



## **Stewardship Council Strategic Plan Goals and Objectives: 2016 - 2018**

### **INTRODUCTION**

The Pacific Forest and Watershed Lands Stewardship Council (Stewardship Council) is a private, non-profit foundation established in 2004 as part of the 2003 Settlement Agreement and Stipulation<sup>1</sup> with Pacific Gas and Electric Company (PG&E) and the California Public Utilities Commission (CPUC). The Settlement Agreement and Stipulation, which remain the guiding documents for the work of the Stewardship Council, were developed based on input from a diverse range of environmental, public interest, regulatory, and corporate interests.

Under the terms of the Settlement Agreement and Stipulation, the Stewardship Council's role is to oversee PG&E's Land Conservation Commitment and to develop a strategy to undertake and to fund environmental enhancement activities on PG&E's watershed lands ("Watershed Lands"). The Land Conservation Program is focused on implementing the Land Conservation Plan (LCP) to ensure that over 140,000 acres of Watershed Lands located across 21 counties in the Sierra Nevada Range and Eel River Watershed are preserved and enhanced for the following six beneficial public values ("BPVs"): outdoor recreation, sustainable forestry, agriculture uses, habitat protection, open space preservation, and the protection of historic and cultural resources. The permanent protection, preservation, and enhancement of the BPVs will be achieved through the donation of a significant portion of the Watershed Lands to qualified entities, establishment of conservation easements and associated funding on the Watershed Lands, promotion of new collaborative partnerships, and funding of a variety of environmental enhancement projects.

The Stewardship Council is also responsible for implementing a youth investment program with funding provided by PG&E in accordance with the CPUC decision approving the Settlement Agreement as modified by the CPUC in August 2012. In 2010, the Stewardship Council established the Foundation for Youth Investment (now known as Youth Outside) to create a permanent program to generate funds for youth programs focusing on outdoor education and experiences. In 2013, the Stewardship Council awarded a \$10.7 million grant to Youth Outside, effectively transferring its remaining youth program net assets to this public charity. A document describing the history of the youth investment program is attached as Appendix A.

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<sup>1</sup> Modified Settlement Agreement, decision (D).03-12-035 and Stipulation Resolving Issues Regarding the Land Conservation Commitment approved by the California Public Utilities Commission in Decision 03-12-035 (Dec. 18, 2003).



The Stewardship Council is unique in many ways. The scale of our land conservation and youth investment efforts, our substantial funding (\$70 million for the land conservation program and \$30 million for the youth investment program), and the diversity of interests united on our board of directors (which must make all decisions by consensus) has provided us with a unique opportunity to not only complete the work envisioned in the Settlement Agreement, but to also promote environmental and youth development leadership in California and the nation.

The purpose of this document is to present an updated set of goals and objectives that will guide the Stewardship Council's work through 2018. The Stewardship Council Board of Directors adopted a set of strategic goals and objectives in June 2014 for the 2014-2016 time frame. The Board and staff have been actively working to achieve those goals. However, due to the dynamic nature of our work, this document has been updated to include recent revisions to the timeline associated with completion of our mission and to establish goals and objectives for the period of 2016-2018.

To provide context for these goals and objectives, this document highlights the public benefits of the Land Conservation and Youth Investment programs that have been achieved or will be achieved in the next few years. Appendix B describes the Stewardship Council's accomplishments through June 2014 as measured against the goals and objectives that were established in its Business Plan and Strategy for the years 2007-2009. Additionally, a set of core values adopted by the Stewardship Council Board in 2005 is provided in Appendix C.

## **SUMMARY OF CURRENT AND FUTURE PUBLIC BENEFITS**

### **LAND CONSERVATION PROGRAM**

The goal of the Land Conservation Program is to achieve the permanent protection and enhancement of the six BPVs across the Watershed Lands as described above. The Stewardship Council's work will yield valuable public benefits, including the establishment of conservation easements (or, in the case of donations of lands to federal agencies, another form of satisfactory assurance) on the Watershed Lands, the donation of Watershed Lands to qualified entities whose ownership will ensure the protection of the BPVs, the funding of a variety of environmental enhancement projects, and the promotion of new collaborative partnerships.

The Stewardship Council has worked diligently to achieve its land conservation mission. As of November 2015, several land conveyances have been completed, the Stewardship Council Board has adopted more than 20 Land Conservation and Conveyance Plans (LCCPs) for select properties, we have launched a grantmaking program for enhancement projects on PG&E Watershed Lands, and we have promoted the formation of collaborative partnerships. Appendix B provides detailed information regarding accomplishments through June 2014.



### *Protection of BPVs through Conservation Easements*

The BPVs on all the watershed lands will be protected by conservation easements (or, in the case of donations of lands to the U.S. Forest Service, a conservation covenant).

Conservation easements will be held by nonprofit and public entities with experience holding conservation easements. The conservation easement holders are responsible for monitoring uses of the lands on a regular basis to ensure compliance with the conservation easement terms and can take enforcement action if necessary to protect the BPVs. The Stewardship Council is providing endowments to each conservation easement holder to fund the cost of annual monitoring, administration, and legal defense and enforcement of the conservation easements. The organizations which have been recommended by the Stewardship Council Board to hold conservation easements are familiar with local stakeholders and issues and are well qualified to protect the conservation values of the Watershed Lands in perpetuity.

