

# Central Pennsylvania Conservancy



Strategic Plan

2024-2027

# What Connects Us and Drives Us

## Central PA Conservancy's Mission

To acquire, preserve, and protect local land and natural resources in south central Pennsylvania.

## Central PA Conservancy's Vision

To create a local network of permanently protected and preserved lands by fostering a community committed to conservation and acquiring key lands and easements.



# Executive Summary

Central Pennsylvania Conservancy (the Conservancy) has a rich history of protecting natural resources, increasing access to outdoor recreation, and improving wildlife habitat and connectivity across the region. Within the footprint of the Conservancy's focal area, Conservancy staff, Board of Directors, and volunteers work diligently to address the challenges of rapidly disappearing open space and natural habitat, while honoring their perpetual obligations as an accredited land trust throughout its historical eight-county service area.

With an eye toward achieving that complex balance, the Conservancy undertook a strategic planning effort to explore current opportunities, adapt to evolving changes outside the organization, and chart a course for the next three years.

At the center of that effort was a planning team comprising Conservancy staff and Board members, leaders from partner organizations, and subject matter experts. The planning team conducted a survey of its membership and gathered interview feedback from 21 funders, major donors, organizational partners, volunteers, and staff.

The information gathered was analyzed and used to create five priority goals that aim to focus and direct the Conservancy's resources toward effective and sustainable impact in the region. As an accredited land trust, the Conservancy will undertake these efforts in accordance with the Land Trust Accreditation Commission's standards and practices. Accreditation recognizes land trusts for meeting national standards for protecting important natural places and working lands forever, including sound financial management, ethical organizational conduct, responsible governance, and lasting stewardship.

The goals include:

- **Communications:** Expand on the Conservancy's communications to more consistently and effectively share priorities, projects, and progress with the people and partners invested in our success and/or impacted by our work.
- **Capacity:** Adapt and define core elements of staff and volunteer roles to align expertise and experience, honor current and perpetual obligations, and thoughtfully expand organizational capacity.

- **Targeted Protection:** Configure a service area and project selection criteria that allow the Conservancy to prioritize key geographies, maximize potential for funding opportunities, and increase the pace of protection.
- **Sustainable Funding:** Cultivate and steward a blend of funding streams to ensure the Conservancy has the financial security to meet its current obligations and adapt as needed for expected growth and emergent opportunities in its target geographies.
- **Board Development:** Expand and strengthen the Board to ensure its ability to provide thoughtful guidance, critical expertise, and vital support.

These goals will be achieved through a series of strategies and supporting activities as laid out in this plan. Throughout the process of crafting the goals and strategies, a set of three questions, developed by the team, served as guiding principles. These questions included:

- Is this action/project of conservation benefit to the Conservancy's service area?
- Is there adequate support for this effort, now and into the future?
- Have we factored in active engagement with the people who are important to or impacted by this decision?

Over the three-year horizon of the new strategic plan, Conservancy staff and Board will continue to meet regularly, evaluating and reflecting on their progress while refining the plan as necessary to keep pace with and adapt to emergent needs and opportunities.

# Goals

**Goal  
#1**

## **Communication**

Expand the Conservancy's communications to more consistently and effectively share priorities, projects, and progress with the people and partners invested in our success and/or impacted by our work.

**Goal  
#2**

## **Capacity**

Adapt and define core elements of staff and volunteer roles to align expertise and experience, honor current and perpetual obligations, and thoughtfully expand organizational capacity.

**Goal  
#3**

## **Targeted Protection**

Configure a service area and project selection criteria that allow the Conservancy to prioritize key geographies, maximize potential for funding opportunities, and increase the pace of protection.

**Goal  
#4**

## **Sustainable Funding**

Cultivate and steward a blend of funding streams to ensure the Conservancy has the financial security to meet its current obligations and adapt as needed for expected growth and emergent opportunities in its target geographies.

**Goal  
#5**

## **Board Development**

Expand and strengthen the board to ensure their ability to provide thoughtful guidance, critical expertise, and vital support.