

# City of Columbia

701 East Broadway, Columbia, Missouri 65201



**Agenda Item Number:** B 357-14

**Department Source:** Parks and Recreation

**To:** City Council

**From:** City Manager & Staff

**Council Meeting Date:** November 17, 2014

**Re:** Implementation Phase of the Open Space/Green Infrastructure Plan

## Documents Included With This Agenda Item

Council memo, Resolution/Ordinance, Exhibits to Resolution/Ordinance

**Supporting documentation includes:** None

## Executive Summary

The Parks & Recreation Department is requesting Council approval for the City Manager to enter into an agreement with the Greenbelt Land Trust for the implementation phase of the open space/green infrastructure plan known as "Our Natural Legacy: A plan for Columbia and Boone County." In addition to conservation initiatives, the key deliverables for the City include the development of a Land Preservation Scoring Matrix; identifying seven land acquisition targets for the City, and evaluate land that is offered to the City for either purchase, donation or a combination of the two. The City's portion of the plan is \$50,000 with staggered payments scheduled upon the completion of the various tasks. Funding is included in the department's FY-2014 CIP, with funding coming from the 2010 Park Sales Tax. The agreement will begin December 16, 2014 and conclude on September 30, 2015, and includes an option to extend the agreement one year, if so desired and Council approves.

## Discussion

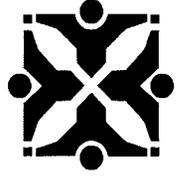
The City's FY-2014 capital improvement budget included \$50,000 in support for the implementation phase of the open space/green infrastructure plan known as "Our Natural Legacy: A plan for Columbia and Boone County (ONL)." This multi-agency public/private partnership plan accomplished numerous conservation goals, including: developed a comprehensive natural resource inventory; identified ways to connect people to nature; discussed health benefits of green infrastructure; created a vision on how to support rural/urban farming; and identified notable historic, cultural and scenic resources.

The implementation phase of this plan will include at least three partners: Greenbelt Land Trust, Missouri Department of Conservation and the City of Columbia. Other partner agencies such as Department of Natural Resources and Boone County may contribute funds during their respective budget years. These partners will contribute up to \$50,000 each towards a fund which Greenbelt will use to hire a Land Conservation Coordinator to carry out the following initiatives of the ONL plan:

1. Establish a Land Conservation Implementation Committee.
2. Work with various partners, develop approaches to deliver land conservation within all or parts of the Missouri River Conservation Priority Area, City of Columbia Conservation Priority Area, Bonne Femme Conservation Priority Area, and the Cedar Creek Priority Conservation Areas.

# City of Columbia

701 East Broadway, Columbia, Missouri 65201



3. Develop a Land Preservation Scoring Matrix, which will be used to identify land acquisition targets for the City of Columbia's Parks & Recreation Department.
4. Recommend and prioritize seven land acquisition targets for the City of Columbia's Parks & Recreation Department in harmony with the mission and vision statement of the City and Department.
5. Evaluate properties offered to the City by a willing seller using the Land Preservation Scoring Matrix.

The agreement period shall be from December 16, 2014 through September 30, 2015.

## Fiscal Impact

**Short-Term Impact:** The City will provide \$50,000 of financial support towards the implementation phase of the "Our Natural Legacy: A Plan for Columbia and Boone County." This funding has been allocated from resources generated from the 2010 Park Sales Tax for the preservation and acquisition of land for natural areas and public open space.

**Long-Term Impact:** None. There may be an opportunity to extend the agreement for another year at a cost of \$50,000. If so, staff will return to Council for review and approval.

## Vision, Strategic & Comprehensive Plan Impact

Vision Impact: Parks, Recreation and Greenways

Strategic Plan Impact: Growth Management, Health, Safety and Wellbeing

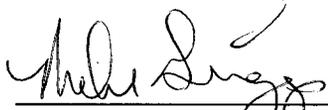
Comprehensive Plan Impact: Environmental Management

## Suggested Council Action

Approve the ordinance authorizing the City Manager to sign the agreement with the Greenbelt Land Trust, providing for the implementation phase of the open space and green infrastructure plan.

## Legislative History

Approval of the Open Space and Green Infrastructure Plan: October 15, 2012, Ordinance #21479  
[http://www.gocolumbiamo.com/ParksandRec/Council\\_Agenda\\_Items/documents/council\\_2012\\_10\\_01\\_greenbelt.pdf](http://www.gocolumbiamo.com/ParksandRec/Council_Agenda_Items/documents/council_2012_10_01_greenbelt.pdf)

  
Department Approved

  
City Manager Approved

Introduced by \_\_\_\_\_

First Reading \_\_\_\_\_

Second Reading \_\_\_\_\_

Ordinance No. \_\_\_\_\_

Council Bill No. B 357-14

**AN ORDINANCE**

authorizing a cooperative agreement with the Greenbelt Land Trust of Mid-Missouri for the implementation phase of the "Our Natural Legacy: A Plan for Columbia and Boone County" open space/green infrastructure project; and fixing the time when this ordinance shall become effective.

BE IT ORDAINED BY THE COUNCIL OF THE CITY OF COLUMBIA, MISSOURI, AS FOLLOWS:

SECTION 1. The City Manager is hereby authorized to execute a cooperative agreement with the Greenbelt Land Trust of Mid-Missouri for the implementation phase of the "Our Natural Legacy: A Plan for Columbia and Boone County" open space/green infrastructure project. The form and content of the agreement shall be substantially in the same form as set forth in "Exhibit A" attached hereto.

SECTION 2. This ordinance shall be in full force and effect from and after its passage.

PASSED this \_\_\_\_\_ day of \_\_\_\_\_, 2014.

ATTEST:

\_\_\_\_\_  
City Clerk

\_\_\_\_\_  
Mayor and Presiding Officer

APPROVED AS TO FORM:

\_\_\_\_\_  
City Counselor

## COOPERATIVE AGREEMENT

This agreement is entered into on this \_\_\_\_\_ day of \_\_\_\_\_, 2014 by and between the City of Columbia, Missouri, a municipal corporation (hereinafter "City"), and Greenbelt Land Trust of Mid-Missouri, a non-profit corporation organized under the laws of the State of Missouri (hereinafter "GLT").

The parties agree as follows:

### **A. BACKGROUND AND PURPOSE**

The purpose of this cooperative agreement is to establish a framework between City and GLT to implement a mutually beneficial set of conservation actions for the City of Columbia and Boone County Missouri. Based upon the wide ranging partnerships, and tangible conservation opportunities, generated by the Green Infrastructure Network development process (See Attachment A: Our Natural Legacy: A Plan for Columbia and Boone County; ONL), this agreement will serve to implement the land conservation efforts of the City and GLT with a focus on the highest priority areas to conserve and restore the natural resources of Columbia and Boone County.

This cooperative agreement is intended to be a continuation of the larger partnerships generated during development of the ONL that pertained specifically to land conservation, which included MDC, the City of Columbia, Boone County, Missouri Department of Natural Resources, U.S. Fish and Wildlife Service, and other invited stakeholders. During implementation of key ONL components that pertain specifically to land conservation a Land Conservation Implementation Committee (See Attachment B) will be formed by the above mentioned partners. Financial support for this project is being provided by the City of Columbia and through this agreement.

### **B. STATEMENT OF MUTUAL INTERESTS AND BENEFITS**

It is mutually agreed that City and GLT have significant interest in the conservation of the natural resources of mid-Missouri. Moreover, it is of mutual interest for each party to work together when appropriate and possible to promote, conduct, plan, develop, implement, and facilitate any and all efforts and activities designed to benefit those natural resources, and it is further recognized that working together will provide natural resource benefits in excess of those achieved through separate initiatives. Therefore, each party, in consideration of the mutual benefits flowing from each to the other, does hereby agree to the following provisions:

1. As its mission indicates, "The Department of Parks & Recreation is committed to improving our community's health, stability, beauty, and quality of life by providing outstanding parks, trails, recreational facilities, and leisure opportunities for all Columbia citizens." In order to accomplish this mission, the department has several strategic goals, one of which is to "provide park and facility planning, acquisition, development and restoration of Columbia's natural ecosystem to meet the needs

and expectations of citizens of Columbia.” One of the visioning goals of the City is that “Land will be preserved throughout Columbia and Boone County to protect farmland, scenic views, natural topographies, rural atmosphere, watersheds, healthy streams, natural areas, native species, and unique environmentally sensitive areas, thereby enhancing quality of life.” Other elements of that vision state that “Columbia and its neighboring communities will be a place where the air, water, land, and natural aesthetic qualities of our environment shall be protected by a combination of conservation strategies including, but not limited to, regulations and ordinances, conservation incentives, education programs, and smart growth planning.” Strategies to meet these goals include: developing an environmental protection plan; preserving open space, farmland, natural beauty, and critical environmental areas and; and evaluating potential land preservation areas in Columbia and Boone County.

2. GLT, originally established in 1993 as the Greenbelt Coalition, is dedicated to the conservation and protection of natural resources that represent the mid-Missouri landscape for present and future generations. GLT accomplishes their mission through fee simple land acquisition and stewardship, or by accepting permanent conservation easements on private land. GLT is a non-profit organization governed by a Board of Directors (Attachment A) and is supported by individual memberships and donations. GLT is a member of the Land Trust Alliance and, as such, implements the Land Trust Standards and Practices. GLT is in good standing with the Missouri Secretary of State.
3. The ONL planning and development process, conducted throughout 2013 and 2014, created a strong partnership synergy among many different public and private agencies and with key community leaders in Boone County. Building on this significant momentum, in 2014, this multi-stakeholder partnership will move to implement many of the tangible components (i.e., elements) that have emerged from the process and plan. In fact, many elements with significant financial and in-kind support are already moving forward, but to maximize their impact they will need the support of a team of paid professional coordinators in a structured collaboration.

### **C. MEASURABLE DELIVERABLES**

In consideration of the above premises, the parties agree as follows:

City shall:

1. Provide up to \$50,000 for the creation of a paid professional Land Conservation Implementation team to advance the land conservation efforts identified in the ONL document and as further outlined in the attached budget (Attachment D).

2. Designate a Parks and Recreation staff member to serve on the Land Conservation Implementation Committee that will participate in the continuation of this partnership effort alongside other agency and stakeholders.
3. Participate in Land Conservation Implementation Committee meetings and events that promote the ONL efforts that are focused on fish, forest and wildlife conservation.
4. Participate in the development of the Land Preservation Scoring Matrix and assist with the identification of possible land acquisition targets.
5. Provide technical assistance during implementation of land conservation efforts, including goals of the *2013 Parks, Recreation and Open Space Master Plan*, science perspective, private landowner outreach assistance, and GIS applications.
6. Advise GLT and the Land Conservation Implementation Committee of potential funding sources that could benefit implementation of the ONL plan.

