

May 26, 2006

**To: Sierra Nevada Board of Directors**  
**From: Strategic Planning Sub Committee and Executive Officer**  
**Re: Recommendations Relating to the Draft Strategic Plan**

During the past month and a half, the Sierra Nevada Conservancy (SNC) has held a series of six public workshops throughout the region to solicit input on the draft Strategic Plan. In addition to these workshops, there has been written and verbal communication received by the sub committee and staff. The participation and response by the public and our governmental and non-governmental partners has been outstanding and very helpful in identify opportunities for improving the plan.

Comments have been generally supportive of the draft plan and a number of constructive suggestions have been offered. These include suggestions to modify the vision and mission statements and the guiding principles; inclusion of key elements in various goals and actions; and specific suggestions on language and definitions.

We have reviewed the various suggestions and we recommend making a number of revisions to the plan. The following is a summary of key recommended changes consistent with previous board direction and the governing statute. Staff and consultants will work with the Strategic Planning sub committee in making revisions that incorporate these recommended revisions; in addition, revisions will be made to language to clarify intent, provide for consistency and provide greater detail.

We recommend that a revised plan be made available for public review and comment following the June 1 board meeting and a final draft plan be presented to the Board for action at the July 20, 2006 meeting.

## **DRAFT**

### **Recommended Modifications to the Draft Strategic Plan**

#### **Vision Statement**

Objective: Make the vision statement more descriptive of the grandeur and uniqueness of the Sierra; need to be specific about natural resources, watersheds and wildlife habitat; need to capture importance of Sierra to rest of the state; and need to stress the need for integration of economic and environmental goals.

#### Current Vision Statement

The Sierra Nevada is a thriving place with rich physical, cultural, archaeological, historical, and living resources. The healthy, diverse economy allows for sustainable communities and recognizes the value of working landscapes. Residents and visitors enjoy a wide spectrum of recreational and cultural experiences, well-maintained public lands, high quality water and air and communities protected from natural disasters.

#### Proposed Revised Vision Statement

The Sierra Nevada is recognized as a magnificent place with rich natural, physical, cultural and living resources. Healthy, diverse and economically sustainable local communities thrive here. Californians value the healthy watersheds that provide high-quality water, spectacular scenery, and support important wildlife habitat. Sustainable working landscapes are providing economic, social and environmental benefits to the region. The region's recreational, cultural, archeological, historical and commercial assets, and public lands are visited and treasured. The local communities are prepared for and protected from natural disasters.

#### **Mission Statement**

Objective: Shorten the mission statement to express the essence of the SNC's mission and to make it more action oriented.

#### Current Mission Statement

The mission of the Sierra Nevada Conservancy is to support efforts that improve the environmental and economic well being of the Sierra Nevada region, its communities and its citizens through collaboration and cooperation with local governments and other interested parties.

#### Proposed Revised Mission Statement

The Sierra Nevada Conservancy initiates, encourages and supports efforts that improve the environmental and economic well being of the Sierra Nevada region, its communities and the citizens of California.

### **Clarify other partners in carrying out our mission.**

Objective: Make clear that the SNC is an organization committed to collaborating and cooperating with all partners in order to carry out our mission.

The Strategic Plan will be revised to make clearer that the SNC is committed to working with a variety of governmental and non-governmental organizations, and individuals in carrying out our mission. This includes watershed groups, firesafe councils, land trusts and other conservation groups, as well as private landowners and organizations representing landowner interests and tribal governments, among others.

### **Strengthen the role of coordination between agencies and as a “facilitator”.**

Objective: Make clear that the SNC will play an active role in coordinating the activities in the Sierra of various state and federal agencies, recognizing and respecting the agencies responsibility to carry out their mission and in convening various parties to address key issues.

The following changes are recommended as an addition to the Guiding Principles in the category of “Working with Others”:

- We will work to coordinate the efforts of state and federal agencies when conducting activities within the mission of the SNC.
- We will bring together appropriate parties to seek solutions to difficult problems that will result in economic and environmental benefits.

### **Communication and Education**

Objective: Strengthen the plan’s approach to communication and education as it relates to the importance of the Sierra Nevada to the rest of the state.

The following change is recommended as an addition to the Guiding Principles in the category of “Our Key Objectives”:

- We will inform and educate the public about the important contributions the Sierra Nevada provides to all Californians, including providing clean water for many uses outside the Sierra, access to world class recreation and tourism and the production of a variety of important commodities.

### **Integrating Economy and Environment**

Objective: More clearly identify the importance of recognizing the link between economic and environmental well-being and the SNC's commitment to achieving both in a complementary fashion

The proposed change in the mission statement provides a stronger commitment to the position that the SNC will seek to integrate economic and environmental benefits in carrying out our mission. In addition, the following addition to the Guiding Principles in the category of "Our Key Objectives" is recommended:

- We strive to identify and implement activities that result in integrated economic and environmental benefits rather than "either or" outcomes.

## **Organizational Goals**

**The following changes are recommended in the Organizational Goals area:**

### ***II. Use and Share Reliable Information***

(A definition of "reliable information will be provided in the glossary).

#### **Strategic Goal 2**

Goal 2.1: Conduct an information needs assessment, of local government, non governmental organizations, private landowners and state and federal partners, to determine: relevant information relating to the SNC's mission that currently exists; critical new information needed, preferred dissemination methods, technological needs and data limitations. (January 2007).

Goal 2.2: Develop overall data acquisition and dissemination requirements and a strategy to address SNC statutory and organizational needs, as well as improving communities' ability to access and use information. The SNC will build upon and enhance existing information infrastructure. (July 2007).

### ***III. Increase Knowledge and Capacity***

#### **Strategic Goal 3**

Goal 3.1: Conduct a regional assessment to determine existing and potential education, shared learning and research projects that the SNC can support and enhance. (January 2006)

Goal 3.2: Based on this assessment and the information technology assessment, develop a plan to increase community capacity, identify technological, communication, technical assistance and other infrastructure needs. (July 2007)

Goal 3.3: Support integrated regional and sub regional planning efforts, consistent with the SNC mission (Ongoing).

Goal 3.4: Develop an education and communication plan to promote increased understanding of the importance of the Sierra Nevada within the region and throughout the state. (October 2006)

#### ***IV. Implement a Balanced Program***

##### **Strategic Goal 4**

Goal 4.1: Develop, in collaboration with other organizations, an economic and environmental well being index progress of the SNC in achieving success in the various program and geographic areas. The index will identify the key indicators to be monitored and measured and clearly identified performance measures to gauge progress in each of the program areas. (January 2007)

Goal 4.2: Develop a program activity tracking system to ensure equitable distribution over time of resources across subregions and programs, recognizing the need to act based on opportunity, available funding and regional differences. (January 2007)

#### ***V. Funding***

**Funding for the SNC may be limited, inconsistent and targeted to certain program areas, depending on funding sources and appropriation by the legislature.** SNC will strive to implement this plan consistent with available funding and any statutory requirements.

##### **Strategic Goal 5**

Goal 5.1: Develop and communicate funding needs of the region to the public, SNC partners and decision makers at all levels. (Ongoing, initial needs assessment by October 2006)

Goal 5.2: Leverage and improve funding options and opportunities by identifying and communicating potential funding sources to those engaged in project activities consistent with SNC's mission. (Ongoing, with an initial inventory of funding sources by October 2006)

#### **Program Goals**

The following changes are recommended in the program goal area:

##### ***Program Goal 1: Tourism and Recreation***

##### ***Provide Increased Opportunities for Tourism and Recreation***

##### **Program Action 1**

Action 1.1: Identify top priority tourism and recreational opportunities, including those in

activities such as ecotourism, agritourism and cultural tourism; promote opportunities consistent with the integration of economic and environmental concerns.

***Program Goal 2: Physical, Cultural, Archaeological, Historical, and Living Resources Protect, Conserve, and Restore the Region's Physical, Cultural, Archaeological, Historical, and Living Resources***

**Program Action 2**

Action 2.1: Identify priority projects that protect, conserve and restore physical and natural resources, watersheds, wildlife habitat and other living resources. For lands in need of protection, use of conservation easements and similar mechanisms will serve as the primary approach.

Action 2.2: Identify priority projects that protect, conserve and restore cultural, archaeological and historical resources.

Action 2.3: Identify critical information needs at the regional and community level to assist in assessing resource protection needs.

Action 2.4: Identify specific funding sources that may complement SNC activities in order to achieve program objectives.

Action 2.5: Develop a strategy to partner with local, state and federal governments, non governmental organizations and private landowners to identify information, assistance and resources needed to support community projects that protect, restore, and conserve these important assets.

Action 2.6 Develop a strategy to partner with local governments to identify information, technical assistance and resources that would be of value in local land use decision making.

***Program Goal 3: Working Landscapes***

**Aid in the Preservation of Working Landscapes**

Action 3.1 Work with governmental and non-governmental partners to identify private landowners interested in preserving their working landscapes through conservation easements and similar mechanisms.

Action 3.2 Identify incentive-based programs (complementing and enhancing regulatory efforts) in achieving sustainable environmental protection, natural resource conservation and working landscapes preservation objectives.

***Program Goal 4: Natural Disaster Risks***

***Reduce the Risk of Natural Disasters, such as Wildfires***

Action 4.1: Work with state and federal land managers to identify projects and activities

that will reduce risks of, and prepare for, natural disaster on public lands including catastrophic fire, flooding, landslides and climate change.

Action 4.2: Assist communities in the development and implementation of firesafe community plans, flood prevention plans and other community based plans addressing natural disasters.

Action 4.3: Work with federal, state and local fire agencies to identify opportunities for SNC to assist in risk reduction efforts on private lands.

***Program Goal 5: Water and Air Quality***  
***Protect and improve water and air quality.***

**Program Action 5**

Action 5.1: Identify incentive based programs that complement and enhance regulatory efforts in achieving environmental protection and sustainability goals.

Action 5.2: Identify priority projects aimed at improving watershed health, particularly those that provide multiple benefits.

Action 5.2: Develop and make available a list of funding sources, resources, consultants and organizations, with skills, expertise and knowledge to assist communities with projects consistent with this goal.

***Program Goal 7: Public Lands***  
***Undertake efforts to enhance public use and enjoyment of lands owned by the public.***

**Program Action 7**

Action 7.1: Identify community priorities for specific opportunities to enhance public use of public lands in a sustainable manner.

Action 7.2: Develop, in consultation with state and federal land managers, sustainable projects that meet this objective, consistent with the land management agencies' objectives and responsibilities.

***Peter Van Zant Associates***

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To: John Brissenden & BJ Kirwan

Strategic Planning Committee, Sierra Nevada Conservancy

Jim Branham, Executive Officer, Sierra Nevada Conservancy

Re: Comments on the draft Strategic Plan

Dear Committee Members:

I appreciate the opportunity to comment on the proposed draft strategic plan. Getting the strategic plan focused on blending the legislative intentions and the real needs of the Sierra Nevada region is a challenge. Making the process an open one with opportunities for stakeholders and the public to review and make recommendations is most welcomed.

