



- CATAWBA -  
LANDS CONSERVANCY  
LAND | WATER | FARMS | NATURE



# GOVERNING BOARD MEETING

December 10, 2024



# CONSENT AGENDA

## CONSENT AGENDA - VOTE

# CONSENT AGENDA

- October 17, 2024 Minutes
- November 6, 2024 Minutes
- CTT Report
- Ratification of Executive Committee Action





# NOMINATING COMMITTEE

# BOARD TERMS

<u>Class Year</u>	<u>Rolling Off</u>	<u># Remaining</u>	<u>Add</u>	<u>Board Size</u>
<u>2024</u>	Tom Gates, Leslie Johnson (remains 1 year as past Board Chair), Blair Boggs, William Blair, Len Botkin, Bill Carstarphen, Delane Clark, Compie Newman, Steve Scruggs (Phil Kuttner '25 resigning)	16	5	21
<u>2025</u>	Allan Baucom, Chris Walker, Shawn Wilkerson, Leslie Johnson	18	4	22
<u>2026</u>	May Barger, Jon Morris, Harris Morrison, Lisa Phocas, Dave Priester, Chris Thomas, Kacey Thompson	15	4	19
<u>2027</u>	Janet Hanson	18	3	21
<u>2028</u>	Michael Luente	20	3	23
<u>2029</u>	Allen Clark, Allison Holzman, David Maynard	20	3	23



# NOMINEES

- Kenda Laughey – CFO, Southminster
- Stewart Tate – Owner, Shaw Tate, land investors
- John Herring – COO and Gen. Counsel, Fidus Partners
- Thad Walton – NC and SC Market President, RegionsBank



# BOARD NOMINNESS - VOTE

Committee Recommendation:

Kenda Laughey

Stewart Tate

John Herring

Thad Walton



# OFFICERS

- Janet Hanson – Chair
- Allen Clark – Vice Chair
- Michael Lucente – Treasurer
- Chris Walker – Secretary



# OFFICERS - VOTE

## Officers 2025:

Janet Hanson – Chair

Allen Clark – Vice Chair

Michael Lucente – Treasurer

Chris Walker – Secretary

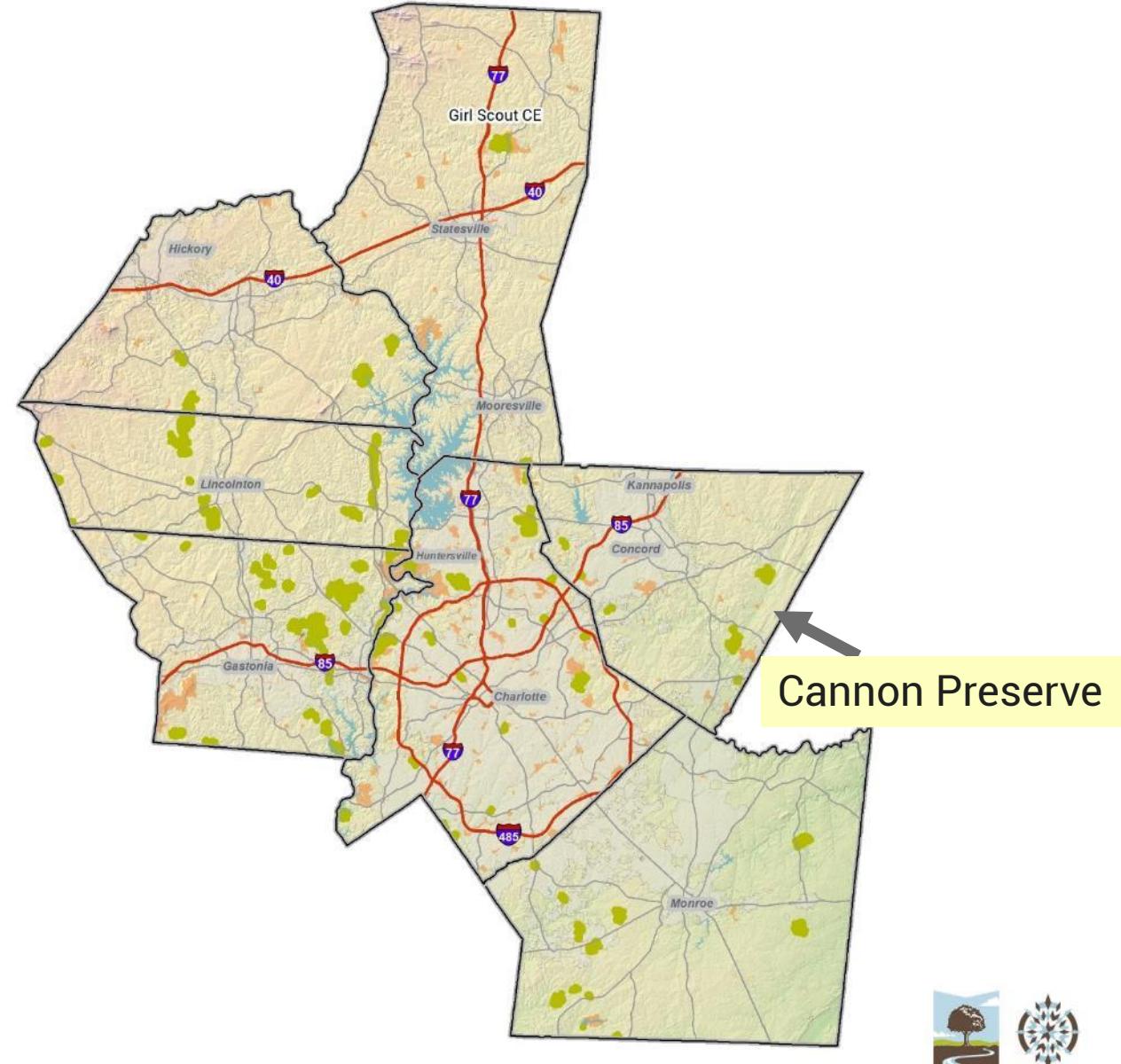




# LAND CONSERVATION

# CANNON PRESERVE

- Cannon Preserve: 40.29 Acres
- Location: Cabarrus County
- Partner with Davidson Lands Conservancy
- Committee Recommendation: approve acceptance of donation of fee interest in approximately 40AC property on Mauney Road in Cabarrus County from Davidson Lands Conservancy (DLC) with DLC to retain a conservation easement