As of November 2015, the Stewardship Council Board has selected the following entities as prospective conservation easement holders (or, in the case of donations of lands to the U.S. Forest Service, Sierra Nevada Conservancy as the conservation covenant holder) on over 135,000 acres of Watershed Lands: Bear Yuba Land Trust, California Department of Fish and Wildlife, Ducks Unlimited, Feather River Land Trust, Mendocino Land Trust, Mother Lode Land Trust, Northern California Regional Land Trust, Placer Land Trust, Sequoia Riverlands Trust, Shasta Land Trust, Sierra Foothill Conservancy, and Western Shasta Resource Conservation District. Seven conservation easements and one conservation covenant have been recorded thus far. The Board plans to complete its recommendations of prospective conservation easement holders by April 1, 2016. By the end of 2018, all conservation easements (or, in the case of donations of lands to the U.S. Forest Service, a conservation covenant) are expected to be recorded on the Watershed Lands.

### *Donation of Lands to Qualified Entities*

The Stewardship Council Board has selected the following entities as prospective recipients of fee title donations of Watershed Lands totaling approximately 35,000 acres: Auburn Area Recreation and Park District, California Department of Fish and Wildlife, California Department of Forestry and Fire Protection, California Department of Water Resources, California State Parks, Fall River Resource Conservation District, Fall River Mills Community Services District, Humboldt State University Advancement Foundation, Madera County, Maidu Summit Consortium, Pit River Tribe, Placer County, Potter Valley Tribe, Plumas County, Tuolumne County, University of California, and the U.S. Forest Service. The Stewardship Council expects to complete its recommendations of prospective recipients of fee title donations by mid-2016.

As of September 2015, PG&E has conveyed fee title of lands to the University of California and Tuolumne County with conservation easements recorded concurrently



with the land transfer. Lands have also been conveyed to the U.S. Forest Service at the Deer Creek planning unit with the conservation covenant recorded concurrently. The Stewardship Council anticipates that all fee donations will be completed by the end of 2018.

#### *Enhancing Beneficial Public Values through Grantmaking*

In 2012, the Stewardship Council launched its environmental enhancement program, which is expected to ultimately result in more than \$20 million in grants being awarded for projects that enhance the BPVs of the Watershed Lands and promote productive partnerships involving landowners, conservation easement holders, local communities, youth, and other stakeholders. The projects range from increased resource management to physical improvements designed to protect these resources and preserve and enhance reasonable public access and use of the Watershed Lands. The Stewardship Council has begun identifying high priority enhancement projects drawing on information and ideas generated by stakeholders through the Stewardship Council's public outreach process, as well as input from the recommended future landowners and conservation easement holders. To date, the Stewardship Council has awarded approximately \$2.5 million in grants for planning and feasibility studies, biological surveys, and resource protection projects.

#### *Promoting Collaborative Partnerships*

The Stewardship Council has encouraged collaboration and dialogue among stakeholders resulting in groundbreaking partnerships between nonprofit conservation organizations, public entities, and Native American tribal entities. One example is the creation of a collaborative partnership among the Maidu Summit Consortium, the California Department of Fish and Wildlife (CDFW), and the Feather River Land Trust (FRLT) to preserve and enhance the BPVs at the Humbug Valley property in the Feather River Watershed. Specifically, the board has recommended that the Maidu Summit receive a fee title donation of approximately 2,300 acres of Watershed Lands at Humbug Valley with the conservation easement to be jointly held by FRLT and CDFW. The Maidu Summit Consortium and CDFW will work collaboratively to develop a land management plan to protect the BPVs on the property.

### **YOUTH INVESTMENT PROGRAM**

Since 2006, well over 300,000 youth in PG&E's service territory have benefited from life-changing outdoor experiences made possible by grants and special initiatives of the Stewardship Council and Youth Outside (formerly "Foundation for Youth Investment"). Tapping the \$30 million provided to the Stewardship Council for the youth investment program, these two organizations have collectively awarded nearly \$16 million in grants to support a diverse range of organizations that positively influence the lives of youth through outdoor activities. These programs have far-reaching impacts ranging from health and fitness, to growth and leadership, to promoting environmental stewardship. Specifically, funds have been provided to programs that improve access to high-quality

outdoor experiences, enhance the cultural relevancy of the programming offered by the providers, or create an innovative approach to reaching underserved youth. The Stewardship Council's grantmaking also invested in the development and renovation of parks and natural spaces, especially in low-income urban communities. Since 2006, more than \$5 million in infrastructure grants were made to projects ranging from community and school gardens to playgrounds and sports field enhancements.

### ***Watershed Grantmaking Program***

Via the enhancement projects funded and supported by the Land Conservation Program, the Stewardship Council will promote and implement opportunities to provide significant and meaningful conservation and stewardship opportunities for youth on Watershed Lands. The Stewardship Council is also collaborating with the Foundation for Youth Investment and the California Council of Land Trusts to develop and implement a pilot program to provide educational, recreational, and/or stewardship opportunities for youth on the Watershed Lands.

Appendices A and B provide more detailed information regarding Youth Investment Program accomplishments through June 2014.