I support the recommendations of the Sierra Fund and the Sierra Nevada Alliance. In particular I strongly support the inclusion of the following language suggested by the Sierra Fund:

**\* We collaborate with cities, counties, special districts (including fire, water, recreation, park, sanitation, waste disposal and resource conservation districts) as well as state and federal partners in our work.**

**\* We recognize the importance of tribal governments in the region and will work respectfully to include this community in our programs.**

**\* We understand the importance of cooperating with local and regional non-governmental organizations, which often provide important services and programs in remote and sparsely populated rural regions.**

The Sierra Nevada is one of the most networked rural regions in California. Recognizing the many organizations that toil daily for a better region is appropriate and fulfils the Conservancy's stated goal of working with existing programs and organizations.

Additional recommendations are:

**Implementing Our Programs, page 10**— This Guiding Principle gives priority to multi-benefit programs and activities. However some communities may not have serious needs but not the resources to develop or manage multi-benefit programs.

**Recommendation: Add language that would allow priority consideration of proposed programs or activities that address critical needs even if they do not include a multi-benefit component.**

**Agency Five Year Organizational Strategic Goals III. Increase Knowledge and Capacity (page 17):**

The SNC is in a unique position to support increasing knowledge and capacity through establishing a virtual on-line community that is self-subscribing. This vehicle would provide opportunities for discussing common challenges, sharing best-practices, and networking. It would also be an efficient way to disseminate technical information and other SNC developed support studies (The Rural California Action Network, Rural-CAN, has such a on-line community under development).

**Recommendation- Add a goal: Establish and maintain a self-subscribing virtual on-line community to build local capacity through communication of best-practices and support information.**

**Program Goal 6: Regional Economy (Page 27)**

The SNC Mission identifies two primary “support efforts”. They are to “improve the environment and economic well being of the Sierra Nevada region “. However the introduction to Goal 6 directs seems to limit economic development to “attract sustainable economic activity”. Economic growth has been shown to take place more through the creation of new businesses and the expansion of existing businesses. I recommend that this introduction be expanded to include these other pillars of economic development. A useful model has been developed by the California Community College’s Small Business Development Centers (SBDC’s). It is named CREATE. It means (business) Creation, Retention, Expansion, Attraction, Training, and Everything else (infrastructure, etc.). This is a more comprehensive approach to supporting the regional economies, especially since studies repeatedly identify the creation of new (and small) businesses by entrepreneurs as a major source of new jobs.

Models and studies of regional and rural economies and descriptions of economic drivers are available on the California Economic Strategy Panel website.

**Recommendation—Introduction: Rewrite the introduction to reflect the CREATE model of economic development and add a specific focus of supporting new business creation.**

**Recommendation—Add the following Program Actions:**

**Action 6.4 Support the development of a baseline economic model of the Sierra Nevada reflecting available studies and current economic data.**

**Action 6.5 Support the development of and publish periodically a Sub-regional and county indicator report designed to track progress in economic, quality of life, and natural resource changes.**

**Action 6.6 Support the development of articulated Self-employment/ Business ownership courses in local high schools, community colleges, and Regional Occupational Programs (ROP).**

Sincerely,

Peter Van Zant, President

Copy:           Sierra Fund  
                  Sierra Nevada Alliance  
                  Sierra Business Association



# MONO LAKE COMMITTEE

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May 25, 2006

Jim Branham  
Executive Officer  
Sierra Nevada Conservancy  
11521 Blocker Drive, Suite 205  
Auburn, CA 95603  
*Submitted via email*

RE: Comments on Conservancy Draft Strategic Plan

Dear Jim,

The Mono Lake Committee is pleased to provide comments on the Sierra Nevada Conservancy's Draft Strategic Plan. Thank you for the substantial effort made by the Conservancy to incorporate public comment into the planning process. The public meeting held on the plan in Mammoth Lakes earlier this week was quite successful, and many detailed comments were submitted there. This letter reviews the significant areas of comment that MLC would like to emphasize.

As you know, the Mono Lake Committee (MLC) is a non-profit citizens' group dedicated to protecting and restoring the Mono Basin ecosystem, educating the public about Mono Lake and the impacts on the environment of excessive water use, and promoting cooperative solutions that protect Mono Lake and meet real water needs without transferring environmental problems to other areas.

### General Comments

In various places the plan refers to economic and environmental well-being. Both are important; MLC suggest that cultural well-being be added and that all three be used throughout. This would better capture the importance of the unique heritage we have here in the Sierra.

The Conservancy legislation allows the Conservancy to work directly with public agencies, nonprofit organizations, and tribal organizations. Generally speaking, the plan seems to often mention local governments and agencies to the exclusion of nonprofits and tribes when discussing goals, actions, etc. MLC suggests a review to assure that all three (or more if appropriate) are treated equally throughout the plan, particularly in the areas of partnerships and project funding.

## **Vision**

The vision statement combines biological, geological, and cultural resources together in its first sentence, and envisions them all being “rich.” MLC agrees that rich cultural and historical resources are desirable. However, there are more appropriate words to use in describing biological resources; MLC suggests envisioning “diverse, healthy” biological resources in the vision statement.

On a related note, the meaning of “living resources” is unclear. A different term could be chosen, or “living resources” could be included in the glossary. MLC assumes this term means the biological and ecological resources of the Sierra—wildlife, plant communities, lake ecosystems, etc., and urges clarification in the Plan.

Further, the last sentence of the vision leaves out biological resources as one of the things residents and visitors would enjoy about the Sierra. In MLC’s experience, the forests, lakes, streams, and wildlife of the Sierra are at the top of the list of what residents and visitors value about the region, and thus should be called out specifically.

## **Organizational Strategic Goals**

MLC expects that the issue of “fairness” in the distribution of Conservancy funds will become complicated and possibly contentious, given the diverse area covered by the Conservancy. Our suggestion is that the Strategic Plan should anticipate a focused, public process in which this issue can be resolved.

## **Five Year Programmatic Goals**

1. Goal #2 is very broad compared to the others. A grant, for example, to renovate a community theater might fall under goal #2 as would a grant to plant trees to stabilize a degraded stretch of stream. This will be challenging to explain and to administer. MLC suggests that further organization is needed in this area of the plan. The goal could be easily split into two, so that physical and biological resources are in one goal (with relevant program actions) and cultural, historical, and archaeological resources are in a separate goal.
2. It is reasonable to expect the Conservancy to be able to fund programs at some level in the next five years. However, very few of the identified actions suggest the Conservancy will play a role in funding projects, and there are no actions related to establishing processes for awarding grants or other forms of financial support.
  - a. In particular, all the actions connected to goal #2 are to “identify” various things. These actions are good, but MLC urges the Conservancy to plan to take action to put projects on the ground over the next five years. Actions such as “fund priority projects” and “establish a transparent process for disbursing funds” would be appropriate additional actions. Other goals should be reviewed for similar changes.
3. Educational programs, such as those conducted in the field with school children throughout the Sierra, are a valuable way to achieve the Conservancy’s vision by

involving the next generation in stewardship of the Sierra. Such activities are often part of school curriculum requirements, and what better place to learn about mountains, streams, and forests than the Sierra? MLC believes that environmental education programs operated by non-profits, counties, and other eligible organizations should be eligible for Conservancy support and should be called out specifically in the plan, perhaps under goal #1. MLC would be happy to provide examples and further information profiling the many existing educational programs of this type upon request.

4. In goal #1, it is noted that the Conservancy “is mandated to provide increasing opportunities for tourism and recreation.” The draft plan text implies that such opportunities will be measured by their contribution to the local economy. While this is one important measure, it is not the only one. A project’s quality, outcome, uniqueness, and compatibility with other Conservancy goals should also be recognized as valid measures for determining priority.

Thank you for the opportunity to comment on the Draft Strategic Plan.

Sincerely,

A handwritten signature in blue ink, appearing to read 'G. McQuilkin', with a long horizontal flourish extending to the right.

Geoffrey McQuilkin  
Co-Executive Director



SIERRA NEVADA ALLIANCE

*Keeping light in the range.*

May 25, 2006

**Re: Written Comments from the Sierra Nevada Alliance  
to the Sierra Nevada Conservancy on the Draft Strategic Plan**

Dear Jim Branham and members of the Sierra Nevada Conservancy Board,

The Sierra Nevada Alliance has reviewed the Draft Strategic Plan for the Sierra Nevada Conservancy and would like to offer the following comments.

For the most part, the Alliance is pleased with the draft as a starting point for the Conservancy's Strategic Plan. In particular, we fully support the comprehensive list of guiding principles, which will create the kind of transparent and publicly accountable Conservancy we and our member groups would like to see. In addition, the description of the Sierra Nevada setting gives substantial background to the plan and its strategies. Finally, we support many of the concepts, strategies, and actions included in the Draft Strategic Plan.

We have organized our comments according to the structure of the Draft Strategic Plan; in this layout, we have recommended specific language or conceptual changes and additions. The *Appendix A: Specific Recommended Edits* references some of those recommended changes by page and section with new wording.

Overall, the Sierra Nevada Alliance would like to highlight our two most important comments here:

❖ **Add an Ecosystem and Wildlife Health Goal –**

- The proposed list of 7 goals does not sufficiently cover the services the Conservancy should provide to protect ecosystem and wildlife health. A Goal 8: Ecosystem and Wildlife Health should include “protection and enhancement of ecosystem and wildlife health broadly including ecologically important habitat, migration pathways and biological corridors”. More specifically this goal should include “the preservation of capstone species, enhancement of fisheries, and ensuring the health of all biological resources.”
- The goal should include the following Action: “The Conservancy will facilitate and foster good planning to protect and enhance ecosystem and wildlife health along with working landscapes and open space.”

❖ **Include non-governmental organizations and private entities whenever partnerships are mentioned as well as State and Local Government –**

- The Draft Strategic Plan starts out with a long list of local entities but then only mentions non-governmental organizations in 3 places in the rest of the document. Every place where partnership and collaboration is mentioned with the government or other entities, it should also include partnership and collaboration with Non-governmental organizations and private entities.
- The Sierra Nevada is rich in non-governmental organizations because local government traditionally did not fill those roles. These groups have become the de-facto deliverer of many services and the Conservancy needs to work with them.
- See Appendix to these written comments for all the places we would like to non-governmental organizations and private entities mentioned for partnerships.

The rest of our comprehensive comments appear below; they are organized in the same structure as the Sierra Conservancy Draft Strategic Plan.

Thank you for the opportunity to give public comment and for taking our comments into account in the revisions for the Draft Strategic Plan.