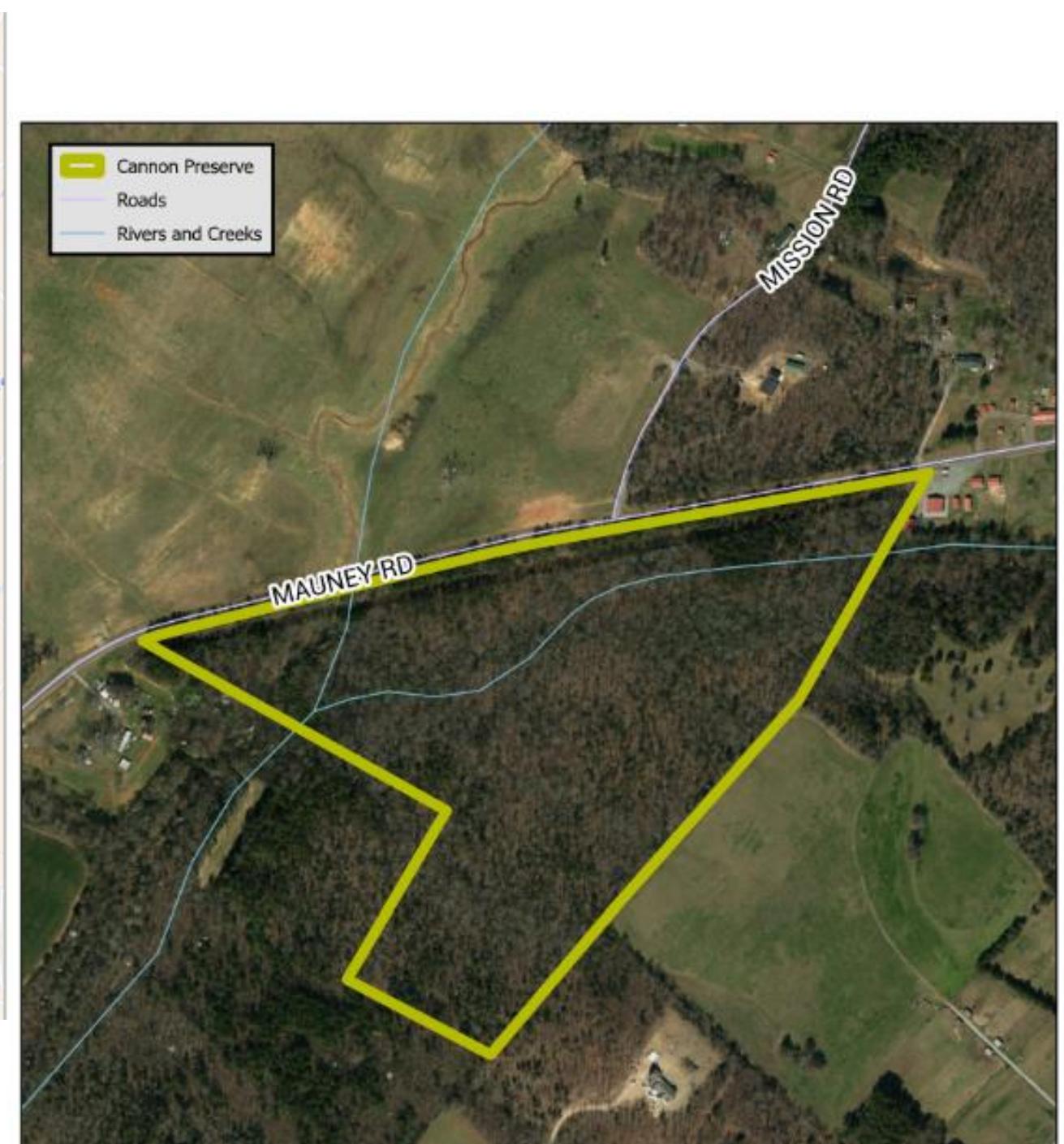
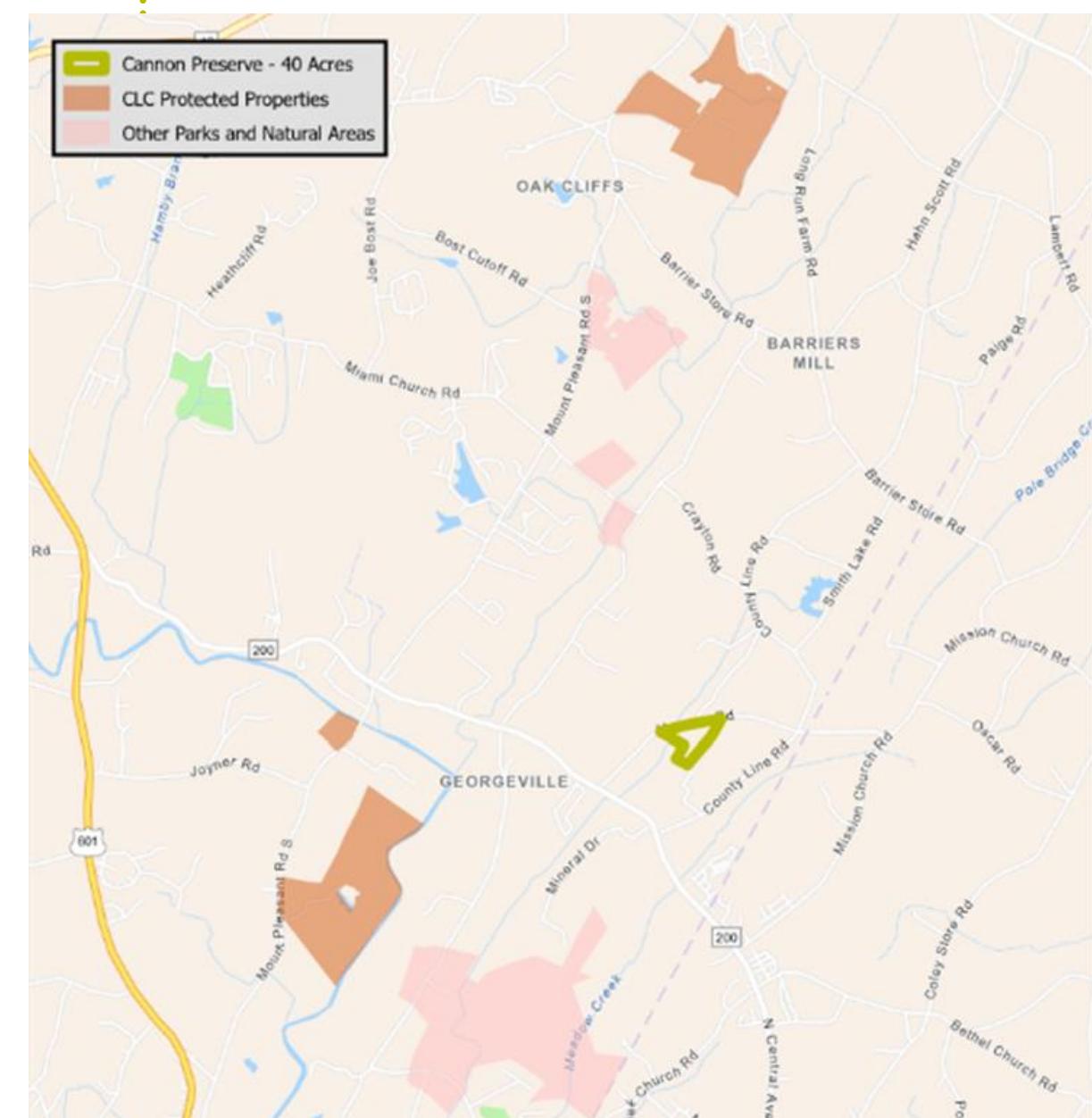


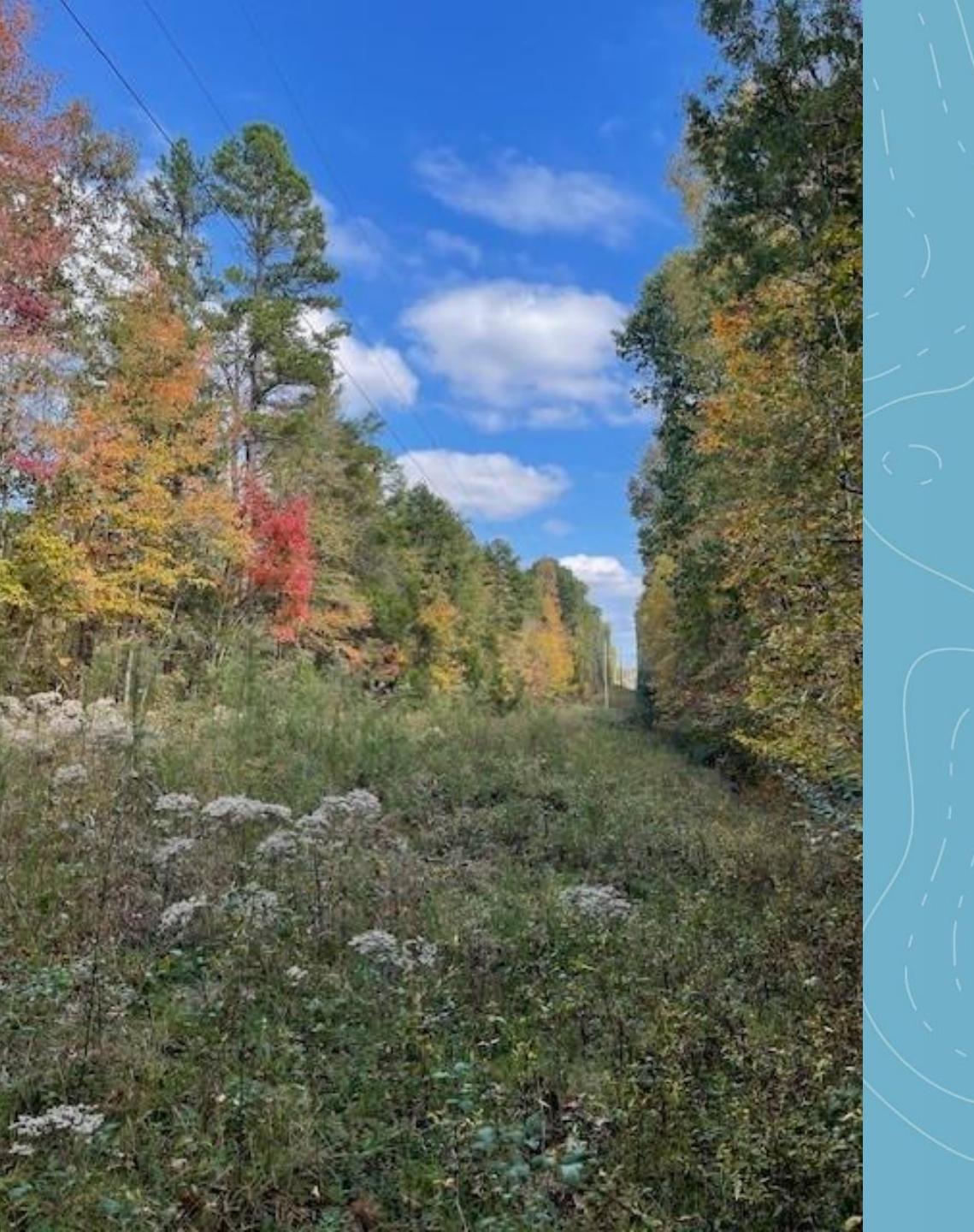
# CANNON PRESERVE



- DLC engaged CLC to partner
- Donor known to DLC
  - Proposal to donate fee to DLC
  - Consistent with donor wishes
  - DLC to transfer fee to CLC, DLC to retain CE
- Transaction close by EOY
- Proximity to CLC's Buffalo Creek Preserve and Pharr Family Preserve properties







