



ALBERTA LAND TRUST ALLIANCE
IMPLEMENTATION PLAN
2008-2010

August 7, 2008



*Alberta Land Trust Alliance
Implementation Plan
2008-10*

**ALBERTA LAND TRUST ALLIANCE (ALTA)
IMPLEMENTATION PLAN
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PREAMBLE

During a series of planning workshops held in July 2008, the Board of the Alberta Land Trust Alliance (ALTA) reviewed its November 2006 Business Plan with the objective of identifying a clearly defined implementation plan that will guide and support the governance and effective management of the organization in the realization of its proposed outcomes. In its review of the Business Plan, the Board recognized that it provides a strategic framework for the activities of the organization and reaffirmed the goals and strategies for their accomplishment. However, the Board also recognized that a workable implementation plan was required with prioritized actions to be able to demonstrate both short and long-term results and take into consideration developing initiatives such as the Land-use Framework and Integrated Land Management.

In its first year, ALTA has accomplished a great deal by setting up an effective organizational structure including incorporation, financial controls, insurance, development of a logo and website, the hiring of a manager and appointment of its first Board of Directors. A successful two-day workshop for land trusts was held in March 2008 providing participants with excellent networking and learning opportunities. In addition, ALTA asked all Alberta land trusts what their top 3 needs were from the Alliance, dealt with several landowner referrals, gave several presentations and is now becoming a recognized umbrella organization for Alberta's land trusts and the land trust community.

Responding to the needs of clients, land trusts were asked to provide their top three needs from ALTA which included:

- Funding and capacity building
- Information
- Professional and technical support
- Education and advocacy

The result of these considerations is an Implementation Plan that supports the strategic directions of the Business Plan. It provides a more concise expression of the shared vision and mission for the organization, and a set of prioritized goals, strategies and actions to support the achievement of those directions. It also looks beyond the initial Business Plan to long-term sustainability that was not explicitly considered in the initial Plan. The Implementation Plan is built on a foundation of success seeking to achieve the goals of the Business Plan and taking advantage of a changing environment, with the primary objective of being able to demonstrate success to clients, partners and supporters.



VISION

(the future we are striving to maintain)

Alberta's future landscapes are rich in biodiversity and have strong ecological integrity.

MISSION

(the role this organization plays in partnership with stakeholders in achieving the vision)

The mission of the Alberta Land Trust Alliance is to represent the land trust community and build capacity in land trusts to conserve diverse and ecologically important landscapes in Alberta.

GOALS, STRATEGIES AND ACTIONS

(the outcomes that this organization will achieve)

Goal 1 *Alberta land trusts have the capacity to operate effectively.*

Strategy 1.1 Develop a virtual resource centre that includes:

- Action 1.1.1 Establish a web-based resource centre that will act as a data repository and support for conservation professionals. Proposed resources might include:
- templates from other organizations
 - examples from other land trusts
 - standards and practices
 - links to land trust websites and partners
 - basic documents
 - conservation toolkit
 - "how-to's" for landowners
 - public and password protected section
 - interactive "ask the expert" forum
 - listserv
 - interactive for dialogue and potential surveys

Priority and Target Completion: Urgent – December 08

Strategy 1.2 Develop funding models for grants supporting capacity and training, securement, stewardship and sponsorship.

Action 1.2.1 Establish funding criteria and a revenue allocation model

Grants for *Capacity and Training* will support:

- public awareness/outreach
- organizational development
- human resources development
- Monitoring of compliance and effectiveness



Grants for *Securement* will support:

- direct purchase of land and easements
- indirect support costs such as appraisals, legal, staff time, and baseline data

Grants for *Stewardship* will support:

- short-term enhancement including fencing, restoration and site clean-up
- management and maintenance
- enforcement, including legal defense
- endowments

Conference sponsorship grants will support:

- Strengthening Stewardship At Every Step July 2009 conference
- Other sponsorships approved by the ALTA Board of Directors

Priority and Target Completion: Necessary – June 09

Strategy 1.3 Develop a training program.

Action 1.3.1 Create a training development plan that includes standardized training modules and a process for referrals for customized training

Priority and Target Completion: Urgent – December 08

Action 1.3.2 Implement an annual workshop/conference

Priority and Target Completion: Urgent – March 09

Action 1.3.3 Develop standardized training program that could include on-line or printed modules

Standardized training modules might include

- orientation for landowners,
- assessment of applications;
- contracts;
- tax;
- revenue development;
- volunteer development;
- projects;
- legal;
- government programs;
- standards and practices; and
- “Land Trusts 101”.