Sincerely,

Joan Clayburgh, Director, Sierra Nevada Alliance

Julie Leimbach, Program Associate, Sierra Nevada Alliance

**Comments from Sierra Nevada Alliance  
to the Sierra Nevada Conservancy on the Draft Strategic Plan**

**AGENCY ASSESSMENT – EXTERNAL ASSESSMENT**

The assessment of the Sierra Nevada's challenges as a region needs to highlight the imminent challenges due to climate change. Climate change is one of the greatest challenges the Sierra faces. Currently, there are hundreds of resource planning processes occurring the Sierra that will carry us into the future, but almost none are taking climate change into account. Planning how to adapt to climate change now will be easier and cheaper than waiting for a crisis and will allow us to come up with win-win solutions that protect our natural resources and our local economies. Even under lower emissions scenarios, the Sierra snowpack is projected to decline about 25-40 percent by 2050. This alone will have drastic impacts on the health and quality of our natural resources and communities in the Sierra. The Conservancy will be in the best position to begin to think about how to adapt to climate change on a regional level. For more language and information about climate changes effects in the Sierra, see the Sierra Nevada Alliance's Climate Change Toolkit at: [http://www.sierranevadaalliance.org/publications/db/pics/1133215571\\_14593.f\\_pdf.pdf](http://www.sierranevadaalliance.org/publications/db/pics/1133215571_14593.f_pdf.pdf).

Specifically, the issues of climate change and how we might adapt to them should be included in the Conservancy's outreach to the Sierra as well as the rest of the state. We would suggest the following related actions:

1. Educate the Sierra region and the state on the effects of climate change in the Sierra and how we might work to adapt.
2. Model and forecast a range of potential impacts from climate change on the Sierra
3. Encourage other resource agencies and Conservancy projects to base plans on an adaptive management models.
4. Support monitoring changes in the weather, hydrology, and ecosystems in the Sierra.
5. Prioritize projects that will succeed under multiple climate change scenarios for the future.

**AGENCY FIVE YEAR ORGANIZATIONAL STRATEGIC GOALS:**

- ❖ Include NGOs and private entities whenever partnerships are mentioned as well as State and Local Government –
  - The Draft Strategic Plan starts out with a long list of local entities but then only mentions non-governmental organizations in 3 places in the rest of the document. Every place where partnership and collaboration is mentioned with the government or other entities, it should also include partnership and collaboration with Non-governmental organizations and private entities.
  - The Sierra Nevada is rich in non-governmental organizations because local government traditionally did not fill those roles. These groups have become the de-facto deliverer of many services and the Conservancy needs to work with them.
  - See Appendix to these written comments for all the places we would like to non-governmental organizations and private entities mentioned for partnerships.

- ❖ Include Strategies for Public Input –  
The Draft Strategic Plan should outline how it will receive public input and the general culture of receiving local and statewide public input into its programs and projects.
- ❖ Measure Equity by Impact and Regional Benefits Derived from Funding –  
Instead of constraining the definition of equity to fiscal measurements, we support measuring equity by impact and benefits derived from funding. This definition and measurement of equity encourages regionalism and encourages equitable aggregate benefit.
  - The whole purpose of a Conservancy is to deal with big regional issues that impact the whole state, including the urban areas. The strategic plan dilutes the regional spirit of the Conservancy by defining equitable funding only as equal financial distribution to each subregion.
  - The Conservancy should consider “equal distribution” not only of financial benefits but of social and environmental benefits. This should be revised to reflect that the project selection criteria will take into account social and environmental benefits as well as financial benefits when considering equity of funding distribution.
- ❖ Build Connection between Sierra and Urban Population –
  - The shadow or visitor population in the Sierra has tremendous impact on the state of the Sierra. In addition, the legislation and funding for the Conservancy depends on the support of California’s urban population. Therefore, it is imperative that the Conservancy build the links between the rural and urban populations so the Sierra Nevada enjoys continued and increased support to protect the natural resources that benefit the entire state.

## **AGENCY FIVE YEAR PROGRAMMATIC GOALS**

### **GOAL 1 and 2**

- ❖ Incorporate Heritage Economies in Goal 1 and Goal 2 –
  - The “heritage economy” can be defined as natural, cultural, historic, and recreational resources that combine for a cohesive, nationally distinctive landscape arising from patterns of human activity shaped by geography. There is no better landscape that combines these resources than the Sierra Nevada. But, it is up to Sierra communities to define how their natural, cultural, historic, and recreational resources are preserved for future generations and enjoyed by current generations.
  - Add action “Support the development and growth of Heritage Economies” in Goal 1 and 2.
  - Include the definition of heritage economies in the description of Goal 1 and 2 as well as mention in Goal 3.

### **GOAL 3**

- ❖ Working Landscapes and Open Space –
  - Goals 3,4, 5, and our proposed goal 8 should all include action items for local land use planning. See: 3) Working Landscapes, 4) Natural Disasters, 5) Watershed Health and Air Quality, and proposed 8<sup>th</sup> goal of 8) Wildlife and Ecosystem.

- The Conservancy should bring its regional perspective and coordination expertise to help local planning efforts achieve outcomes that are consistent with the Conservancy goals.
  - Proposed wording of Action Item: facilitate local planning to protect resources identified in these goals through creating incentives for planning and collaborating with local partners.
- ❖ Identify Economic Development Strategies That Protect Or Enhance Natural Resources –
- There should be a direct nexus between conservation and economic development that the Conservancy supports – with economic development working to augment resource protection.
  - Only two goals in the Draft Strategic Plan articulate this direct nexus between economic development and conservation: Working Landscapes and Protect Cultural, Archaeological, Historical, and Living Resources. This nexus needs to be further developed in the other goals also.
  - The Strategic Plan should include strategies for how to communicate emerging issues that are outside of the Conservancy’s purview to the appropriate government agencies, NGOs or other entities.

#### GOAL 4

- ❖ The Natural Disaster Goal Needs to Include Flood, Avalanche, and Slides –
- The Natural Disaster Goal is too focused on fire and needs to be broadened to include other natural disasters in the Sierra.
  - Include language directed at restoring hydrologic function in Sierra meadows and floodplains to for flood attenuation.
  - Differentiate between catastrophic fire and ecologically important fire. Describe the ecological importance of fire to ecosystem. The Conservancy should address catastrophic fire in the urban-wildlands interface.  
Action: Good planning to keep eliminate development in extreme fire zone.
- ❖ Natural Disaster Risks Should Incorporate Importance of Fire to the Health of the Ecosystem
- The Conservancy needs to support forest management that recognizes fire is an essential part of the ecosystem. This is different from reducing the risk of “catastrophic” fire and needs to be reflected in the action items.
  - Action Items should include: Facilitate good planning to reduce housing and development in extreme fire risk zones at the urban-wildland interface.
- ❖ Natural Disaster Goal Should Address Climate Change –
- The Conservancy should include as actions: “Facilitate understanding and adaptation to the climatic change in the Sierra Nevada” and “Model and consider climate change when prioritizing action items.”
  - Climate change should also be addressed as an overarching theme in the Setting about the Sierra Nevada as well as mentioned in the following goals: Working Landscapes, Water and Air, and the proposed Wildlife and Ecosystem.
- ❖ Action to Reduce Urban Wildland Interface

- In order to prevent risk of human life and assets to natural disasters such as wildfire, good County planning needs to reduce the linear feet of urban – wildland interface, which is vulnerable to fire.

## **GOAL 5**

- ❖ Air and Water Quality Goal Should be “Watershed Health and Air Quality”
  - The statutory provision for the Conservancy “Protect and improve water and air quality” relies heavily on the protection and improvement of watershed health. Water Quality is inextricably dependent on healthy riparian vegetation; connectivity to floodplains; fire and fuels management; hydrologic functioning of high Sierra meadows; and water management – to name a few. Therefore the statutory goal of achieving water quality can only be substantiated by articulating a strategic goal to improve overall watershed health. Only by addressing the health of the entire watershed, will be able to truly improve water quality. This connection is reflected in the description of the challenges we face today in our watersheds but is not reflected in the goal.
  - Recommended Goal: “Protect and Improve Watershed Health and Air Quality”.
  - A primary action item under this revised goal should be: “Assess, protect, and restore watershed health”.

## **GOAL 8**

- ❖ Add an Ecosystem and Wildlife Health Goal –
  - The proposed list of 7 goals does not sufficiently cover the services the Conservancy should provide. A Goal 8: Ecosystem and Wildlife Health should include protection and enhancement of ecosystem and wildlife health broadly including protection and enhancement of ecologically important habitat, migration pathways and biological corridors. More specifically this goal should include the preservation of capstone species, enhancement of fisheries, and ensuring the health of all biological resources.
  - The goal should include the following Action: The Conservancy will facilitate and foster good planning to protect and enhance ecosystem and wildlife health along with working landscapes and open space.

## Appendix A: Specific Recommended Edits

*\* Underlined sections are new additions.*

### I. Edits re: Build Connection between Sierra and Urban Population

This concept should be reflected more specifically in two places:

p. 15 Organizational Goal I: Create an Effective Organization, Goal 1.4.

Replace with: “Conduct a robust public outreach and feedback program with in the region and in other key geographic areas important to the success of the program, including urban areas such as the Bay Area, Sacramento, and Los Angeles.”

p. 17 And in Organizational Goal III, Goal 3.3

Replace with: “Develop an education and communication plan to support increased understanding of the region and its connection to and impacts from the Sierra on urban areas by California’s decision-makers and citizens.”

### II. Edits to include non-governmental, community groups, and private entities in partnerships

p. 4, Section: Mission Statement 4<sup>th</sup> line.

Replace with “...collaboration and cooperation with local governments, non-governmental organizations, community groups, private entities, and other interested parties”

p. 5, Section: Program Description, 2<sup>nd</sup> bullet

Replace with: “Work in collaboration and cooperation with local governments, non-governmental organizations, community groups, private entities, and other interested parties in carrying out the SNC’s mission; and...”

p. 9, Section: Working With Others, 1<sup>st</sup> bullet

Replace with “ We emphasize cooperation with local government, non-governmental organizations, community groups, private entities, and other interested parties and provide information, technical assistance and financial support to assist in meeting mutual goals.

p. 11, Section: Institutional Challenges, bullet 2, last sentence

Replace with “Many local governments, non-governmental organizations, community groups, and private entities in the region are in need of technical assistance and funding to develop and implement projects.”

p. 14, Section: Complexity of Program Development and Implementation, last bullet

Replace with: “Provide technical assistance to local governments; nonprofit organizations; private entities, and community groups.”

p. 15, Section: Create an Effective Organization, 2<sup>nd</sup> to last sentence

Replace with, “It will address challenges of serving an area as large and divers as the Sierra Nevada region by focusing on its core mission and through partnership with other governments, non-governmental organizations, private entities, and community groups.”

p. 21, Section: Program Action 2, Action 2.4

Replace with, “ Develop a strategy to work in partnership with local governments, non-governmental organizations, private entities, and community groups to identify information, assistance, and resources need to support community projects that protect, restore, and conserve the ecosystem health and biological diversity of the Sierra as well as its important archaeological, cultural, and historical assets.”

p. 21, Section: Program Action 2, Action 2.5

Replace with, “ Develop a strategy to work in partnership with local governments, non-governmental organizations, private entities, and community groups to identify information, technical assistance and resources that would be of value in local land-use decision-making.”

p. 26 Program Action 7.2

Replace with, “Develop, in consultation with state and federal land managers, non-governmental organizations, counties, private entities, and community groups, sustainable projects that meet this objective, consistent with the alnd management agencies’ objectives and responsibilities.