# CANNON PRESERVE

## Conservation values:

- Forested land
- Habitat preservation
- Stream buffer
- Conserves land ahead of development
- Work with partner land trust

## DLC Conservation easement:

- Very limited reserved rights
- Passive recreation
- Trail development
- Natural resources management



# CANNON PRESERVE

## Transaction costs:

- DLC covering due diligence costs
- CLC covering title insurance cost
- DLC and CLC splitting legal and recording costs
- Property owner donating land providing stewardship and legal defense fund, to be split by DLC and CLC based on interests in property



# CANNON PRESERVE - VOTE

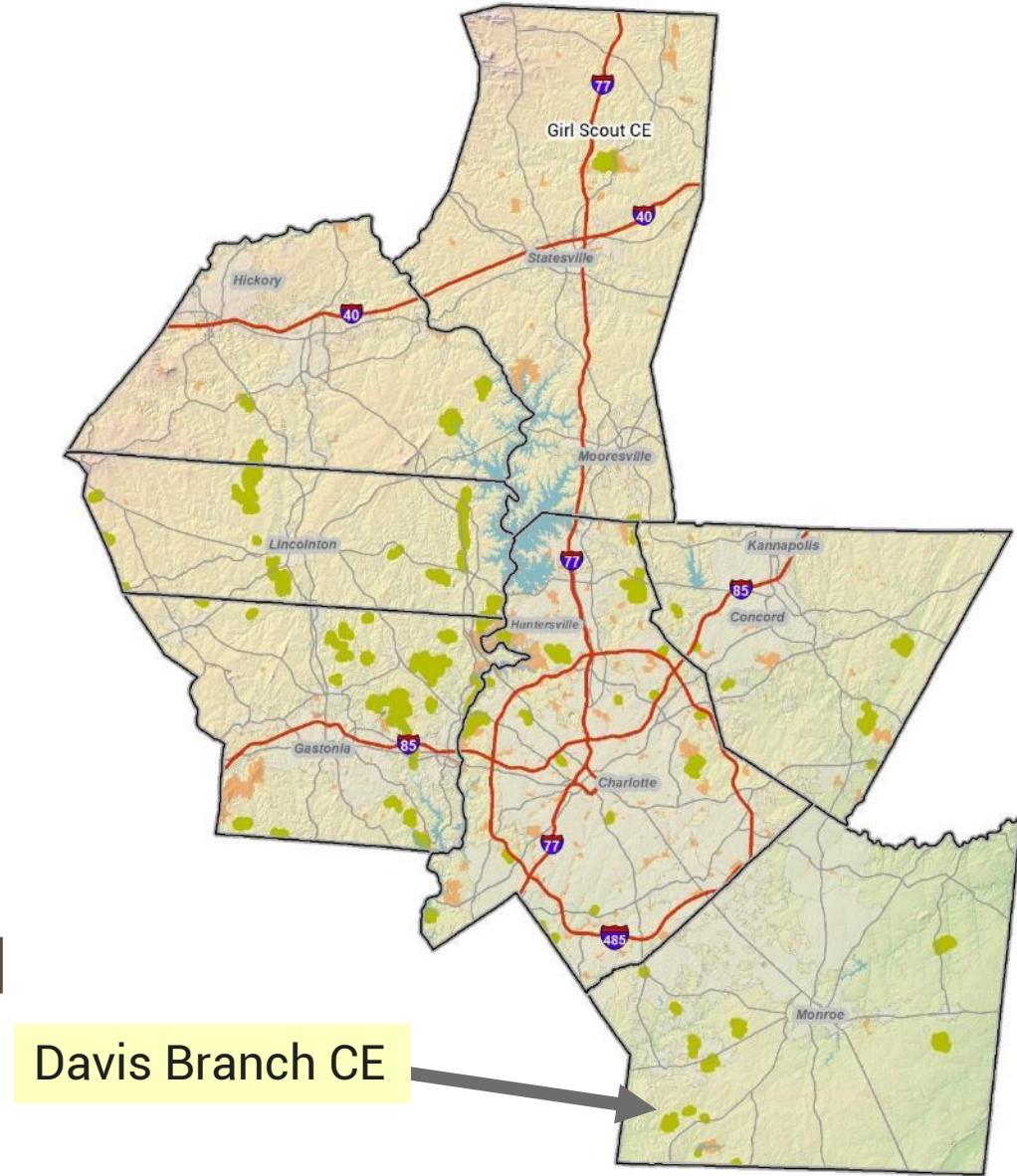
## Committee Recommendation:

Approve acceptance of donation of approximately forty-four acres preserve, subject to a conservation easement, from Davidson Lands Conservancy, located on Mauney Road in Cabarrus County.



# DAVIS BRANCH CE

- Property: 16 Acres
- Location: Union County
- CRA: Waxhaw Creek Barrens
- Committee Recommendation: approve acceptance of donation of conservation easement on approximately 16AC property off JAARS Road in Union County

