shared enthusiasm for protecting wildlife – great programs (no strategic plan, but do know our business) – proven success stories
 - We've done a lot, not just for private land conservancy; have carried a lot of issues to do with land use and environment, some are considered political and divisive
 - Difficult for smaller groups, but even for larger ones: if easement holders cannot live up to their end of the agreement in perpetuity, confidence will be destroyed and whole system will fall apart; what will the “system” do with easements that have no holder.
 - Seeking to protect expensive land with high level of pressure; some organizations are working with lower costing land that has less pressure
 - Community based, understands needs of land, people and pressure of development; very conscious of people who put on easements, listen and do not impose values
 - Conservation Solutions Concept:
 - Globally: pragmatic, efficient, collaborative, cost effective (.86/dollar)
 - Programs: match case with donor's values and interests (capacity, science, leveraging)
 - Skewing horrible the land that provides profit vs. land that benefits the environment; time is now; it is very gratifying knowing your land will not be destroyed; free education during the process; spend time with biologists learning about biodiversity; receive documents showing plants and locations on your property; securing your kid's future
 - Possible to donate “second” homes – lake lots, rented agricultural land from parents or grandparents.
 - Excellent – foothills must be protected from encroaching development
- b. Who are your prospective donors?
- Local corporations; Individuals; Foundations; Governments
 - Young urban professionals; agriculture
 - Funding for stewardship built into project
 - Not the landowner
 - Industry partners (agriculture, forestry)
 - People who care about environmental issues
 - Leverage resources from federal sources
 - Concerned landowners (2)
 - Developers
 - Members (often through their businesses)
 - General public with advance local environmental concerns
- c. What are your available resources for fund development work? (human, technological and financial)
- Mostly staff; data kept in excel; some volunteer work with individuals and corporations
 - Very few
 - We have a brochure

- If became a priority, resources would be available; website
15. How compelling is **ALTA**'s case for support? Do you feel that individuals, foundations, corporations, governments and others will be interested in supporting **ALTA**?
- Provincial organization – people tend to support locally; better with provincial organizations (ie: Alberta Real Estate Foundation)
 - Umbrella of all Land Trusts, support individual Land Trusts with grant writing, legal funds; ensuring land has a voice; speaking on behalf of all the landscape
 - Investors: huge desire by government for single voice; ability to have impact on policy as they speak on behalf of all; multiplier affect; facilitate communities to do their jobs efficiently and effectively, coordinating what has been a fragmented service
 - Conference provides great opportunities for sponsorship dollars
 - Preservation of land for all to enjoy is seen as a government responsibility (parks)
 - Has to prove what it is doing that is different or that will make a difference. Without its own source of funding, it will be difficult for **ALTA** to sustain itself:
 - Each member could contribute (but many have no dollars themselves)
 - Alberta Environment could, but is not a likely sustaining source
 - Casinos
 - Corporation – possibly, but most are not keen on endowments
 - Need to prove benefits with concrete examples; demonstrate the difference **ALTA** has made and the direction they are going
 - Conservation cause is a good one – however, currently conservation programs are being managed by scientists who have no expertise and/or experience in fund development, communications, law, real estate, marketing – **ALTA** to provide those “big picture” services while individual Land Trusts look after the land
 - Enormous need in Alberta with land being gobbled up at an incredible rate; why the Land Trust movement can be an answer, a tool in your tool box; **ALTA** working as a service organization, not caring who gets credit, only that the land is conserved
 - Protect land directly by giving to specific Land Trusts; support conservation broadly or in specific areas where Land Trusts do not exist; earmark to **ALTA** for that purpose
 - Diversity of Land Trusts who have agreed to work effectively, efficiently to improve land conservation in Alberta; single point for gov't; training and education of local Land Trusts, municipalities
 - Difficult, not seen as an issue in some areas; although in areas of rapid development, is more of an issue
 - The future of the landscape – giving same opportunities to grandkids as we had – providing ecological goods and services (clean air, clean water, biodiversity)
 - Supporting local Land Trusts to become sustainable and effective where gov't cannot: conservation of private land is a personal decision, landowners want to work with local people they know and trust; **ALTA** supports and coordinates these local groups – gov't must use volunteer organizations to conserve private land
 - Demonstrate how corporations with bad environmental reputations can benefit from affiliation with **ALTA** – PR, value of adjacent land could increase being next to protected land; seen by government regulating bodies as trying to do the right thing.
 - Environment is only 2% of all giving, and yet rated much higher by Albertans on their list of important issues
 - Charitable giving is high in Alberta
- b. Who are **ALTA**'s prospective donors?
- Large corporations who like to deal with one organization (4)

