

LAND
STEWARDSHIP
PROJECT



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LONG
RANGE
PLAN

2007-2012:

Keeping the Land & People Together

LOOKING TO THE FUTURE

The Land Stewardship Project is a forward-looking grassroots organization focused on an ethic of stewardship for the land and keeping the land and people together. Aldo Leopold helped us understand that achieving a high level of stewardship does not come out of a narrow utilitarian view or an attitude of restraint in the face of a push for all-out production. The concept of stewardship is much richer. It requires curiosity. It is the implementation of values such as care for future generations and human community. It is the skillful application of sensible business practices in the context of the land. It is embodied in culturally diverse and healthful food made with care from high-quality ingredients.

Continuing to underlie LSP's work in the future will be a land ethic and a philosophy that people can work together to make better communities. Such thinking will be critical in coming years as nations, local communities and individuals struggle with difficult decisions concerning the competing requirements of agricultural production, ecosystems, economics and social justice. How we deal with these issues will become even more complicated as societies push for yet another commodity from agriculture: energy. Corn in the United States is being used increasingly for ethanol. Will agriculture provide energy in the future from monoscapes of corn, soybeans, sugarcane and switchgrass, or from diverse landscapes of prairie grasses, forbs, other perennials and annuals using low inputs of chemicals and energy? How will societies balance food and fuel demands for agricultural crops?

Responding to such demands in a sustainable way requires us to create holistic, multifunctional farming and food systems based on the needs, limitations and resources

of communities—human and ecological. An agriculture based on a series of isolated components—crops separate from livestock, farmers distanced from consumers, farming separated from culture, and production systems disrupting ecological processes—won't sustain us into the future. The future of food, the land and society requires us to make agriculture and food whole.

As we look toward the future, LSP's staff and board, with member input, have developed a long-range plan for the next five years. The plan, which is printed on the following pages, includes goals developed in 1992 and updated recently. It embodies an integrated and expanded approach to attain program results across three broad areas rooted in the foundation of a stewardship ethic. We have identified ways to strengthen and develop enhanced organizational capacity needed to achieve the program results.

LSP is effective. It is strong and growing. We will enhance our capability to achieve a stewardship ethic and work on economic and social justice issues. The human landscape of our rural areas will change greatly in the next 25 years and LSP will pursue opportunities to develop collaborative efforts with minorities that build community, oppose discrimination, and advance shared values of stewardship, democracy and justice. We enthusiastically look forward to working with members to make significant progress towards these goals.

*- George Boody, Executive Director
Land Stewardship Project*

LSP'S VISION FOR A SUSTAINABLE SOCIETY

The Mission of the Land Stewardship Project is to foster an ethic of stewardship for farmland, to promote sustainable agriculture and to develop sustainable communities.

A stewardship ethic will be the foundation of our society. Rural and urban people will value their interdependence with each other and, whether they live on farms, in rural towns or in urban centers, will value their interdependence with healthy land, water, plants and animals, our rich natural heritage and our tradition of family farms. Individuals will be valued for their differing contributions to society and will feel empowered to contribute.

"The sun's energy drives ecosystem processes. Farming, when done well, relies on those processes (minimizing fossil fuel use), and captures solar energy to create food and other materials humans need to live. This kind of farming generates financial capital for the farmer and for businesses that process and distribute those solar goods to the larger community."
LSP Board Member Dennis Johnson

Revitalized and culturally diverse (racial, gender, age, profession, faith orientation and heritage) communities will form the basis of rural areas. There will be access for all to goods and services and to opportunities for work, recreation, education, health care, cultural events, worship and civic engagement.

Policy decisions at all levels will be informed by shared visions and will encourage individual responsibility, build community, continuously improve environmental conditions, generate and circulate solar wealth through meaningful work, and fully utilize all talents and abilities within the community. Citizens will participate in democratic institutions and

communities will have the right to create sustainable economic development in their communities.

The countryside will have more diverse farms with an increasing number of people on the land. Livestock will be raised on the land by farm families distributed throughout the

"Stewardship is a responsibility to nurture a gift of land entrusted to your care for future generations."
LSP Board Member Florence Minar

countryside. Healthy, revitalized rural communities will be set in environments of clean water, clear air and healthy soil as well as community-based food and energy businesses. Urban areas will be contained and fringed with permanently protected farms that provide safe and nutritious food and fiber to the city. A greater variety of crops and livestock will be produced in ways that support maximum environmental benefits, including biological diversity and wildlife.

