



STRATEGIC PLAN

WILD MOUNTAINS TRUST | 2023 - 2026 |



ACKNOWLEDGEMENT OF COUNTRY

Wild Mountains Trust acknowledges the Traditional Custodians of the land in which it operates, the Midginberri tribe of the Yugambah language group, who continue to have an enduring connection to this land. As present carers we acknowledge their culture and story and pay our respect to their Elders past and present and extend that respect to all Aboriginal and Torres Strait Islander peoples today.

At Wild Mountains, we endeavour to the best of our abilities to nurture this land for future generations.



PRESIDENT'S MESSAGE

Wild Mountains is a unique and magical place nestled in the border ranges in south-east Queensland.

With a focus of creating a space for environmental education and consciousness, the organisation is positioned well to lead a dynamic range of programs and events over the next four years, particularly at a time when climate action and behavioural change are critical.

The Wild Mountains facility has evolved and expanded as an eco-friendly venue that has been designed and constructed with best in sustainability principles in mind. The pandemic has created an opportunity for the Wild Mountains Board and residents to re-shape the future direction of the organisation and review existing operational processes and approach, and I am excited about the opportunities that lie ahead.

The ability to deliver on the initiatives outlined in this strategic plan will undoubtedly place Wild Mountains in a strong position to help create the climate champions of the future, and continue to offer environmental education for many years to come.



RICHARD BARAKAT
PRESIDENT - WILD MOUNTAINS TRUST

OUR BOARD



RICHARD BARAKAT

An experienced strategic and operational leader with strong interpersonal skills and an innovation mindset that inspires others, and drives exceptional outcomes for all stakeholders.



EMMA SCRAGG

An architect and writer whose focus on sustainable design was formed by an association with Wild Mountains over 30 years ago. She applies her passion for sustainability to all facets of her work and life.



VICTORIA NORDEN

A passionate leader with more almost two decades of experience in the Insurance and Financial Services industry. Vic has experience in strategic planning, execution & optimisation.



RICHARD ZOOMERS

Co-founder of Wild Mountains Trust in 1986, Richard has over 30 years experience in the Environmental Education and Conservation sector. Richard is well regarded in the community as an experienced thought leader on environmental sustainability.



LIZ CAMERON

A passionate environmental conservationist and long-time supporter of Wild Mountains, Liz has a background in Regional Town Planning and extends her focus on land preservation through ownership of an adjacent property to Wild Mountains.



VISION, MISSION & VALUES

VISION

Wild Mountains has a vision of a world where people lead fulfilling lives while sharing the earth's resources with all of the life forms on this planet and without degrading our life support systems.

MISSION

Our mission is to become a national centre of excellence in education, land-care and environmental objectives through education. We aim to inspire the community to lead environmentally conscious lifestyles, and actively participating in conserving habitat and other resources.

VALUES

- Environmental consciousness and sustainability
- Positive behavioural change
- Inclusivity and respect



OUR STRATEGIC FOCUS

FINANCIAL STABILITY

Enabling investment in people, resources and infrastructure

STAFF & VOLUNTEERS

Growing our workforce and engaging more deeply with our volunteers



EDUCATION

Delivering education programmes in more ways and to a broader group

LAND CARE

Focus on environmental stewardship and maintaining the land to the highest standard possible

MARKETING

Raising awareness and engaging with core businesses and people

INFRASTRUCTURE

Improving our infrastructure to build capacity and improve efficiency

OUR STRATEGIC FOCUS

FINANCIAL STABILITY

Financial stability is key to our ongoing operation. Increasing revenue streams, whilst developing our systems and infrastructure will enable us to employ staff, undertake marketing and development of programmes and complete essential land-care activities as well as improving facilities.

STAFF & VOLUNTEERS

Employing staff, focusing activity of volunteers and growing capability is important to continue the various objectives of the Trust. Ensuring that we have the right team enables our Land Care and Education objectives to be met.

MARKETING

Marketing raises awareness, and in turn it drives increased activity and revenue for the Trust. We also need to market and engage with core businesses and individuals who can support the Trust through philanthropic donations.

INFRASTRUCTURE

Good quality infrastructure increases comfort and marketability. Increasing the on-mountain capacity will also open new markets (e.g. larger groups) and encourage longer on-mountain stays.

Safe, reliable vehicles are required to maintain the site and transport staff, volunteers and visitors around the site.

Information & Communications Technology (ICT) and digital infrastructure to a high quality is required for on-site business activity, point of contact for potential learners, donors and those who are inquisitive about what Wild Mountains does.

EDUCATION & LAND CARE

All of our activities are underpinned by and focussed on good quality land care and environmental stewardship. Every focus area enables and leads to Land Care objectives and outcomes, including education programmes. This is the heart of what we do.