Priority and Target Completion: Beneficial - 2010

Strategy 1.4 Develop a toolkit for establishing new land trusts in identified gap areas



- Action 1.4.1 Identify priority gap areas benefiting from the establishment of land trusts, including:
- Priority operational areas;
 - Gaps and priority conservation areas;
 - Mapping tool;
 - Gaps and overlaps.

Priority and Target Completion:

Data: Urgent – October 08

Priority areas: Necessary – June 09

- Action 1.4.2 Facilitate establishment of new land trusts using training program

Priority and Target Completion: Necessary – June 09

Goal 2 ***The Alberta Land Trust Alliance is the recognized voice of a unified land trust community.***

Strategy 2.1 Develop a communications plan for collaboration and sharing.

- Action 2.1.1 Develop an internal communication strategy that enables:
- knowledge sharing, and
 - referrals between land trusts.

Priority and Target Completion: Urgent – December 08

- Action 2.1.2 Develop an external communications strategy for:
- landowners;
 - three levels of government; and
 - professionals including developers, conservation professionals, and legal and accounting specialists.

Priority and Target Completion: Necessary – December 09

- Action 2.1.3 Secure a Memorandum of Understanding with:
- all Alberta land trusts; and
 - supporting agencies.

Priority and Target Completion: Urgent – December 08

- Action 2.1.4 Build relationships with municipalities and municipal organizations

Priority and Target Completion: Necessary 2010

- Action 2.1.5 Develop a conservation land registry

Priority and Target Completion: Beneficial – 2010

- Action 2.1.6 Participate on the conference organizing committee for the National Stewardship Conference-Strengthening Stewardship At Every Step



Priority and Target Completion: Urgent -On-going

Strategy 2.2 Provide advice and encouragement of appropriate policy supportive of effective land conservation.

Action 2.2.1 Gather inventory of conservation issues and proposed policy alternatives

Priority issues might include:

- Recognition of conservation as a land use on crown lands
- Property tax treatment of conservation lands including buffers and linkages
- Capital gains exemptions
- Ministerial discretion
- Conservation Easement legislation included in the Municipal Government Act

Priority and Target Completion: Urgent – December 08

Action 2.2.2 Conduct research into policy alternatives

Priority and Target Completion: Beneficial 2010

Action 2.2.3 Develop a manual of policy positions

Priority and Target Completion: Necessary - December 08

Action 2.2.4 Respond effectively to requests for engagement in policy discussions including development of a communications strategy for gathering input and building consensus on policies

Priority and Target Completion: Necessary – On-going

Action 2.2.5 Obtain an Alberta representative on the Canadian Land Trust Alliance board

Priority and Target Completion: Urgent – September 08

Strategy 2.3 Develop a plan for measuring the success for land trusts.

Action 2.3.1 Develop measures of effectiveness and monitoring mechanisms for:

- land trusts; and
- ALTA

Priority and Target Completion: Urgent – December 08

Goal 3 *The Alberta Land Trust Alliance is sustainable.*

Strategy 3.1 *Develop a revenue model for ALTA.*

Action 3.1.1 Create a revenue development model



Revenue options for consideration include:

- fees for brokering compensation payments and transferable development credit sales
- endowments
- fee for service
- membership fees
- operational funding
- project aligned to the Land-use Framework and Water-for-Life

Priority and Target Completion: Necessary – March 09

Strategy 3.2 Create an efficient and effective organizational structure for ALTA.

Action 3.2.1 Implement quarterly ALTA board meetings and AGM

Priority and Target Completion: Necessary – On-going

Action 3.2.2 Arrange for ALTA insurance, financial audit and tax filing annually

Priority and Target Completion: Necessary – On-going

Action 3.3.3 Obtain charitable status

Priority and Target Completion: March 2009 - Necessary

Action 3.3.4 Hire an administrative assistant

Priority and Target Completion: October 2008 - Urgent

Action 3.3.5 Staff training

Priority and Target Completion: Necessary – On-going

Action 3.3.6 Board training

Priority and Target Completion: Necessary – On-going