GLT shall:

1. Coordinate all activities associated with implementation of the land conservation initiatives identified in ONL, including hiring and supervising a Land Conservation Coordinator (See Attachment E – Job Description).
2. Through coordination with MDC and other interested stakeholders, establish a Land Conservation Implementation Committee, and by no later than March 31, 2015, seek input from conservation partners identified in Attachment B to ensure their conservation priorities are fully understood within those areas that have been identified as Priority Conservation Areas in the ONL plan.
3. By no later than April 30, 2015, after convening key conservation related agencies and other stakeholders through an adequate number (to be determined) of working meetings, provide written, GIS-supported, draft report containing recommended implementation actions designed to deliver conservation within the highest priority components of the ONL plan. Focus will include working with partners to develop approaches to deliver land conservation within all or parts of the Missouri River Conservation Priority Area, City of Columbia Conservation Priority Area, Bonne Femme Conservation Priority Area, and the Cedar Creek Priority Conservation Areas.
4. By no later than January 31, 2015, convene at least one meeting of the Land Conservation Implementation Committee as an initial effort to articulate actions designed to deliver conservation within the Conservation Priority Areas identified in the ONL plan. Minutes from all the stakeholder meetings (with two meetings as

a required minimum), and a final set of implementation actions are to be completed by September 30, 2015.

5. Develop a Land Preservation Scoring Matrix by April 30, 2015. This matrix will be used to identify land acquisition targets for the City of Columbia's Parks and Recreation Department. Possible evaluation components include, but are not limited to the following:
  - a. Area of Impact
  - b. Likelihood of Development
  - c. Acquisition Potential
  - d. Unique Features or Characteristics
  - e. Size of Tract or Quantity of Characteristics
  - f. Potential benefits/relationship to P&R master plan
  - g. Type of ecosystem; ecological quality/condition
  - h. Other items to be determined
6. By July 30, 2015, recommend and prioritize the top seven land acquisition targets for Columbia Parks and Recreation in harmony with the P&R Department's mission. Land should be in or within a five mile radius of Columbia city limits, with the purpose of the acquisition being to provide land for active or passive recreation and open for public use. Land acquisition recommendations should take in to consideration the facility needs identified in the *2013 Parks, Recreation and Open Space Master Plan*. Land acquisition recommendations will be based on the Land Preservation Scoring Matrix. Further details such as photos of site, owner contact information, record of GLT's and/or Land Conservation Coordinator's contacts with the owner, scoring as per Land Preservation Scoring Matrix, estimated price of acquisition, etc., shall be specified.
7. Evaluate properties offered to the City by a willing seller using the Land Preservation Scoring Matrix. Note: There are instances where a land owner will approach the City to either sell, donate or combination of both, land either within or near the city of Columbia. Park staff would like the GLT to evaluate and score these properties during the duration of the contract.

**D. IT IS MUTUALLY AGREED AND UNDERSTOOD BY ALL PARTIES THAT**

1. Any modifications to this agreement shall be made by mutual consent of the parties by the issuance of written modification, signed and dated by all parties thirty (30) days prior to any changes being performed.
2. This agreement in no way restricts City or GLT from participating in similar activities with other public or private agencies, organizations and individuals.

3. Meetings will take place periodically between City, GLT and the other partners to discuss and identify opportunities for mutually beneficial projects and activities
4. City and GLT agree to hold harmless and save one another free from any and all claims or causes of action whatsoever resulting from the obligations undertaken by each party, respectively, under this agreement or resulting from the work, or provided for by themselves or their employees and agents under the terms of this agreement.
5. City's obligation to perform under this agreement is subject to the availability of funds and contingent upon annual budget appropriations.
6. It is understood that GLT is an independent Contractor and neither it, nor its agents, shall represent themselves as employees or agents of City.
7. GLT shall comply with all local, state, and federal laws and regulations related to the performance of this grant agreement to the extent that the same may be applicable to the entity. GLT will indemnify and hold City harmless in all claims of damage resulting from the actions of the GLT staff, contractors or volunteers under GLT supervision. City will not be liable in the event that GLT staff, contractors, or volunteers are involved with any dispute, claim, or litigation arising from implementation of the project.

## **E. PARTIES AND CONTACTS**

### **CITY OF COLUMBIA:**

Mike Matthes, City Manager  
P.O. Box 6015  
Columbia, MO 65205-6015  
(573) 874-7214  
[cmo@GoColumbiaMo.com](mailto:cmo@GoColumbiaMo.com)

Mike Griggs  
Director of Parks and Recreation  
P.O. Box 6015  
Columbia, MO 65205-6015  
(573) 874-7463  
[mbg@GoColumbiaMo.com](mailto:mbg@GoColumbiaMo.com)

### **GREENBELT LAND TRUST OF MID-MISSOURI:**

Gene Gardner, President  
PO Box 144  
Columbia, MO 65205  
(573) 353-2726  
[eacjeg@mediacombb.net](mailto:eacjeg@mediacombb.net)

## **F. AGREEMENT PERIOD**

This agreement shall be effective from December 16, 2014 through September 30, 2015. Use of all funds should be documented within the project period. This agreement may be extended at the sole discretion of City for one (1) additional year after October 1, 2015, if sufficient progress has been made toward the MEASUREABLE DELIVERABLES and adequate documentation has occurred as specified in this agreement.

## **G. PAYMENT PROCESSING**

The City shall contribute funds, not to exceed \$50,000, for the period of this agreement, and then an amount not to exceed \$50,000 annually if renewal occurs.

The first payment of \$12,500 can be invoiced after this agreement has been signed.

A second payment of \$12,500 can be invoiced upon convening at least one meeting of the Land Conservation Implementation Committee and submitting the minutes of that meeting(s).

A third payment of \$12,500 can be invoiced after March 31, 2015, upon delivery of the Land Preservation Scoring Matrix, minutes from all meetings of the Land Conservation Implementation Committee, and a DRAFT REPORT documenting that all the MEASUREABLE DELIVERABLES have been successfully achieved.

A fourth and final payment of \$12,500 can be invoiced after July 30, 2015, upon delivery of a FINAL REPORT documenting that all the MEASUREABLE DELIVERABLES have been accomplished, including the identification of seven (7) land acquisition targets.

All funds must be deposited in a timely manner into a bank account from which payment of applicable expenses will be made. Interest, if any, earned on these funds must also be deposited into the same bank account and used for this project.

## **H. REPORTING REQUIREMENTS**

GLT will submit reports as per the following:

January 31, 2015 – progress report addressing all items in the Agreement, complete with minutes of the stakeholder meeting(s) supporting documentation of all activity to date.

March 31, 2015 – progress report addressing all items in the Agreement, complete with minutes of stakeholder meeting(s) held since January 31, 2015, and including the Land Preservation Scoring matrix and the DRAFT REPORT of the actions identified as necessary to deliver land conservation in the ONL Priority Conservation Areas.

July 30, 2015 – final report addressing all items in the Agreement, including a FINAL REPORT documenting that all the MEASUREABLE DELIVERABLES have been accomplished including the identification of seven land acquisition targets for the City of Columbia. The FINAL REPORT shall also include a financial report including a comparison of budgeted-to-actual expenses and an itemized listing of all expenses.

**I. MONITORING REQUIREMENTS**

The Department's Director and the Park Services Manager shall monitor the Agreement for compliance. Such monitoring shall include, but not be limited to on-site visits, ongoing informal monitoring through phone calls and email, and periodic desk review of financial information, progress, and performance reports.

GLT shall allow the Department access to all financial records and/or audited financial statements related to this Agreement.

**J. CONTRACT TOTAL FOR FY2015 - \$50,000**

Firm fixed amount funded by the Park Sales Tax, Land Acquisition Fund.

**H. TERMINATION**

Either GLT or City retains the right to terminate this agreement at any time, without penalty or recourse, by giving written notice at least sixty (60) days prior to the effective date of the termination. In the event of grant termination, unspent funds must be returned to City. Funds previously spent must be repaid only if expended contrary to the purpose of this agreement.

[SIGNATURES ON FOLLOWING PAGE]

IN WITNESS WHEREOF, the parties hereto have caused this agreement to be executed through their duly authorized signatures on the day and year last written below.

**CITY OF COLUMBIA, MISSOURI**

By: \_\_\_\_\_  
Mike Matthes, City Manager

ATTEST:

\_\_\_\_\_  
Sheela Amin, City Clerk

APPROVED AS TO FORM:

\_\_\_\_\_  
Nancy Thompson, City Counselor

\_\_\_\_\_  
Date

CERTIFICATION: I hereby certify that this contract is within the purpose of the appropriation to which it is to be charged, Account No. 440-8800-548.49-90 C00517, and that there is an unencumbered balance to the credit of such appropriation sufficient to pay therefor.

\_\_\_\_\_  
John Blattel, Director of Finance

**GREENBELT LAND TRUST OF MID-MISSOURI**

By: \_\_\_\_\_  
Gene Gardner  
President of the Board of Directors  
Greenbelt Land Trust of Mid-Missouri

\_\_\_\_\_  
Date



# OUR NATURAL LEGACY

A PLAN FOR COLUMBIA AND BOONE COUNTY



*“...a connection to the natural world is fundamental to human health and well-being...”*

*--Richard Louv, Author,  
Last Child in the Woods*



## Sponsors

City of Columbia  
Missouri Department of Conservation  
Missouri Department of Natural Resources  
Boone County Community Trust  
Greenbelt Land Trust of Mid-Missouri

## Green Infrastructure Network Design Team

The Conservation Fund (Will Allen, Ole Amundsen, Jazmin Varela), City of Columbia, (Dan Schneiderjohn), Community Initiatives (Roger Still), Technical Committee Members (See List in Green Infrastructure Network Design Appendix).