## **2016 -2018 GOALS AND OBJECTIVES**

### ***Land Conservation Program Goals and Objectives***

**Goal 1:** Ensure that conservation easements (or, in the case of donations of lands to federal agencies, another form of satisfactory assurance) are established on all Watershed Lands to protect the BPVs in perpetuity, honor existing economic uses, preserve continued public access, and allow for continued operation and maintenance of hydroelectric facilities and associated water delivery facilities.

**Objective 1.1:** Complete the recommendation of qualified organizations with capacity to hold conservation easements (or, in the case of donations of lands to federal agencies, another form of satisfactory assurance) on all of the Watershed Lands by April 1, 2016.

**Objective 1.2:** Identify and help implement efficiencies and funding to support the preparation of transaction documents and to conduct transaction work to assist PG&E, fee title donees, and the donees of conservation easements (or, in the case of donations of lands to federal agencies, another form of satisfactory assurance) complete all the transaction work that precedes Board adoption of all remaining LCCPs no later than the end of 2017.

**Objective 1.3:** Work with the transaction parties to facilitate the completion and recording of all the conservation easements (or, in the case of donations of lands to federal agencies, another form of satisfactory assurance) by the end of 2018.

**Objective 1.4:** By the end of 2018, provide sufficient funding to all selected conservation easement holders to enable them to monitor and enforce the terms of the conservation easements established on the Watershed Lands in perpetuity.

**Objective 1.5:** Establish a funding mechanism to take effect after the Stewardship Council's dissolution to allow the Sierra Nevada Conservancy to be reimbursed for the costs it will incur as the holder of conservation covenants over lands donated to the U.S. Forest Service.

**Goal 2:** Work with the transaction parties to facilitate the completion by the end of 2018 of the fee title donations of Watershed Lands that were recommended by the Stewardship Council board.

**Objective 2.1:** Complete the Stewardship Council's recommendations of qualified entities to receive fee title donations by mid-2016. 4

**Objective 2.2:** Identify and help implement efficiencies in the preparation of transaction documents and the conduct of transaction work to assist PG&E and the fee donees in completing all the transaction work that precedes Board adoption of the remaining LCCPs no later than the end of 2017.

**Objective 2.3:** Work with affected counties to satisfy the Stipulation requirement that property tax neutrality be achieved. For counties selecting the annual payment option, select a qualified trustee no later than mid-2017 to invest the Stewardship Council's funds and make annual payments to counties.

**Goal 3:** Implement an environmental enhancement program that promotes partnerships and achieves tangible and sustainable enhancements which improve the character, quality, and public enjoyment and/or protection of the BPVs across the Watershed Lands.

**Objective 3.1:** Foster local community and youth involvement in the design, implementation, and maintenance of enhancement projects on Watershed Lands utilizing funding from the Stewardship Council.

**Objective 3.2:** Foster meaningful youth involvement in the administration of conservation easements held by land trusts on the Watershed Lands.

**Objective 3.3:** By the end of 2016, allocate the remainder of the funds set aside for the enhancement program to a set of high priority projects, categories, and/or specific properties with the aim of maximizing the benefits of the enhancement program.

**Goal 4:** Ensure continued public engagement as required by the Settlement Agreement in connection with the completion of the Land Conservation Program.

**Objective 4.1:** Maintain a current and informative web site and use other tools (e.g., email announcements, public meetings and workshops, and both formal and informal solicitation of public comments) to inform and obtain input from the public and all key stakeholders on the decisions and recommendations of the Stewardship Council.

**Goal 5:** Preserve and Enhance Reasonable Public Access to the Watershed Lands.

**Objective 5.1:** Make recommendations for fee title donations and conservation easement holders that are based, in part, on consideration of the capacity and interest of the recommended organizations to preserve and enhance public access.

**Objective 5.2:** Where applicable, ensure conservation easements establish an enforceable requirement for continued reasonable public access.

**Objective 5.3:** Approve and fund environmental enhancement projects that where desirable and appropriate preserve and enhance public access to the Watershed Lands.

### ***Youth Investment Program Goals and Objectives***

**Goal 1:** Provide educational, recreational, and conservation and stewardship opportunities for youth (up to the age of 26) on Watershed Lands.

**Objective 1.1:** Via the enhancement projects funded and supported by the Land Conservation Program, promote and implement opportunities to provide significant and meaningful conservation and stewardship opportunities for youth on Watershed Lands.

**Objective 1.2:** Partner with Youth Outside to utilize funds granted to them by the Stewardship Council to support effective programs that provide educational, recreational, and/or stewardship opportunities for youth on the Watershed Lands.

**Goal 2:** Collaborate with and support Youth Outside as it develops and implements its long term objectives to generate additional resources to transform underserved youth by investing in effective programs and creating strategic initiatives that connect kids to the great outdoors.

**Objective 2.1:** Carry out our duty to ensure that Youth Outside's expenditures of ratepayer funds provided to it through the Major Grant Agreement are expended in full compliance with CPUC Decision 12-08-001.

**Objective 2.2:** As requested by Youth Outside, provide strategic support to Youth Outside through the efforts of Stewardship Council board members and staff, and our partners.

**Objective 2.3:** Continue our practice of appointing qualified and committed individuals to fill the Stewardship Council's seat on the Youth Outside board of directors.

### ***Organizational Goals and Objectives***

The Stewardship Council's organizational goals for 2016-2018 will focus on maintaining the institutional knowledge and resources to complete its remaining work in a timely manner, while also ensuring the organization is operating in a transparent, efficient, fiscally responsible, and legally compliant manner. In addition, the Stewardship Council will continue planning and preparing for its eventual dissolution.