## II. Edits re: Climate Change

p. 11 Resource Challenges Column

Insert “9. Climate change, sped by human emissions, is already impacting the natural resources in the Sierra, which will drastically effect not only our watersheds and forests but also, the economic stability of our communities.”

p. 13 Program Diversity, 1<sup>st</sup> paragraph

Where it says “SNC’s program complexity is magnified by rapid regional change, driven in pat by population growth within and immediately adjacent to the region.

Replace with “SNC’s program complexity is magnified by rapid regional change, driven in part by population growth and rapid climate change.”

Start new paragraph with next sentence where it says, “Some estimates...”

After sentence “The potential conversion of working landscapes to residential and commercial uses would lead to increased demand for stewardship on remaining lands.”

Insert new paragraph, “Even under lower emissions scenarios, the Sierra snowpack is projected to decline about 25-40 percent by 2050. This alone will have drastic impacts on the health and quality of our natural resources and communities in the Sierra. Planning how to adapt to climate change now will foster win-win solutions that protect our natural resources and local economies. The Conservancy will be in the best position to begin to think about how to adapt to climate change on a regional level.”

New paragraph, continue with existing sentence, “ The Conservancy needs to be responsive and take advantage of opportunities resulting from various planning efforts.”

p. 21, Section: Protect, Conserve, and Restore the Region’s Physical, Cultural, Archaeological, Historical, and Living Resources, last sentence

Add: Climatic changes will greatly impact the Sierra's physical and living resources. The most basic and conservative projections of warming temperatures and a decreasing Sierra snowpack demands that we adapt our management of natural resources to changing climate scenarios.

p. 21, Program Action 2, bullet 2

Replace with, “Identify critical information needs at the regional and community level to assist in assessing resource protection needs, in particular, with a view adapt natural resource management to under climate change scenarios.”

### **III. Edits re: Heritage Economies**

p. 20 Goal 1, Program Action 1.1

Replace with, “Identify top priority tourism and recreational opportunities, including those in non-traditional activities and heritage economies.”



May 19, 2006

Jim Branham  
Sierra Nevada Conservancy  
11521 Blocker Drive, Suite 205  
Auburn, CA 95603

Re: Comments on the draft strategic plan

Dear Mr. Branham:

The Sierra Business Council (SBC), the Arts Council of Placer County (ACPC) together with the local arts agencies of the Sierra Nevada Arts Alliance are pleased to congratulate you and the Board of the Sierra Nevada Conservancy on the crafting of the initial draft of the Sierra Nevada Conservancy Strategic Plan. It is a focused, well-organized document that provides a structural means for Sierra Nevada residents to provide valuable input.

All represented groups have been working diligently to link together the arts community, agricultural producers, heritage specialists, and tourism professionals to build upon activities already occurring in the region. This consortium of interests is part of the 'heritage economy' concept that the Sierra Business Council believes communities in the Sierra Nevada can embrace in order to sustainably grow their social, natural, and financial capital.

We have collectively reviewed the strategic plan and would like to make some specific comments and recommendations about potential areas of inclusion in the draft. Many of the comments we are submitting were collected at the California Cultural and Heritage Tourism Symposium in Sacramento on April 20<sup>th</sup>, 2006. At that event more than 60 representatives from the Sierra Nevada had the opportunity to work as a regional group for two and one half hours identifying priorities for advancing the goals of strengthening the 'heritage economy' in the region. Many of the Sierra Nevada representatives are part of the AHA! (Arts, Heritage, and Agriculture) groups that you have met with recently.

If you have any questions about this document, please feel free to contact Angela Tahti ([email@placerarts.org](mailto:email@placerarts.org)) or myself ([dpolivy@sbcouncil.org](mailto:dpolivy@sbcouncil.org)).

Sincerely,

David Polivy  
Program Manager, Sierra Business Council

Angela Tahti  
Executive Director, Arts Council Placer County  
for the Sierra Nevada Arts Alliance

## **Comments to the Sierra Nevada Conservancy on the Draft Strategic Plan**

### **Program Goal 1: Tourism and Recreation**

- Include the definition of the heritage economy as an organizing principle in the strategic plan document. Heritage Economy can be defined as natural, cultural, historic, and recreational resources that combine for a cohesive, nationally distinctive landscape arising from patterns of human activity shaped by geography.
- Support efforts to promote the heritage economy through investments in tourism and recreation, including agricultural tourism, cultural tourism, and heritage tourism.
- Assist in the development of a regional approach for organizing, marketing, and calendaring of Sierra Nevada tourism and recreational assets.
- Support the development and growth of heritage economies in the Sierra Nevada.
- Support activities that educate residents and visitors to the Sierra Nevada about responsible use of the tourism and recreational amenities that are available.
- Support the use of a variety of mediums to accomplish these goals, such as print, web-based, signage, radio, film, and other emerging technologies.

### **Program Goal 2: Physical, Cultural, Archaeological, Historical, and Living Resources**

- Identify non-governmental organizations, tribal agencies, and private entities as partners for all action items.
- Assist in a regional approach for organizing, marketing, and calendaring the resources and events that contribute to this program goal.
- Work with partners to highlight the cultural diversity of the region and welcome tribal agencies into the planning and implementation processes.

### **Program Goal 6: Regional Economy**

- Work with local, private sector organizations to encourage the reduction in spending leakage.
- Work with local partners to support employment-training programs to reduce the dependence on seasonal labor needs and create higher wage, year-round employment opportunities.
- Develop research tools, in cooperation with local organizations, to continually evaluate the impact of the Conservancy's programs on the regional economies.

**California Cultural & Heritage Tourism Council  
Symposium, April 20, 2006**

**Summary from Sierra Nevada Work Groups – with input correlated to SNC Program Goals. This is a summary of the direct comments collected at this workshop.**

**I. Provide increased opportunities for tourism and recreation**

**1.1 Identify Opportunities**

• **What about cultural and heritage tourism brought you here today**

To learn how to build on existing resources & assets

How to expand tourist experiences.

Educate!

How to have a greater regional impact

Learn about agritourism, fairs, and recording history

How one can value heritage as part of community identity

To increase cultural representation in Gold Country

To learn about the value cultural resources have as part of our community

identity

To support and develop an identity for cultural heritage in Placer County

Help us to be confident and attract international market

Promote sustainable tourism to our area via arts, museums, agriculture, and cultural & natural heritage

• **What would you like to see in 3-5 years with respect to cultural and heritage tourism**

Marketing of trips that cross boundaries

Packaging “components” to tell the stories in the communities

Regional tourism council and/or marketing committee/s - Sierra Nevada

Tourism Council, focusing on art, history, culture and ag tourism – need funding to make it happen

Encourage an Eastside regional approach to be taken toward cultural/historical tourism. Work toward creation of CHT Eastside committee and Sierra Nevada marketing committee

Regional cultural news magazine & calendar + online calendar of events

From the Sierra brand merchandising programs for original quality arts & crafts including the written word and music “handmade” in the Sierra

Cultural Trail Program (Nine on 49 example)

• **What can you do to realize the 3-5 year vision, both personally & professionally?**

Tourism Assessment & marketing development – Karen Killebrew

Inventory of Eastern Front of Sierras of USFS/BLM heritage sites for

developing tours – Penny Rucks

Inventory of Sacramento city heritage resources & packages – Dustin Teichman

Share Yosemite CVB info for regional marketing – Dan Carter

Develop and Edit rangewide cultural newsmagazine + online - Sandra Reeves, Perspectives, Arts Council of Placer for the Sierra Nevada Arts Alliance County

Develop and Provide Central Program Administration for range-wide From the Sierra merchandising program – Angela Tahti Arts Council of Placer County for the Sierra Nevada Arts Alliance

## **1.2 Develop comprehensive guide to recreation & tourism in the Sierra**

- **What about cultural and heritage tourism brought you here today**

Raise visibility, learn about regional marketing, educate

Create regional destinations to promote culture & heritage

- **What would you like to see if 3-5 years with respect to cultural and heritage tourism**

Event Calendar for region and especially for agritourism events

National press exposure – regularly!

Regional promotion + brand

Develop Chinese heritage

Highway 49 Heritage Corridor

Regional tour guides

Regional marketing, i.e. Yosemite gateway communities

Expanded cooperation across Arts, Historic & Cultural Tourism marketing & promotion

- **What can you do to realize the 3-5 year vision, both personally & professionally?**

Hwy 49 Vinton-Mariposa Heritage Corridor Legislation– Penel Curtis

120 Corridor plan, designation, design, historic preservation – Craig Maxwell

## **1.3 Identify funding sources...**

- **What about cultural and heritage tourism brought you here today**

Share opportunities with organizations in my area for funding and support synergy opportunities

- **What would you like to see if 3-5 years with respect to cultural and heritage tourism**

Develop funding resources that transcend city/county boundaries

Disseminate TOT info (transient occupancy tax/hotel tax)

## **1.4 Make a list of resources, consultants, organizations, etc.**

- **What about cultural and heritage tourism brought you here today**

Identify the assets, abilities and talents that can create a conduit to foster awareness of big picture  
New contacts & information  
To network, promote communication & cooperation

- **What would you like to see if 3-5 years with respect to cultural and heritage tourism**

Clearinghouse for information

Umbrella organization to market the region

Create a model that can be replicated throughout the Sierra Nevada

Central database connected to calendar to promote the entire Sierra Nevada region and its cultural & heritage resources and events – utilize UC Davis HAAS project – make it EASY for visitors to find us

- **What can you do to realize the 3-5 year vision, both personally & professionally?**

Collate contact info, database – Karen Killebrew

Educate local tourism businesses to support regional initiatives, Bring local Chambers and CVBs together – Mike

Agritourism resource from Madera area – Darren Schmall

Tuolumne County inventory of resources – Peggy Mosley

Share experience of Lone Pine Heritage Trail – Doug Thompson

We're starting a local (Roseville) library/museum consortium. I'll work to get us linked to Placer County Museums, Placer Co. Tourism and Placer Valley Tourism – Deidre Trudeau

Continue to produce and promote compelling cultural and heritage tourism products in Reno-Tahoe area – Mary Ann McAuliffe

Share data on as many cultural/heritage/agricultural activities that I know about (which is a lot) – Penny West

Work with others to create a regional marketing committee for the Gold Country – Penny West

Facilitate development of Sierra Nevada Arts Alliance website – Angela Tahti/Karen Killebrew Arts Council of Placer County for the Sierra Nevada Arts Alliance

## **II. Protect, conserve and restore the region's physical, cultural, archaeological, historical and living resources.**

### **1. What about cultural and heritage tourism brought you here today**

#### **2.1 Identify priority projects**

- **What about cultural and heritage tourism brought you here today**

Learn about roadside heritage markers (CURES)

- **What would you like to see if 3-5 years with respect to cultural and heritage tourism**

Sensitive representation of "other" peoples associated with cultural tourism (eliminate "voyeurism")

New awareness of diverse cultural heritage among kids  
Programs focusing on introducing kids to state's cultural assets  
Creation of heritage corridors, defined broadly  
Inventory cultural & heritage assets in order to develop appropriate corridors

- **What can you do to realize the 3-5 year vision, both personally & professionally?**

Develop heritage tours around Living History & Multimedia interpretation –

V.J

Sacramento region cultural (ethnic) brochure online – Gary Simon

## **2.2 Identify critical information needs**

- **What would you like to see if 3-5 years with respect to cultural and heritage tourism**

Minimize negative impacts by “guiding” them to sites that can handle tourism

Use virtual tours to show inaccessible or sensitive areas

Recognition of the value of our historic culture (we seem to be losing it)

Promote deeper understanding of human connection to environment/resources/heritage – Pam Conners

## **2.4 Develop a strategy to work with local governments...support community projects**

- **What about cultural and heritage tourism brought you here today**

Educate city & county governments about importance of cultural & heritage tourism

To learn how to carry the torch to political decision makers

To learn how to Preserve our sense of place

Protect & preserve our culture, arts & heritage resources. Sustain way of life with measured impact of tourism.