### Advisory Committee Members

Ben Cornelius  
Joe Engeln  
Bill Florea  
Jake Giessman  
John George  
Mike Griggs  
Janet Hammen  
Mike Hood  
Peggy Horner  
Uriah Mach  
Teresa Maledy  
Richard Mendenhall  
Curt Morgret  
Diana Moxon  
Dave Murphy  
John Ott  
John Poehlmann  
Robbie Price  
Amy Salveter  
Keith Schnarre  
Amy Schneider  
Ed Seigmund  
Susan Troxel-DeWitt  
John Sam Williamson  
Loyd Wilson

Boone Hospital Center  
Missouri Department of Natural Resources  
Boone County  
Columbia Public Schools  
Missouri Department of Conservation  
City of Columbia  
Greenbelt Land Trust of Mid-Missouri  
City of Columbia  
Ozark Regional Land Trust  
Boone County  
Commerce Bank  
RE/MAX Boone Realty  
Greenbelt Land Trust of Mid-Missouri  
Columbia Art League  
Conservation Federation of Missouri  
Alley A Realty  
University of Missouri  
Simon Oswald Architecture  
U.S. Fish and Wildlife Service  
Farmer  
Columbia Convention and Visitor's Bureau  
Mid-Missouri Regional Planning Commission  
Missouri Department of Conservation  
Farmer  
Missouri Department of Agriculture

### Dedicated to all those who gave their time and ideas for this project.

Cover Photo Credits (from top right): Bur Oak, courtesy of Chris Starbuck; MKT Trail, courtesy of City of Columbia Parks and Recreation; family in park, courtesy of City of Columbia Parks and Recreation; Eagle Bluffs Conservation Area, courtesy of Chris Starbuck

Interior Page Photo Credits (left to right): Pearl Crescent Butterfly, courtesy of Kevin Dingman; Deer at Eagle Bluffs Conservation Area, courtesy of Kevin Dingman; Missouri River, courtesy of Kevin Dingman; sportsmen at Eagle Bluffs Conservation Area, courtesy Chris Starbuck; Great Blue Heron, courtesy of Chris Starbuck

ACKNOWLEDGEMENTS

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Our Quality of Life, Our Natural Legacy  
A Collective Impact Project  
Overview of Plan Elements  
Our Natural Legacy Components Map

**Our Natural Legacy** \_\_\_\_\_ 9

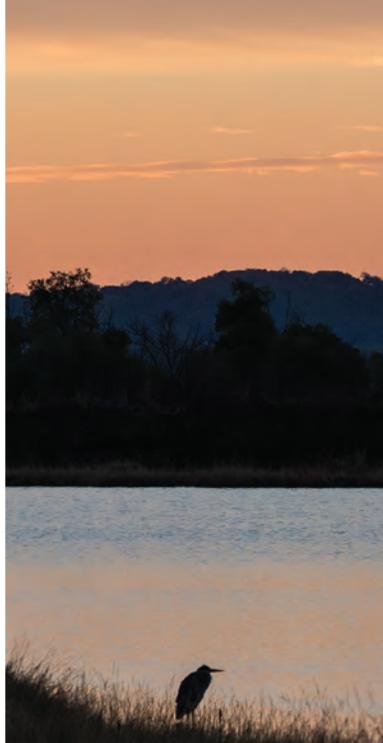
A Natural History of Boone County  
Green Infrastructure Network Design Map  
Land Trusts and Our Natural Legacy

**Our Natural Legacy Vision and Components** \_\_\_\_\_ 13

Our Natural Legacy Vision  
Rockbridge Memorial State Park Nature School  
Big Muddy Headquarters and Visitor's Center  
and River Experience  
Farmers Market Pavilion and Agritourism  
Trails  
Healthy People in Nature  
Conservation of Natural Areas and Farmlands  
Marketing and the Arts

**Organizing for Collective Impact** \_\_\_\_\_ 23

Collective Impact Phases  
Collective Impact Governance Structure



*“Boone County is already known for a high quality of life. Our citizens are our biggest asset. They instinctively want to enjoy our outdoors and they aspire for better individual health and economic well-being.”*

*-- Dan Atwill, Presiding County Commissioner, Boone County*

*“Columbia has a rich story, with a vast landscape of geographic features, a place where our numerous creeks carve through the rolling hills to define the character of our natural beauty. Columbians recognize the value of conservation and the tremendous opportunities our greenbelts provide for promoting the outdoors, wildlife, and physical activity.”*

*-- Mayor Bob McDavid, City of Columbia*

The quality of life in Boone County is linked to its history and beauty. Serene forests and subterranean caves interlaced with trails, striking bluff views across the mighty Missouri River, and farmsteads feeding our local economy and the world are all essential to the character of our county, all part of the reason our community finds itself every year on national lists of best places to live. We have an opportunity to take advantage of the nature and beauty of Boone County to build an even better, healthier, community and to plan and invest in a way that its unique character is never lost.

Recognizing this, a private – public partnership has emerged over the last year focused on utilizing our unique natural assets for the betterment of our community now and for future generations. Convened by the Greenbelt Land Trust of Mid-Missouri, a nonprofit organization located in Boone County, this partnership has already helped generate substantial positive results around the theme of “Our Natural Legacy” and through the vision outlined in this plan is poised to accomplish much more.

Photo Courtesy of Kevin Dingman

This plan charts a course for ensuring that our natural legacy continues to enhance the environmental, social, and economic well-being of our county. Purely voluntary in nature, it draws its implementation possibilities from the power of collaboration, an example of how the private sector and government at various levels can get behind an ambitious vision, pool resources around a concept, and achieve things for people and the nature that surrounds us in way that could never be achieved by organizations and individuals acting alone.



# OUR QUALITY OF LIFE, OUR NATURAL LEGACY

Photo Courtesy of Chris Starbuck

Boone County is a uniquely beautiful place. The wide, wild, and scenic Missouri River, so important to our nation's history, forms our western boundary; the intermingling of our prairie heritage and the northernmost extent of the Ozarks, complete with caves and karst sinkholes, splits the county down the middle; abundant parks—both big and small, in city and rural areas, provide ample opportunities for outdoor recreation; and a growing local food network, from community gardens to diverse farms throughout the area, provide opportunities for residents and visitors to learn about and experience a rich--and tasty--agricultural heritage. It is this character of place that draws residents, visitors and businesses here and it is the associated quality of life that compels them to stay.

Multiple government agencies in multiple planning efforts—Boone County, City of Columbia, the Missouri Department of Conservation, and the Missouri Department of Natural Resources, among others—have highlighted the tremendous natural assets of Boone County and all have underscored the importance of preserving its character for future generations. Citizen surveys that fed into those planning efforts endorsed the importance of doing this from the standpoint of the broader public.

Responding, in part, to these calls for conserving,

enhancing, and utilizing our natural heritage, this planning process focused on inventorying and evaluating—with input from the Advisory and Technical Committees and members of the broader community—opportunities for benefiting from and conserving Boone County's natural resources.

Inspirationally, during the course of the planning process, government agencies and individual citizen led efforts discovered mutual interests, and substantial nature themed efforts were formulated and initiated that will have an enduring impact on our community for generations to come. Having already demonstrated that this will not be a plan that just gathers dust, there is an eagerness among those associated with the planning process to help see these early efforts succeed, launch other elements, engage the wider public, and maximize the synergies among the elements of the plan.



Photo Courtesy of Dan Schneiderjohn

# A COLLECTIVE IMPACT PROJECT

The discovery of mutual interests during the course of this planning process among many different agencies and individuals closely parallels that found in Collective Impact projects emerging around the country. First articulated in a seminal paper published in the Stanford Social Innovation Review in 2011 by the nonprofit consulting group FSG, Collective Impact contains useful concepts helpful in organizing complex projects like Our Natural Legacy.

Collective Impact occurs when organizations from different sectors agree to work from a common agenda, align their efforts, and use shared measurement systems. A key tenet that undergirds Collective Impact is the simple notion that large scale change occurs best by pulling together a larger system of organizations around a problem or theme, in this case nature. The benefits of doing so are encapsulated in this graphic:

## Isolated Impact vs. Collective Impact

### Isolated Impact

- Funders select individual grantees that offer the most promising solutions.
- Nonprofits work separately and compete to produce the greatest independent impact.
- Evaluation attempts to isolate a particular organization's impact.
- Large scale change is assumed to depend on scaling a single organization.
- Corporate and government sectors are often disconnected from the efforts of foundations and nonprofits.

### Collective Impact

- Funders and implementers understand that social problems, and their solutions, arise from the interaction of many organizations within a larger system.
- Progress depends on working toward the same goal and measuring the same thing.
- Large scale impact depends on increasing cross-sector alignment and learning among many organizations.
- Corporate and government sector are essential partners.
- Organizations actively coordinate their action and share lessons learned.

There is a growing body of literature and practical, real world, best practice available to tap as we implement the Our Natural Legacy initiative as a Collective Impact project. Some of those principles are articulated in the implementation section at the end of this report.

# OVERVIEW OF PLAN ELEMENTS AND OUTCOMES

**Vision:** Connect residents and visitors to nature so as to improve the individual, economic, and natural health of Boone County

Envisioned is a network of elements that connect people to our natural legacy, voluntary efforts with private landowners to conserve our natural legacy, and marketing and measuring our natural legacy to ensure the effort is more than the sum of its parts.

## Connecting People to Our Natural Legacy

Conditions are present in Boone County to enhance existing projects and launch new ones to connect residents and visitors to nature, with measurable individual, economic, and natural outcomes. Each one of these elements will become national models in their respective areas. Taken together, they will brand Boone County as a national leader in appreciation of, and innovation through, nature.

### Rockbridge Memorial State Park Nature School

Building on the partnership and momentum forged during the planning process, we will develop a national model in nature education by:

- Opening a 5th grade elementary school—the only school in the nation located in a state park—by the beginning of the school year in 2015, through a collaboration led by the Missouri Department of Natural Resources State Parks Division and

Columbia Public Schools.

- Developing innovative curriculum and elements in the nature school, measuring health and education outcomes.

### Big Muddy National Wildlife Refuge Missouri River Experience

Building on the opportunity created during the planning process, we will develop a nationally significant portal for people to experience the Missouri River by:

- Opening a Big Muddy National Wildlife Refuge Headquarters and Visitors Center along the Missouri River by fall of 2016, operated by the US Fish and Wildlife Service.
- Conducting tours on the Missouri River along the bluffs around Rocheport for local residents, students, and tourists beginning in spring of 2016.

### Farmer's Market Pavilion and Agritourism

Drawing upon Boone County's rich agricultural heritage, and recognizing that farmers are vitally important stewards of our natural legacy, we will build on the increasing national focus on local foods by:

- Developing an agritourism plan, with planning assistance from the Missouri Department of Agriculture that focuses on tying together farms and foods with tourism.
- Helping Sustainable Farms and Communities, Inc. to construct a Farmer's Market Pavilion by 2017 as part of this overarching agritourism plan.

### Trails Network

Already a national leader in trails development, we will utilize the reach of our private - public partnership to advocate for local, state, and federal funds for trails. More specifically we will do this by:

- Focusing on completing the 30 mile trail loop around Columbia by 2024.
- Developing a conservation friendly equestrian trail in Boone County.

### Healthy People in Nature

Engaging the local health care sector, we will utilize the abundant local outdoor nature related recreational opportunities to develop a nationally innovative program focused on achieving positive health care outcomes in Boone County by:

- Developing a plan by June 30, 2015 to achieve measurable positive health outcomes for children and families centered on nature related activities tied to the themes of Our Natural Legacy.
- Implementing at least two pilot projects involving individual citizens in Boone County based upon that plan beginning in 2016.



