



GUNPOWDER  
VALLEY  
CONSERVANCY

2024 -  
2027

# Strategic Plan

*Growing a bright future*



# Introduction

**Gunpowder Valley Conservancy (GVC)** is a land trust and watershed organization that serves the nearly 500 square mile Gunpowder Watershed located in Baltimore, Carroll, Harford Counties in Maryland, and York County, Pennsylvania. Founded in 1989, GVC has evolved from a grassroots organization to a 501(c)(3) educational land trust with an almost \$1 million annual budget that employs several staff, contractors, and a full-time executive director.

**As GVC enters its 35th year**, we aim to become a peak performing organization. The goal of this strategic plan is to position us for the next level of excellence. It is our aim to *grow better*, not necessarily bigger.

**The board, staff, and contractors spent the first six months of 2024 guided** by a professional strategic planning consultant assessing GVC's strengths and gaps, organizational lifecycle, as well as future opportunities and challenges. The resulting goals and objectives will help guide GVC over the next three years.

**We are all committed to implementing and revisiting this plan** at a minimum of each quarterly board meeting and have created a tracking dashboard to aid in implementation.

*With gratitude to all who participated and the  
2024-2027 Strategic Planning Task Force*

Don Callihan, Cyrus Green, Chris Johnson,  
Darcy Herman, Jim Martin, and Kim Pause Tucker

# 2024 - 2027 Goals



**Share our vision to connect with and reflect the values of our stakeholders.**

We want the community to clearly understand our identity, our impact in the watershed, and how they can participate with us to accomplish our mission.



**Optimize our operational systems, processes, and infrastructure to create a more effective and resilient organization.**

GVC's systems and processes are the roadmap to achieving our mission. By identifying gaps and areas for improvement and creating a plan to address them, we will create a more robust and resilient organization.



**Develop and sustain partnerships that support and advance GVC's mission.**

We recognize that we cannot do everything on our own. Intentional partnership development will expand our funding opportunities, introduce outside expertise, and collectively broaden our reach.



**Diversify funding to ensure organizational growth and innovation.**

We need diverse, unrestricted funds to pursue our marketing and programmatic initiatives; to improve operational infrastructure; and to allow for more innovative programming.



**GUNPOWDER  
VALLEY**  
CONSERVANCY

## Mission

To engage, connect, and inspire people to preserve and restore the Gunpowder Watershed.

## Our Vision

*A Gunpowder Watershed that consists of:*

**Healthy lands** where native plants and animals thrive and where natural habitats are abundant

**Healthy waterways** where streams flow clear and are connected to and nurtured by the land around them

**Healthy communities** where residents, businesses, farms, and neighborhoods thrive and are empowered with the knowledge and resources to sustain the long-term interdependency of land, water, and people



[gunpowdervalleyconservancy.org](https://gunpowdervalleyconservancy.org)