**Goal 1:** Continue to practice strong governance and strive to maintain a vital and engaged board and staff to reflect the needs of the organization as it moves toward completing its mission. Identify opportunities to enhance board and staff development and engagement practices to promote an inclusive culture of optimism, transparency, and learning.

**Objective 1.1:** Promote an organizational culture where both board members and staff are afforded opportunities to continually learn, grow, and engage in the work of the organization.

**Objective 1.2:** Develop and implement dynamic operational plans and structures that create efficiencies, retain knowledge, and minimize risk for the organization.

**Goal 2:** Maintain sound financial management oversight and legal and regulatory practices that support our operational and programmatic work and investments as we work to fulfill the organization's mission.

**Objective 2.1:** Maintain strong internal controls, especially as the staffing model shifts to meet the needs of the organization as major milestones are reached.

**Objective 2.2:** Ensure investment strategy matches the liquidity needs of the organization as the land conservation program completes major milestones.

**Objective 2.3:** Ensure appropriate level of oversight and grantee accountability for grants awards made by the Stewardship Council.



**Goal 3:** Uphold the Stewardship Council's commitment to transparency by continually striving to provide tools, resources, and opportunities that allow the public to access information and engage in a meaningful way with the organization and its programs.

**Objective 3.1:** Provide accurate, timely, and relevant information and resources to stakeholders via the Stewardship Council's website, publications, and stakeholder database.

**Objective 3.2:** Provide ongoing opportunities for public and stakeholder input at Stewardship Council board meetings, meetings with stakeholders, or via email or US mail.

**Objective 3.3:** Deliver biannual reports to the California Public Utilities Commission regarding the work of the organization and in compliance with the requirements of the Stipulation and Settlement Agreement.

**Goal 4:** By mid-2018, approve a plan describing the Stewardship Council's organizational structure and board decision-making process for the effective and efficient administration of the enhancement program to be implemented after the land transactions are completed.

**Goal 5:** Prepare for the eventual dissolution of the Stewardship Council by planning for the establishment of a public repository for key organizational documents, incorporating into major grant agreements a long term accountability mechanism for expenditure of ratepayer funds, and establishing a mechanism to report the physical and economic impacts of the Land Conservation Commitment over the initial period of its implementation.

## **APPENDIX A:**

### **HISTORY OF YOUTH INVESTMENT PROGRAM**

The Stewardship Council's youth investment program, which was established in 2005, has focused on investing in efforts to get California youth connected with the natural world, and building stewardship, confidence, and leadership skills. The program has been funded exclusively with \$30 million provided by PG&E in accordance with the CPUC decision approving the Settlement Agreement. The Stewardship Council's investments in youth have taken the form of grants to programs that connect youth in the PG&E service area with the outdoors, the development and sharing of best practices in the field of outdoor education and youth stewardship opportunities, and grants providing seed money to establish a permanent program to connect youth to the outdoors.

To clarify the allowable uses of the settlement funding for the youth investment program, the Stewardship Council and The Greenlining Institute jointly filed a petition in November 2011 for modification of CPUC Decision 03-12-035 (the "Decision"). On August 2, 2012, the CPUC granted the petition.<sup>1</sup> In its order approving the petition, the CPUC approved expenditure of settlement funds beyond the original ten year period established in the Decision and clarified that the \$30 million was intended to be used as follows: "to provide greater resources to connect children, youth, and young adults in the PG&E service territory to nature, parks, open spaces, and the outdoors, and will particularly serve the needs of underserved youth." In its August 2012 decision, the CPUC stated that of the \$30 million, we will expect that "a reasonable portion of the funds, as approved by the Stewardship Council board, would be used to provide seed money that would establish a permanent program for young people who are least likely to enjoy the wonder of California's natural beauty."

To create a permanent program to generate funds for youth programs focusing on outdoor education and experiences, the Stewardship Council established the Foundation for Youth Investment (FYI) in 2010. FYI is a nonprofit public charity governed by an independent board of directors. Between 2010 and 2013, the Stewardship Council provided financial and in-kind support to FYI. In August 2013, the Stewardship Council awarded a \$10.7 million grant to FYI, effectively transferring its remaining youth program net assets to this public charity. FYI is to use those grant funds to provide greater resources to connect children, youth, and young adults in the PG&E service territory to nature, parks, open spaces, and the outdoors, and will particularly serve the needs of underserved youth. A portion of the grant funds may be used to provide seed money that would establish a permanent program for young people who are least likely to enjoy the wonder of California's natural beauty. FYI is required to award annually a minimum of \$500,000 in program grants during the period 2014 - 2022. The grant to FYI requires regular reporting on the use of funds, and provides the Stewardship Council with the right to appoint a member to FYI's board of directors. Upon the Stewardship Council's dissolution, the Stewardship Council's rights under the grant agreement will transfer to the CPUC.

