
2025-2030 STRATEGIC PLAN FRAMEWORK

MONADNOCK CONSERVANCY



Our Mission

As a land trust for southwestern New Hampshire, our mission is to work with communities and landowners to conserve the natural resources, wild and working lands, rural character, and scenic beauty of the Monadnock region. We care for our conservation lands, and we engage people in ways that strengthen their communities and their connections to the land.

Our Vision

Rolling hills and mountain ridges, broad forests, and open meadows surround a village, a meeting house, a stone wall, a dirt road. This beautiful landscape, anchored by Mount Monadnock and bounded by the eastern hills and the Connecticut River, has working farms and forests as well as wild lands. Moose browse on spring buds, and black bears forage for blueberries. The deeper lakes are home to loons, and trout thrive in streams. There are places to hike, hunt, paddle, and simply enjoy the quiet outdoors. The water is clean, the air clear, and the night sky dark.

The New England that has disappeared in so many other places is alive and well in the Monadnock region. The people who live, work, and play here value and care for the land, embracing the connections between the landscape and the economic and social vitality of the region. There is a strong sense of community, and people work together to ensure that the region's unique character will remain through the changes of today and tomorrow.

Where We Are Now

The people of the Monadnock region treasure its rural character, a delicate balance of towns, working lands, wild areas, and recreation sites that support thriving human communities. For 35 years, the Monadnock Conservancy has used the tools of land conservation to protect that balance, enabling the region to develop and prosper without sacrificing what makes it so special.

Today, the region faces both familiar and unprecedented challenges that imperil this fragile equilibrium. Poorly planned development continues to fragment forests and swallow farms. Climate change – the effects of which are increasingly apparent in warmer winters, hotter summers, and more intense storms – threatens infrastructure, crops, and wildlife. Interest in outdoor recreation is at an all-time high, yet huge disparities exist between those who have functional access to the outdoors and those who do not.

The challenges may be unprecedented, but so too are the opportunities, and land conservation offers real solutions:

- ▲ By identifying the most critical lands to protect, we can steer development away from farmland, important wildlife habitats, and wetlands.
- ▲ Conserving land allows nature to do what it does best, harnessing the innate power of forests, grasslands, and wetlands to mitigate extreme weather and store carbon; these “natural climate solutions” are among our most powerful tools for combatting climate change.
- ▲ By protecting land in every community, we can provide equitable access to the outdoors for all people, regardless of physical ability, socioeconomic status, and other factors.

Where We're Going

The Monadnock Conservancy is stepping up to meet the needs of this moment by raising the necessary capital, embracing transformational change, and committing to strategic goals that will move both the Conservancy and the region toward its vision of the future.

Building a Resilient Future Campaign

In 2023, the Conservancy launched *Building a Resilient Future*, the largest capital campaign in its 35-year history, to meet these challenges. More than 80% of the \$6,800,000 goal had been raised by October 2024. The organization will invest campaign funds to expand organizational capacity and impact, including increasing staffing for land conservation and land stewardship; rooting the organization in community; building a permanent new headquarters in Keene, the region's population center; and ensuring a stable financial future through community outreach and engagement of new supporters.

Transformational Change

To realize its vision of the future, the Conservancy will make fundamental changes in order to use its increased capacity to maximum effect, integrate community into its land conservation and program models, and build on existing work and expertise to influence land-use decisions across the region.

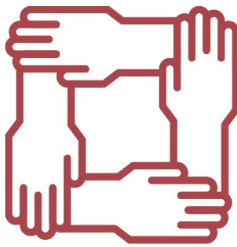


- ▲ Concluding the capital campaign, expanding the staff, and constructing the new headquarters building
- ▲ Developing a conservation strategy that sharpens the focus of land protection on the region's most important places
- ▲ Connecting with the next wave of donors, allies, and enthusiasts
- ▲ Strengthening governance, leadership, and management as well as internal systems and processes



Community-Centered Land Conservation Model

- ▲ Integrating a deep understanding of community needs into land protection, stewardship, and management operations
- ▲ Building multiple pathways for community participation and expanding access to conserved lands



Regional Ally

- ▲ Recognizing that the Conservancy's vision cannot be achieved solely through its own work
- ▲ Positioning itself as a leading regional partner for land conservation
- ▲ Working with other regional allies to rally support, test innovative solutions, and enact land use policies and practices that support thriving rural communities

Strategic Goals

This plan commits the Conservancy to a set of strategic goals to guide its work from 2025-2030. In some cases, goals and objectives represent work already begun, while others expand that work and catalyze transformational change. Goal indicators and other metrics detailed in this document's complementary Business Plan will be used to monitor progress, inform course corrections, and provide data to share with supporters and the broader community.