- Landowners
 - Municipalities (partnerships in securing lands)
 - ASRPWF could be a sponsor for small research or other projects
 - Federal and provincial governments (5)
 - Private Foundations (ie. Alberta Real Estate Foundation)
 - Pending policies: **ALTA** could be broker for offsets and may be able to find a way to fund itself through that program
 - **ALTA** and members will not both get money from one source so must be careful
 - Membership fees eventually but first must prove value
- c. Do you have any concerns or recommendations around **ALTA's** approach to securing funding?
- Real issue if **ALTA** came into Land Trust geographic area to raise money – can see conflicts but also opportunity for revenue sharing.
 - Province has responsibility to fund **ALTA** operations
 - Not as long as **ALTA** stays a more provincial organizations
 - Not as long as **ALTA** is going to provide the services it was formed to provide: war chest, one source of information for province
 - Small role – adds credibility to individual Land Trusts – certifies that individual Land Trust is viable
 - Hire a professional from outside of the conservation community to assist individual Land Trusts where they have not expertise or experience.
 - Applying for some support as a collective
 - Individual donors are being asked by individual Land Trusts – be sure not to cross each other
 - A matter of respect and collegiality, not exclusivity
 - Going to the same well with the same story.
 - Need an endowment to fund private land conservation work in perpetuity; cannot depend on volunteers in perpetuity; requires staff in guaranteed income (tax based revenue); better for one organization to do this than a number of organizations in a piecemeal fashion
 - It will be **ALTA's** role to coordinate so as not to overlap – dealing with gov't as they would rather work with one organization.
 - The perception must be managed by **ALTA**, but there shouldn't be any concerns; different dollars; each stands on own merit
16. Do you see a role for **ALTA** in your individual Fund Development work? If yes, what would that role be?
- Education re: planned giving and estate planning; “A rising tide” – general awareness
 - No, more likely seen as competition, particularly until **ALTA** proves its value
 - Workshops, networking
 - Project dollars are relatively easy, compared to operating funds
 - Avoid competition with Land Trusts
 - Dangerous to depend on gov't funding; however impractical to think membership can sustain **ALTA** in any meaningful way
 - Champion for obtaining federal and provincial funding for the broader Land Trust community (NCC too narrowly focused)
 - Grant writing, developing a fund for baseline studies and appraisals which goes directly to preserving land; ask government to match private land donated with public land.
 - Would be a good role for **ALTA** – set up fund for members to access
 - Demonstrate to corporations the benefits of partnering with Land Trusts in the offset area – Land Trusts can be a mechanism to make that happen – Land Trusts need to have capacity to facilitate that activity