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<sup>1</sup> CPUC Decision (D.) 12-08-001, Granting the Petition of Pacific Forest and Watershed Lands Stewardship Council and the Greenlining Institute for Modification of Decision 03-12-035 to Clarify Language Regarding Environmental Opportunity. August 2, 2012

**APPENDIX B:  
STATUS OF 2007-2009 GOALS AND IMPLEMENTATION PLAN (AS OF JUNE 2014)**

STRATEGY	GOAL	STATUS
<b>ORGANIZATIONAL</b>		
<p>The Stewardship Council's organizational goals for 2007-2009 focused on building its organizational capacity through significant growth in programs and operations. Operational objectives included; prepare for growth in financial resources and investments; growth in terms of our contribution and presence in the land, youth, and philanthropic communities.</p>	<p><b>Goal 1:</b> As a top priority for 2007, explore and select the best possible financial model(s) to support the long-term sustainability of our work and investments. Work closely with top investment advisors and financial planners to consider a wide-range of alternatives and adopt financial management plans to support our mission. From this effort, develop organizational plans to ensure our structure and governance is appropriate to meet the Stewardship Council's long term vision.</p>	<p>In 2006, the Fiduciary Committee established an investment working group comprised of Fiduciary Committee members, and supported by the Finance Manager and Executive Director.</p> <p>Beginning in 2007, the Stewardship Council engaged an independent Investment Advisor to assist the Fiduciary Committee and board with oversight of the Stewardship Council's investment management.</p> <p>With help from its Investment advisor and staff, the Stewardship Council board regularly assesses and, if necessary, amends, its investment policy to ensure that the organization's funds are preserved to accomplish its mission. To achieve this goal, the Stewardship Council's funds are invested in a diversified pool of high-quality, fixed-income securities and low-duration fixed-income mutual funds.</p> <p>The Stewardship Council's Fiduciary and Audit Committees provide financial oversight and ensures sound stewardship of the organization's finances. The Audit Committee has overseen annual audits performed by an independent audit firm. Since 2004, the first year of its operations, the Stewardship Council has received clean audit opinions.</p>
	<p><b>Goal 2:</b> Develop and implement a comprehensive public communications and media outreach program to ensure public engagement, encourage partnerships, and draw attention to timely land conservation, land use, and youth development issues. Provide state-wide leadership by using our knowledge, experience, and presence in the land conservation, youth development, and philanthropic communities to serve as a resource within our areas of expertise.</p>	<p>The Stewardship Council was established with a commitment to providing an open and transparent process as it works to accomplish its mission. To accomplish this, the Stewardship Council conducted a transparent youth investment program grantmaking process and established and has maintained its practice of seeking public input on its land conservation program work.</p> <p>The Stewardship Council has always conducted public board meetings inviting public input on actions being considered by the board. This is supplemented by a resource-rich public website that houses all public meeting minutes, public noticing, publications, and research aimed at increasing public engagement and knowledge sharing.</p> <p>Since 2005, the Stewardship Council's commitment to transparency and public input has allowed the organization to both become a leading funder in the field of outdoor education as well as a model for public engagement and partnership in the land conservation and grantmaking communities. How the Stewardship Council implemented this strategy is best described in the Land Conservation and Youth Investment achievement sections of this appendix. As described elsewhere, the Stewardship Council implemented a multidimensional community engagement process that also encourages partnerships throughout all phases of its land conservation work. Similarly, the Stewardship Council founded its youth investment grantmaking program in 2005 with a commitment to an open and transparent application process coupled with external application review panels comprised of community leaders and experts in the field of outdoor education and park infrastructure. Throughout its youth program grantmaking tenure, the Stewardship Council was instrumental in forming innovative partnerships that resulted in initiatives that directly target the barriers for getting youth outdoors. More information regarding these partnership and initiatives can be found in the Youth Investment Program section of this document. The organization continues to actively engage in robust public outreach and community engagement practices. The Stewardship Council also makes semi-annual progress reports to the California Public Utilities Commission, including a financial update.</p>
	<p><b>Goal 3:</b> Ensure strong board governance practices and maintain a vital and engaged board membership. Implement a comprehensive board and staff development program to support effective, informed, and efficient decision-making.</p>	<p>The Stewardship Council Board of Directors holds an annual board retreat to focus on strategic issues which are important to the organization, as well as to build relationships among board members and staff.</p> <p>In order to maintain strong board governance, the board holds regular training on conflicts of interest for board members, conducts new board member orientations, and assigns a mentor for new board members. Additionally, the board regularly</p>

STRATEGY	GOAL	STATUS
<b>ORGANIZATIONAL</b>		
		<p>reviews board member participation in committee and board meetings.</p> <p>Secondary representatives on the board are provided a full opportunity to participate in committee and board meetings.</p> <p>The Stewardship Council ensures well-functioning and active committees by performing annual committee charter reviews and enforcing attendance and participation policies designed to promote engaged participation in committee business.</p> <p>The Stewardship Council invests in its staff through regular staff development workshops and events, as well as by providing educational and professional development assistance. In 2014, the Stewardship Council established a Professional and Career Development coaching program to cultivate a culture of engagement, learning, and development as the organization completes its important work.</p>