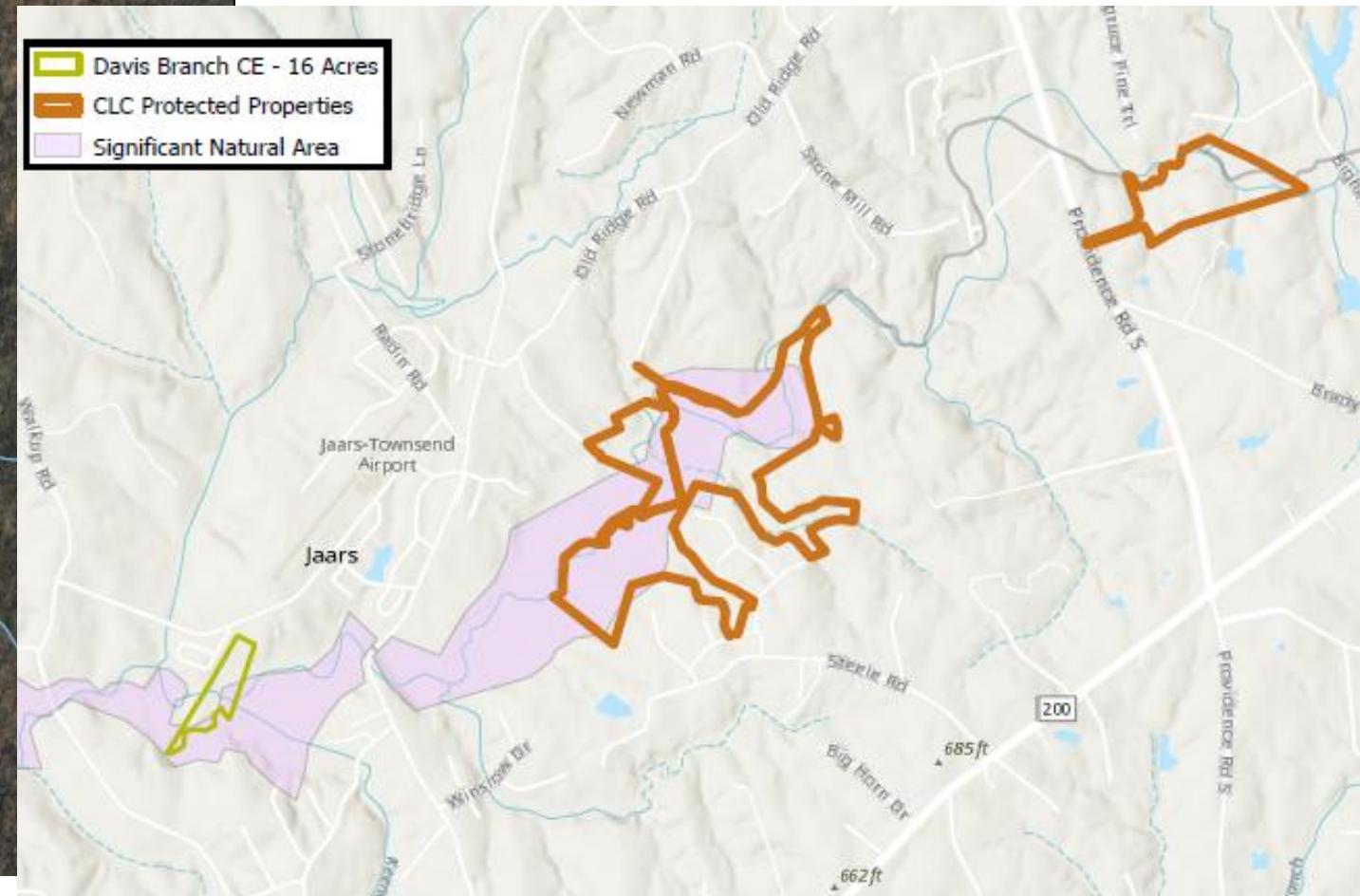


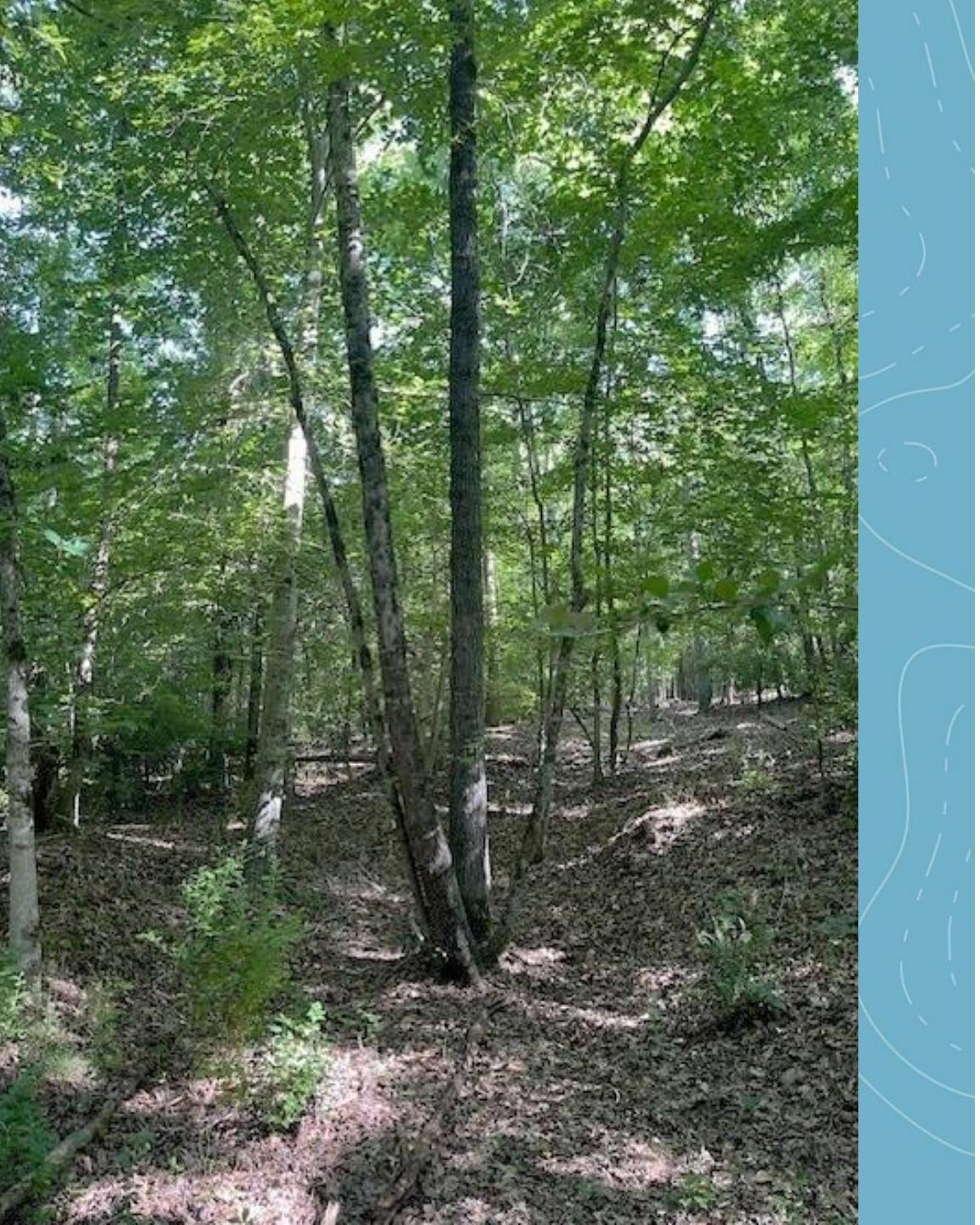
# DAVIS BRANCH CE



- LO initially contacted CLC about Backyard Bird Count
- Owns two adjoining parcels, selling residence
- Interested in conserving undeveloped 16AC
- Improved with trails along Waxhaw Creek and Davis Branch
- Property near Waxhaw Creek Preserve







# DAVIS BRANCH CE

## Conservation values:

- Forested land
- Habitat preservation
- Stream buffer
- On adopted Carolina Thread Trail route
- In priority CRA

## Reserved rights:

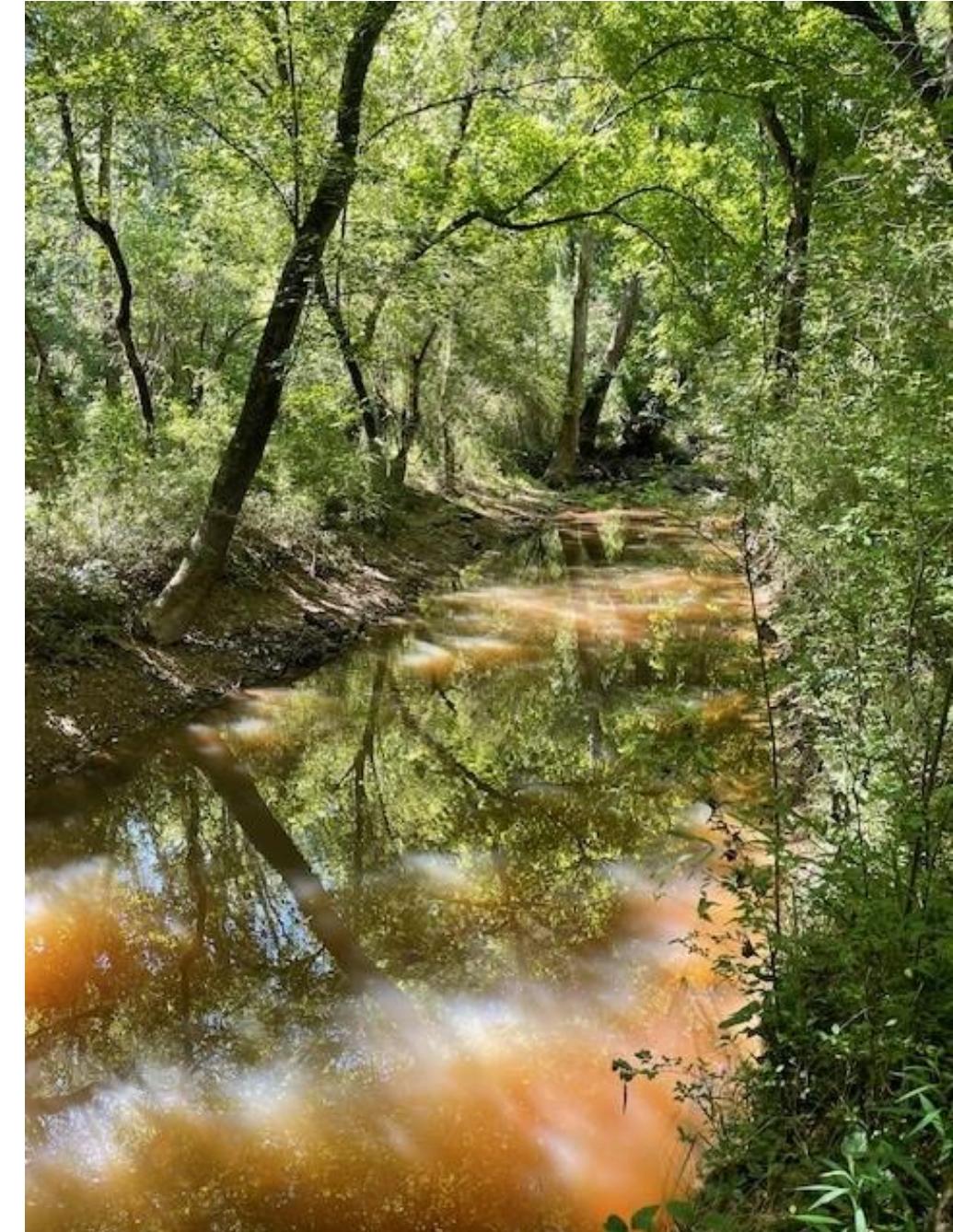
- Limited reserved rights
- Passive recreation, including existing and future trail use
- Natural resources management
- No structures or residential use



# DAVIS BRANCH CE

Transaction costs:

- LO provided recent survey
- Unable to pay LSF \$9,600
  - CLC uses Ketner when LOs lack financial capacity without grants
- CLC responsible for title work and environmental studies, if needed
- Staff requesting funding from CWWMG to cover transaction costs



