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FRIENDS OF THE BLUE HILLS

STRATEGIC PLAN

EXECUTIVE SUMMARY

The Friends of the Blue Hills (FBH) strategic plan lays the groundwork for the organization to expand its reach, strengthen its foundation, and foster deeper connections between people and the Blue Hills Reservation. Grounded in extensive stakeholder engagement and an updated organizational identity, the plan positions FBH as a trusted guide and welcoming friend to the park, with a mission to cultivate belonging and stewardship for all. Over the next three years, FBH will focus on reintroducing itself to the community, growing and diversifying revenue, developing an advocacy agenda that reflects community priorities, deepening partnerships to activate the park, and strengthening organizational health for long-term sustainability. Each of these goals is designed to bring more people into meaningful relationship with the Blue Hills while ensuring FBH has the resources, capacity, and alignment to thrive.

This plan is anchored in a set of rational, experiential, and transformational goals that shaped both the process and the outcomes. Rationally, FBH seeks to diversify membership and revenue while ensuring mission alignment. Experientially, the process was designed so stakeholders, staff, and board members felt heard, valued, and inspired by a strategy that is both practical and visionary. Transformationally, the plan establishes FBH as a strategically focused organization with a compelling public identity, strong governance, and an unwavering commitment to listening and responding to the communities it serves. With clear indicators of progress and a focus on accountability, the plan creates a roadmap to ensure that both the park and the organization are thriving; welcoming more people, building lasting partnerships, and securing the resources needed to steward and celebrate the Blue Hills for generations to come.

STRATEGIC PLAN

VISION

We envision a future where public lands are experienced as shared spaces of belonging; places where all people feel at home and take part in their care, protection, and preservation.

MISSION

FBH's mission is to foster connection between people and the Blue Hills Reservation by cultivating a sense of belonging for all, while building a legacy of stewardship for generations to come.

VALUES

Persistence + Partnership: We bring purpose and determination to our work which is made more impactful through the power of collective action.

Care + Service: We take responsibility for the land we love by showing up, pitching in, and tending to both people and place.

Joy + Fun: In every shared adventure, we aim to create space for people of all ages and abilities to explore and feel free in nature.

STRATEGY

FBH's strategy is to grow its reach and relevance by becoming known as a trusted guide to the Blue Hills, welcoming more people into the park, sharing knowledge, creating experiences, and building community investment in its care.

In service to this, FBH, over the next three years, will expand its visibility, resources, and partnerships while strengthening internal capacity to support long-term stewardship.

GOALS

GOAL 1 Reintroduce and amplify FBH as the welcoming friend and trusted guide to the Blue Hills

Many people remain unfamiliar with FBH or unclear about the breadth of its work, so this goal focuses on building a recognizable, accessible, and inclusive presence. Through updated branding, expanded outreach, and engaging events, FBH will make it easier for more people, especially families, underrepresented groups, and new visitors to discover the park, feel at home in it, and connect with the organization's mission of stewardship and belonging.

GOAL 2 Grow FBH's annual revenue by growing and diversifying revenue streams. This includes:

- increasing membership
- growing sponsorship and paid partnership opportunities (see Goal 3)
- securing grants
- increasing existing donor contributions and cultivating new donors

FBH will strengthen its future by growing and diversifying revenue to support its mission and expand capacity. This goal focuses on increasing membership, cultivating donor relationships, and building new streams of support so that FBH can stabilize operations, invest in staff, and seize opportunities to deepen its impact

GOAL 3 Create an advocacy agenda that reflects community priorities and enables more access

Because our mission is to foster connection between people and the Blue Hills, we must do this not only through our programming but also through our advocacy. As such, FBH will create an advocacy agenda that reflects community priorities and expands access to the Blue Hills. By championing issues such as reliable public transportation, park improvements, and inclusive infrastructure, FBH will ensure that more people can safely and meaningfully experience the Reservation. This goal positions FBH as a strong partner and persistent voice for policies and investments that make the park more welcoming and accessible for all.

GOAL 4 Deepen and expand partnerships that activate the park for all

If goal 1 is about FBH branding itself as a welcoming friend and guide, goal 4 is about FBH activating around that identity. To truly make the Blue Hills a place for all, FBH must build meaningful partnerships with organizations, neighborhood groups, advocacy groups, etc. whose members and constituents are currently underrepresented in the park and in FBH's membership. By collaborating with trusted community partners, FBH can create more accessible and relevant programming, strengthen pathways into nature for those who have, or currently do, face barriers, and extend its reach beyond its current base. These partnerships will not only diversify who experiences and cares for the park but also deepen community investment in the Blue Hills.

GOAL 5 Strengthen organizational health and governance for long-term sustainability

If the other goals describe what FBH aspires to accomplish in the community, this goal ensures the organization has the structure and stability to make that work possible. Strengthening organizational health is the foundation that allows FBH to grow its reach, deepen partnerships, and deliver on its mission. By clarifying roles, responsibilities, and decision-making, transitioning the board from a working body to one focused on governance and fundraising, and expanding staff capacity, FBH will build the internal alignment and resilience needed to sustain all its efforts. This goal creates the conditions for every other goal to succeed.