



SOUTHWEST COLORADO CANYONS ALLIANCE

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# STRATEGIC PLAN

2023-2028

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## **2023 Board of Directors**

Dave Rightley, Chair  
Don Hoffheins, Vice-Chair  
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Marcie Ryan, Treasurer  
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# Southwest Colorado Canyons Alliance

## MISSION

Southwest Colorado Canyons Alliance fosters awareness and appreciation of the landscape and cultural heritage of Canyons of the Ancients National Monument through collaboration with the Bureau of Land Management.

## VISION

Southwest Colorado Canyons Alliance envisions responsible use and stewardship of Canyons of the Ancients National Monument by diverse communities while honoring the traditional values of the Indigenous peoples of the region.

## VALUES

### Inclusion

We appreciate all perspectives, voices, styles, and identities, with special attention to the 26 Indigenous Tribes claiming affiliation with Canyons of the Ancients National Monument.

### Stewardship

We encourage responsible use, enjoyment and management of Canyons of the Ancients National Monument to enhance/facilitate experiences of future generations

### Education

We communicate our mission through educational principles and practices.

### Collaboration

We collaborate through the contributions of our employees, Board members, and volunteers, and a strong working relationship with the BLM and the public.

### Community

By working together we can bring in diverse perspectives to better understand what the landscape means for past and present generations and protect the natural and cultural resources in perpetuity.



## PROGRAMS & ACTIVITIES

### CULTURAL SITE STEWARDSHIP

- Monitoring of Cultural Sites for Damages and changes over time
- Archaeological education and outreach programs

### VISITOR SERVICES & RECREATION

- Four Corners Indigenous Art Market
- Educating through the Cultural Presentation Series
- Dark Skies Certification and multiple Seeing Stars Activities
- Volunteer events and Seasonal celebrations
- Learning on the Landscape
- Tours

### SPECIAL EVENTS

- Gallery/Exhibit Opening Celebrations
- Member/Volunteer Appreciation
- Fundraising events

# STRATEGIES

## STRATEGY 1

### MAINTAIN AND GROW A LONGSTANDING & MEANINGFUL PARTNERSHIP WITH BLM

- Maintain consistent and robust communications with BLM
- Be flexible to accommodate the needs of the BLM
- Bolster Southwest Colorado Canyons Alliance's ability/role to serve as ambassador for the BLM

## SUCCESS MEASURES

- Multi-year program agreements and annual evaluations of the relationship & performance.
- Mutual understanding of BLM/Southwest Colorado Canyons Alliance needs and priorities.
- Established routines/systems for working with BLM including strong communication and regularly scheduled meetings.





## STRATEGY 2

### **BUILD A FINANCIALLY RESILIENT ORGANIZATION WITH STRONG LEADERSHIP**

- Implement a 3-year budget forecasting process to identify fundraising goals that can meet and augment program needs.
- Improve fundraising through development of a fundraising plan that grows and diversifies revenues from grants, corporations, memberships, and donations, and pursues multi-year funding agreements.
- Strengthen and grow the capacity of the Board of the Directors.
- Increase diversity of the Board of Directors to better understand perspectives of the audiences Southwest Colorado Canyons Alliance is serving through programming.
- Retain a stable staff by increasing opportunities for training and offering competitive compensation, all within an inclusive, professional environment of mutual respect and open communication.

## SUCCESS MEASURES

- Implementation of an annual fundraising plan.
- Establishment of annual goals to increase revenues from memberships, corporations, individual donations, and grants.
- A highly involved Board of Directors that represents the diverse perspectives of the community we serve.



## STRATEGY 3

### EXPAND AND STRENGTHEN PROGRAMS

- Enhance connections and relationships to involve affiliated Tribal communities in programs.
- Co-create an annual program plan with BLM that broadens the amount, diversity and reliability of program offerings that highlight the important cultural and natural resources of Canyons of the Ancients National Monument.
- Expand audience for programs to include new participants including youth and adults.
- Build out a tour operation program, maximizing the opportunity/benefit of the permit.

### SUCCESS MEASURES

- Implementation of an annual program plan including an annual schedule of events.
- Establishment of annual goals for program growth that captures unique participants from the local community and visitors.
- Build a financially viable tour program that is of value to the public.
- Achieve International Dark Sky Park certification.
- Receive positive feedback from participants and members on program offerings.



## STRATEGY 4

### INCREASE COMMUNITY INVOLVEMENT

- Create a community engagement plan that focuses on tactics for engagement, awareness, and participation by the community.
- Invest time and financial resources to reduce barriers to Tribal engagement.
- Provide more volunteer opportunities and enhance volunteer recruitment.
- Recognize the achievements of Southwest Colorado Canyons Alliance volunteers and members.
- Enhance communications to have regular contact with the community, including newsletters, annual reports, etc.
- Include/engage the community in changing Southwest Colorado Canyons Alliance's name to better represent the organization's mission/purpose in representing Canyons of the Ancients National Monument.

### SUCCESS MEASURES

- Increase memberships by 20% over the five-year timeframe of the plan.
- Increase the number of volunteers year over year.
- Grow the number of the 26 affiliated Tribal communities that we engage
- Establish an annual volunteer appreciation picnic.
- An increase in fundraising from the Southwest Colorado Canyons Alliance members and community
- Community support in the name-change process.

# EVALUATION

**THE BOARD OF DIRECTORS AND STAFF WILL DEVELOP AN ACTION PLAN TO CARRY OUT THE STRATEGIES AND REVIEW PROGRESS OF THE SUCCESS MEASURES IDENTIFIED IN THIS STRATEGIC PLAN.**

- Conduct an internal annual review to evaluate progress and understand what was successful and needs improvement.
- Participate in a formal review process with the BLM to ensure that Southwest Colorado Canyons Alliance, as a friends group, is providing the best services possible and meeting the needs of Canyons of the Ancients National Monument.