# DAVIS BRANCH CE - VOTE

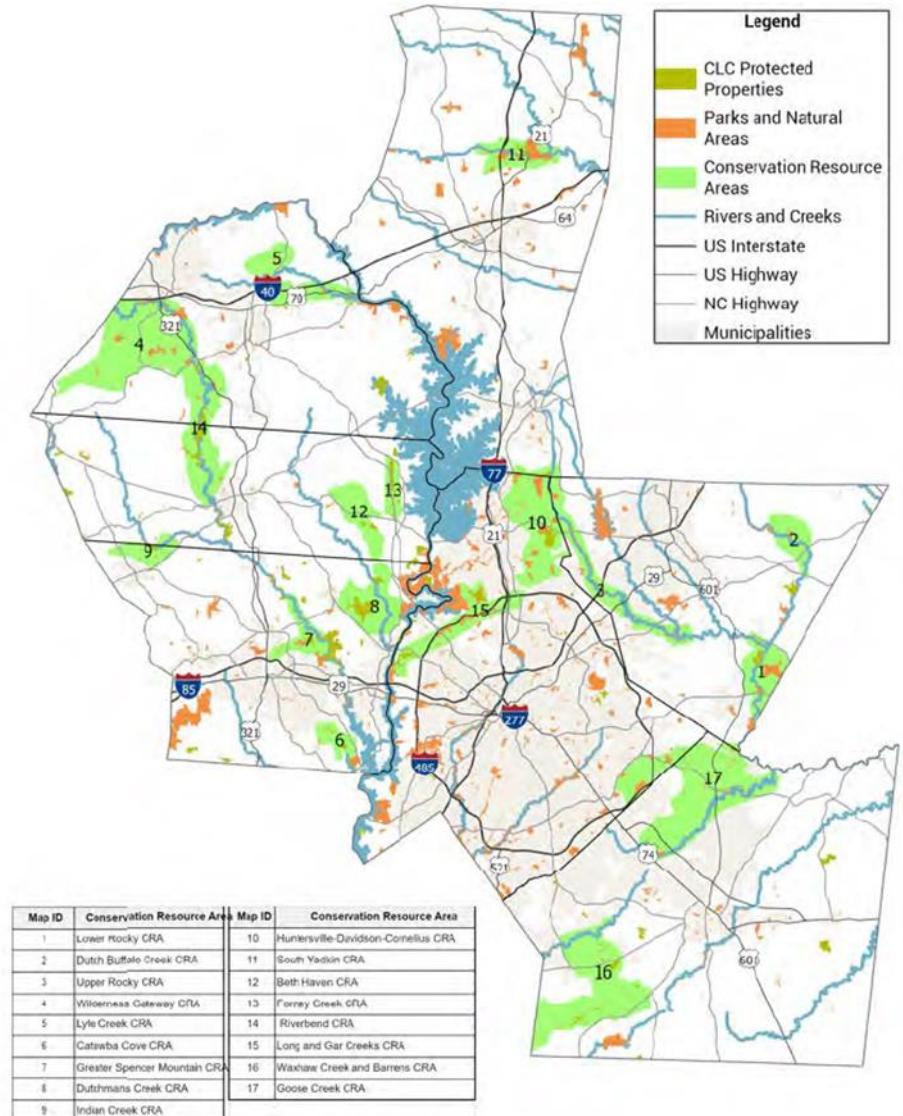
## Committee Recommendation:

Accept the donation of the sixteen-acre conservation easement located off JAARS Road in Union County.



# CONSERVATION STRATEGIC PLAN

- Background:
  - Last plan adopted in 2016
  - Map only
  - Not interactive, data not as robust
- Benefits of Plan:
  - Direction for work
  - Data-driven
  - Grant eligibility
  - Communication tool
  - LTA accreditation



# CONSERVATION STRATEGIC PLAN

- Internal plan includes:
  - Information on conservation
  - Background and history of organization
  - Plan process and methodology
  - GIS methodology
  - Purpose and implementation of plan
  - Maps – focus areas, Conservation Resource Areas
  - Outreach plan
- Plan identifies 17 Conservation Resource Areas
  - High conservation value geographies within 7 county footprint
  - Focus outreach for conservation



# CONSERVATION STRATEGIC PLAN

- Public-facing document
  - Presentation style document for website
  - Printed collateral for tabling events and programs
  - Postcard for targeted mailing
  - Additional opportunities to develop items
- Outreach
  - Land Transfer Navigator program grant from American Farmland Trust
  - Conservation Ambassador Program
    - Positive feedback, but no nominations or sign ups
    - Other discussion or ideas?
  - Outreach targeted to Conservation Resource Areas



# CONSERVATION STRATEGIC PLAN

- Database for staff use for assessment of prospects
  - Next step to finalize
  - Begin implementation along with plan in 2025
- CLC awarded \$40k from Duke Energy to support plan
- Funding used for GIS consulting, design work, printing/mailings, outreach, database development



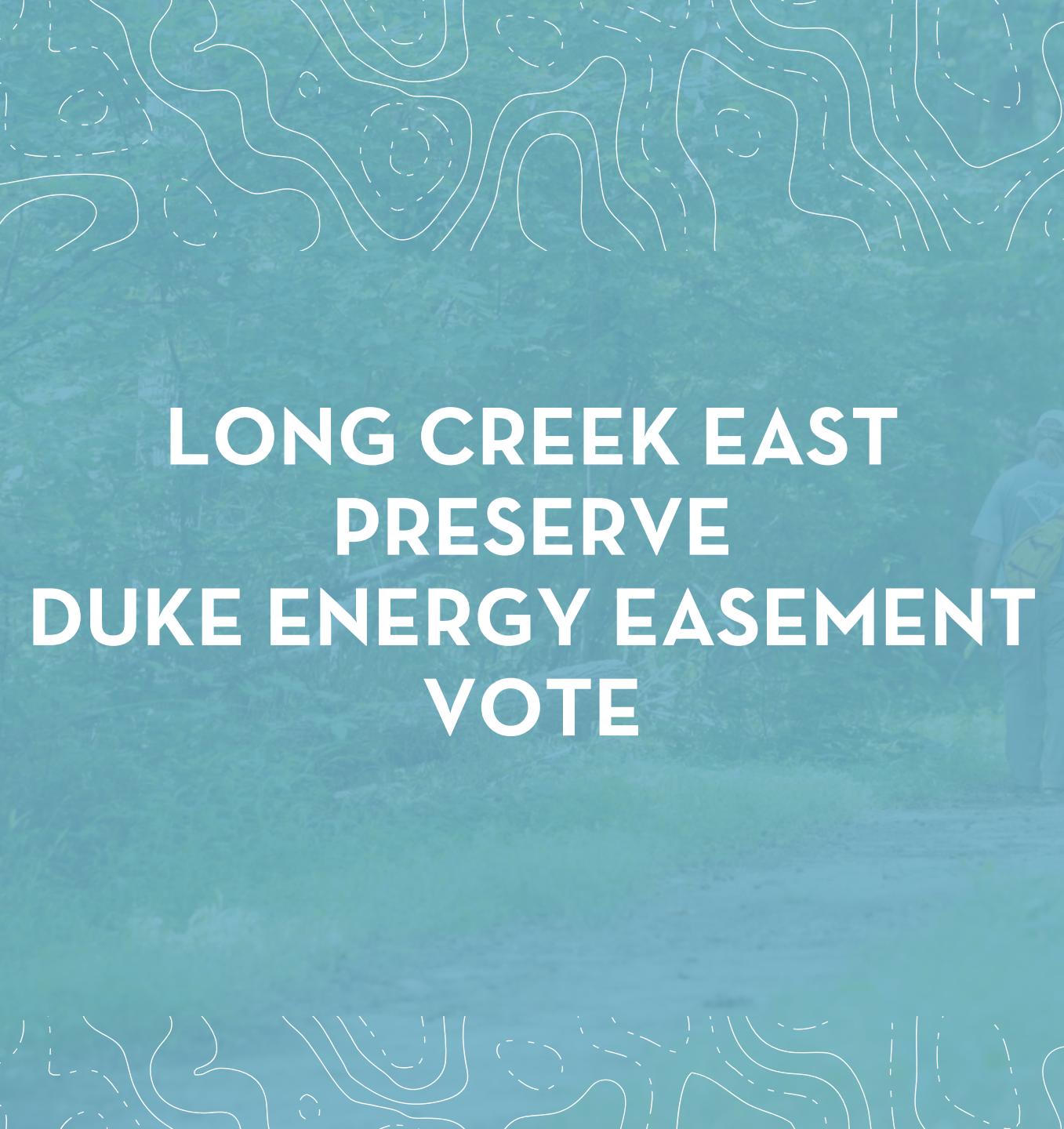
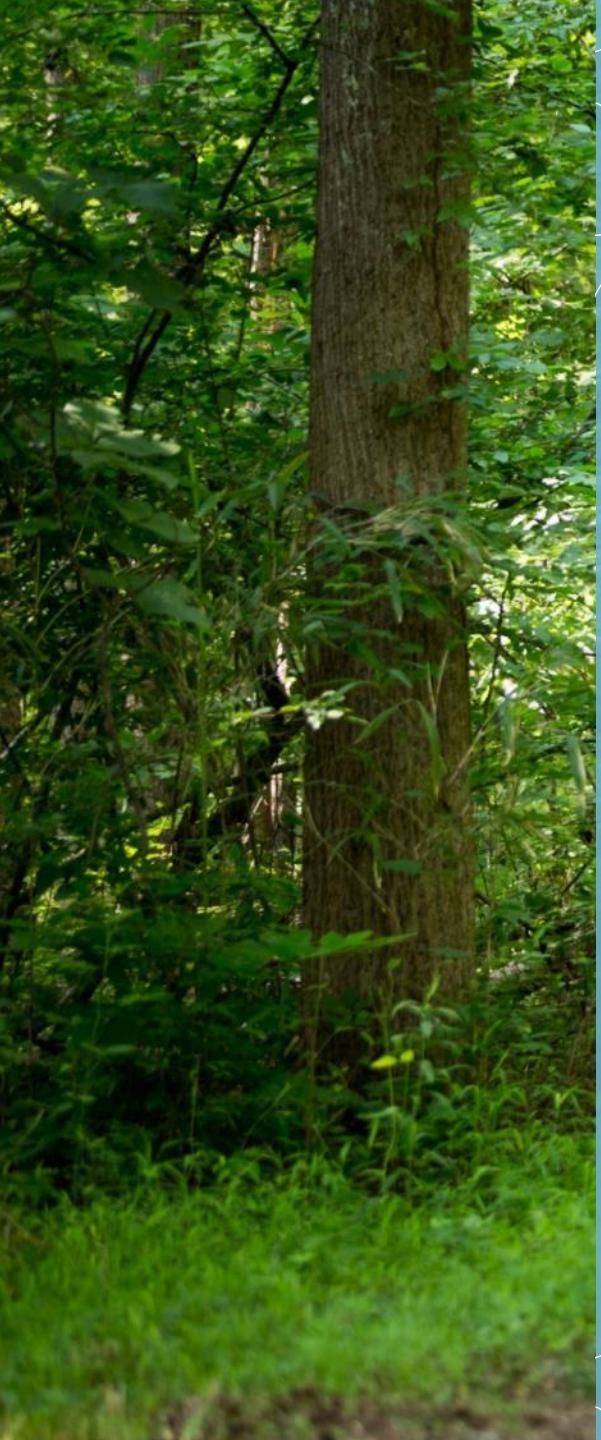
# CONSERVATION STRATEGIC PLAN - VOTE