YEAR 1 - KEY FOCUS AREAS

STAFF & VOLUNTEERS

- Appoint a Centre Manager
- Prioritise volunteer activities to ensure consistency with Key Focus Areas
- Increase the number of volunteer hours. Target 1,500 hours per annum (up from 1,000)
- Engage fund writer / donations personnel as needed

INFRASTRUCTURE

- Review existing facilities and identify additional facilities and infrastructure required - identify priorities.
- Review ICT requirements and plan for future roll-out / replacement strategies as needed.

EDUCATION & LAND CARE

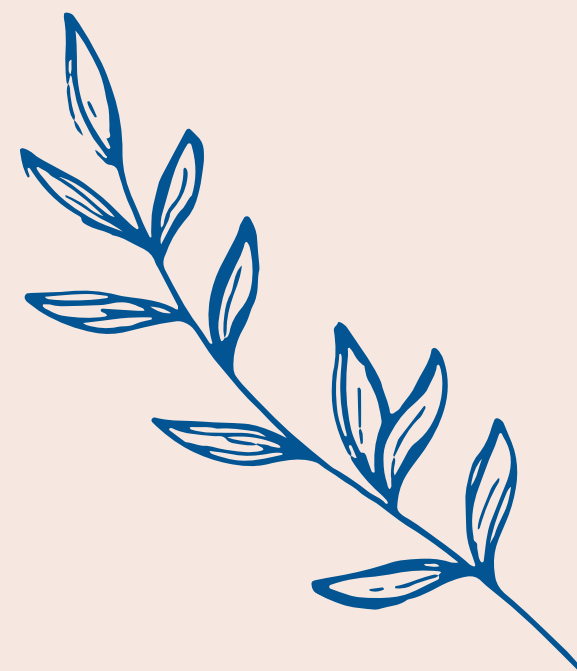
- Grow relationships, advocate and work with SEQ environmental NGO's / NFP's
- Assess opportunities to build awareness through off-mountain programmes and education
- Develop a plan for future stewardship of the WMT & its work

FINANCIAL

- Commence working on a philanthropic and bequest programme
- Become 'donor ready' by having suitable materials and information available
- Target \$100,000 in donations / grants / funding

MARKETING

- Develop a strong marketing strategy.
- Grow social media presence
- Identify necessary contents for a package of easily shared information which visitors, educators and volunteers can present to others.



YEAR 2 - KEY FOCUS AREAS

STAFF & VOLUNTEERS

- Grow our paid workforce as required to support the delivery of the strategic plan
- Maintain regular volunteer attendance and activity.
- Engage fund writer / donations personnel as needed

INFRASTRUCTURE

- Develop a capital and maintenance plan & necessary business cases for investment and funding.
- Commence ICT roll-out as necessary

EDUCATION & LAND CARE

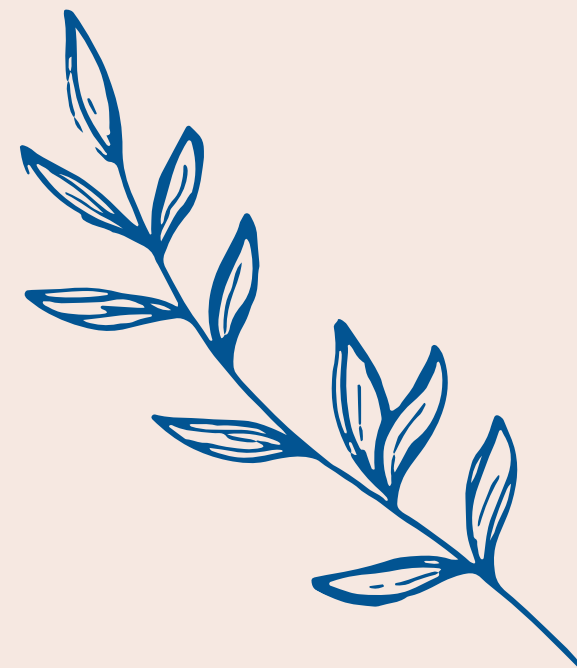
- Create relationships with the aim to develop a thinktank for land care, sustainability and environmental objectives
- Develop an in-school programme of education
- Implement and refine our adult education offer

FINANCIAL

- Increase revenue
- Actively engage in philanthropic fund raising activities

MARKETING

- Develop a suite of marketing materials, including virtual & physical material as needed.
- Deploy marketing material as required



YEAR 3 - KEY FOCUS AREAS

STAFF & VOLUNTEERS

- Develop & deploy an engagement plan and strategy for volunteers
- Appoint a full-time / part-time events coordinator and Earth Education support role.
- Convert Land Care learners to volunteers or regular donors targeting 10% of attendees to the centre to become a partner donor

INFRASTRUCTURE

- Continue to renew our facilities and infrastructure
- Finalise environmental readiness planning and infrastructure improvements.