Protect communities from freeway/highway development that changes towns, i.e. Auburn

- **What can you do to realize the 3-5 year vision, both personally & professionally?**

Build partnerships between forests and communities, help develop grant proposals – Linda

Local Economic Development Corporation, serve as non-profit sponsor – Doug Thompson

Provide more monthly cultural & historical updates to elected leaders – Kris Stevens

## **2.5 Develop a strategy to work with local governments....land use decision making**

- **What about cultural and heritage tourism brought you here today**

- **What would you like to see if 3-5 years with respect to cultural and heritage tourism**

Local consensus that historic & cultural tourism is a high priority as reflected in land use capital allocations

**VI. Assist the regional economy through the operation of the Conservancy's program**

- **What about cultural and heritage tourism brought you here today**

How to create year-round, sustainable jobs.

Ability to effectively link civic (political), financial (economic drivers) with historical/cultural resources and interests – too many communities have lost true historical & cultural resources

- **What would you like to see if 3-5 years with respect to cultural and heritage tourism**

“Recycle” money from cultural & heritage tourism in local communities

Compelling economic statistics showing the competitive value of cultural & heritage tourism

Recognition of “sense of place” as economic factor

Real estate development growth dominating preservation efforts, low in support for tourism – Craig Maxwell

Cultural & heritage tourism as driver for economic development

Need to better engage local civic leaders, public lands managers and agricultural landowners in cultural tourism and grasp idea of the benefit of this type of tourism as economic driver– Holly George

Explore opportunity for labor pool sharing for seasonal workers – Peggy

Mosley

Lone Pine 100% full in summer – Doug Thompson

- **What can you do to realize the 3-5 year vision, both personally & professionally?**

Opportunity for heritage tourism to serve as economic driver in Sierra Nevada

- agriculture provides opportunities Jun-Dec, look for opportunities Jan-May – Joanne Neft

Much inspired by Mr. Jolly's deep understanding of how agritourism can benefit small farmers, I too am an advocate for this type of tourism as economic driver for foothill communities

- traditional farming communities see this topic as a “fluff” idea. Within the farming communities bordering the southern Central Valley, we still struggle with communicating the opportunities that tourism presents to their livelihood– Charlotte Hodde

I am an agritourism operator and consultant that helps small farms remain sustainable via tourism. I hope to connect with organizations that can help promote my farm, as well as share my expertise with these same organizations – Darren Schmall

**VII. Undertake efforts to enhance public use and enjoyment of lands owned by the public**

- **What would you like to see if 3-5 years with respect to cultural and heritage tourism**

Find resources (human and \$\$) to protect, restore, adapt and reuse historic resources, so they will be there as an asset – Barbara Balen

Visitors should know where their water, fiber, food comes from, what inspires them, place as inspiration for arts, linking National Forests to AHA – Pam Conners

**Sierra-Cascade  
Land Trust  
Council**

Chuck Peck, President  
Paul Hardy, Vice President  
Kathleen Gilman, Treasurer  
Tony Taylor, Secretary

Amador Land Trust  
American River  
Conservancy  
California Rangeland Trust  
Eastern Sierra Land Trust  
Feather River Land Trust  
Lassen Land & Trails Trust  
Middle Mountain  
Foundation  
Mountain Meadows  
Conservancy  
Nevada County Land Trust  
Nevada Land Conservancy  
Pacific Forest Trust  
Placer Land Trust  
Sequoia Riverlands Trust  
Shasta Land Trust  
Sierra Foothills  
Conservancy  
The Nature Conservancy  
Truckee Donner Land Trust  
Trust for Public Land  
Tuolumne County Land  
Trust

At-Large Members:

Steve Frisch, Sierra  
Business Council\*  
Darla Guenzler, California  
Council of Land Trusts\*

*(\*) affiliations listed for  
identification purposes only*

*The mission of the Sierra-  
Cascade Land Trust  
Council  
is to promote and preserve  
natural, cultural and  
recreational resources, open  
space, and working landscapes  
throughout the Sierra Nevada*

# Sierra-Cascade Land Trust Council

Jim Branham, Executive Officer  
Sierra Nevada Conservancy  
11521 Blocker Dr., Ste. 210  
Auburn, CA 95603

24 May 2006

## Re: **Draft Strategic Plan comments**

Dear Jim,

On behalf of the Sierra-Cascade Land Trust Council, we thank you for this opportunity to comment on the Sierra Nevada Conservancy draft Strategic Plan (April 2006). We believe the current draft provides a strong start to the process. To help make the plan as useful and comprehensive as possible, we offer the following suggestions, organized by general concern.

### **A. IMPORTANCE OF A COMPREHENSIVE STRATEGIC PLAN**

Having a strong and comprehensive Strategic Plan for the Sierra Nevada Conservancy is of paramount importance because the legislation creating the Conservancy was left intentionally vague due to the region's size and complexity. It is up to the Strategic Plan, therefore, to define the Conservancy's goals, objectives and strategies. For that reason, the draft Plan needs to be as specific, explicit and tactical as possible.

While the current draft states in the introduction to the Agency Five Year Programmatic Goals section (p. 19) that "SNC will develop program specific strategies and actions with measurable outcomes and timelines *following approval of this plan by the Board* [emphasis added]," it is the Sierra-Cascade Land Trust Council's belief that such detail needs to be part of the Strategic Plan itself – the version of the Plan that the Board approves – not developed after-the-fact with no mention of Board or public input.

Instead, we recommend adding the following detail to the version of the Strategic Plan that goes to the SNC Board for approval in July:

For each existing Program Goal (#1-7, pp. 20-26) plus the recommended additional Program Goal regarding Conservation of Natural Resources (see below), the Strategic Plan should include:

1. **SPECIFIC AUDIENCE(S)** to be served by that Program Goal;
2. **SUBREGIONAL NEEDS STRATEGIES** – strategies for how to identify and address subregional needs within that Program Goal;
3. **SPECIFIC, MEASURABLE OBJECTIVES** – to provide the link between each Program Goal and the recommended actions under each;

4. **INDICATORS OF SUCCESS** – to measure progress in achieving each Goal and/or objective;
5. **“EQUITABLE DISTRIBUTION” INDICATORS** – to measure the so-called “equitable distribution” of resources within each Program Goal, since it won’t always make sense simply to look at dollars spent or acres protected; in some cases the “equitable distribution” measures will have to be more sophisticated to account for subregional and programmatic differences;
6. **PRIORITIZATION MECHANISMS** – for prioritizing goals, objectives and strategies, since not everything can reasonably be accomplished in the first five years;
7. **TIMEFRAME AND BENCHMARKS** – for evaluating progress;
8. **STAFFING AND OTHER RESOURCES** – to give an indication of staffing and other resources (both what is available now and what may be needed in the future) necessary to achieve the stated goals and objectives.

The current draft Strategic Plan contains many interesting ideas and potential actions; what it lacks, however, are measurable objectives and specific strategies for achieving those objectives. We don’t know who the primary audience is nor what success looks like for the different program areas.

*For example: What kinds of tourism and recreation opportunities should be increased, and by how much, and for what purpose? What and how much of the region’s remaining physical, cultural and other resources is the Conservancy proposing be protected, conserved or restored, and for what purpose? What kind of working landscapes is the Conservancy interested in preserving, and how much, and to what end? By how much should risk of natural disaster be reduced, by when, and with what tools? How will we know whether the Conservancy has protected and improved water or air quality? What are the “environmental protection and sustainability goals” that Action 5.1 plans to complement and enhance?*

It is especially important to define success for the various Program Areas, as that is the way the Conservancy will: a.) know whether it has achieved its goals and, b.) be able to justify future funding requests. Without measurable goals and objectives, it will be impossible to determine in one year or five years whether the Conservancy has achieved anything worthwhile and whether it is worthy of continued support.

## **B. CONSERVATION OF NATURAL RESOURCES**

Perhaps it goes without saying that it is the role of a State conservancy created under the umbrella of the Resources Agency to protect and conserve natural resources. But to the non-technical reader who may not be familiar with conservancies in general, this draft Plan reads more like a traditional economic development plan for the region. Natural resource conservation is lumped into a single program area along with cultural, archaeological and historical resources, which diminishes its importance in relation to the multiple program areas that address human-use and economic development, *e.g.* increase opportunities for tourism and recreation, assist the regional economy..., enhance public use and enjoyment of lands owned by the public, etc.

Admittedly, the Sierra Nevada Conservancy is different from other conservancies due to its mandate to consider efforts that improve *both* the environmental and economic well-being of the region. But the way the plan is currently worded, the conservation goal appears secondary, at best, to the human use/economic development goal. There must be more of a direct nexus between the two – they should work together, with resource protection strategies and projects working to augment economic development strategies, and vice versa.

The Land Trust Council strongly believes that the profile of natural resource conservation must to be elevated in this draft Strategic Plan to give it equal footing with the economic components. To help elevate the conservation component we recommend the following changes to the draft Strategic Plan:

**1. CREATE CONSERVATION OF PHYSICAL AND LIVING RESOURCES PROGRAM AREA**

- remove *conservation of physical and living resources* from the existing Program Area/Programmatic Goal 2 (pp. 6, 19, 21) and create a separate program area for *conservation of natural resources* to deal specifically with the “adverse effects on land and water species and their habitat” described in the “Resource Challenges” section of the Agency Assessment on p. 11;
- add a separate category for Habitat/Natural Resource Conservation Projects in the list of potential projects under the “Small Sample of Public Generated Project Concepts” sidebar (p. 6).

Similarly, we believe that mention of *affordable housing, healthcare* and *airports* should be removed from the Strategic Plan because there isn’t a clear nexus between those activities and resource conservation. The Conservancy is not in the business of providing funding for affordable housing, healthcare or airports in the region; there are other agencies within the state and elsewhere that deal with those issues. What the strategic plan could do, instead, is to honor the public process by including strategies for how to capture and communicate to the appropriate government agencies, NGOs or other entities when ideas about ancillary issues, like affordable housing, healthcare or airports, come up at public meetings or in public comment.