STRATEGY	GOAL	STATUS
<b>YOUTH INVESTMENT</b>		
<p>As we move forward with our youth work over the next three years, our efforts will be focused on getting financial resources to youth-serving organizations as efficiently and effectively as possible (see 2007 Grantmaking Plan), connecting with and helping to convene the broader youth development and health field, and bringing increased state-wide understanding and awareness to the value and needs of youth investment.</p>	<p><b>Goal 1:</b> Become a leading voice in youth development and the far-reaching value of outdoor experiences for youth — from health and fitness, to growth and leadership, to environmental stewardship.</p> <ul style="list-style-type: none"> <li>a) Implement a comprehensive and highly respected evaluation program for our grant program and all grant recipients. Share results openly, offer lessons-learned across the youth serving community, and continue to improve and focus our own efforts based on evaluation results.</li> <li>b) Facilitate seminars and training, act as a resource for information, and coordinate a series of regular convening programs across California to raise awareness, build expertise, and develop organizational capacity.</li> <li>c) Build program and funding partnerships with the most progressive partners in California youth development, including health, education, food, juvenile justice, and child advocacy leaders. Pursue relationships with non-traditional youth-serving partners, including electronic game and media providers, in an effort to build alliances and bring new resources and perspectives to youth development efforts.</li> </ul>	<p>Prior to the development of its grantmaking program, the Stewardship Council held listening sessions and solicited feedback from the field to help develop an effective and respected program. The results of this prework is described in the following sections.</p> <p>The Stewardship Council developed a grant review and selection process that incorporated the experience of experts and practitioners in the fields of environmental education and youth development in the form of External Advisory Panels.</p> <p>The Stewardship Council established annual grantseeker meetings following the adoption of the annual Grantmaking plan. These grantseeker meetings provided an opportunity for potential grantees to meet the funder and receive valuable information to help them develop a successful grant application.</p> <p>Between 2006 and 2011, the Stewardship Council directly administered a grantmaking program that awarded 268 grants resulting in more than \$12.2 million in funding to connect over 260,000 underserved youth living in the PG&amp;E service area with the outdoors. These grant awards included more than \$1 million in Catalyst grants, which were designed to help support grassroots organizations using innovative methods to connect youth with the outdoors within or near their communities; and, \$4.8 million in Infrastructure grants, which provided much needed funds to develop and renovate urban parks.</p> <p>The Stewardship Council's Board of Directors and Youth Investment Committee decided to focus its efforts on ensuring that underserved youth throughout the PG&amp;E service area benefitted from the settlement funds. As a result, grant recipients represent all regions of the service area, from programs based in major urban areas such as San Francisco and Oakland, to large central valley cities such as Fresno and Bakersfield, to rural areas such as Quincy and Springville.</p> <p>During its term as a grantmaker, the Stewardship Council performed programmatic and financial evaluations of its grantees, and made the lessons learned available on its website. Additionally, staff (with assistance from consultants) conducted grantseeker surveys in order to understand the strengths and weaknesses of the grant review and selection process, and to improve the program for its grantees.</p> <p>The Youth Investment Program hosted a grantee convening in 2007 for all 2006 grant recipients. Contents of the convening focused on partnerships, capacity and communication.</p> <p>As part of its strategic initiative work, the Stewardship Council held and sponsored regional convenings of industry experts to discuss solutions to field wide barriers to getting kids outdoors, including co-sponsoring convenings with a diverse set of</p>
	<p><b>Goal 2:</b> Lower barriers for underserved or at-risk youth to access the outdoors.</p> <ul style="list-style-type: none"> <li>a) Implement a highly-respected and targeted grant program to invest in community-based efforts to reduce physical,</li> </ul>	

STRATEGY	GOAL	STATUS
<b>YOUTH INVESTMENT</b>		
	<p>financial, and social barriers to youth participation in outdoor experiences. Invest in grass-roots efforts where appropriate to support new community efforts aimed at reducing barriers for youth engagement.</p> <p>b) Make direct investments in the primary barriers we currently understand, including: transportation, gear and supplies, and the lack of culturally relevant program leadership.</p> <hr/> <p><b>Goal 3:</b> Promote and support best practices and model programs that succeed in providing meaningful outdoor experiences for youth, particularly disadvantaged youth.</p> <p>a) Target certain grants to support innovative and/or pioneering park and/or youth program efforts. Conduct in-depth evaluation on these efforts and use results, as appropriate, to communicate best-practices and models.</p> <p>b) Bring recognition and credibility to the field, and the professionals dedicated to this work, by developing and implementing an award or other recognition program.</p> <p>c) Build a network and legacy of expertise, mentoring resources, and partners across California through long-term, on-going connections with our grantees and funding partners. Leverage this network to bring expertise and support to communities most in need.</p>	<p>organizations, including: San Francisco Presidio Trust; Sierra Health Foundation; USDA Forest Service; Central California Consortium; Fresno Conservation Corps; Frieda C. Fox Family Foundation; Children’s Nature Institute, Los Angeles; the San Diego Foundation; and REI.</p> <p>In 2010, the Stewardship Council created the Foundation for Youth Investment (FYI) in order to carry on the Stewardship Council’s legacy and to create a permanent program to connect California youth with the outdoors. FYI is a nonprofit public charity with the mission to generate greater resources to connect children, youth, and young adults to nature, parks, open spaces, and the great outdoors. FYI administered the Stewardship Council’s grantmaking program in 2011 with the Council retaining the decision making authority to make grant awards. Between 2012 and 2015, with support from a Stewardship Council grant, FYI awarded more than \$3.7 million in grants to help connect youth to the outdoors.</p> <p>Through grant funding it provided to FYI, the Stewardship Council invested in strategic initiatives which included:</p> <ul style="list-style-type: none"> <li>• Creation of an Outdoor Educators Institute, to establish a pipeline of leaders selected from alumni of the very programs that the Youth Investment Program supported through its Grantmaking.</li> <li>• Establishment of an Outdoor Trips Fund to provide essential funding for a pilot program to help give transportation assistance to school teachers and school-based programs to enable youth to attend field trips in the outdoors.</li> <li>• Support for a series of regional convenings to develop standards and practices for delivering culturally relevant programming to youth.</li> <li>• Support for the Natural Teachers Award; a program which recognizes outstanding teachers in the field of outdoor and environmental education.</li> </ul> <p>The Stewardship Council and FYI funded a series of gatherings of Native American youth providers to discuss the challenges unique to providing culturally relevant programming for Native American youth, and to develop a framework to help develop best practices.</p> <p>Stewardship Council Staff provided leadership for the development of the Bay Area Environmental Education Funders collaborative which promotes and supports organizations that connect youth to the natural world.</p>