# OVERVIEW OF PLAN ELEMENTS AND OUTCOMES

## Conserving Our Natural Legacy

### Conservation of Nature Areas and Farmlands

As Columbia continues to grow into greater Boone County, it is important to our quality of life that adequate farmlands and natural areas be conserved. Our effort, led by the Greenbelt Land Trust of Mid-Missouri, and in close consultation with its natural legacy partners, will utilize voluntary methods with private landowners such as conservation easements and strategic fee title acquisitions to achieve this. The green infrastructure plan developed as part of this planning process by the Conservation Fund will be one of the tools to help facilitate this work. We will implement our efforts by:

- Focusing on generating voluntary conservation easements with first priority on the Missouri River/Katy Trail, Bonne Femme watershed, Columbia Greenways, Perche Creek, and farmland preservation.
- Developing an overall conservation implementation plan for Boone County utilizing voluntary methods.
- Incorporating, as part of the conservation implementation plan, goals related to urban tree cover increases, riparian corridor reforestation in the Bonne Femme watershed, promotion of karst topography best management practices and other related land management goals to improve water quality, wildlife habitat and forest health in Boone County and the City of Columbia.
- Securing at least 10 conservation easements totaling at least 1,500 acres in Boone County by 2017.

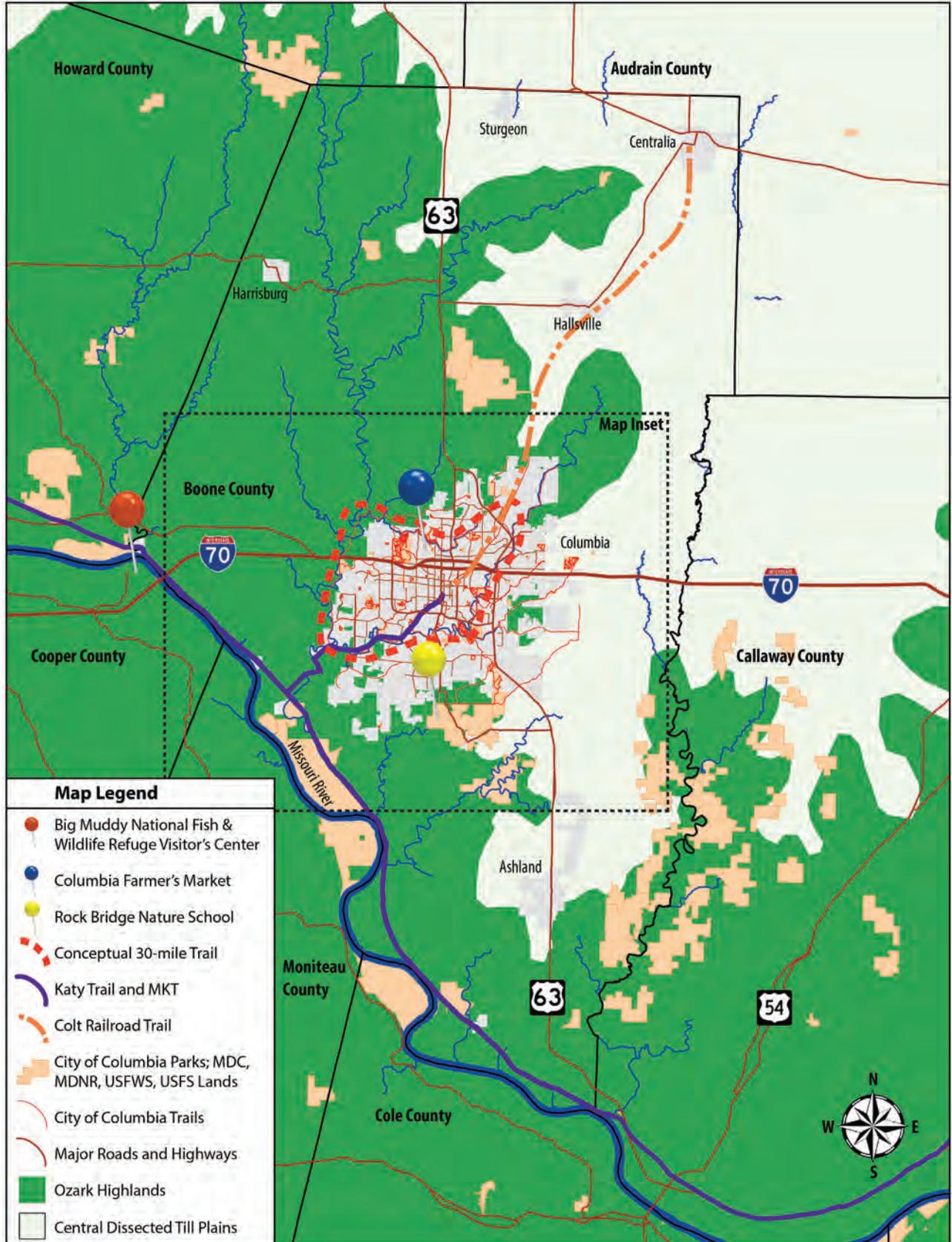
## Marketing Our Natural Legacy

### Integration Through Marketing and Art

Even as these programmatic plan elements are implemented, we will sharpen the overall identity of our effort through an integrated marketing plan, articulating our program for residents and visitors. We will assess how best to communicate the overall program to these core audiences and to develop a distinct brand around our themes and components. We will proceed on this front by:

- Creating a marketing plan, including recommendations for brand identity, by the end of 2014.
- Exploring the opportunity to utilize art to tie together and market Our Natural Legacy, particularly the possibility of creating public “gateway” art sculptures on highway entrances to Boone County.