Volunteers

17. How do you recruit volunteer leadership? Do they relate to specific programs or services, or to your organization as a whole? Are they recruited with any thought to their ability to influence others in the community?
- Constantly recruiting – governance committee constantly reminding Board of its duty to recruit; Generally over subscribed for Board positions; Word of mouth; Advertising in local paper (awareness and Board recruitment)
 - Recruit with specific purpose (3)
 - Board is pretty well fleshed out with the exception of a fundraiser (looked at volunteer Calgary site); looking at possible expanding membership beyond board, but this will take resources.
 - Have not recruited volunteers but are confident that members could be recruited if the word went out
 - From membership of Clubs and mother Society
 - National Board; provincial volunteers sitting – provided through a network structure where volunteers strive to move up, based on professional and personal skills
 - Still formulating succession plan
 - Cultivate from public: Board ← voting members ← associate members ← public
 - Member groups are represented at the Board
 - Suggest recruiting retired professionals to take on individual stewardship roles
- b. Are these volunteers effective? If not, why not?
- Yes (10)
 - Mixed
 - Enthusiasm has waned; so much time has passed with limited measurable results
 - Disappointed with lack of demonstrable benefits to members
 - We are now using the expertise at the table, but we haven't always done so
- c. Is the current volunteer leadership of your organization sufficiently influential, experienced and motivated to assist with the establishment of a strong fund raising program? If not, what steps should be taken to enhance volunteer leadership?
- Some are very effective and comfortable, those that aren't play a different role and no amount of Board development work will change that comfort level
 - Have done some board development work with United Way, CCVO and prov. Gov't.
 - Do a good job for projects, but do not fund raise for operations
 - Experienced yes, but they all have day jobs so time is limited
 - Motivated yes
 - No – and not likely interested in becoming so
18. To your knowledge how does **ALTA** recruit volunteer leadership? Do they relate to specific programs or services, or to your organization as a whole? Are they recruited with any thought to their ability to influence others in the community?
- Do not know (3)
 - Too early in process – still members from original team
 - Must nurture new blood through conference or committee involvement
 - Word of mouth – people circumstances change so should always be in recruitment mode.
 - Board created with implementation perspective
 - Probably not critical at this time; but will be a challenge unless **ALTA** can prove its worth and is considered innovative
 - Very good group, although not remarkably diverse – lots of conservation knowledge but will need diversity over time to address governance needs.

- **ALTA** has a succession plan in place – terms of founding Board members vary to ensure continuity – retiring Board members nominate new Board members to fill specific needs – Board reviews nomination and approves
- b. Are these volunteers effective? If not, why not?
- Do not know
 - Reasonably effective, they need to become more hard-nosed, provide more leadership and focus
 - Yes, very under the circumstance – starting an organization from scratch – excellent cooperation (6)
 - Conference in 2007 was well received
 - Could have benefitted from Board Development education sooner
 - As individuals they are great; do not know how they work as a Board
 - A variety of large and small organizations are represented (which is critical)
- c. Is the current volunteer leadership of **ALTA** sufficiently influential, experienced and motivated to assist with the establishment of a strong fund raising program? If not, what steps should be taken to enhance volunteer leadership?
- Do not know (2)
 - Motivated and influential – need more expertise in communications and fund development.
 - Not likely, most are scientists, must build capacity of each member
 - Will need to broaden membership to look for people with specific skills
 - Must make **ALTA** relevant/alive/dynamic
 - Easier for paid representatives from their respective organizations to carve out time; they already raise money for their own organizations; some will have bureaucratic limitations through their jobs
 - Some volunteers have a limited amount of engagement with **ALTA**
19. In general terms what is the relationship between Land Trusts in Alberta?
- Very good, share information (3)
 - Do not always want to, or can, share information on specific easements – confidentiality is sometimes required by landowners.
 - There is more than enough work for everyone to do so encouraging cooperation is important
 - Some collaboration, but not with all (turf protection) (6)
 - Fair – trend is improving, particularly among the larger organizations
 - Right now individuals are working well together, although they are in competition for funds
 - Unique in North America – sharing expertise and resources; strong partnerships
 - Some politics and egos involved
 - Not a lot of competition between Land Trusts (each have own geographic and or ecological mandate); there is a formal partnership between the ‘big 4’ to share information on projects and data; the large tensions are between large and smaller organizations.
- b. What about the relationship between Land Trusts and other stakeholders (landowners, municipalities, provincial government, industry, etc.)
- i. Landowners
- Very good or getting better (6)
 - Generally good where there is awareness; lack of understanding creates difficulties, particularly where there are programs – some landowners will hate Land Trusts, and some will love them
 - In Edmonton – people love the land; in Calgary – people love the culture of open spaces and cowboys; in the Grasslands – landowners need money so Land Trusts are often required to buy the land and the tax treatment is more important