Energy will be provided from renewable resources produced in ways that can be sustained for future generations. Conservation, energy efficiency and public transportation will be keystones of community life. There will be more

"Civic engagement means that individuals are afforded opportunities to shape the life and direction of their community. It also means that members of Land Stewardship Project are able to shape the organization through their involvement."
LSP Board Member Sister Kathleen Mary Kiemen

understanding and cooperation between farmers and rural community members and between people in rural and urban areas. Youth will stay or return to rural areas and learn how to farm because they see farming as an opportunity to make a living while caring for the land.

"All ethics so far evolved rest upon a single premise: that the individual is a member of a community of interdependent parts...The land ethic simply enlarges the boundaries of community to include soils, waters, plants, and animals, or collectively: the land." Aldo Leopold, Round River

LSP'S LONG RANGE GOALS

1. Prosperous, diversified family-sized farms managing for high levels of stewardship

This will require:

- Integrating quality-of-life issues, profitability, the long-term health of the ecosystem and a healthy food system into farming decisions.
- Developing improved farming approaches that increasingly replace reliance on purchased inputs with management and on-farm biological resources.
- Changing public and corporate policies that currently encourage farms to grow very large and that promote vertical integration and ecologically damaging production systems.
- Farmers joining together to make available food and fiber products through businesses that return value to farmers and rural communities.

2. Land Reform in the Upper-Midwest

This will require:

- More people farming on smaller diverse farms.
- Increasing public understanding of the need for more people on the land to produce safe, nutritious food, renewable energy and environmental benefits.
- Equitable distribution of farmland.
- Transitioning land from retiring and absentee owners to viable family farm businesses.
- Providing access to farmland and education in the principles and practices of sustainable agriculture that will encourage people to stay or return to rural communities.
- Preserving healthy working farmland in metropolitan and rural areas.

3. Healthy Communities

This will require:

- Bringing people together to develop visions, goals and action plans for change to increase the number of people and animals on the land.
- Organizing public support for policies that will help sustainable family farms to thrive and promote regional-scale infrastructures and social networks to capture and increase economic value.
- Supporting the growth of meaningful, well-paying employment opportunities in rural areas, including those based on farming.
- Encouraging understanding, interaction and respect for cultural diversity in terms of race, gender, age, professions, heritage, orientation and faiths.
- Food and energy security based on a higher percentage of locally available and sustainably-raised healthful food products and renewable energy and fiber products.



PROGRAM RESULTS TO BE ACHIEVED IN 5 YEARS

Land Stewardship Ethic

- ♦ Re-connecting culture, land and farming
- ♦ Landscape diversification and enhancement

We will have inspired a broad public discussion of the values of personal and community responsibility for care of the land. We will also have significantly increased the amount of farmland in watersheds in the Mississippi and Great Lakes basins protected by crop and livestock systems that maintain perennial plants, resource-conserving crop rotations and continuous cover throughout the year.

Successful Farmers

- ♦ Profitable diversified crop/livestock systems that incorporate perennials
- ♦ Healthful foods and stewardship of the earth

We will have assisted new and transitioning farmers and their employees to succeed financially while managing for high levels of stewardship. We will also have increased the availability of community resources to support human and biological diversity, and strengthened the economic and social foundations of rural communities.

Empowered Citizens

- ♦ Public policy for the common good
- ♦ Community engagement

We will have organized and educated citizens to strengthen their communities, protect their environment and foster rural community development through democratic participation and social action. We will also have led in advancing the design, implementation and protection of public policies that result in multiple environmental and social benefits for society.

Sustainable Economic Development

- ♦ Community-based food systems
- ♦ Renewable energy from resource-conserving crop rotations

We will have developed an abundant supply of sustainably-raised local and ecolabeled products and assisted producers in aggregating supply through businesses that return benefits to farmers and rural communities from processing, marketing and distribution. We will also have educated a critical mass of consumers and institutions to purchase healthful food, renewable energy and fiber products from diversified farms that care for the land.



STRATEGIES TO ACHIEVE THE PROGRAM OUTCOMES

Land Stewardship Ethics

- Inspire a renewed sense of personal and community responsibility for stewardship of land through communications and outreach materials, cultural activities and programs.
- Engage people about ideas and practices related to agroecological restoration through the *Land Stewardship Letter*, speeches, podcasts, blogs, articles and other available media, and distribution of *The Farm as Natural Habitat* and the *Monitoring Tool Box*.
- Assist farmers to apply to the Conservation Security Program and other government or private programs that protect the environment.
- Develop approaches to estimate and/or measure environmental performance of farming practices in watersheds, including carbon storage, greenhouse gas emissions, wildlife habitat enhancement, nutrient release, and water use and quality impacts.