**Committee Recommendation:**  
Approve adoption of 2025-2030  
Conservation Strategic Plan, as  
presented.





# NATURAL RESOURCES MANAGEMENT AND STEWARDSHIP



# LONG CREEK EAST PRESERVE DUKE ENERGY EASEMENT VOTE

# LONG CREEK EAST PRESERVE DUKE ENERGY EASEMENT

- Long Creek East: 56 +/- AC
- Location: Mecklenburg County
- Committee Recommendation: Grant Duke Energy Carolinas, LLC an easement across two portions of Long Creek East Preserve and authorize staff to negotiate additional site restoration provisions

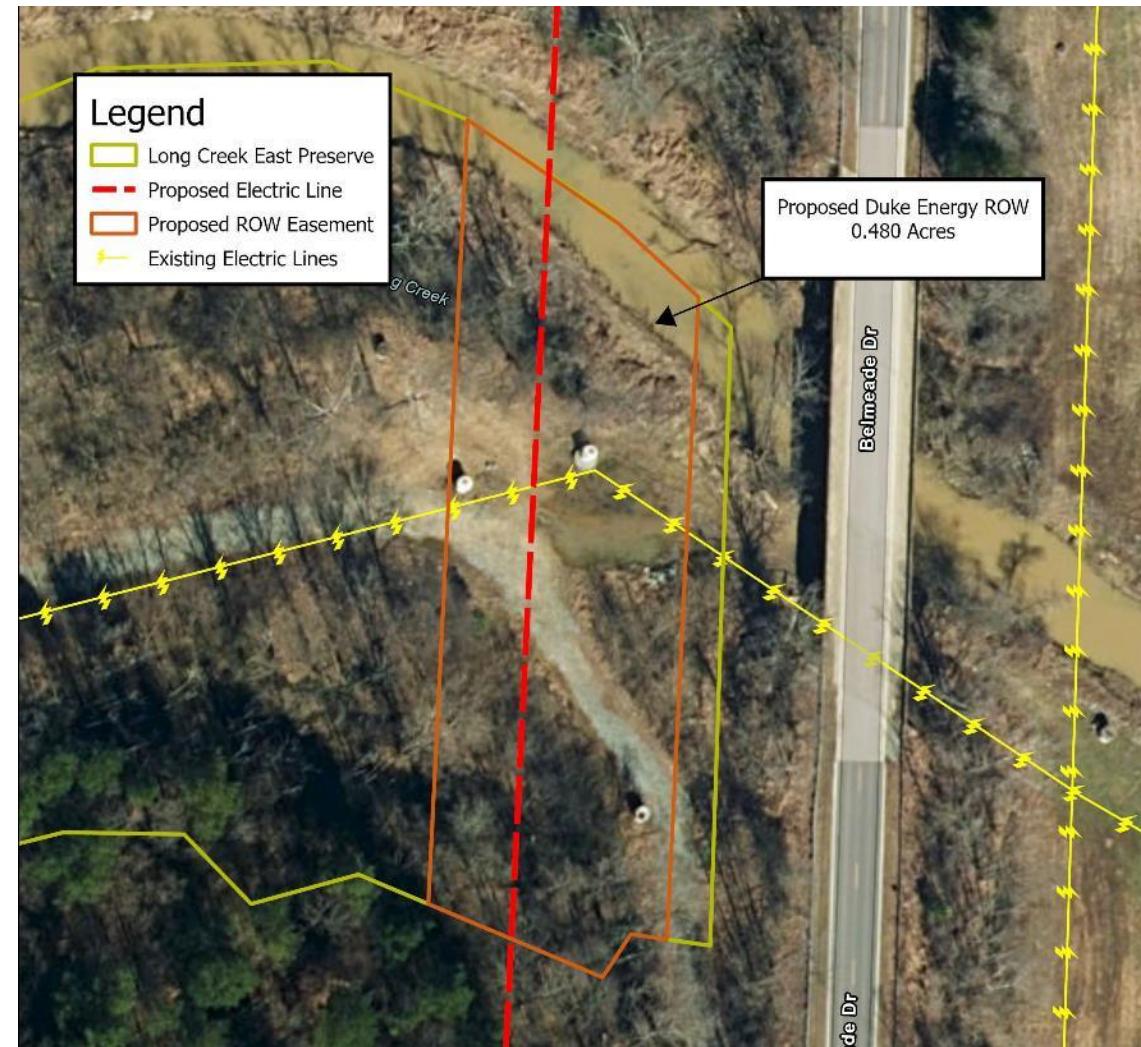


# LONG CREEK EAST PRESERVE DUKE ENERGY EASEMENT

- Easement requested by Duke Energy Carolinas across two portions of Long Creek East Preserve
- Serving the Stowe Regional Water Resource Recovery Facility
- Right of Way Strips on lands containing 0.480AC+/- and 0.353AC+/-
  - Total 0.833AC+/-
- Offer of Compensation: \$34,361.25



# LONG CREEK EAST PRESERVE DUKE ENERGY EASEMENT



# LONG CREEK EAST PRESERVE DUKE ENERGY EASEMENT - VOTE

## Committee Recommendation:

Grant Duke Energy Carolinas, LLC easement across two portions of Long Creek East Preserve in exchange for no less than \$34,361.25 and authorize staff to negotiate additional site restoration provisions.