- ii. Municipalities
 - Very good (2)
 - Haven't seen strong connections but could be opportunities
 - Still a lot of work to do (varied) (2)
 - Need to target key MDs and help minimize conflicts that are mostly caused by misunderstandings and misinformation (5)
 - Local Land Trusts are able to communicate better with municipalities than are the nationals.
 - Councilors extremely interested; some are looking at ways to build capacity for Land Trust work; some differences between politicians and administration (2)
 - It would be nice to see more municipalities acting as Land Trusts
 - Better in towns than rural
 - Depends on municipality: some bend over backwards and refer parcels of land; some tax high and make life miserable
 - Some think "taking land that could be developed"
- iii. Prov. Gov't:
 - Small Land Trusts do not have resources
 - No working relationship
 - Is starting to realize they have to put some effort into promoting private land conservation
 - Understanding Land Trusts have the potential to solve conservation issue for them
- iv. Industry
 - Some good partnership
 - Potential partnerships (developers, forestry, oil & gas)
 - Representative from your Land Trust on the corporate advisory committee where there is also a government representative [these are mandated, so each company has one]
 - Mixed – depends on the specific mandate of the Land Trust
 - Not good – seen as taking away opportunities for development
 - Pretty good with national Land Trusts; local Land Trusts would do well to adopt national standards and practices to put them on a more equal playing field
- c. What about the relationship between your organization and **ALTA**?
 - A little bit of the smaller Land Trusts feeling the larger Land Trusts have more of a voice
 - All act independently
 - Refer to each other as appropriate (or guessing that it is appropriate)
 - Not clear in direction **ALTA** is taking, so no decision yet on level of involvement
 - Different than other jurisdiction: default to large organization
 - Immature model: difficult to say
 - **ALTA** has not yet proven its value
- d. What are the real and perceived strengths and weaknesses of these relationships?
 - Smaller Land Trusts can speak to local community leaders on behalf of the larger, national organizations.
 - Improved communications as not all Land Trusts have identical mandates (2)
 - **ALTA** reinforces partnership between large and small organizations
 - Some land owners will attempt to pit one organization against another, so good communications is important
 - The people in the field have empowered themselves to work together
 - Fewer properties falling through the crack
 - The more the Land Trusts work together, the better for each individual Land Trust

20. What financial controls exist in your organization to ensure donor confidence and organizational credibility?

- Audited financial statements (4)
- Accounting guru on Board; legal council on board; everything goes through a strict process; governance committee of Board
- Very strong – use financial statements for grants
- Meet needs of donors and align with corporate needs; program funding vs. project funding; recognition; partnerships
- Bylaws, history
- Alberta Fundraising Act (not sure)
- Edmonton Community Foundation holds endowments; still creating policies to determine the degree to which Land Trust will accept designated donations
- Good financial procedures

21. What is the image of your organization in your community and among various constituencies?

- Very good, strong, community minded Board; mandate includes working with developers
- Some push backs – project not being managed as perceived; landowners want to sell land and Land Trust can't take it; easements vs. owned land managed differently
- Low profile, small organization
- Name similar to Fish & Wildlife (gov't department) – public confusion
- Non – no-one knows we exist (3)
- Eco-gift program has been positive; need more equitable way of compensating donors
- Even hunters and anglers, whose license fees support us, don't know about us.
- Very good, conservation easement celebrations are well attended

b. What about **ALTA**? What is its current image?

- Have heard nothing negative amongst Land Trust organizations or externally
- Non-existent (6)

22. What recommendations do you have for **ALTA**?

- Look at government's relationship with First Nations
- Timely: hoping to see **ALTA** become a source of funds so local Land Trust can see opportunities through
- Communications: benefits of land conservation for MDs (2)
- Gov't must make real effort to allow conservation movement to be accepted by municipalities and landowners.
- Some attitudes of "just do it" and see what happens could be dangerous; liability issues
- Be aware of mandate creep: **ALTA** cannot be all things to all people
- The Land-use Framework makes scant mention of private land conservation
- Anxious to see where this study goes, feedback provided to **ALTA** seems go nowhere
- Suggest reviewing NCC, ACA, Fish & Game and Duck Unlimited MOU –; **ALTA** could add value – discussion point: how do smaller Land Trusts fit in.
- The Land Trust community needs experts in the field of fund raising.
- The CLTA Conference was impressive; provided real information not just fluff.
- Respond to requests from members when lining up the **ALTA** conference
- Feel **ALTA** is a creature of gov't; not a representative of Land Trusts in Alberta
- Be sure to do the right thing with scarce resources
- It boils down to individual's knowledge – Alliance provides one stop shopping without being an advocate for any one
- Need resources to assist with grant writing, administration
- Beaver Hill Moraine is a very good example of municipalities working together
- Be sure to balance gov't (as funders) needs and members needs.