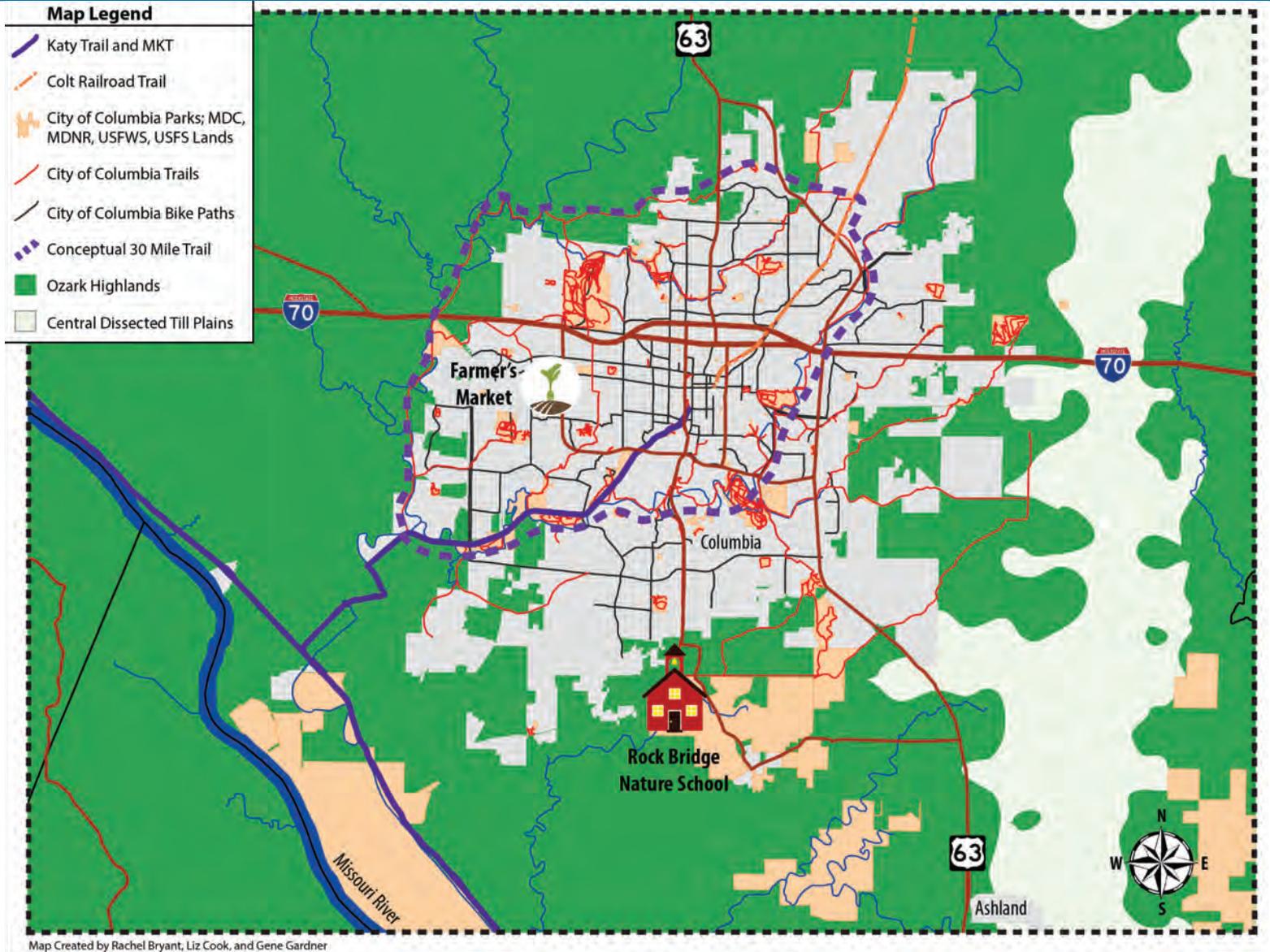
# OUR NATURAL LEGACY COMPONENTS MAP



Map Created by Rachel Bryant, Liz Cook, and Gene Gardner

# OUR NATURAL LEGACY COMPONENTS MAP

## Connecting People



# OUR NATURAL LEGACY

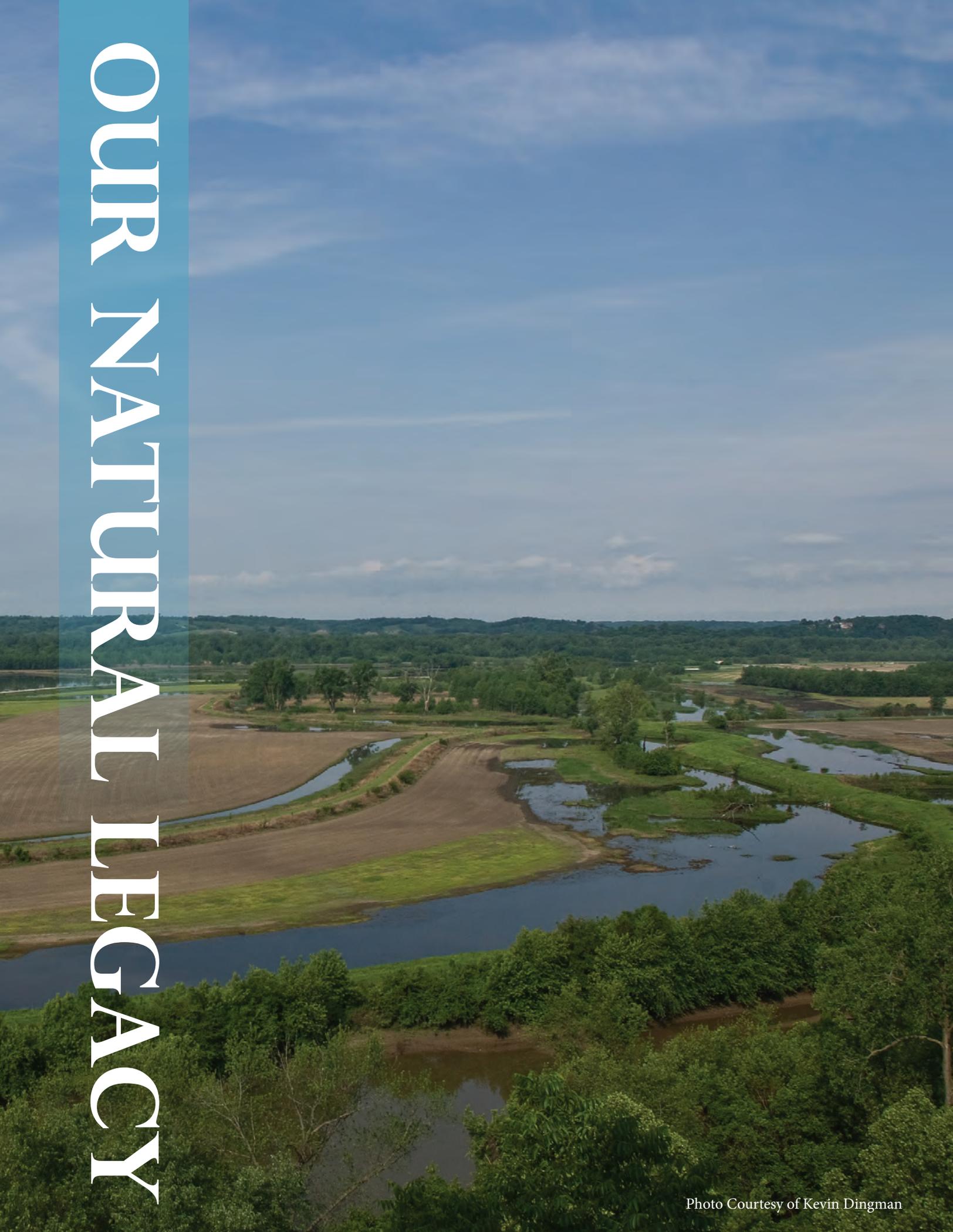


Photo Courtesy of Kevin Dingman

# A NATURAL HISTORY OF BOONE COUNTY

Boone County's unique beauty is grounded in its past. The land inhabited by Native Americans, and that greeted European settlers, was an ecological crossroads, where Ozark woodlands and deep soil tallgrass prairie wove together, dividing what is now the county down the middle. Lewis and Clark traveled along the future county's most impressive feature, the Missouri River, a broad, shallow, meandering river of many braided channels, sandbars and islands. These varied habitats supported a remarkable diversity of Ozark, prairie, and river wildlife.

Today, much of this rich mosaic remains. Ozark caves and sinkholes dot the southern portion of the county, harboring federally endangered Indiana bats, gray bats, and the endemic pink planarian (a flatworm known only to exist in the stream of Devil's Icebox Cave); although most of the rich prairie soils have been converted to agriculture, core remnants remain where exquisitely adapted grassland birds such as Eastern Meadowlark, Grasshopper and Henslow's Sparrows, and Dickcissel among others still nest; and the Missouri River still sweeps grandly along our county border, providing habitat for over one hundred nesting and migrating birds, including increasing populations of Bald Eagles.

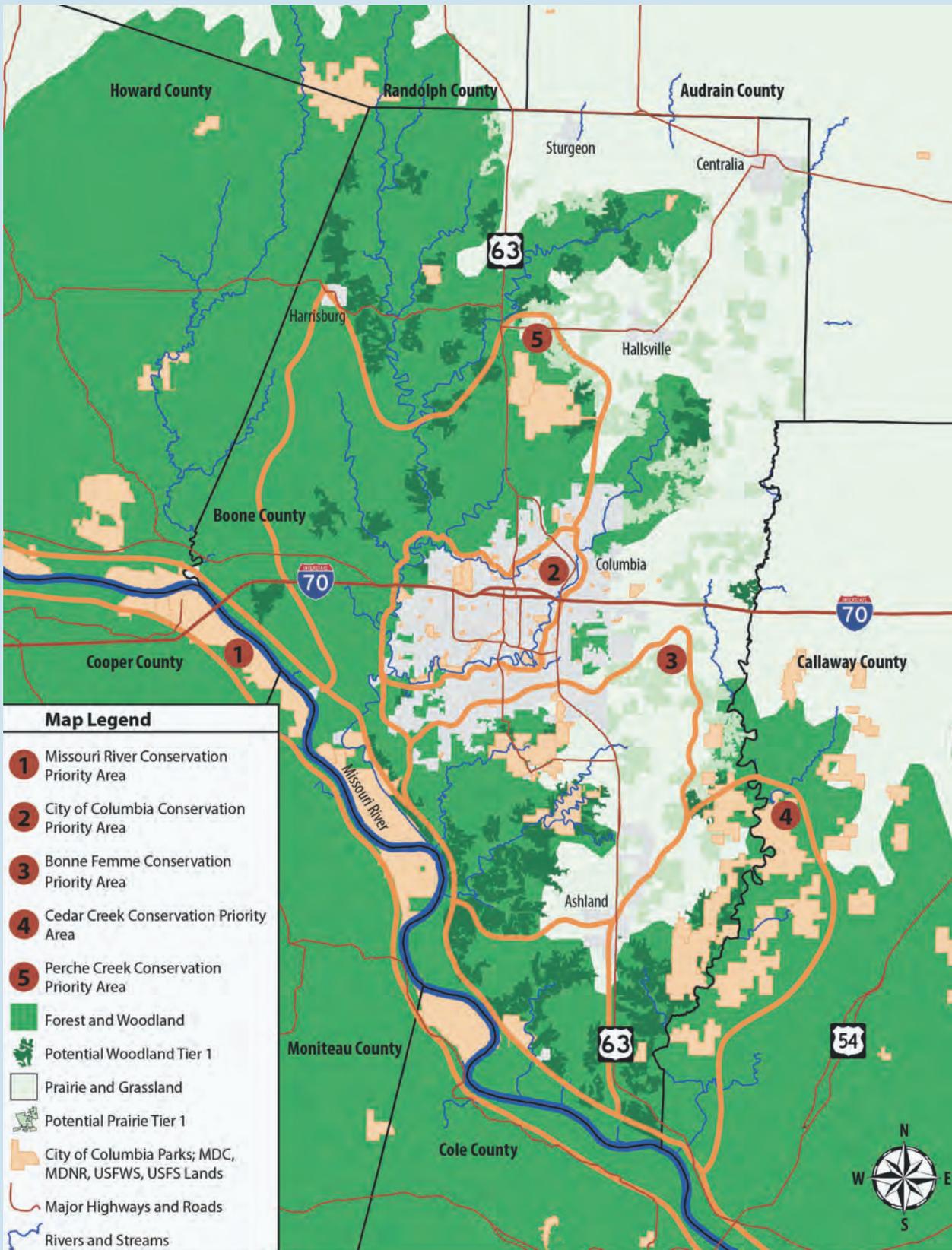
Recognizing this diversity of life, when the Missouri Department of Conservation conducted a statewide, science based, planning effort to identify and prioritize areas most critical to conserve for future generations, two areas—the Missouri River and the Bonne Femme watershed—made the list for Boone County.



Photo Courtesy of Kevin Dingman



# GREEN INFRASTRUCTURE NETWORK DESIGN



Map created by Rachel Bryant, Liz Cook, and Gene Gardner



# LANDTRUSTS AND OUR NATURAL LEGACY



The Greenbelt Land Trust of Mid-Missouri has served as the convening organization for the Our Natural Legacy planning effort, and will play a central role in its implementation. The mission of the Greenbelt Land Trust of Mid-Missouri is to conserve the streams, forests, grasslands, and farmlands that represent our distinctive landscape for present and future generations. Founded in 1993 as the Greenbelt Coalition, it successfully advocated for a network of “greenbelt” lands in and around Columbia. In 1997 it accepted its first donation of land along Hinkson Creek near Grindstone Park in Columbia, and now incorporated as a land trust, it holds several other easements, including a working vineyard.

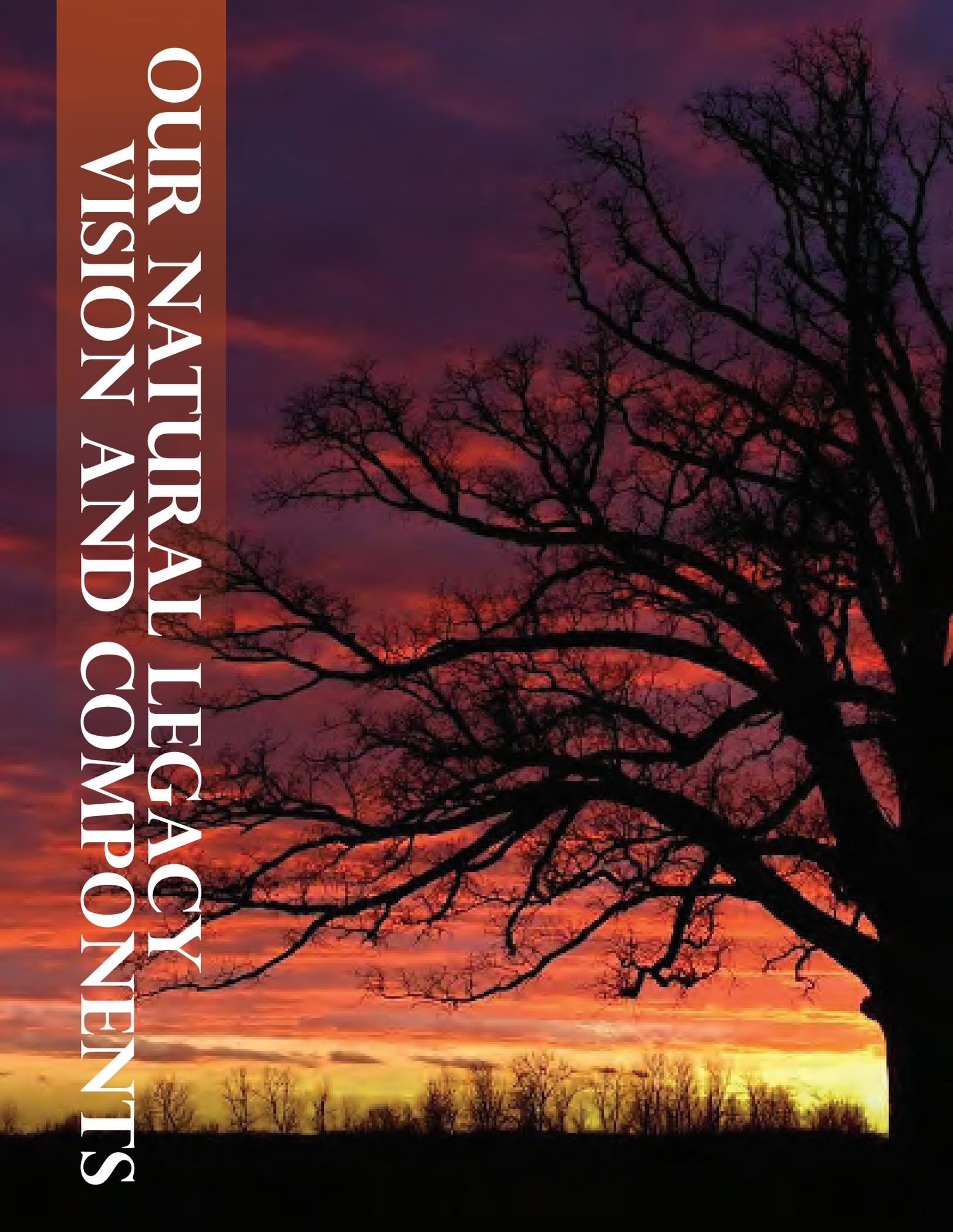
According to the Land Trust Alliance, the umbrella organization that provides support to over 1,700 land trusts across the country, “A land trust is a nonprofit organization that, as all or part of its mission, actively works to conserve land by

undertaking or assisting in land or conservation easement acquisition, or by its stewardship of such land or easements.”