STRATEGY	GOAL	STATUS
<b>LAND CONSERVATION</b>		
<p>In 2007 the Stewardship Council intends to reach a key milestone – adoption of the Land Conservation Plan. This will be a significant achievement, and will signal a fundamental transition to the work of preserving and enhancing the land for the public benefit. This work is a top priority for the</p>	<p><b>Goal 4:</b> Deliver on the promise – ensure that the 140,000 acres of lands are conserved and/or enhanced in perpetuity for the people of California.</p> <p>a) Complete the Land Conservation Plan and move forward with disposition and the associated regulatory process in 2007. Identify donees, initiate transactions, and/or secure fee title transfer and/or conservation easements on at least 50 percent of the acreage by the end of 2009.</p> <p>b) Partner with organizations committed to common goals and a cooperative/integrated approach. Wherever possible, develop related funding partnerships to help</p>	<p>Volumes I and II of the Land Conservation Plan were adopted by the Stewardship Council Board of Directors on November 28, 2007.</p> <ul style="list-style-type: none"> <li>• <b>Volume I:</b> Established the overall framework for the development and implementation of the land conservation program, including legal requirements, the planning process, methodologies, public involvement, and relevant regulatory processes.</li> <li>• <b>Volume II:</b> Documented existing conditions and presented management objectives, potential measures, and conceptual plans to preserve and/or enhance the Beneficial Public Values (BPVs) within each planning unit. It also documented existing economic uses.</li> <li>• <b>Volume III:</b> This volume is in process and is anticipated to be completed by 2017. It will consist of a series of plans</li> </ul>

STRATEGY	GOAL	STATUS
<b>LAND CONSERVATION</b>		
<p>Stewardship Council over the next three years, and our goals reflect this clear focus. In addition, however, we intend to integrate two important efforts into this work to align our efforts with the Stewardship Council core values of discovery, collaboration, and leadership. The first will be to lead by example, by applying best practices and looking for (and supporting) innovative approaches to land conservation and management. The second will be to be mindful of the opportunities to bring significant value to both our land and youth work by integrating these efforts where possible.</p>	<p>support the long-term financial sustainability of the land conservation effort.</p> <p>c) Implement an effective and inclusive community outreach program. Focus communications on participation, access and use of the land, and the local and global value of the land conservation and stewardship efforts.</p>	<p>referred to as Land Conservation and Conveyance Plans (LCCPs), to be issued serially for each parcel or cluster of parcels detailing the actions being taken pursuant to the Land Conservation Commitment to preserve and enhance the watershed lands and the BPVs in accordance with the requirements of the PG&amp;E Settlement Agreement and Stipulation.</p> <p>As of June 25, 2014, the Board has approved more than 30 fee-title donee recommendations, which are anticipated to result in the transfer of over 29,000 acres of land to public entities (federal, state, and local entities), nonprofit conservation organizations, and Native American entities. The first of these fee title recommendations was for Tuolumne County to be selected as the recipient of lands at the Kennedy Meadows planning unit. This recommendation resulted in the transfer of those lands to the county in November, 2013.</p> <p>As of June 25, 2014, the Board has selected 12 qualified organizations to hold and monitor conservation easements over approximately 80,000 acres of watershed lands. These organizations were selected based on their experience, their proximity to the watershed lands, and their familiarity with local stakeholders and issues.</p> <p>As of June 25, 2014, the Board has approved eight Land Conservation and Conveyance Plans (LCCPs) for lands in seven planning units. Staff is in the process of preparing additional LCCPs for other parcels that will be presented to the Board for review and approval before year end.</p> <p>The Stewardship Council has developed agreements with the Sierra Nevada Conservancy (SNC), whereby SNC will hold conservation covenants over lands to be donated to the U.S. Forest Service and approve future assignments of conservation easements. After the dissolution of the Stewardship Council, SNC will serve as a public repository for key Land Conservation Commitment documents and will assess the physical and economic impacts of the Land Conservation Commitment.</p> <p>The Stewardship Council developed and implemented a comprehensive public outreach program to engage interested and affected stakeholders and to promote collaboration and new partnerships. The program has employed a variety of tools and techniques to engage the public and all interested stakeholders, including:</p> <ul style="list-style-type: none"> <li>• A website that provides extensive background information, announcements concerning opportunities for public input, and updates on decisions by the board.</li> <li>• An extensive stakeholder database that is used for regular email notifications.</li> <li>• A series of public meetings and workshops held throughout the watershed lands over the past several years.</li> <li>• Formal opportunities for public review and comment on proposed board recommendations and draft LCCPs.</li> <li>• Notice by mail of pending decisions regarding the conveyance of individual parcels and invitation to comment sent to the Board of Supervisors of each affected county, each affected city, town, and water supply entity, each affected tribe and/or co-licensee, and to landowners located within one mile of lands that are the subject of a proposed LCCP.</li> </ul>
	<p><b>Goal 5:</b> Become a recognized model of responsible land stewardship, exemplifying and promoting best practices in environmentally and economically sustainable land management and collaborative land transactions.</p> <p>a) Understand and apply best practices in all our work, and act as a resource for others in sharing information and lessons learned. Actively participate in California and national efforts to convene and learn with others in this field.</p>	<p>The Stewardship Council's Land Conservation Program activities resulted in:</p> <ul style="list-style-type: none"> <li>• The creation of a collaborative partnership among the Maidu Summit Consortium, the California Department of Fish and Wildlife, and the Feather River Land Trust to preserve and enhance the beneficial public values at the Humbug Valley planning unit.</li> <li>• The establishment and funding of a demonstration project at the McArthur Swamp planning unit to enhance grazing and habitat opportunities.</li> <li>• A plan to significantly expand the state's research and demonstration forest systems in the Sierra and Cascade ranges through the donation of 17,000 acres of forested watershed lands to the California Department of Forestry and Fire</li> </ul>

