



FUNDACIÓN
TIERRA AUSTRAL

STRATEGIC PLAN

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Content

Executive summary3

Our Mission4

Our Vision.....4

The Three Pillars of FTA’s Strategic Plan: Protect, Sustain, and Inspire5

 Pillar 1: Protect.....5

 Pillar 2: Sustain7

 Pillar 3: Inspire.....9

Executive summary

The central goal of this Strategic Plan is for the Fundación Tierra Austral to take a set of comprehensive actions that will enable it to become Chile's most effective, sustainable and influential leader of the country's rapidly growing private lands conservation movement. Our Strategic Plan advances this goal by implementing strategies that support three institutional pillars: Protect, Sustain, and Inspire.

For the Protect pillar, we will accelerate the pace of our land protection activities, especially using Chile's new private lands conservation tool, the Derecho Real de Conservación, and we will be guided by science in conserving Chile's most ecologically significant landscapes.

For the Sustain pillar, we will secure the financial, staff and Board resources necessary to maintain an effective, enduring and influential land trust institution, and we will ensure the growth and sustainability of a private lands conservation movement in Chile by securing financial incentives to encourage landowners to protect their properties.

And for the Inspire pillar we will increase public awareness of the critical importance, urgency, and practicality of private land conservation throughout the country.

This is an exciting and historic time in the history of conservation in Chile. Recent bold and visionary actions include: the collaboration between Tompkins Conservation and the Chilean government to add 3.2 million ha./8 million acres to Chile's national park system; the passage of Chile's breakthrough private lands conservation enabling legislation, the Derecho Real de Conservación; the BHP Charitable Foundation's multi-year grant to enable FTA to launch its El Boldo to Cantillana Mediterranean habitat protection project; and the Pew Charitable Trust's commitment to strengthening the network of Chile's public protected areas in Patagonia. These and other public and private initiatives demonstrate that the country is developing both the vision and the capacity to safeguard its irreplaceable land and water resources, which will leave an extraordinary legacy to future generations. FTA is proud to be at the cutting edge of these efforts.

Our Mission

The Fundación de Conservación Tierra Austral's mission is to lead and expand efforts to advance private lands conservation throughout Chile, working with landowners, non-governmental organizations (NGOs), government agencies, businesses, and all those who love and are committed to protecting the country's most ecologically, scenically, and culturally significant landscapes.

Our Vision

FTA embraces a conservation vision for Chile in which public and private stakeholders are part of a multi-faceted land conservation *movement*, collaborating to develop and implement an integrated suite of conservation tools and strategies that protect Chile's irreplaceable land and water resources. These projects place the highest priority on preserving biological diversity, rare and endangered flora and fauna, ecologically healthy wildlife habitat, culturally significant landscapes, and sustainable land uses, including agriculture, forestry and tourism.

Central to FTA's mission, vision and programs is our belief in the singular importance of advancing *private* lands conservation in Chile. Our country is more than 80% in private ownership, and there are literally millions of hectares of private land that are of enormous ecological, scenic, recreational, and cultural importance. Together, a dynamic, effective private lands conservation movement *and* an increased and enhanced public protected areas system can create and advance a new vision of Chile as one of the most beautiful, ecologically significant, sustainably managed, and *protected* countries on earth. FTA is committed to creating a suite of practical tools and opportunities that will enable and inspire a diverse range of private landowners to take voluntary action to protect their land for future generations.

The Three Pillars of FTA's Strategic Plan: Protect, Sustain, and Inspire

FTA has formulated a set of goals and actions around three pillars of its work. These pillars are not meant to stand alone or to be independent of one another; rather we see them as forming a dynamic institutional whole.

Pillar 1: Protect

Our Core Land Protection Goals: FTA will accelerate the pace of its private lands conservation projects, protecting landscapes comprised of priority Mediterranean habitat, especially land in the Boldo to Cantillana corridor, and land throughout Chile that advances our role as the country's most prominent national land trust.

By 2025...

As part of its Boldo to Cantillana initiative, FTA will complete at least ten Derecho Real de Conservación agreements protecting priority Mediterranean landscapes, including four projects with industries in the region. In FTA's role as a national land trust, we will complete another 10 DRC projects around the country. We will also collaborate with and provide technical assistance to at least four like-minded private and public organizations and stakeholders to encourage and enable them to advance private lands conservation projects in their communities.

How we will accomplish this...