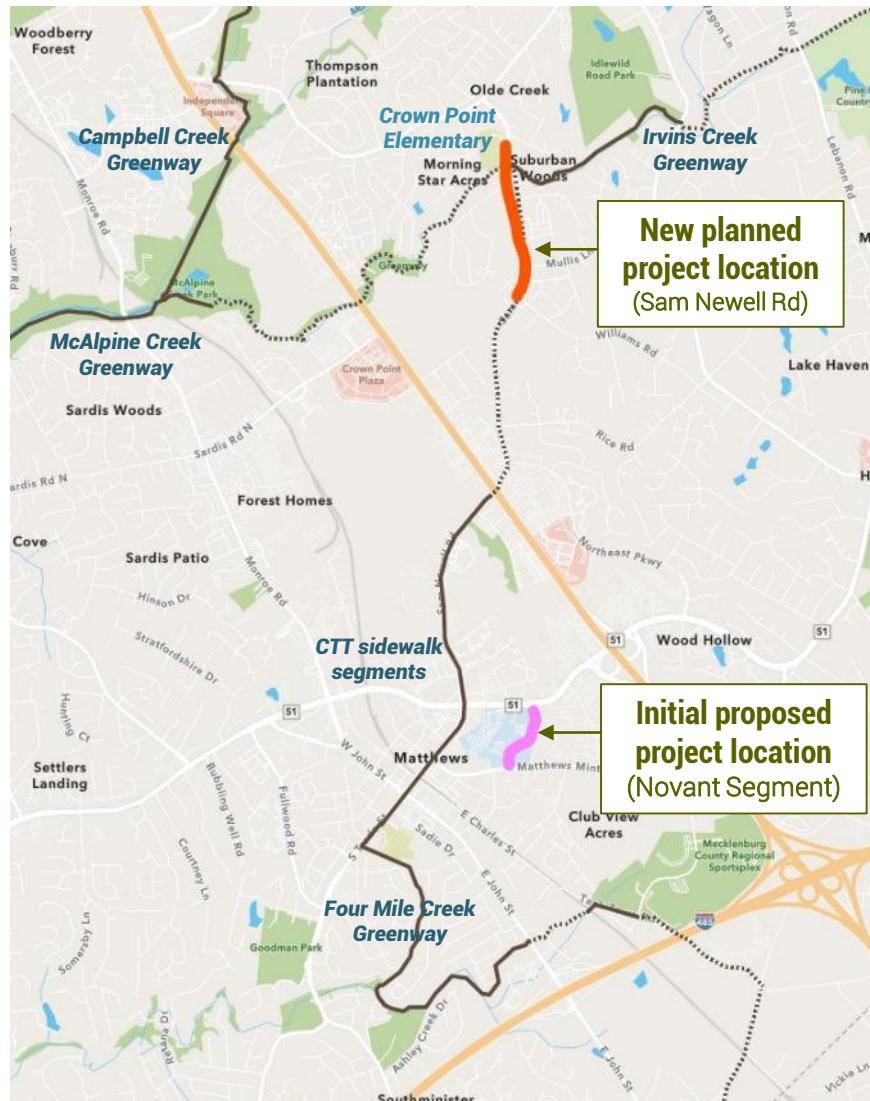


# CAROLINA THREAD TRAIL

# CTT GRANT SCOPE CHANGE REQUEST - MATTHEWS

## Initial proposal vs new proposal

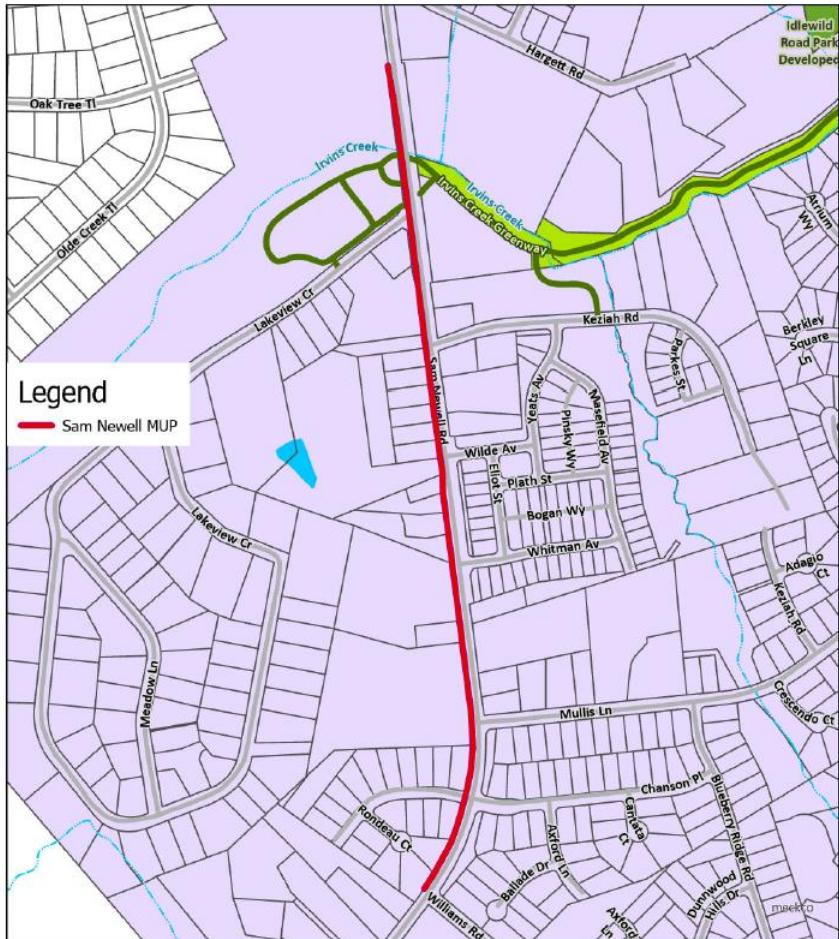
\$50,000  
grant



Detail: New proposed project

### Town of Matthews Sam Newell Road Multi-use Path Project

Projected Coordinate System NAD 1983  
StatePlane North Carolina FIPS 3200 (US Feet)  
Projection Lambert Conformal Conic



# CTT GRANT SCOPE CHANGE REQUEST - MATTHEWS

- Original grant project on Novant campus, not undertaken
- Sam Newell Road multi-use path (MUP) provides new segment of CTT
  - Provides safer walking route to an elementary school
- CTT previously provided funds assisting design of the Sam Newell Road MUP
- Leverages greater amount of funding from other sources:
  - Sam Newell Rd: \$50,000 CTT for \$2,707,570 project
  - Novant Segment: \$50,000 CTT for \$397,502 project



# CTT GRANT SCOPE CHANGE REQUEST - MATTHEWS VOTE

## Committee Recommendation:

Approve re-scoping CTT  
Implementation Grant 2019-3 to  
Town of Matthews.





# FINANCE AND DEVELOPMENT

# FINANCE



# SEPTEMBER CASH POSITION

	12/31/2023	9/30/2024
<b>Operating Cash</b>		
CLC - General	692,820	608,376
CTT	1,709,839	1,525,058
CTT Investments	449,071	463,149
<b>Subtotal Operating Cash</b>	<b>2,851,730</b>	<b>2,596,583</b>
<b>Grant/Other Restricted Funds</b>		
CLC/CTT Project Funds	919,445	1,036,770
CTT Restricted Funds	2,196,941	2,176,314
CLC ST Bond Fund -Grant/Other	696,050	731,693
Land Acquisition Cash	1,054,561	1,068,762
ST Bond Fund - LA	359,184	374,459
<b>Total Restricted Funds</b>	<b>5,226,181</b>	<b>5,387,999</b>
<b>Stewardship/ Legal Endowments</b>		
CTT Endowment	3,760,079	4,195,610
<b>Total Cash, Restricted &amp; Endowment</b>	<b>15,110,336</b>	<b>15,867,516</b>
Ave Monthly expenses		
CLC	90,000	105,000
CTT	90,000	95,000
CLC - Months of cash on hand	7.7	5.8
CTT -Months of cash on hand	19.0	20.9

Operating cash CLC \$ 608k  
Operating cash CTT \$1,988k

Months on hand CLC 5.8  
Months on hand CTT 20.9

Average monthly expenses for  
2024 is based on budget  
CLC \$105k  
CTT \$95k



# CLC 2024 ACTUAL VS BUDGET

	September YTD 2024	Budget 2024	Year Remaining 25%
Revenue	406,835	1,031,500	
Stew/Legal Draws	100,000	100,000	
Investment Earnings	84,532	60,000	
Other	73,428	108,205	
Total Revenue	664,795	1,299,705	49%
Expenses			
Staff Compensation	(590,010)	(880,741)	33%
Office/Admin	(130,432)	(235,955)	45%
Discretionary	(9,747)	(17,000)	43%
Outreach	(64,265)	(109,100)	41%
Operations	(43,119)	(14,605)	-195%
Expenses	(837,573)	(1,257,401)	33%
Net Surplus/(Deficit)	(172,778)	42,304	

With 25% of the year remaining:

Revenue remaining to achieve is 49%  
History- 40% in last quarter

Expenses remaining is 33%  
or  
8% favorable expense variance



# CTT 2024 ACTUAL VS BUDGET

	September YTD 2024	Budget 2024	Year Remaining 25%
Fundraising/Other	271,199	522,000	
Unrestricted CC	243,700	311,050	
Endowment Draw	0	125,000	
Investment Earnings	66,458	40,000	
<b>Total Operating Revenue</b>	<b>581,357</b>	<b>998,050</b>	<b>42%</b>
Staff Compensation	(586,376)	(828,614)	29%
Office/Admin	(105,305)	(198,510)	47%
Discretionary	(9,635)	(17,000)	43%
Outreach	(40,828)	(80,900)	50%
Operations	(12,771)	(24,570)	48%
<b>Total Expenses</b>	<b>(754,915)</b>	<b>(1,149,594)</b>	<b>34%</b>
<b>Net Surplus/(Deficit)</b>	<b>(173,558)</b>	<b>(151,544)</b>	
Ending Operating Cash	1,988,207	2,007,366	
Average monthly expenses	95,000	95,000	
Estimated Months	21	21	

With 25% of the year remaining:

Revenue remaining to achieve is 42%

History –50% in last quarter

Expenses remaining is 34%

or

9% favorable variance for expenses

On track



# DEVELOPMENT



# ANNUAL FUNDRAISING THRU 11/30

	2023	2024	Variance
CLC	\$642,961	\$557,553	(\$85,408)
CTT	\$350,944	\$325,143	(\$25,801)
Total	\$993,905	\$882,696	(\$111,209)