STRATEGY	GOAL	STATUS
<b>LAND CONSERVATION</b>		
	<p>b) Support California's state-wide efforts in developing and implementing innovative environmental preservation and enhancement efforts. Where appropriate, consider the potential for land resources to provide demonstration areas or other pilot study opportunities in support of leading environmental stewardship practices.</p>	<p>Protection (CAL FIRE) and the University of California Center for Forestry.</p> <ul style="list-style-type: none"> <li>• The development of a model conservation easement for use on watershed lands being actively managed and operated for utility purposes.</li> <li>• The development of an analytical tool to evaluate individual parcels of land and calculate the appropriate amounts of funding necessary to support endowments for the future monitoring and enforcement activities of conservation easement holder organizations.</li> <li>• The establishment of a grant program to fund activities that preserve and enhance the beneficial public values on select watershed lands.</li> </ul>
	<p><b>Goal 6:</b> Take advantage of opportunities for synergy between the Land and Youth Programs, creating opportunities that will benefit the lands as well as promote the youth development goals of the Youth Investment Program.</p> <p>a) Identify opportunities to engage youth organizations on restoration/preservation projects on the lands. Understand youth resources available to us, and work with organizations, both state-wide and local, to identify appropriate service-learning projects.</p> <p>b) Identify opportunities to undertake youth recreation, exploration, and other activities on the lands. Explore the potential, in partnership with others, to build/restore facilities that can serve as a training/demonstration center for youth outdoor developmental education.</p>	<p>Land stewardship and enhancement funding proposals are evaluated for the willingness and ability of applicants to engage youth organizations in restoration/preservation projects on the lands. The funding of a number of these proposals is expected to result in the engagement of youth in restoration, preservation, and recreation opportunities.</p> <p>The Stewardship Council has engaged two leading national conservation and youth organizations to study the opportunity to utilize an existing facility on the watershed lands for the creation of a major outdoor youth institute. The Stewardship Council has funded a study to determine the feasibility of creating such an institute.</p>



## **APPENDIX C: MISSION AND CORE VALUES**

### **Mission Statement**

The Stewardship Council protects and enhances watershed lands and uses, and invests in efforts to improve the lives of young Californians through connections with the outdoors.

### **Core Values**

#### **Collaboration**

We value diversity and believe that greater outcomes are achieved by working together towards cooperative solutions. We strive for and nurture productive relationships with a diversity of communities and stakeholders, and will build alliances and encourage partnerships with people and organizations across the California landscape. We value the input of the public as part of our collaborative effort and will encourage community dialogue as part of our work.

#### **Stewardship**

We exist to protect and enhance the beneficial values and uses of the watershed lands and to improve the lives of young Californians through connections to the outdoors. We are bound individually and collectively by the obligation to be good stewards for both land conservation and youth investments, and we will ensure that every action we take and commitment we make clearly serves this purpose.

#### **Discovery**

We will encourage and welcome an atmosphere of learning, discovery, and innovation. We will be flexible and demand a culture that focuses on how something can be accomplished, rather than focusing on why it cannot. We will seek collaborative and innovative solutions to conventional challenges, and we will not shy away from untested approaches we believe offer promising solutions.

#### **Sustainability**

We will make sustainable contributions to California, and provide a legacy of land conservation and youth enrichment that will live beyond the Stewardship Council. Our actions and decision-making will include a clear recognition of long-term stewardship to ensure the benefits of our work are shared by Californians for generations to come.

#### **Leadership**

We will strive to be leaders in the California and national environmental and philanthropic communities, and contribute to the further development and education of ourselves and others. We personally commit to and will hold one another accountable to conduct our work in a thoughtful, creative, and comprehensive manner. We will be sincere, honest, non-discriminatory, and forthcoming in all of our actions, and practice the highest standards of professional integrity in all our work.