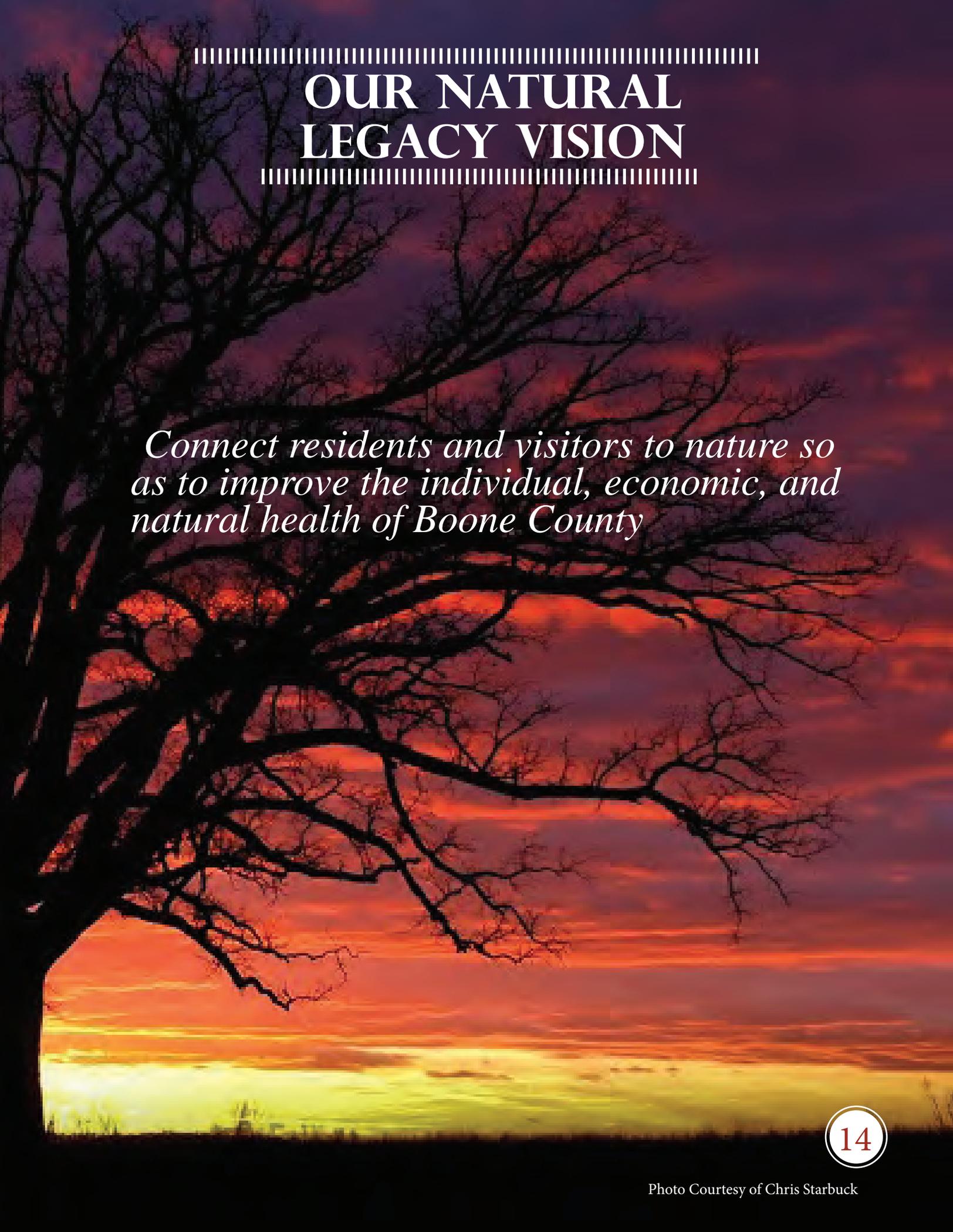
The main tool that Greenbelt utilizes as a land trust, a conservation easement, is a legal agreement between a willing landowner that permanently limits uses of the land in order to protect its conservation values. It allows landowners to continue to own and use their land, and they can sell it or pass it on to their heirs. The land trust is responsible for making sure the easement’s terms are followed, providing “stewardship” of the property.

Conservation easements offer great flexibility and can come with tax advantages for landowners who donate them. An easement on property containing rare wildlife habitat might prohibit any development while an easement on a farm might allow continued farming and the addition of agricultural structures.

Some land trusts are recognizing the need to make preservation of nature more relevant to people’s lives, and are moving into areas, like that represented in Our Natural Legacy plan, to engage them in appreciation for nature on a broader level.



# OUR NATURAL LEGACY VISION AND COMPONENTS



OUR NATURAL  
LEGACY VISION

*Connect residents and visitors to nature so  
as to improve the individual, economic, and  
natural health of Boone County*

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# OUR NATURAL LEGACY COMPONENT

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## Rockbridge Memorial State Park Nature School Project Scope

The nature school at Rockbridge will be the first in the nation located within a state park. Utilizing green building techniques, its footprint will be on an old barn structure that was removed from the north end of the park, and will include classrooms and a small visitor's area, enabling a connection to other Boone County Our Natural Legacy elements.

The 5th grade only school, whose students will be chosen by lottery, will feature a curriculum organized around nature. Ample opportunities will also exist for these children to experience one of the crown jewels of our state park system, developing appreciation for Our Natural Legacy into the next generation.

### Lead Organizations

Missouri Department of Natural Resources and  
Columbia Public Schools.

### Cost

\$1.2 million.

Sources of Funding: Missouri Department of  
Natural Resources; Columbia Public Schools;  
Private sources to be raised (to create model,  
signature, elements).

### Timeline

The nature school is planned to be open  
for school year 2015-2016.



Photo Courtesy of Missouri Department of Conservation



Photo Courtesy of Julie Youmans

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# OUR NATURAL LEGACY COMPONENT

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## BIG MUDDY NATIONAL FISH AND WILDLIFE REFUGE HEADQUARTERS AND VISITORS CENTER and MISSOURI RIVER EXPERIENCE

### Project Scope

The Big Muddy Center will serve as a portal to experiences within the National Fish and Wildlife Refuge and on the Missouri River, the longest river in North America. Located immediately across the river from Rocheport in Cooper County, the site of the future Center will offer sweeping bottomland and bluff views of Boone County across the Missouri River valley. Residents and visitors alike will enjoy interpretive exhibits about the history and ecology of the Missouri River at the Center, be able to take self-guided and guided tours of the area, and enjoy one of the most spectacular and historic stretches of the entire river by boat.



Photo Courtesy of  
Missouri Department of  
Conservation

### Lead Organizations

U.S. Fish and Wildlife Service and Missouri River Relief

### Cost

Estimated \$4.7 million (4.0 million for the Center; \$700,000 for boat based Missouri River Experience).

Sources of Funding: U.S. Federal Government, for the Center; Private sources to be raised, for boats and staffing for Missouri River Experience.

### Timeline

The Big Muddy Headquarters and Visitors Center is projected to open in fall of 2016. Excursions on the Missouri River through Missouri River Relief are projected to begin at the same time.



Photo Courtesy of Kevin Dingman

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# OUR NATURAL LEGACY COMPONENT

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## FARMER'S MARKET PAVILION AND AGRITOURISM

### Project Scope

Developing the Farmer's Market Pavilion in Columbia will be part of a larger regional focus on local agriculture. Drawing upon an agricultural legacy that includes many Century Farms, and a vibrant and growing group of local producers, Boone County has an opportunity to connect residents and visitors to our local farms and foods. The Pavilion, to be located adjacent to the City of Columbia Activities and Recreation (ARC) facility in Columbia, will be a state of the art facility serving the needs of local vendors and orienting visitors to opportunities to experience the unique flavor of our local food culture.

#### Lead Organizations

Sustainable Farms and Communities, Inc.

#### Cost

Estimated \$1.5 million

Potential Sources of Funding: City of Columbia;  
Private Sources; State and Federal Grants.

#### Timeline

Farmer's Market Pavilion and associated agritourism program constructed and operational in 2017.