Successful Farmers

- Provide training through Farm Beginnings® to at least 1,000 prospective farmers in Minnesota and elsewhere to help meet the demand for sustainably and locally grown and ecolabeled food products from family farms.
- Significantly strengthen LSP's leadership development and community building in two regions of the Upper Midwest while assisting new family farmers and existing farmers to sell to community-based food and renewable energy businesses and participate in civic activities and policy development.
- Increase opportunities for retiring farmers and absentee landowners to sell or move their assets to beginning farmers, including establishing incubator farms or selling farmland at prices that reflective its productive capacity.
- Expand LSP's capability to promote farming systems that protect the land, such as rotational grazing, resource-conserving crop rotations, certified organic production and mixed native perennial crops.

- Assist farmers to reduce global warming impacts and to respond to changes wrought by a warming climate.

Empowered Citizens

- Engage citizens in actions and communication with officials and use the best science to inform policies.
- Provide information, recruit and train citizens from communities in which we work to lead organizing efforts and achieve their goals on critical issues.
- Keep LSP members informed on key local, state, national and international agricultural issues prioritized by LSP, and increase broad public awareness of such issues.
- Develop and successfully advance local, state and federal public policies that result in widespread land stewardship, support for family farms, healthful food and reinvestment in agricultural communities.
- Exercise leadership in key national coalitions to influence the making and implementation of federal farm and food policy, including the 2007 and 2012 Farm Bills.
- Strengthen organizations that are part of our movement and build or empower new institutions and leaders who will help achieve LSP's program results.
- Advocate for research, education and outreach at the University of Minnesota, other educational institutions and government agencies to address rural community development, diversified livestock systems with animals on the land, resource-conserving crop rotations, perennial crops and global warming mitigation.
- Develop mutually beneficial working relationships with organizations that work on social justice issues with diverse races and cultures.

Sustainable Rural Economic Development

- Educate farmers and processors about supplying the growing market for ecolabeled foods such as Food Alliance Midwest or organic foods "with a face."
- Assist farmers to sell directly, including Community Supported Agriculture arrangements.

STRATEGIES TO ACHIEVE THE PROGRAM OUTCOMES, continued from page 5

- Enable Food Alliance Midwest to become a largely self-supporting certification and marketing program that assists institutional food services, groceries and restaurants in finding sustainably-grown products that they purchase at fair prices from small- and mid-sized family farms who grow with high levels of stewardship.
- Educate individuals and communities about the opportunities to build sustainable, regional, and secure food systems as well as rural economic development and tourism.
- Aid “Buy Fresh Buy Local” campaigns that encourage food purchases direct from small- and mid-sized farmers.
- Work with public and private institutions, including colleges and hospitals, to realign their purchasing policies to reflect and incorporate health and sustainability values while improving food security.
- Engage public and private institutions to improve community-level energy security by using perennial and diversified crops for cellulosic energy production or other bio-based products requiring production on marginal lands that supply multiple environmental and social benefits.
- Help small- and mid-sized farmers implement business and marketing models that aggregate supplies for institutions and larger markets and that return economic benefits to farmers and rural communities.

Working for a Land Stewardship Ethic

- > Re-Connecting Culture, the Land & Farming
- > Healthy Landscapes



ORGANIZATIONAL CAPACITY-BUILDING TO BE ACHIEVED IN 5 YEARS

Vision

We will have been guided by and grounded in our vision and mission.

Membership

We will have increased our capacity to recruit and retain members and involve them in advancing LSP's vision and engaged new people in the mission of Land Stewardship Project.

Fundraising

We will have raised funds from major donors and other individual giving so that 30 percent of our budget comes from these sources; raised another 20 percent of the budget from fees for services and other non-grant sources; offered planned giving opportunities; and increased our success at seeking grants from national funders.

Staff and Board

We will have increased our rural presence and activities; further developed employment conditions and administrative systems that support and nurture staff while keeping high standards for efficiency and credibility of the organization; and increased the capacity of the board to serve the organization and advance its mission.

Communications

We will have refined our internal communications system so that staff and board are well informed and connected; and expanded an external communications program that presents a compelling picture of LSP's work through public meetings and programs, electronic and paper/publications and frequent coverage by public and commercial media.

STRATEGIES TO ACHIEVE CAPACITY-BUILDING RESULTS

Vision

- Annually use the mission, vision and long-range plan to review our plans and achievements.
- Establish quantitative and qualitative benchmarks to evaluate progress toward our vision.

Membership

- Hold local, program-specific and organizational-wide membership gatherings that give members opportunities to connect with each other, deepen their understanding of LSP's mission and vision, and become actively engaged in its work.

- Develop communication tools for members who can't attend meetings to contribute to the discussion.
- Recruit approximately 700 new (or rejoined) members on an annual basis, actively engaging staff and board in membership recruitment activities integrated with program work.
- Gain 3,200 dues-paying members by 2012.