To help minimize “mission creep” within the Conservancy, we recommend the following edits to the draft Strategic Plan:

- 2. REMOVE ALL MENTION OF AFFORDABLE HOUSING, HEALTHCARE AND AIRPORTS**  
from the draft Plan;

3. **INCLUDE, INSTEAD, COMMUNICATION STRATEGIES** for how to communicate to the appropriate agencies/entities when issues are brought up that are outside of SNC's purview.

## **PARTNERSHIPS**

In the Agency Assessment section ("Positive Signs," p. 12), the draft Plan points out that there are more than 22 land trust organizations, more than 20 Coordinated Resource Management Planning Groups, 18 active resource conservation districts and approximately 75 community Fire Safe Councils with whom to partner and collaborate to achieve common goals; yet these entities are rarely if ever cited as potential partners in the Organizational or Programmatic Goals

sections later in the draft Plan. It was always the Land Trust Council's belief that the Conservancy would be working in partnership with non-governmental entities; we would like to see that connection made more explicit throughout the Strategic Plan.

We recommend that wherever "local government" or "local decision-makers" are identified as potential partners, the Strategic Plan should also list "private business, nonprofit organizations, and the public" as well. This language is consistent with the Conservancy's enabling legislation [*Section 33301(d)*]. The Strategic Plan should explicitly state the full range of proposed partners, especially in the following sections:

1. **MISSION STATEMENT** (p. 4);
2. **PROGRAM DESCRIPTION** section (p. 5);
3. **AGENCY GUIDING PRINCIPLES – "Working With Others"** section (p. 9);
4. **ORGANIZATIONAL AND PROGRAM GOAL** sections (pp. 15-26), especially:
  - Organizational Goal II and Strategic Goal 2.1 (p. 16)
  - Organizational Goal III and Strategic Goal 3.1 (p. 17)
  - Organizational Goal IV and Strategic Goal 4.1 (p. 18)
  - Program Goal 1, Action 1.2 (p. 20)
  - Program Goal 2, Action 2.4 and Action 2.5 (p. 21)
  - Program Goal 4, Action 4.3 (p. 23)
  - Program Goal 5 (p. 24)
  - Program Goal 7, Action 7.2 (p. 26).

The Land Trust Council also would like to know more about specific strategies the Conservancy is considering for encouraging and developing partnerships with governmental and non-governmental entities, as well as a more explicit discussion of the roles the Conservancy sees for the different governmental and non-governmental entities that exist in the region.

We would like to see the Strategic Plan do the following:

5. **ADD EXPLICIT DISCUSSION OF THE ROLE OF DIFFERENT PARTNERS**, both governmental and non-governmental, in working with the Conservancy;
6. **IDENTIFY SPECIFIC STRATEGIES TO IDENTIFY, DEVELOP AND SUSTAIN PARTNERSHIPS** with these entities, both governmental and non-governmental.

## **PUBLIC INPUT PROCESS**

We appreciate and strongly support the commitment the Conservancy has made to involve the public and seek input on major decisions. To more clearly demonstrate the Conservancy's ongoing commitment, however, the Land Trust Council recommends including more specific information regarding how and when the Conservancy plans to involve the public in decision-making and how the Conservancy will gather and use that input. The Plan would be much stronger if it identified specific strategies when it mentions public engagement and involvement.

The Strategic Plan should identify and describe actual public involvement strategies to:

1. **ENGAGE THE PUBLIC IN FUTURE STRATEGIC PLAN MODIFICATIONS** (p. 2);
2. **ENGAGE THE PUBLIC AND OTHERS IN DEVELOPING AND IMPLEMENTING PROGRAMS** (p. 13), including specific strategies for such ideas or program actions as:
  - Goal 4.1 – develop an economic and environmental well being index in conjunction with other organizations (we recommend listing potential partners here), to monitor indicators related to the SNC program areas (p. 18);
  - Action 1.2 – develop... guide to recreational and tourism opportunities..., in cooperation with other organizations within the region (we recommend listing the organizations you plan to work with here) (p. 20);
  - work closely with... regulatory agencies and the communities to determine efforts that will contribute to meeting and improving water quality (we recommend identifying the kinds of community organizations SNC would work with and how SNC would solicit public input here) (p. 24);
  - identify community priorities for specific opportunities to enhance public use of public lands (p. 26).
3. **FACILITATE PUBLIC PARTICIPATION AT BOARD MEETINGS AND WORKSHOPS** (p. 14);
4. **CONDUCT PUBLIC OUTREACH AND FEEDBACK PROGRAMS** within the region and in other key geographic areas important to the success of the program (Goal 1.4, p. 15);
5. **ENGAGE COMMUNITY LEADERS AND OTHERS IN DEFINING INFORMATION PRIORITIES AND DISSEMINATION METHODS**, including listing other potential partners here (p. 16).

We will also try to submit our bulleted suggestions via the website so you have them in that format, as well, in case that is easier to process.

Thank you again for this opportunity to provide input into the Conservancy's strategic planning process.

Best regards,



Chuck Peck, President  
Sierra-Cascade Land Trust Council  
559-855-3473

Kerri Timmer, Policy Coordinator  
Sierra-Cascade Land Trust Council  
530-273-7329



# Sierra Nevada Conservancy Draft Strategic Plan

Board Meeting Update  
June 1, 2006

# **SNC Strategic Plan Process**

The background of the slide is a scenic landscape. In the foreground, there is a river with a rocky bed. The middle ground features a grassy field with some bushes. In the background, there are several tall, thin evergreen trees and a range of mountains under a clear blue sky.

**Following Board direction in February, 6 public workshops were held in late April through last week to solicit input on the draft Strategic Plan. In addition, numerous written comments were received.**

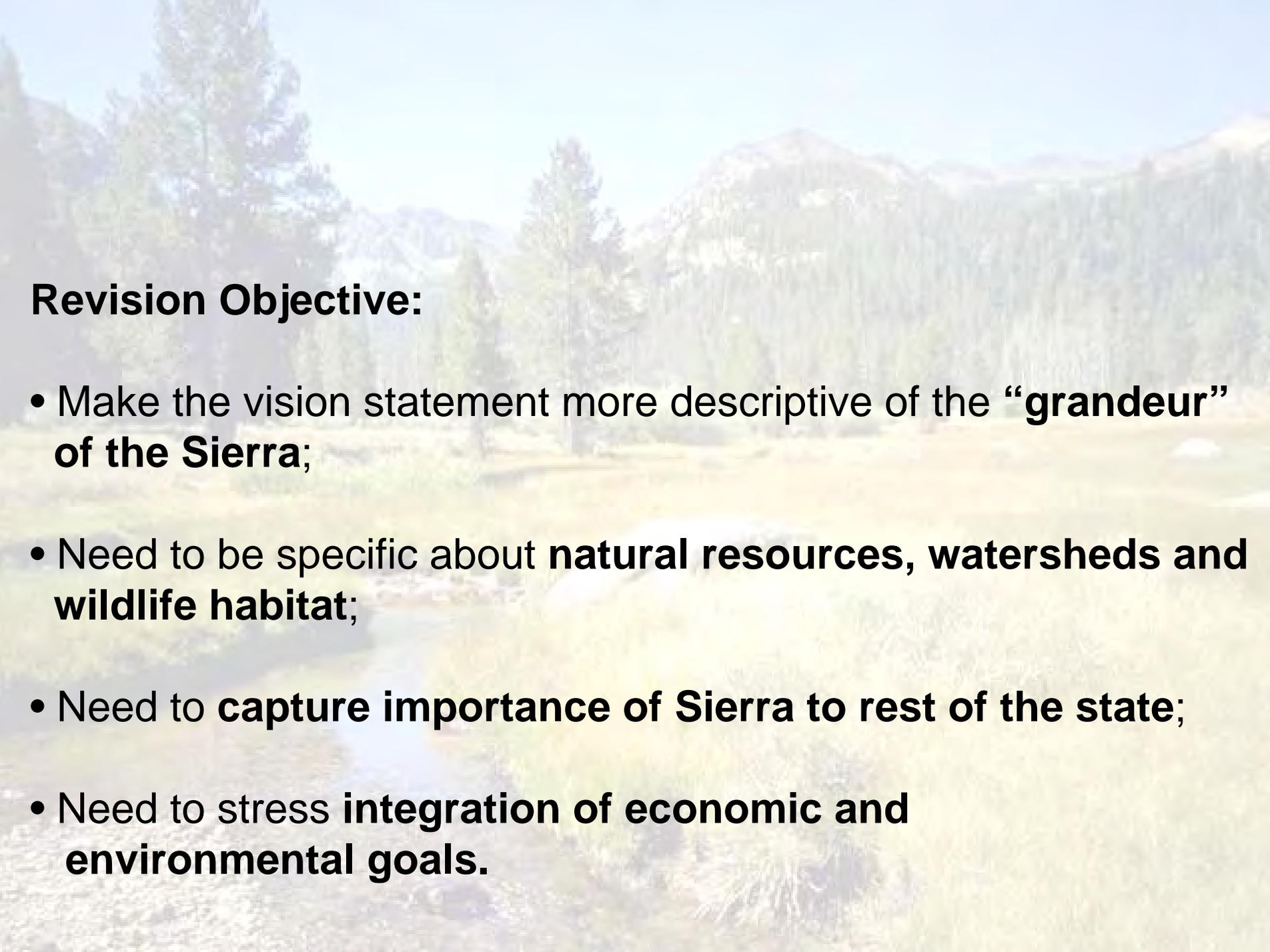
# Strategic Planning Process

- Over 200 members of the public participated. Input is invaluable
- Many positive comments received.
- A number of key suggested revisions were offered.
- A huge thank you to Board members Kirwan and Brissenden, our consultants and our team of facilitators led by John Knott and
- A special thanks to Vickie Key and Eileen Pope.
- Ten board members attended at least one of the workshops
- Following are the proposed revisions.

# Vision Statement

## Current Draft Vision Statement:

The Sierra Nevada is a thriving place with rich physical, cultural, archaeological, historical, and living resources. The healthy, diverse economy allows for sustainable communities and recognizes the value of working landscapes. Residents and visitors enjoy a wide spectrum of recreational and cultural experiences, well-maintained public lands, high quality water and air and communities protected from natural disasters.



