



Strategic Plan 2024 - 2029

Greenways Land Trust is a not-for-profit registered society that is both a leader of and umbrella organization for environmental projects within the Coast Discovery area, including the City of Campbell River. Why do we exist? To take care of the lands and waters that take care of us.

Our vision is to be the go-to environmental leaders within Campbell River and area for education, community engagement and collaboration, and action in all issues related to biodiversity, ecosystems, and conservation.

Our mission is to restore, sustain and protect natural areas and critical habitats, particularly ecological and recreational greenways, for the benefit of our community.

Greenways Land Trust acknowledges the Liḡwít̓daḡw First Nations on whose traditional territory our work is based: the Wei Wai Kum, We Wai Kai and Kwiakah First Nations. We also acknowledge our Coast Salish neighbours, the Xwemalkwu and K'omoks Nations, who have close connections to these lands.

The staff of Greenways Land Trust are professionals who excel in environmental science and education, biology, organizational development, community and volunteer engagement, ecosystems, food sovereignty, project management, budgeting, and financial accountability.

The volunteer board of directors support the Executive Director and staff through strategic planning, financial oversight, fundraising, community and volunteer engagement, governance, legal obligations, and organizational development and resiliency.

Organizational Values

- Collaboration with the community
- Education and engagement as cures for environmental apathy
- Actions make a difference
- Science-based decision making

Strategic Goals

Within Three Months (December 25, 2024)

- ★ Land Trust presentation to board of directors and ED
- ★ Final draft strategic plan approved by board.
- ★ Develop skills matrix for board of directors

Within Six Months (June 25, 2025)

- ★ Create a board committee of three members to investigate the difference between land trusts and covenant agreements with presentation to board and recommendations for next steps
- ★ Train current board members on financial reporting and business literacy.
- ★ Annual committee work plans/strategies set (fundraising, governance, etc.)

Within One Year (September 25, 2025)

- ★ Create evaluation process for Executive Director
- ★ Develop board management guidelines and practices, training and onboarding process, including role, expectations, commitment required, guidelines for involvement.
- ★ Land Trust committee presentation to community with event fundraiser (dependent on results of committee presentation to board by June 2025)
- ★ Define our community impact and organizational focus.
- ★ Develop board and staff (ED) guidelines for consistent and meaningful engagement with City of Campbell River, SRD, local indigenous communities
- ★ Develop donor engagement guidelines/process for board to support ED
- ★ Develop a 30th anniversary plan (fundraising & celebrations/events) for 2026

Within Two Years

- ★ Host annual fundraiser that nets \$15,000 minimum.
- ★ Increase unrestricted funding by 50% (to 22.5% of funds)
- ★ Board members matched to needed skills (from matrix)
- ★ Volunteer training manual based on matrix

Within Five Years

- ★ Increase unrestricted funding to 50%
- ★ Executive Director and staff will focus 80% of time on projects that align with our mission and goals.

- ★ **The work plans to support/action this document are developed and led by the governance committee.**

Board Member Big Dreams for Greenways

- ★ Greenways will have committed, unrestricted funding.
 - Greenways will own its building
 - We'll have stable staff with good benefits, wages, and training
 - The public and government(s) will know that Greenways is invaluable
- ★ Greenways owns (through donations and/or fundraising) acreage/land with building with multiple other organizations participating/renting/leasing/trading space.
 - We teach, learn, rewild, grow
 - Programs related to our vision, mission, and strategic goals
- ★ Greenways becomes the sustainable go-to organization in the community for all issues related to land conservation, forest management, environmental, and stream management with long term financial stability.
- ★ Greenways is recognized as Campbell River's 'One Stop' environmental organization
 - The Campbell River environment has as much political importance as the economy and social issues
 - All environmental indicators trending in a positive direction
 - Greenways is financially sustainable to meet local environmental concerns
- ★ Greenways has \$\$ million budget
 - An official land trust with 200+ acres of holdings
 - Owns their own building
- ★ Greenways has a clubhouse/office on 2 - 5 hectares with First Nations blessings
- ★ Greenways is the environmental umbrella, not as a land trust, but as Greenways Collective
- ★ Major corporate partners allow staff to identify priority projects and access to partners/funders support
 - Clear mission and aligned action grows profile and brings in volunteers and staff committed to achieve the common vision.
- ★ Greenways as the go-to for environmental education
 - More involvement in getting protective covenants on environmentally sensitive areas.