Fundraising

- Set annual goals for membership recruitment, grassroots fundraising and dollars raised from major donors, and developed and implemented plans to meet goals through the Individual Fundraising Program.

STRATEGIES TO ACHIEVE CAPACITY-BUILDING RESULTS, continued from page 7

- Deepen relationships with current and potential major donors through personal visits and other ongoing personal contact and interaction to increase total dollars raised.
- Involve all staff in raising funds through events and other program or grassroots activities.
- Implement business plans to charge adequate fees for services that cover the cost of those services and make possible continuous improvement.
- Improve our capacity to raise funds from corporate philanthropy and corporate sponsorships by developing partnerships with like-minded "green" businesses.
- Enhance our reputation and increase the likelihood of receiving grants from regional private foundations and government programs.
- Implement the Land Legacy Program that helps people start farming through access to farmland and that financially supports the work of LSP.
- Position LSP to be ready to accept and promote planned gifts through a Stewardship Legacy program.
- Recruit and maintain a board of 12-14 active members that provides for succession.
- Significantly reduce the carbon footprint of Land Stewardship Project.

Communications

- Establish patterns of communicating among staff to improve coordination of public relations and ensure timely news releases and announcements of organization events.
- Communicate timely news each week through home page links and blogs on the website, and once a month in the *LIVE-WIRE* and quarterly in the *Land Stewardship Letter*, as well as through other means.
- Learn and utilize new media on LSP's website in addition to podcasts and publications.
- Strengthen access to professional print and radio/TV media staff.
- Publicize LSP classes, campaigns, field days, etc., through public and commercial media as well as LSP's communication tools.
- Provide well-researched analyses of food and farming issues not normally covered by the mainstream media.
- Present cultural programs including *Voices of Minnesota Farm Women* and *Planting in the Dust* (updated) to church groups and other audiences, followed by discussions about stewardship values and practical opportunities to live by those values.
- Engage staff and board in an annual review to frame key messages for broad dissemination.
- Increase LSP's national and international visibility and reputation through staff, board and member presentations and participation in national projects or coalitions and conferences.

Staff & Board

- Engage staff, board and steering committees in substantive discussions at meetings to enlarge their understanding of the "big picture" surrounding issues on which LSP works.
- Conduct training on conflict resolution, teamwork and communications with staff, board and steering committees.
- Strengthen the program and community development activities of the rural and urban offices.
- Expand the diversity of our staff and board to reflect rural America.
- Consistently use an effective personnel review process that includes employee professional development.
- Provide adequate salary increases, high quality benefits and incentives for employees to participate in membership development and individual fundraising.
- Improve administrative processes such as achieving on-time compliance with time-sheets.

LSP'S FINANCES

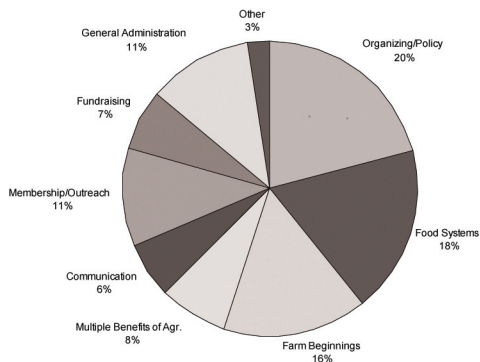
As the Land Stewardship Project turns 25, we have a solid financial base from which to grow. We plan to raise our unrestricted individual contributions from 23 percent to 30 percent of revenue. We also intend to cover the costs for the service aspects (Farm Beginnings® courses, for example) of our work through fees. Together with other non-grant revenues, contributions and fees will total 50 percent of our revenue per year after five years (see projection below).

This past year LSP was honored to accept a generous donation of a farm from the estate of a member who had been deeply involved with our policy and organizing work. LSP's Land Legacy Program is designed to help donors continue their legacy of sustainability by donating land in support of LSP and beginning farmers. The Stewardship Legacy Program accepts other types of planned gifts.

Operating Revenue	FY 05-06 Actual	FY 10-11 Projected
	\$1,314,748	\$1,650,000

Religious Grants	6.8%	5%
Foundations & Corporations	52%	35%
Government grants	14%	10%
Membership/Contributions	23%	30%
Fees	1.7%	15%
Other	2.5%	5%

Expenses by Operational Area Fiscal Year 2006-07



Statement of Financial Position as of June 30, 2006

Assets	
Cash & Investments	\$189,343
Donated Farm	366,400
Grants Receivable	414,218
Other	85,066
Total Assets	\$1,055,027
Liabilities	
	\$140,552
Net Assets	
Unrestricted	\$79,701
Temporarily Restricted Grants	468,374
Temporarily Restricted Farm Donation	366,400
Total Liabilities and Net Assets	\$1,055,027



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