



20/20 A Look Ahead

GBLT VISION STATEMENT:

The Georgian Bay Land Trust is a leader in land protection on the eastern shore of Georgian Bay and the North Channel. We consider the preservation and stewardship of undeveloped land to be vital to the future well-being of Georgian Bay. We educate our diverse community members about the delicate nature of the area, and also actively encourage their involvement in its protection. The result is a strong and growing community who share passion and commitment as volunteers, partners, land donors and financial supporters, and who have joined us to preserve this area for future generations of Canadians.

Our vision for our future remains true to the mission of the Georgian Bay Land Trust (GBLT):

To preserve the unique archipelago and adjacent water bodies that lie along the eastern shore and North Channel of Georgian Bay that are of ecological, geological and historical importance, and to promote the appreciation of this special area.

The GBLT will continue to thrive because our work will remain relevant to a growing group of people who value the protection and appreciation of this world-renowned area. We will still be the focus for actions motivated by passion for preservation of the area. As stewards, we remain the living legacy of positive actions taken by those who support the GBLT's mission. Our work will become increasingly important in the future, to everyone, including those we cannot know and those who are not yet born.

The GBLT thrives on an organizational culture of success. Our history is riddled with examples of impossible dreams and extraordinary actions resulting in the achievement of critical goals. Looking forward for the next 20 years, we see this tradition continuing, building on the remarkable successes of the first 20 years to accomplish new and more significant milestones in the coming two decades.

Our work is neither static nor routine. The work of the GBLT is the work of its constantly changing community of support, and its successes are based on the synergies of such individual efforts. We are a dynamic organization with evolving priorities, and so too is our vision. Through constant monitoring and adjustment, this vision will evolve but remain true to the aspirations of those who make it a reality.

These are the ambitious premises upon which the GBLT was conceived and continues to thrive. The GBLT must stay relevant to both its mission and to those who support it.

Our vision for our future success is based on five strategies that are grounded in a commitment to protect the natural character of a remarkable area. These strategies are as follows:

1. Land protection achievements that remain relevant to both our mission and to those who support us



2. Land stewardship excellence based on forward thinking and best practices
3. An expanded community base of awareness and support
4. Synergistic partnerships that leverage successes
5. Diverse and sustainable capital and annual operating funding

Land protection achievements that remain relevant to both our mission and to those who support us

The GBLT recognizes the central role that land protection plays in achieving our mission. The GBLT will achieve substantial protection of places of particular ecological and community value in eastern Georgian Bay and the North Channel over the next 20 years. As such, the organization must act with a sense of urgency in the face of rising development pressures and increasing intergenerational transfers.

To achieve this end, the GBLT will:

1. Define the highest priority opportunities for land protection from a local, regional and national perspective
2. Be both proactive by directing land protection efforts according to the priorities defined above, and reactive, by responding to opportunities as they arise
3. Continue to focus on property donations and conservation easements
4. Pursue bargain or market purchases of exceptional properties (i.e., with regional or national significance) under special circumstances

5. Work with members of local communities to identify new opportunities for land protection and increase awareness about the GBLT's land protection program
6. Become increasingly creative and flexible in land protection efforts, including considering long-term lease backs to families to enable continued use
7. Promote land protection through implementation of landholder education campaigns and engagement in the land use planning process at the municipal and provincial levels.

In achieving this goal, the GBLT will remain true to its founding values by:

- Assessing each potential property on the basis of its contribution to the GBLT's mission and ability to protect and steward it in perpetuity
- Continuing to balance ecological and community goals and needs
- Making transparent and informed decisions, in consultation with our community

Land stewardship excellence based on forward thinking and best practices

Our future successes will be determined by our ability to manage and protect GBLT properties from the negative effects of human use, such as climate change and invasive species. As a part of its long-term strategy, the organization will strive to become recognized as a leader in the management and stewardship of GBLT properties and other natural areas on both public and private lands



along the eastern shore of Georgian Bay and the North Channel. An expanded network of qualified volunteer stewards will support this network. Through continuing research, consultation and innovation, the organization will develop a body of knowledge that will make the GBLT known for excellence in stewardship. The GBLT will explore self-funding models to support stewardship which may include fee for service activities such as assisting landowners in understanding the natural values on their properties and how best to take care of them, or assisting local townships in reviewing the natural values on properties in the context of planning.

In addition, the GBLT will work to increase its volunteer base by attracting people who want to be involved in the protection of Georgian Bay and its stewardship. Finally, the stewardship program will develop the knowledge and flexibility needed to support any character of property that may be acquired or managed by the GBLT in the future.

An expanded community base of awareness and support

Our current and future successes depend on our ability to engage both individuals and communities in our mission. There are unique needs and opportunities in the various communities that can support the successful implementation of the GBLT's mission.

The broader community encompasses people from diverse places as well as various user and demographic groups that share a commitment

to the GBLT's mission. Our organization will build on and diversify current community involvement at a grassroots level, as well as continually monitor and evaluate opportunities for meaningful engagement with people and groups not currently part of the GBLT community. Education, directed and indirect communication, recurring and special events, along with support of local and third-party projects will act as the primary means for engagement of new communities or expansion of support in existing communities.

A key part of community engagement is providing opportunities for people to come together and share experiences and opportunities to be part of the GBLT's work. To date, the website has served as the central "home base" for the GBLT community. In addition, GBLT properties and place-based events have also allowed the community to physically gather together. Both of these will continue to be a priority going forward. In addition, the GBLT may contemplate the development of a physical gathering place or places to help raise awareness of the GBLT mission and to provide a location for activities such as events, education, and research that supports the overall mission of the organization.

Synergistic partnerships that leverage successes

Partnerships have played a significant role in the past and current successes of the GBLT. We are committed to enhancing existing synergies and creating new ones through cooperation with other non-profit and for-profit organizations and agencies, including



community groups and academic institutions that share similar values. Through the mutual support of like-minded organizations and individuals, the GBLT can effectively maximize limited resources to increase its administrative and volunteer capacities.

An essential component of the GBLT's partnership program moving forward includes the establishment of relationships with suitable academic institutions whose program and staff could provide valuable short and long-term research. The GBLT will look for partnerships that support its mission while at the same time providing an effective living classroom for the fulfillment of the academic pursuits of the institution.

Diverse and sustainable capital and annual operating funding

The GBLT's ability to implement an ambitious 20-year vision will be largely determined by its capacity to attain fiscal stability sufficient to support its mission. Building on past successes, the 20-year financial strategy will continue to be two pronged.

First, the organization will work creatively to attain reliable and sustainable funding of its annual operations including land acquisition, land stewardship, community engagement, and effective partnerships. Secondly, funding will be developed to support both long-term and short-term capital expenditures related to acquiring land and stewardship activities.

In the near term, the GBLT will separate the organizational responsibilities for annual and capital funding and work to increase the capital funds available for working capital, land acquisition, and stewardship. At the same time, the organization will aim to increase the annual operating funds to a level that supports the current and expected annual costs in all program areas. To do so, we must develop a diversity of funding sources. Such efforts will be interdependent of our projects in other program areas.

Through consultation and collaboration on other program initiatives, new sources of funding will be developed for both operating and capital funding. These sources will include, but are not limited to the following:

1. large numbers of private small and intermediate donors;
2. private major donors interested in establishing significant legacy funds;
3. planned giving;
4. the public sector including federal, provincial and municipal government funding;
5. private foundation funding;
6. corporate donations;
7. recurring and special event funding opportunities;
8. investment income revenues;
9. user fees/fee for services rendered.