## Revision Objective:

- Make the vision statement more descriptive of the **“grandeur” of the Sierra;**
- Need to be specific about **natural resources, watersheds and wildlife habitat;**
- Need to **capture importance of Sierra to rest of the state;**
- Need to stress **integration of economic and environmental goals.**

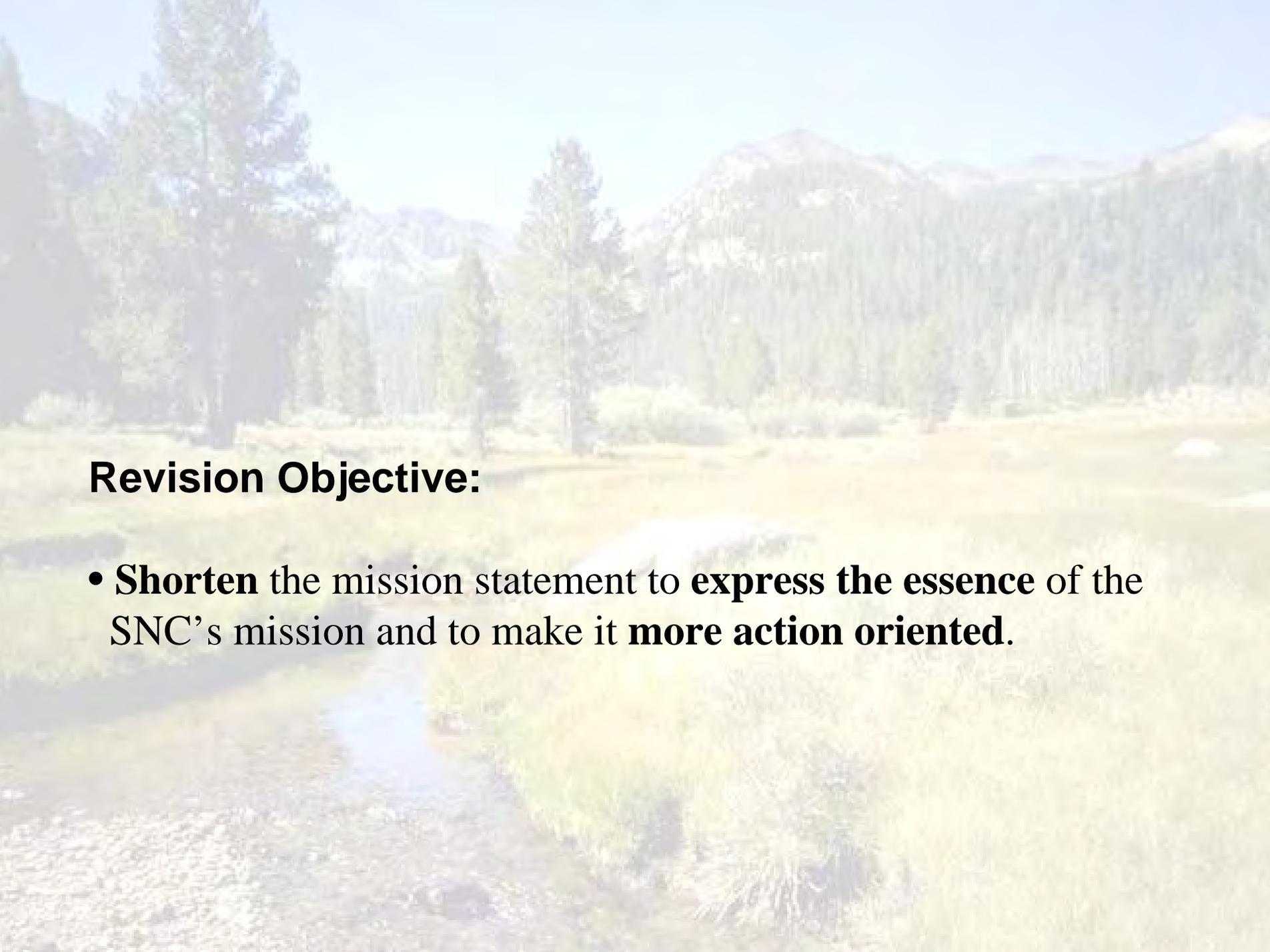
# Proposed Revised Vision Statement

The Sierra Nevada is recognized as a magnificent place with rich natural, physical, cultural and living resources. Healthy, diverse and economically sustainable local communities thrive here, prepared for and protected from natural disasters. Californians value the healthy watersheds that provide high-quality water, spectacular scenery, and important wildlife habitat. Sustainable working landscapes provide economic, social and environmental benefits to the region. The region's recreational, cultural, archeological, historical and commercial assets are visited and treasured.

# Mission Statement

Current Draft Mission Statement:

The mission of the Sierra Nevada Conservancy is to support efforts that improve the environmental and economic well being of the Sierra Nevada region, its communities and its citizens through collaboration and cooperation with local governments and other interested parties.

A scenic landscape featuring a river flowing through a grassy field. In the background, there are dense evergreen forests and snow-capped mountains under a clear blue sky. The overall scene is bright and natural.

## Revision Objective:

- **Shorten** the mission statement to **express the essence** of the SNC's mission and to make it **more action oriented**.

# Proposed Revised Mission Statement

The Sierra Nevada Conservancy **initiates, encourages** and supports efforts that improve the environmental and economic well being of the Sierra Nevada region, its communities and the **citizens of California.**

# Clarify Other Partners in Carrying Out Our Mission

## Objective:

The Strategic Plan will be revised to make clearer that the SNC is committed to working with a variety of governmental and non-governmental organizations and individuals in carrying out our mission. This includes watershed groups, firesafe councils, land trusts and other conservation groups, as well as private landowners and organizations representing landowner interests and tribal governments, among others.

# **Strengthen the Role of Coordination Between Agencies and as a “Facilitator”**

## **Objective:**

Make clear that the SNC will play an active role to help coordinate activities in the Sierra of various state and federal agencies, recognizing and respecting the agencies’ responsibilities to carry out their missions, and in convening various parties to address important issues relating to the SNC’s mission.

# **The following changes are recommended as an addition to the Guiding Principles in the category of “Working with Others”:**

- We will work to coordinate the efforts of state and federal agencies when conducting activities within the mission of the SNC.
- We will bring together appropriate parties to seek solutions to difficult problems that will result in economic and environmental benefits.

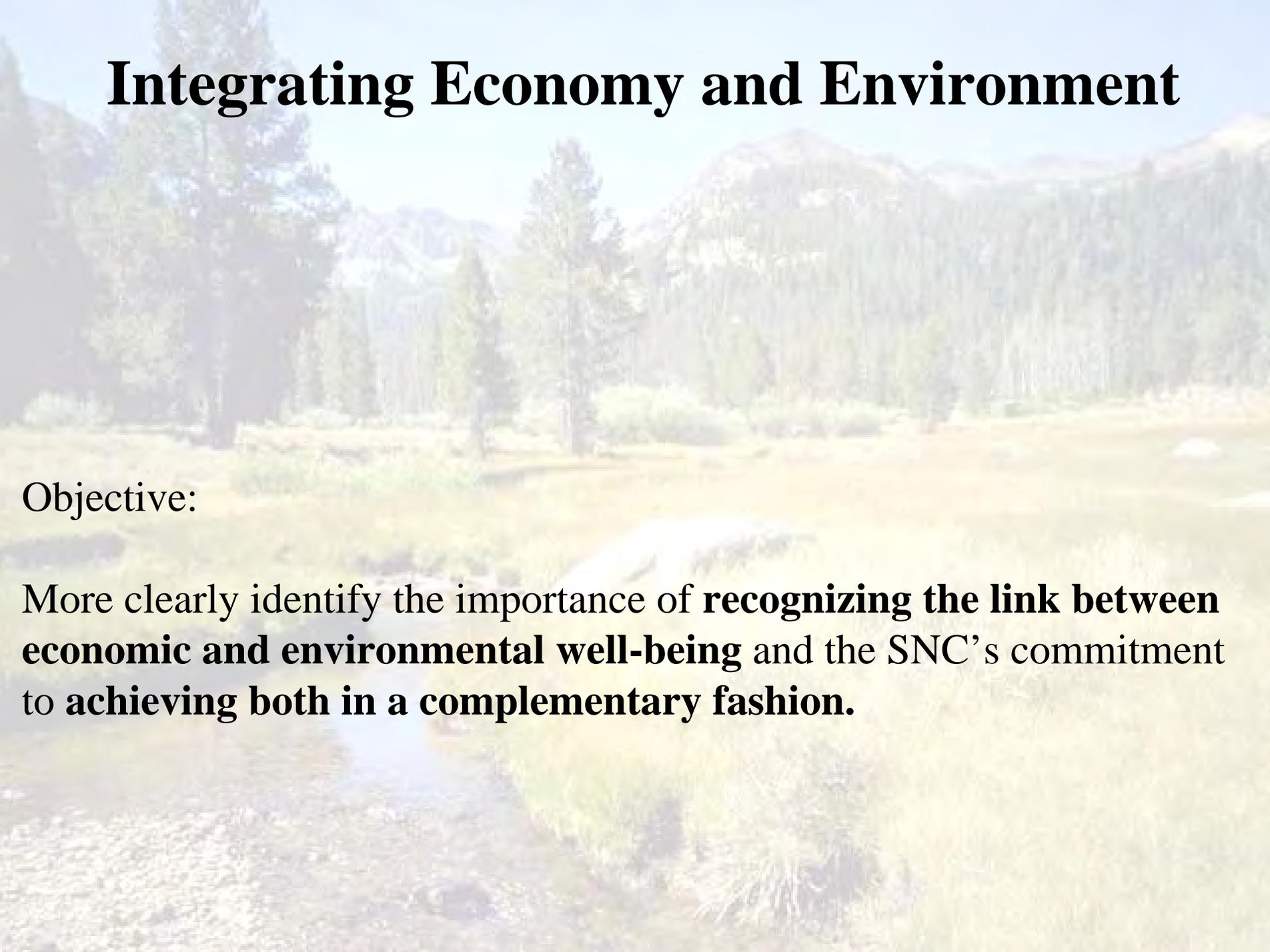
# Communication and Education

Objective:

Strengthen the plan's approach to communication and education as it relates to the **importance of the Sierra Nevada to the rest of the state** by adding the following to the Guiding Principles in the category of "Our Key Objectives".