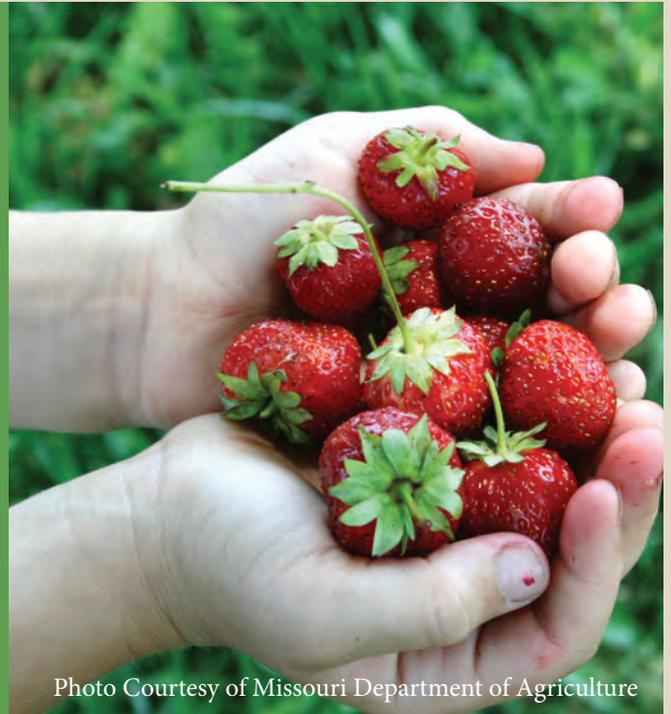
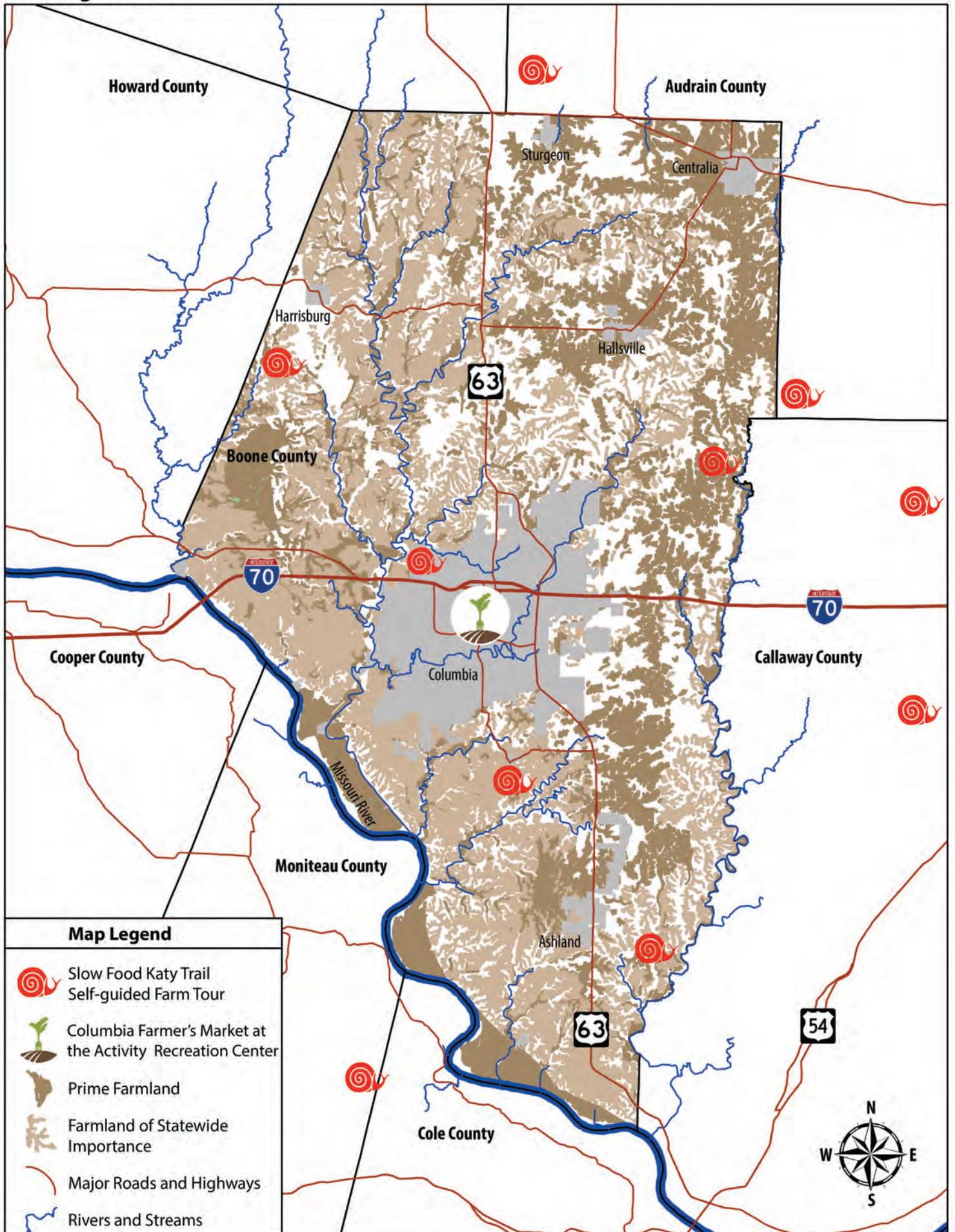


Photo Courtesy of Missouri Department of Agriculture



Photo Courtesy of Missouri Department of Agriculture

# Local Agriculture



Map created by Rachel Bryant, Liz Cook, and Gene Gardner

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# OUR NATURAL LEGACY COMPONENT

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## TRAILS

### Project Scope

Building on existing trail assets and national leadership in trails development, we will help expand and utilize trails at the City of Columbia, Boone County, and State of Missouri levels. The centerpiece of our efforts will be to highlight and speed the development of the 30 mile trail loop around the City of Columbia, a project that could have significant programmatic and economic development implications for our region when completed. We will also help foster planning an appropriately sited equestrian trail in the county and integrate future program development along the Katy and MKT trails.

### Lead Organizations

City of Columbia, Boone County, Missouri  
Department of Natural Resources.

### Cost

Est. \$18 million for completed 30 mile trail loop  
around City of Columbia  
Sources of Funding: 2015 City of Columbia Parks and  
Recreation Bond Ballot Issue; public funding, local,  
state, and federal.

### Timeline

Although difficult to project due to the complexity of  
implementation, we hope to complete the trail loop by  
2024



Photo Courtesy of Kevin Dingman



Photo Courtesy of Kevin Dingman

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# OUR NATURAL LEGACY COMPONENT

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## HEALTHY PEOPLE IN NATURE

### Project Scope

Utilizing the other components of Our Natural Legacy effort, a model program to deliver measurable improvements in the health of local residents will be advanced in collaboration with a broad array of partners. Many studies have documented the adverse physical and mental outcomes of our growing separation from nature. This pilot effort will use the green infrastructure plan, health care data, and the availability of compelling local opportunities to connect people to nature to pilot programs that generate tangible results for diverse members of our community.

#### Lead Organizations

Boone Hospital Center, other cooperating health agencies

#### Cost

To be determined

#### Timeline

To be determined



Photo Courtesy of Kevin Dingman



Photo Courtesy of Missouri Department of Conservation

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# OUR NATURAL LEGACY COMPONENT

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## CONSERVATION OF NATURAL AREAS AND FARMLANDS

### Project Scope

Aligned with the elements that connect people to our natural legacy, the conservation effort will focus on deploying voluntary methods with cooperating private landowners for preservation of natural areas and farmlands. Utilizing conservation and agricultural easements as a primary mechanism, the unique character of Boone County will be preserved and enhanced by this approach. Although the Greenbelt Land Trust of Mid-Missouri and its partners will welcome working with landowners across Boone County, we will proactively focus on the Missouri River/Katy Trail, Bonne Femme watershed, Columbia Greenways, Perche Creek and the preservation of farmlands.

### Lead Organizations

Greenbelt Land Trust of Mid-Missouri, City of Columbia, Missouri Department of Conservation, Missouri Department of Natural Resources, Ozark Regional Land Trust, Katy Land Trust, Missouri Department of Agriculture

### Cost

Initial \$200,000 land preservation fund, to facilitate easements, other fundraising tied to opportunities as they arise.

### Timeline

Ongoing

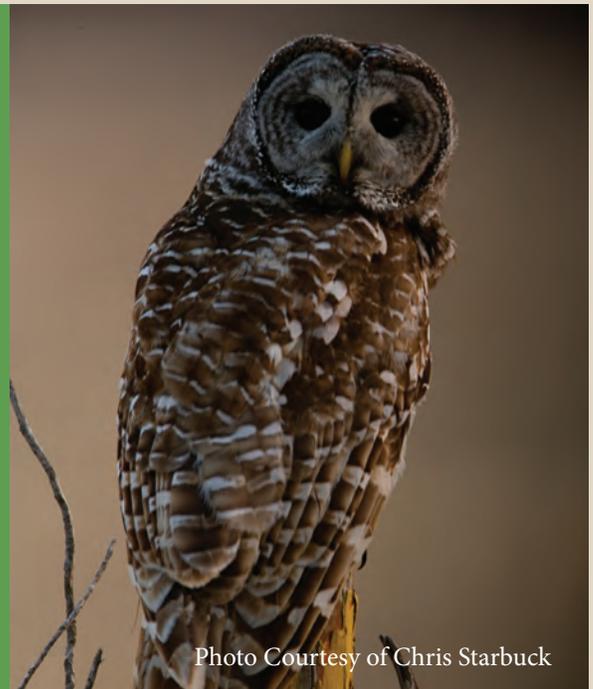


Photo Courtesy of Chris Starbuck



Photo Courtesy of Missouri Department of Agriculture

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# OUR NATURAL LEGACY COMPONENT

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## MARKETING AND THE ARTS

### Project Scope

For the Our Natural Legacy project to realize its highest aspirations, it will be vital that we express the effort as a whole through a clear, compelling, marketing framework, bringing its varied efforts into unified focus. Creating a brand and communications plan to achieve this will be necessary to ensure success and will involve a broad range of stakeholders. Through this process, great enthusiasm was expressed for using art in an innovative way to help tie the themes of our natural legacy together and reach a broader public.

### Lead Organizations

Columbia Convention and Visitors Bureau, Columbia Art League, Missouri Department of Tourism

### Cost

To be determined

### Timeline

Roll-out of marketing concept by end of 2014



Photos Courtesy of City of Columbia Office of Cultural Affairs





# ORGANIZING FOR COLLECTIVE IMPACT

Photo Courtesy of Dan Schneiderjohn

# COLLECTIVE IMPACT PHASES

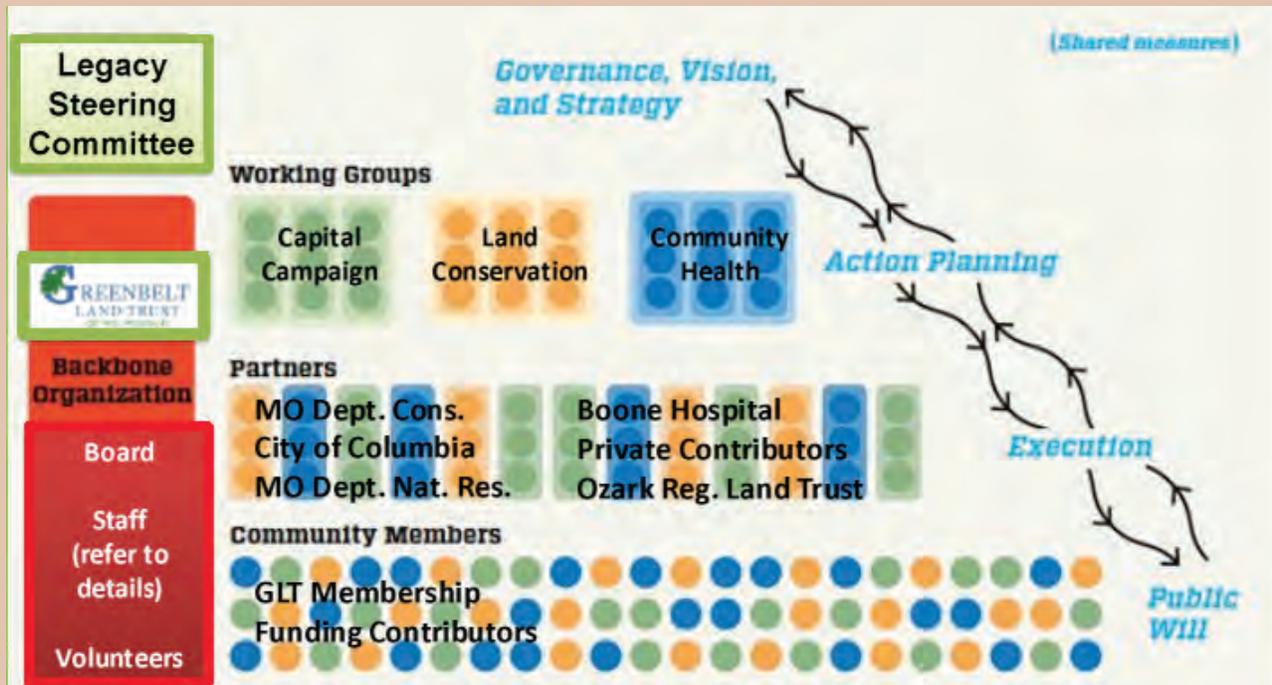
Utilizing Collective Impact principles during the planning process helped create the conditions for cross-sector partnership opportunities to emerge around the theme of nature in Boone County. The planning process closely aligned with the Phase 1, Initiate Action, column, of the chart below. We pulled together champions and formed a cross-sector group through the Advisory Committee; through the work of the Technical Committee and the Conservation Fund we mapped the landscape through green infrastructure planning, laying the ground work for future project development to take place; we took initial steps at community outreach with a variety of stakeholders; and we began to identify key issues and gaps in our plan that need more definition in implementation.