EDUCATION & LAND CARE

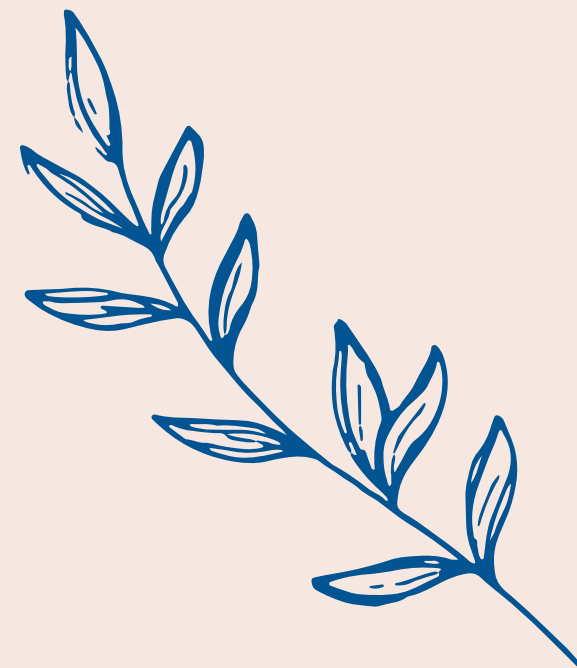
- Host annual environmental summit (NGO, business, policy makers etc)
- Develop an online programme of education twinned to the in-school programme and learning on demand for adults

FINANCIAL

- Roll out national sponsorship model and funding drive
- Continue to grow philanthropic, corporate and business donations
- Maintain financial stewardship

MARKETING

- Grow social media presence
- National marketing and public relations campaign rolled out
- Become a recognised brand within Australia
- Form partnerships with other like-minded organisations



YEAR 4 - KEY FOCUS AREAS

STAFF & VOLUNTEERS

- Create an organisational structure that supports the growth of WMT

FINANCIAL

- Establish foundation to provide ongoing financial support.
- Continue to grow philanthropic, corporate and business donations.
- Increase revenue

INFRASTRUCTURE

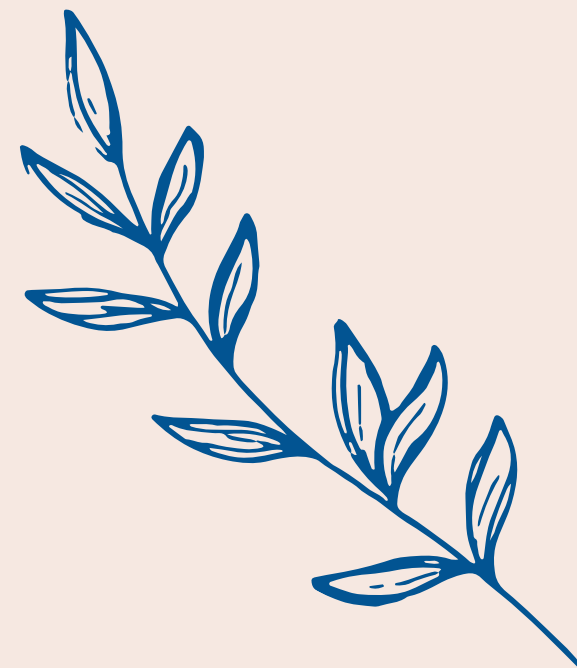
- Replace vehicles
- Construct new dormitory accommodation
- Revisit infrastructure requirements in line with growth

MARKETING

- Recognisable brand within Australia and recognised as a centre of excellence

EDUCATION & LAND CARE

- Continue roll out of annual summit
- Roll out e-learning programmes
- Deploy an online subscription model for education and resources



MEASURING SUCCESS

Over the next four years, the Wild Mountains Board will continue to review and refine the Strategic Plan to deliver outcomes aligned with our overall objectives and market conditions. At a high level, success will be measured in line with the following measures of success:

- Increased programme and volunteer numbers compared to prior year
- Substantial growth in revenue streams indicating performance based on activities
- Established and implemented Marketing & Sponsorship model
- Clear structure and direction that supports a sustainable growth model for Wild Mountains into the future



INSPIRING ~ EDUCATING ~ CONSERVING

487 PHILP MOUNTAIN ROAD, RUNNING CREEK QLD 4287 ~ WWW.WILDMOUNTAINS.ORG