- Collaborate with public and private stakeholders and scientific experts to refine FTA's land protection criteria, with special focus on Chile's Mediterranean habitat and the Boldo-Cantillana corridor, and on other priority landscapes where FTA works, including Patagonia. These efforts will be informed by science and will emphasize improving ecological health and landscape-scale habitat and species connectivity in the era of climate change. FTA will also work with its partners to achieve greater consensus on identifying and protecting Chile's priority habitats.
- Increase the size and scale and number of private land conservation activities across the country by collaborating with and providing technical assistance to like-minded private and public organizations and stakeholders to encourage and enable them to advance private lands conservation projects in their communities.
- Ensure that FTA has the financial, staff and consultant resources necessary to complete its transactions and to identify, inform and motivate landowners to protect their properties.

- Complete these land protection projects using best practices for the use of the DRC and the governance and operations of private land conservation organizations in Chile.
- Ensure best practices in DRC stewardship, which includes monitoring and, if necessary legal defense and enforcement.

FTA in Action: Protect-- Conservation partnerships with land-holding industries

The principal tool used by FTA to protect land across Chile is the Derecho Real de Conservación (DRC). One of the most important attributes of the DRC is that the agreement can accommodate a range of sustainable land uses, including agriculture, forestry, and tourism. This makes the DRC a particularly attractive and practical conservation option for Chile's land-holding industries.

FTA is in discussions with several agribusinesses, about protecting a portion of their land with DRCs, while continuing their large-scale agricultural operations. These include vineyards and fruit and vegetable farms encompassing thousands of hectares, some of which are comprised of FTA's highest conservation priority, the Mediterranean habitat. These companies would set aside fragile Mediterranean ecosystems for protection with DRC agreements.

FTA has also signed a DRC agreement with Chile's largest utility company, Colbún, which has protected its 430 ha. Lago Chapo property, located near Puerto Montt in the Los Lagos Region, with a DRC. Colbún is considering entering into DRCs that would conserve other ecologically significant landscapes that it owns around the country. The DRC represents an exciting opportunity for a diverse range of companies to take bold conservation action while continuing to advance their core businesses. FTA is committed to using this model with other landowning businesses in Chile.

Pillar 2: Sustain

Our core Goals for enabling FTA to have the financial resources necessary to protect its ecological priorities and to lead and advance a private lands conservation movement in Chile: As explained in its accompanying 2021-23 Fundraising Plan, FTA will establish a multi-faceted, professional fundraising program which will increase and diversify our revenue and will redouble our efforts to create financial incentives for private landowners to protect their properties with DRC agreements.

By 2025...

Building on the institutional and programmatic progress that FTA has made in the five years since its last Strategic Plan, FTA will take ambitious but realistic steps to ensure that can it meet the goals of its new Plan and can become a sustainable private lands conservation organization. To accomplish this, FTA will create a professional, multi-faceted fundraising program that increases both the sources of FTA's funding, and the amounts raised. In order to make simultaneous progress in building a private lands conservation movement in Chile, FTA will also place the highest organizational priority on securing financial incentives for conservation landowners throughout the country.

How we will accomplish this...

- Build a multi-faceted, comprehensive fundraising program to increase FTA's institutional and programmatic capacity, with categories including: Individual Donations; Public and Private Institutional Support; Earned Income; and Financial Incentives for Private Lands Conservation.
- Advance financial incentives strategies including tax reform, industrial mitigation strategies, and efforts to secure payments for ecosystem services.
- Hire a full-time Fundraising Manager.
- Finalize Fundraising Plan, which includes financial targets for each donation's category.
- Create annual and quarterly fundraising implementation plans, which are guided by the financial targets.
- Work with Board, staff and consultants to identify, increase, cultivate, and solicit donors to the fundraising program categories listed above.
- Work with Board, staff and consultants to formulate a strategy for, and the creation of a DRC Monitoring and Enforcement Fund, including the possibility of creating a DRC legal defense insurance program.

FTA in Action: Sustain-- The Boldo-Cantillana Mediterranean Habitat Land

Conservation Initiative

Since its last Strategic Plan, which was completed in 2017, FTA has dramatically increased its institutional and program capacity by securing a multi-year grant from the Global Environmental Resilience Program of the BHP Foundation. FTA is deeply grateful for this transformational, multi-year support from the Foundation. The grant has enabled FTA to launch its Boldo to Cantillana Land Conservation Initiative, which is focused on protecting Chile's rarest, most threatened, and least protected landscapes, the Mediterranean habitat of Chile's Central Valley, by using the country's breakthrough private lands conservation tool, the Derecho Real de Conservación.

The Boldo-Cantillana Project has had a positive impact on all aspects of our organization, enabling FTA to launch negotiations with owners of Mediterranean habitat from throughout the region who are interested in protecting their land with DRC agreements. This work has in turn increased awareness of the DRC among landowners in other parts of the country, generating momentum for more widespread use of the DRC, and laying the groundwork for a private lands conservation movement in Chile.