For the Our Natural Legacy effort to move to the next phase, it is recommended that the Collective Impact model continue to be followed, organizing for impact as displayed in the Phase II column. To further move from plan to action will require a clear governance structure with sufficient infrastructure to move such an ambitious effort forward across all fronts. This governance group will collectively need to formalize and sharpen the common agenda, move to engage and build public will for the project elements, and set forth a shared set of metrics to track outcomes for the initiative.

## Phases of Collective Impact

Components for Success	PHASE I Initiate Action	PHASE II Organize for Impact	PHASE III Sustain Action and Impact
Governance and Infrastructure	Identify champions and form cross-sector group	Create infrastructure (backbone and processes)	Facilitate and refine
Strategic Planning	Map the landscape and use data to make case	Create common agenda (goals and strategy)	Support implementation (alignment to goals and strategies)
Community Involvement	Facilitate community outreach	Engage community and build public will	Continue engagement and conduct advocacy
Evaluation and Improvement	Analyze baseline data to identify key issues and gaps	Establish shared metrics (indicators, measurements, and approach)	Collect, track, and report progress (process to learn and improve)

# COLLECTIVE IMPACT GOVERNANCE STRUCTURE



This chart represents a model governance structure, drawn from the experience of other Collective Impact projects, which will be necessary to successfully advance such an effort. It is recommended that the following elements formed consistent with this chart:

**Our Natural Legacy Steering Committee** A Steering Committee should be established to guide the overall project and ensure public trust that mirrors the private - public nature of the partnership.

**Backbone Organization** The Greenbelt Land Trust of Mid-Missouri should continue to serve as the “backbone” organization for Our Natural Legacy, serving on the Steering Committee and helping facilitate the work.



**Working Groups** For specific work to advance under this vision, working groups will need to be formed around key elements related to the plan. Of special importance will be the need for a Capital Campaign committee to be formed to raise funds for the effort.

**Partners** A variety of partners will need to be engaged through the Steering Committee to ensure successful execution of plan elements, and it is recommended that these partners develop interlocking Memorandums of Understanding for how they will engage in the effort.

**Community Members** Building public will is vital for successful Collective Impact projects, and outreach to the general public should be done through communications planning, new tools through social media for fundraising, and public meetings that seeks feedback for refinement and implementation of the plan.

**Staffing** Successful implementation of Our Natural Legacy will require a small team working on it together with volunteers and partners. It is recommended that this team comprise a Project Lead to guide the overall effort; a Fundraising Coordinator to help raise funds; a Conservation Coordinator to help implement voluntary conservation efforts with private landowners; and part-time administrative support to attend to important details.





## **ATTACHMENT B**

Land Conservation Implementation Committee

Greenbelt Land Trust, Gene Gardner, President; Land Conservation Coordinator (to be announced), other Board Members and Board consultants as necessary

City of Columbia, Mike Griggs, Director of Parks and Recreation, Mike Snyder, Superintendent Park Planning and Development

Missouri Department of Conservation, John George, Wildlife Regional Supervisor, Central Region; Susan Troxel-DeWitt, Forestry Regional Supervisor, Central Region.

Missouri Department of Natural Resources, Joe Engeln, Assistant Director for Science and Technology,

Boone County, Bill Florea, Senior Planner, Uriah Mach, Planner

Missouri Department of Agriculture, Loyd Wilson, Senior Policy Advisor to the Director

US Fish and Wildlife Service, Amy Salveter, Field Office Supervisor, Ecological Services; Tom Bell, Refuge Manager, Big Muddy National Fish & Wildlife Refuge

Ozark Regional Land Trust, Margot Heeken, Stewardship Coordinator

Other stakeholders as appropriately identified

## **ATTACHMENT C**

### **GREENBELT LAND TRUST OF MID-MISSOURI BOARD OF DIRECTORS**

Gene Gardner, President  
Janet Hammen, Vice President  
Fred Young, Secretary

David E. Bedan  
Mary Lottes  
Esther D. Stroh  
Mike Hood

## ATTACHMENT D

### Budget

The following is an itemized budget for activities to be performed by the Greenbelt Land Trust of Mid-Missouri pursuant to its cooperative agreement related to the Our Natural Legacy Planning and implementation process in Boone County and the City of Columbia. These classifications are to be used as guides; definite limits as applicable are noted in the narrative descriptions.

Professional Services \$5,000

Conduct a minimum of three meetings of the Land Conservation Implementation Committee and seven meetings/contacts with potential land targets.

Develop scoring matrix, project plans and deliverables for ONL plan implementation

Personnel Services \$40,000

Partial support of salaries/benefits to support staff necessary to carry out tasks in the cooperative agreement (i.e., Land Conservation Coordinator).

Administrative Overhead \$5,000

This supports a portion of overall operating costs such as occupancy, computer, fax, copier, other office equipment, insurance, legal and accounting, and miscellaneous operating expenses.

## ATTACHMENT E

Job Description: Land Conservation Coordinator, Greenbelt Land Trust of Mid-Missouri

The Land Conservation Coordinator serves as the primary representative to conservation stakeholders throughout an eight county Greenbelt Land Trust of Mid-Missouri (Greenbelt) area of operation. However, the initial focus of this position will be to collaborate with major conservation agencies and organizations within the City of Columbia, MO, and Boone County. The Coordinator will lead an effort to identify opportunities for land protection (natural areas and farmlands) within Conservation Priority Areas that were identified through Our Natural Legacy: A Plan for Columbia and Boone County (a Green Infrastructure plan). Primary goals of this position will be to continue the conservation vision, planning, and partnerships already developed through the Our Natural Legacy project and work to implement land conservation through development of conservation easements, land donations, fee simple acquisition, and partnerships with private landowners and resource agencies. The Conservation Coordinator will work closely with the Greenbelt Board of Directors, citizens, corporations, and local, state, and federal agency professionals identify opportunities and implement land protection programs on public and private lands. The Coordinator will be involved in a wide range of activities, including conducting landowner workshops, negotiating conservation easements and land donations, developing baseline document

reports and other vital documentation, developing stewardship plans and land and water restoration projects, assisting partners with trail projects, and other activities necessary to restore native habitats and protect inherent natural features of lands and waters in Missouri. An ideal candidate will have strategic planning, grant writing, and program development experience, as well as a working knowledge of conservation easements. The Coordinator is supervised by and reports to the Greenbelt Board of Directors.

#### Core Responsibilities:

Proactively seek and Identify opportunities for land conservation and develop or advance conservation plans within the Our Natural Legacy Priority Conservation Areas  
Provide leadership for Greenbelt's Land Acquisition Committee;  
Maintain familiarity with land protection tools and land use planning and look for opportunities to use those skills to accomplish the mission of the GLT;  
Use ESRI ArcGIS as a support tool for a variety of conservation planning and develop land protection projects with high-quality analyses and illustrations;  
Conduct regular strategic outreach with actual and/or potential stakeholders and landowners within the Focus Area;  
Build and maintain relationships with community partners;  
Prepare private, state, and federal grants.  
Supervise all land acquisition and conservation easement transactions;  
Ensure transactional excellence while coordinating the due diligence and closing of projects collaboratively with other staff, partners, and legal counsel;

#### Additional Responsibilities:

Assist with perpetual monitoring of protected lands, negotiating activations of reserved rights, and enforcement of easement terms;  
Assist with e-news, print, and other outreach hard-copy materials (e.g., annual reports and newsletters) and the Greenbelt website;  
Coordinate land conservation events, programs and outreach for both landowners and professionals;  
Other duties and special projects as assigned.

#### Minimum Job Qualifications

- Bachelor's degree in natural sciences, environmental law, planning, forestry, ecology, or other fields relevant to natural resource conservation; Master's degree preferred.
- Three years related work experience, with an understanding of conservation easements and willingness to learn to conduct conservation easement transactions;
- Highly organized and efficient; hard-working with superb attention to detail and nuance; a good aptitude for due diligence and compliance matters;
- Exceptional writing and interpersonal skills;
- A critical thinker; self-directed, strongly motivated;
- Strong team ethic combined with an entrepreneurial skill set and the ability to work autonomously;
- Passion for natural resource conservation and a commitment to developing strong working relationships with landowners and partners;

- Demonstrated success helping constituents to sustain a community-conservation vision in complex cultural/political contexts;
- Project management experience including ability to motivate, lead, set objectives, and manage large stakeholder groups with proven experience producing results and meeting program goals;
- High-energy, forward-thinking, creative individual with high ethical standards. Outstanding leadership and visionary qualities;
- Proven technical skills, analytical ability, good judgment, and strong operational focus.

Full-Time, Salaried Position with Benefits:

Salary range \$40 - 45,000/year commensurate with qualifications. Greenbelt offers benefits such as health insurance and a retirement savings program, within a flexible work policy and a collaborative work environment. The position will be based out of Columbia, MO, in a home office arrangement. Greenbelt is an organization that provides a stimulating professional development opportunity within a culture that supports and inspires conservation achievement and professional growth.

To apply:

Please direct applications, including resume, letter of interest, references and salary requirements to:

James E. Gardner, President,  
Greenbelt Land Trust of Mid-Missouri,  
P.O. Box 144, Columbia, MO 65205  
573-353-2726  
greenbeltmissouri@gmail.com

Electronic submission is encouraged. Visit [www.greenbeltmissouri.org](http://www.greenbeltmissouri.org) to learn more about our organization.

Deadline for Application: position open until filled