In the next five years, the Monadnock Conservancy will

Land Protection	<p>Create an updated, community-centered conservation strategy that identifies the most critically important lands in the region, and use it to complete new land protection projects at a pace that is both sustainable and responsive to the urgency of the moment.</p> <ul style="list-style-type: none">▲ Create conservation strategy▲ Update systems, processes, and tools to support strategy implementation▲ Gather and analyze data and community input▲ Implement communications plan to share information with landowners, partners, and supporters
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	<ul style="list-style-type: none"> ▲ Build and maintain relationships with landowners to complete highest-priority projects ▲ Manage the project pipeline for maximum efficiency ▲ Institute process to set annual project targets and recalibrate priorities
Land Management & Recreation	<p>Improve and enhance Conservancy-owned properties to balance stewardship of important recreational and ecological values with an exceptional user experience and increasingly equitable access to public sites.</p> <ul style="list-style-type: none"> ▲ Complete management plans for all properties ▲ Identify and complete projects that restore or enhance conservation value, improve recreational assets, and improve accessibility as site-appropriate ▲ Provide an exceptional user experience and promote a welcoming, inclusive atmosphere at all properties managed for public use ▲ Effectively use and retain volunteers ▲ Connect and collaborate with specific segments of the community to increase awareness, usage, and accessibility of properties ▲ Build and maintain relationships with managers of other publicly accessible lands and user groups to share information and identify common needs ▲ Institute process to set annual targets and recalibrate priorities
Conservation Easement Stewardship	<p>Work in partnership with owners of conservation easement-protected land to not only enforce restrictions, but also enhance conservation values proactively through informed management.</p> <ul style="list-style-type: none"> ▲ Complete annual monitoring and associated documentation of all conserved properties in accordance with land trust accreditation ▲ Build and maintain relationships with owners of easement-protected properties ▲ Update systems, processes, and tools to maximize efficiency of monitoring ▲ Build and maintain relationships with other landowner-serving institutions to disseminate information and resources in support of good land management ▲ Gather and analyze data and community input to identify opportunities to promote good land management beyond owners of conserved land, all in support of the Conservancy's vision ▲ Institute process to set annual project targets and recalibrate priorities

Organizational Capacity	<p>Leverage the capital campaign to develop and strengthen the organization, construct and open the new headquarters building, and grow, develop, and retain a premier staff and board to put the Conservancy's values into action and achieve strategic goals.</p> <ul style="list-style-type: none"> ▲ Hire, onboard, and support exceptional new staff ▲ Provide staff with training, tools, and support needed to do the work effectively and sustainably ▲ Integrate community relations functions across the organization ▲ Establish a management team, and implement changes to reporting structure and an annual planning pause ▲ Manage headquarters building project to a successful completion ▲ Maximize board effectiveness through a focus on board priorities, skill building, targeted recruitment, and board succession planning
Partnership & Collaboration	<p>Nurture a network of partners to increase public awareness and relevance of the Conservancy's vision of the future and ensure that the needs and interests of the broader community inform and influence land conservation and land management in the region.</p> <ul style="list-style-type: none"> ▲ Review current and potential partners ▲ Implement practices of assessing, managing, and adapting partnerships to achieve specific results ▲ Update tools and systems for efficient relationship management ▲ Implement, monitor, and adapt outreach strategies to raise public awareness regarding the Conservancy's vision ▲ Institute process to set annual priorities
Fundraising & Development	<p>Build on successes of the capital campaign to rejuvenate and catalyze annual fundraising operations to sustain core operations beyond the campaign timeline.</p> <ul style="list-style-type: none"> ▲ Successfully complete the <i>Building a Resilient Future</i> capital campaign ▲ Update systems, tools, and technology as needed to maximize efficiency ▲ Maintain retention rates among donors and effectively promote planned giving ▲ Build and use target market profiles to develop strategies to attract, convert, and retain new donors ▲ Institute process to set annual priorities

Marketing & Outreach

Elevate the Conservancy's visibility and reputation as a trustworthy community organization that conserves the region's most important places for the benefit of all, and position the organization as a leading partner in the broader sphere of regional land-use decisions.

- ▲ Update current public relations and communications strategies to align with key audiences, define desired results, etc.
 - ▲ Update core messages and branding
 - ▲ Update outreach approaches over time and adapt technology and infrastructure to support the work
 - ▲ Research and develop messaging, publications, digital media, etc. to promote the Conservancy's vision of the future to key audiences and incorporate into outreach
 - ▲ Define, prioritize, and sequence outcomes needed from marketing
 - ▲ Conduct market research and build and refine target market profiles
 - ▲ Design and implement customized marketing strategies
 - ▲ Institute process to set annual priorities re: attracting and converting new constituents
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