Timing: \*\$140,000 received earlier in 2023 than in 2024



# 2024 FORECAST

	2023	2024	Budget
CLC	\$791,528	\$807,553	\$1,051,500
CTT	\$467,300	\$470,143	\$522,000
Total	1,258,828	\$1,277,696	1,365,087



# 2024 INTEGRATED FORECAST VS BUDGET

	Actual 2023	September YTD 2024	December 2024 Forecast	Budget 2024	Forecast to Budget
Revenue	1,780,742	917,022	1,588,696	1,847,550	
Endowment Draws	542,000	100,000	256,000	225,000	
Investment Earnings	136,103	150,990	191,000	100,000	
Other	186,205	78,140	88,000	125,205	
Total Revenue	2,645,050	1,246,152	2,123,696	2,297,755	-8%
Expenses					
Staff Compensation	(1,568,676)	(1,176,386)		(1,709,355)	
Office/Admin	(334,634)	(235,737)		(434,465)	
Discretionary	(6,290)	(19,382)		(34,000)	
Outreach	(175,017)	(105,093)		(190,000)	
Operations	(95,403)	(55,890)		(39,175)	
Expenses	(2,180,020)	(1,592,488)	(2,240,000)	(2,406,995)	7%
Net Surplus/(Deficit)	465,030	(346,336)	(116,304)	(109,240)	

Forecast-December 2024

Revenue \$520k less than 2023

Less:

CC Operating \$200k  
CC Draw \$286

Other \$100k

Increase:  
Investments \$55k

Consider 7% favorable expense

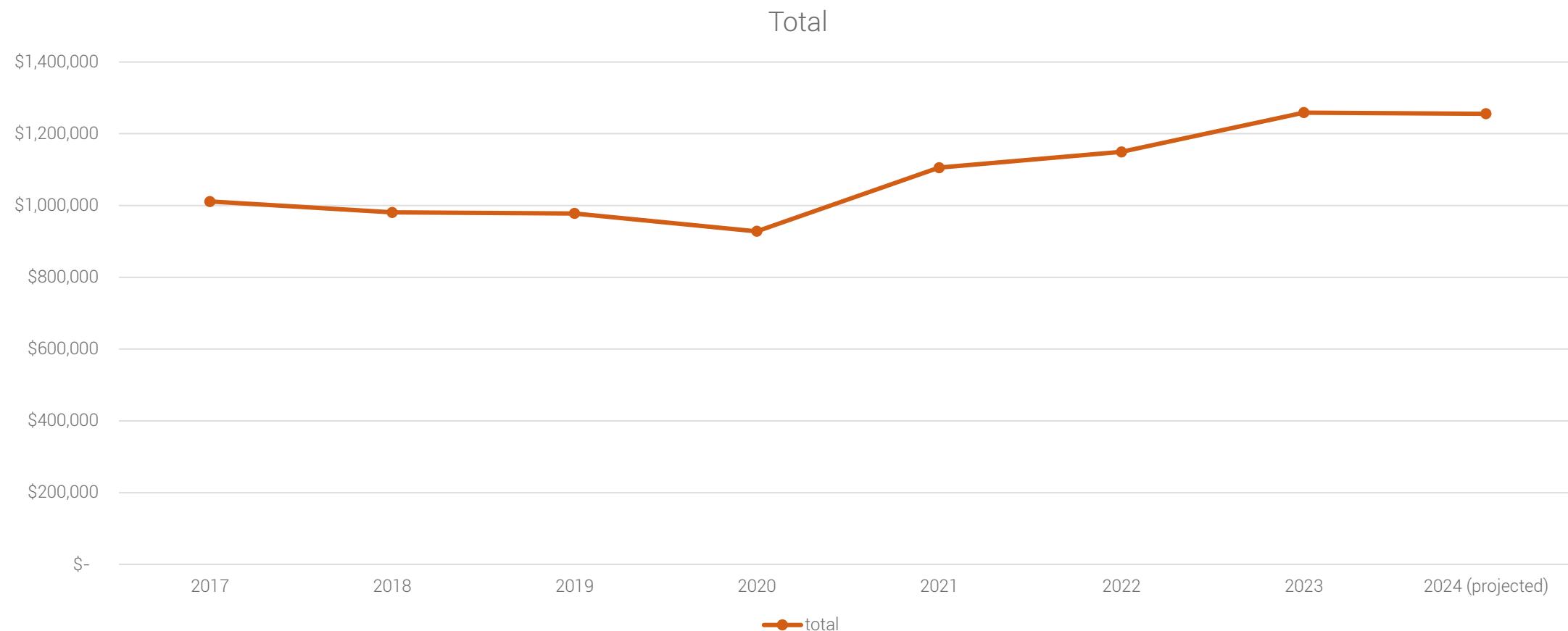
Net \$116k deficit



# 2025 ANNUAL FUNDRAISING FORECAST



# 5 YEAR UNRESTRICTED FUNDRAISING RESULTS



# 2025 FUNDRAISING FORECAST

	2023 actual	2024 forecast	2024 Budget	2025 Forecast
CLC	\$791,528	\$807,553	\$1,051,500	<b>\$847,930</b>
CTT	\$467,300	\$470,143	\$522,000	<b>\$517,157</b>
Total	1,258,828	\$1,277,696	1,575,500	<b>\$1,365,087</b>



# DEVELOPMENT POSSIBILITIES

- Grant writing consultant
  - Identified over \$1M in opportunities
  - Success rate 70%
  - Help with sharpening message
  - Includes both project funding and operating funding
- Invest in Major Gift efforts
- Spencer Mountain Campaign
  - \$3M goal (not yet committed)
  - 25% for management (\$750,000)



# AVAILABLE FOR USE, AT BOARD DISCRETION

- Operating cash \$2.5M CLC & CTT combined
- Bequests not yet allocated \$300k 3 donors
- Teeter sale \$2.4M 3/14/25 closing

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# 2025 BUDGET PLANNING



# 2025 BUDGET PLANNING

- As part of strategic plan:
- Willing to cover deficits with available cash?
- Manage to no deficit?
- Invest in growth?



# MERGED BUDGET



# 2025 BUDGET INTEGRATION

- Fully integrate budget
  - Final step in merger
  - Won't change operations
  - But will change how we report
    - E.g. grant requests, grant reports
    - Board reports (e.g. cash available)



# INTEGRATED 2024 ACTUAL VS BUDGET

	September YTD 2024	Budget 2024	Year Remaining 25%
Revenue	917,022	1,847,550	
Stew/Legal Draws	100,000	225,000	
Earnings	150,990	100,000	
Other	78,140	125,205	
<b>Total Revenue</b>	<b>1,246,152</b>	<b>2,297,755</b>	<b>46%</b>
Expenses			
Staff			
Compensation	(1,176,386)	(1,709,355)	31%
Office/Admin	(235,737)	(434,465)	46%
Discretionary	(19,382)	(34,000)	43%
Outreach	(105,093)	(190,000)	45%
Operations	(55,890)	(39,175)	-43%
<b>Expenses</b>	<b>(1,592,488)</b>	<b>(2,406,995)</b>	<b>34%</b>
Net Surplus/(Deficit)	(346,336)	(109,240)	

With 25% of the year remaining:

Revenue remaining to achieve is 46%

Expenses remaining is 34%  
or

9% favorable variance for expenses

Cash on hand 13



# TREATMENT OF DONATIONS

- CLC and CTT is one entity
  - The mission is both land conservation and trails
  - One team
- Donations *current treatment*
  - Either CLC
  - Or CTT
  - Or Where needed most 50/50 split
- *Donor* restricted
  - Doesn't change
- In new scenario donations not divided



# BENEFITS

- Allows for improved reporting
  - Restricted
  - Balance Sheet
- Development team more efficient
  - No need to interpret, split, adjust
- Finance team more efficient



# CHALLENGES

- Cash treatment
  - CLC 6 months of cash on hand
  - CTT 21 months of cash on hand
- Time needed to reach fundraising goals
  - CTT 50% of expense budget today
  - Several years for unrestricted fundraising to match cost
  - CLC 95% today





# STRATEGIC PLANNING

# STRATEGIC PILLARS FROM BOARD RETREAT

- Partnerships/Collaborations, enhance capacity and network
  - NRMS, LAC, Govt Affairs, CTT
- Brand Awareness, Recognition, Messaging
  - Dev & Mkt
- Financial Model Optimization
  - Finance, ED
- Ramp up Govt. & External Affairs efforts to enable growth
  - Govt Affairs
- Focus on Development/Sustainable Funding
  - Development, Finance



# DISCUSSION



# PROCESS TO COMPLETE THE PLAN

- Leaders (with committees)
- Partnerships
- Branding
- Development
- Organizational Stability
- Government Affairs





- CATAWBA -  
LANDS CONSERVANCY

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CAROLINA  
THREAD TRAIL.

**THANK YOU FOR YOUR LEADERSHIP!**