- If **ALTA** appears to have lots of money and its members continue to struggle, the structure will collapse and member organizations will no longer participate.
- Plans for Parks calls for the creation of a Parks Foundation (provincial

ALTA Strategic Communications Plan-Board approved Budget-July 2009

Description	2009/10 Consultant	2009/10 Revised	2010/11 Consultant	2010/11 Revised	2011/12 Consultant	2011/12 Revised
Annual General Meeting						
Speaker, food, postage, venue	\$ 2,000.00	\$ 250.00	\$ 2,500.00	\$ 1,000.00	\$ 3,000.00	\$ 1,000.00
Annual report (contract writing, design, printing)	\$ 4,000.00	\$ 250.00	\$ 4,500.00	TBD	\$ 5,000.00	TBD
E-newsletter Contract support						
Software (annual fee)	\$ 600.00	\$ 500.00	\$ 600.00	\$ 600.00	\$ 600.00	\$ 600.00
Template Design (contract)	\$ 500.00	\$ 500.00	\$ -	-	\$ -	
5 newsletters per year (contract/writing/editing) *number of newsletters/year will be 2 in 2009/10 fiscal year	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00
Virtual Resource Centre						
Technical Support	\$ 3,000.00	\$ 1,500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00
Contract Writing/editing/research*	\$ 5,000.00	\$ 7,000.00	\$ 1,000.00	\$ 14,000.00	\$ 1,000.00	\$ 1,000.00
Members only share software	\$ 6,000.00	\$ -	\$ -	\$ -	\$ -	\$ -
Workshops**						
Contract support X2/yr-1 workshop in 2009/10 year	\$ 2,500.00	\$ 1,250.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00
Support Materials-includes brochures/fact sheets/presentation material						
Contract writing and design	\$ 5,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00
Position Papers						
Contract editing and formatting X 2/yr	\$ 1,000.00	\$ 5,000.00	\$ 1,000.00	\$ 5,000.00	\$ 1,000.00	\$ 5,000.00
TOTAL	\$ 30,600.00	\$ 18,250.00	\$ 14,600.00	\$ 25,600.00	\$ 15,600.00	\$ 12,600.00

*these are costs related to creating training modules as identified in the 2009-10 Implementation Plan

**the training development/capacity building plan indicates 1 workshop in 2009/10

	<p>land, by whom) (mandate of Land-use Framework – link into their work)</p> <ul style="list-style-type: none"> ◆ Land trust holding tracking system ◆ Easement documents ◆ Court decisions and/or learnings <p><u>Research & Decisions:</u></p> <ul style="list-style-type: none"> - New software or secure “members only” section on website – test trial copy of software to ensure ease of use for members - Which materials to populate the site and where to source them (Land-use Framework is doing much of this work) - What content will be links to information on other sites and what will ALTA provide remembering the task of keeping them current - Legal advice on sharing court decisions and learning <ul style="list-style-type: none"> - ALTA must not be held responsible for how others use the information 		
<p>Sept/Oct/Nov 2009 – ongoing updates</p>	<p>Electronic Services for New Land Trusts</p> <ul style="list-style-type: none"> - Content: <ul style="list-style-type: none"> ◆ standards and practices ◆ policies and procedures ◆ appropriate accounting procedures ◆ information brochure ◆ individual websites ◆ fund development case templates + fact sheets ◆ media releases <p><u>Research & Decisions:</u></p> <ul style="list-style-type: none"> - Which materials to populate the site with and where to source them - What will be links to information on other sites and what will ALTA provide - Does ALTA charge for these materials, in particular those they had to pay for 		
<p>2010/2011</p>	<p>Implement a Discussion Board</p> <p><u>Research & Decisions:</u></p> <ul style="list-style-type: none"> - Who will monitor and respond to the discussion board, how frequently or is it better to link to an existing discussion board list/serve. 		