Thanks to the BHP's support, FTA has also been able to advance critical supporting components of private lands conservation practice. These range from collaborating with the country's most prominent experts on the Chile-Mediterranean habitat on a state-of-the-art scientific assessment of properties in the region, to exploring a forest carbon project to generate a source of revenue for landowners who agree to enter into DRC agreements, to participating in coalitions in support of tax reform for environmental philanthropy in Chile, to completing intensive research with a team of tax specialists in Chile and the US on possible ways of extending tax savings to conservation landowners with US income, to leveraging new sources of financial support increase the sustainability of our organization.

The BHP grant has also increased FTA confidence about the historical importance of its private lands conservation mission and the potential long-term impact of its work in Chile and beyond. We remain committed to protecting land using the DRC agreement, and to modeling and disseminating best practices of private lands conservation and NGO governance, with the larger goal of advancing and leading a multi-faceted private lands conservation *movement* in Chile. FTA is pleased and proud that our mission and vision have stood the test of time, and they guide this Strategic Plan.

Pillar 3: Inspire

Our Core Goals for Inspiring landowners and public and private stakeholders: FTA is committed to building nothing less than a private lands conservation movement in Chile, and to accomplish this we will work on multiple fronts to substantially increase the public's awareness, understanding, and, most important, use of the Derecho Real de Conservación as a practical, flexible and enforceable land conservation tool.

By 2025...

FTA will implement its Communications Plan, which directs the organization to conduct outreach programs to private landowners and public and private stakeholders using multiple platforms. The Plan will enhance FTA's ability to increase the public's awareness of the DRC, which will lead to many more landowners protecting their properties using this practical, flexible and secure land conservation tool. FTA will become more active and effective in saving land in both the both the Mediterranean habitat and in other priority landscapes around the country. FTA will also leverage its impact by collaborating with and provide technical assistance to at like-minded private and public organizations and stakeholders to encourage and enable them to advance private lands conservation projects in their communities.

How we will accomplish this...

- Building on FTA's "Best Practices for the DRC and Chilean Land Trusts" collaboration with Así Conserva Chile and CORFO, organize and host additional workshops for landowners and public and private stakeholders, and ensure follow-up with potential conservation landowners and stakeholder partner workshop participants.
- Implement the recommendations of FTA's Communications Plan for expanded outreach on multiple social media platforms.
- Forge land conservation, communications, and philanthropic partnerships with influential Chilean companies, families, and public and private leaders that will serve as powerful demonstration projects and increase awareness of the practicality and impact of private lands conservation in the country.
- Create a Land Conservation Ambassador Program to enable individual and business landowners who have protected their emblematic landscapes with DRCs to tell their stories and to motivate and inspire audiences across the country and beyond.
- Make FTA the national clearinghouse for the most informative, compelling, and up-to-date information about the DRC and private land conservation.
- Leverage FTA's expertise by making presentations about the DRC and FTA at international meetings, and by providing technical assistance to land conservation practitioners in other geographies, especially those interested in using DRC agreements or creating DRC laws.

- As interest in the DRC and private lands conservation increases, along with the number of landowners who have protected their properties, organize regional and/or national meetings to capture the energy and excitement of a growing land trust movement.

FTA in Action: Inspire-- The FTA-Así Conserva Chile

CORFO Best Practices Project

FTA, working with its partner, Así Conserva Chile (ACCH), the leading coalition of owners of private protected areas in the country, received a grant from the government agency CORFO to develop a set of Best Standards and Practices for the use of the DRC agreement and the governance and operations of private land conservation organizations in Chile. FTA and ACCH formulated these standards and practices by consulting with a diverse range of NGOs with expertise in private lands conservation, governance and transparency, including the US-based Land Trust Alliance, which has developed the widely praised and used Standards & Practices for Land Trusts document.

Together, FTA and ACCH drafted Best Practices documents for Chile, which include annotated templates for the DRC legal agreement and other supporting documents. After completing these drafts, the two organizations hosted two sets of workshops. The first was a legal workshop at which 14 lawyers reviewed and provided input into the DRC templates. The second, which focused on public and private stakeholders and presented the Best Practices materials, was attended by 350 participants.

The Best Practices project was a complete success because it simultaneously informed a large number of private landowners and stakeholders about the DRC and private land conservation, solicited critical input about private lands best practices, and served as an effective forum for meeting and cultivating potential conservation landowners, several of whom are now actively exploring protecting their properties with a DRC. FTA's new Strategic Plan includes goals and objectives that build on and expand this kind of informative and even inspirational outreach.