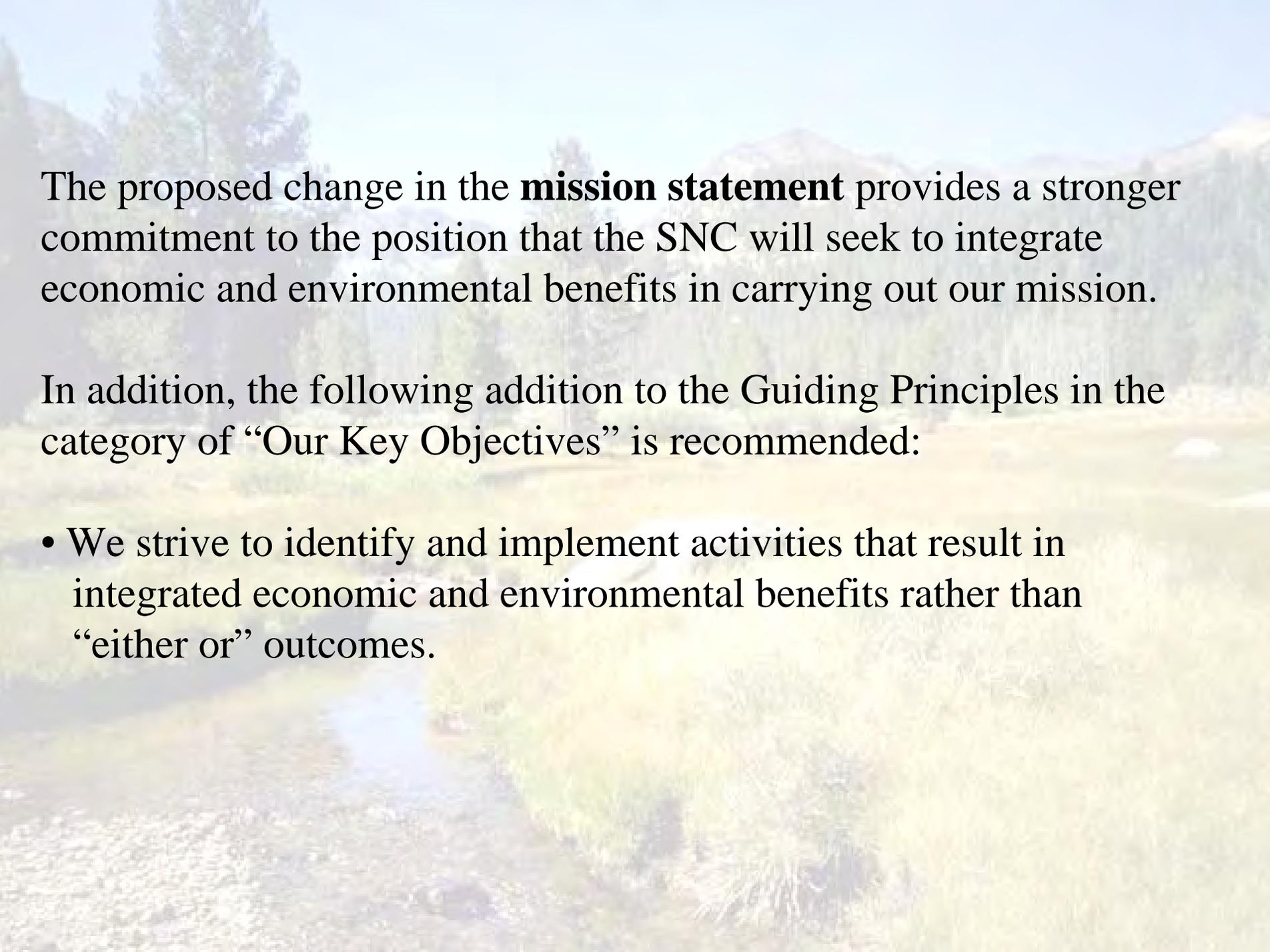
- We will inform and educate the public about the important contributions the Sierra Nevada provides to all Californians, including providing clean water for many uses outside the Sierra, access to world class recreation and tourism and the production of a variety of important commodities.

# Integrating Economy and Environment

A scenic landscape featuring a river in the foreground, a dense forest of tall evergreen trees in the middle ground, and a range of mountains in the background under a clear sky.

Objective:

More clearly identify the importance of **recognizing the link between economic and environmental well-being** and the SNC's commitment to **achieving both in a complementary fashion.**



The proposed change in the **mission statement** provides a stronger commitment to the position that the SNC will seek to integrate economic and environmental benefits in carrying out our mission.

In addition, the following addition to the Guiding Principles in the category of “Our Key Objectives” is recommended:

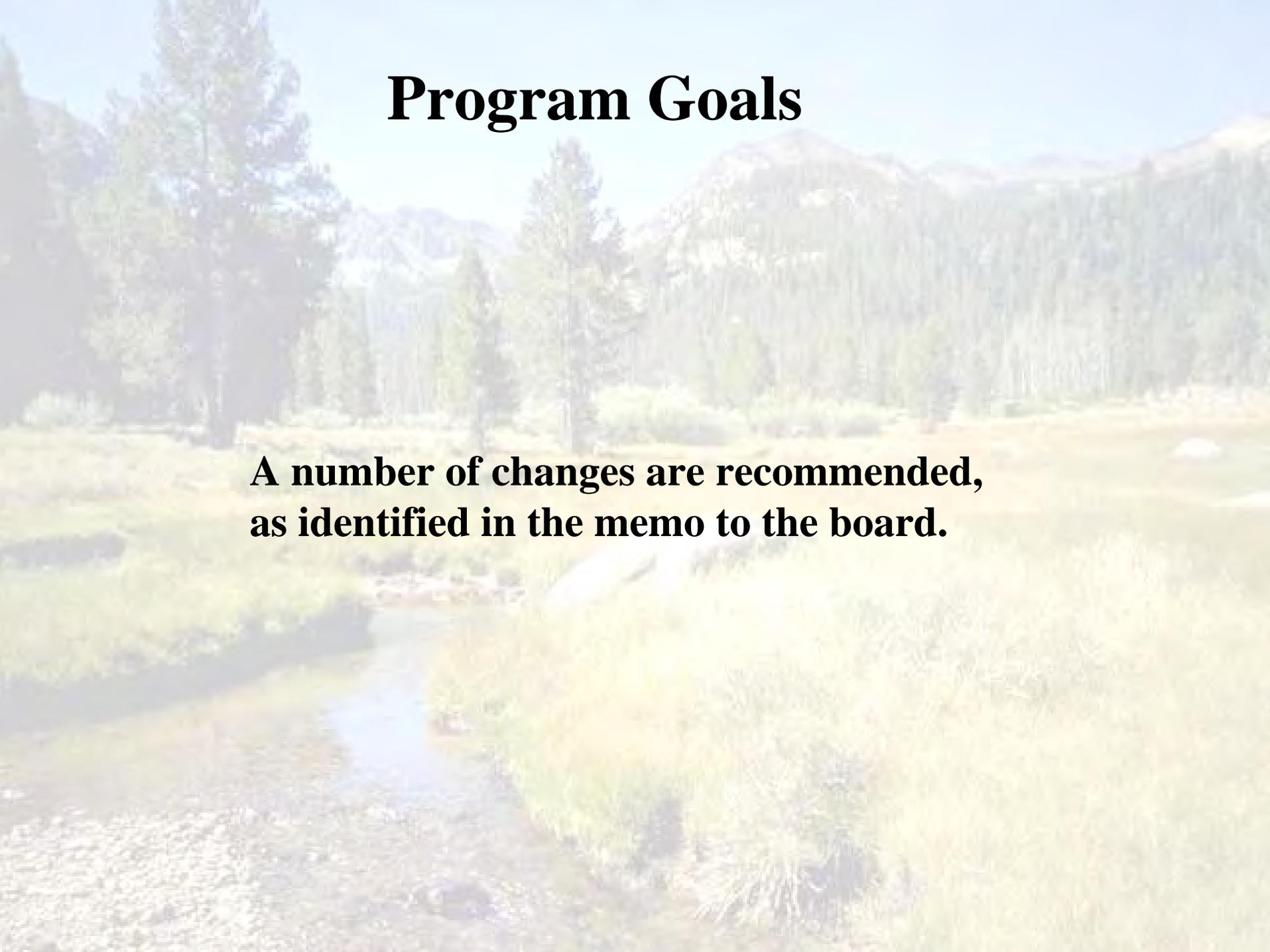
- We strive to identify and implement activities that result in integrated economic and environmental benefits rather than “either or” outcomes.

# Organizational Goals

**A number changes are recommended to address the following:**

- Emphasize working with all partners;
- Stress the use of existing information and infrastructure to address community needs (“don’t reinvent the wheel”);
- Support regional and sub-regional planning efforts;
- Increase understanding of the Sierra Nevada’s importance statewide;
- Change “Balanced Portfolio” to “Balanced Program” and clarify the development and use of economic and environmental health index;
- Recognize funding may be uneven, limited and targeted.

# **Program Goals**

A scenic landscape featuring a river flowing through a grassy field. In the background, there are dense evergreen forests and mountains under a clear blue sky. The overall scene is bright and natural.

**A number of changes are recommended,  
as identified in the memo to the board.**

# Next Steps

- Revised draft Strategic Plan released by June 15.
- Additional public comments received through June 30.
- Final draft Strategic Plan released July.
- Board considers action on revised plan and phase II action plan at July 20 board meeting.
- Begin development of program guidelines and procedures in early August, to include a transparent, open process.

**Vision Statement - Jackson**  
**April 25, 2006**

**Table 1 / 2**

**Part I - General Comment**

- Descriptive does not motivate action
- Yes, what we want it to look like
- Seek more public awareness
- Use different verb tense “should be”
- Some emphasis on protecting and enhancing biological diversity and resources

**Mission Statement**

- Ties in well to enabling legislation
- Liaison between sub-regions to promote intra-cooperation
- Also Co-ordinate with Federal/State Agencies
- Clear up language about improving environment in ways that lead to economic viability- show causation tie together the conflicting, avoid conflict
- Address potential conflicts of mission goals

**Mission**

- Local committees with citizen participation
- Supports and “promote” “advance” efforts. Needs to be less passive to better be in accord with enabling legislation. (add active verbs)

**Part II - Organization**

Are goals prioritized in order of presentation? - No

- I. Good to establish satellite offices to keep communities engaged with SNC strong public relations efforts.
- II. No mention of how “reliable” is determined – should establish criteria
- III. Information dissemination in a timely manner
- IV. What does this mean? Portfolio? Measure and monitoring system to promote equitable distribution.
- V. Funding staff needs to marshal outside resources – budget low

### **Part III - Program**

#### 1. Priorities for S. Central Region

- Lacks and economic viability vision
- 1&3&6 work together to protect view sheds
- 2&3&5 work together well
- 4&5 are also complementary
- Must be economically viable to sustain it. Environment friendly infrastructure. Agri-tourism, environment tourism, walking paths with commercial lodges

#### 2. Entire Sierra

- State parks should have a seat at the table with BLM and US Parks and Services
- Regional trails, picking blue berries, hut system, PC, coast to crest, etc
- Trail tripping through vineyards commercial-based recreational access projects

### **To Change**

- Will not be successful if only “identifying” – not strong enough
- Detail of P.G. are weak, only provides a small portion of the goals. Does not provide increased opportunity.
  - E.g. 5
    - Protect and improve – direct
    - Assist and achieve – details are weak action is not empowered
    - No power – just supply information. This conserv. Has no power to do anything
    - Conflicting goals – improve economy and protect environment?
    - Education for communication and cooperation in our communities
  - E.g. Log cabin on Carson Pass

## **Table 3 / 4**

### **Part I - Vision**

- Suggest starting with projects that all agree upon
- Avoid starting with controversy
- Language should specify “natural” resources
- What is a “living resource?”
- Consideration for restoration needs
- Potential for catastrophic fire should be addressed

### **Mission**

- Clearly define “vision” and “mission”
- Could vision and mission be condensed?
- Mission statement should include “protect”
- End mission statement after citizens
- Vision should include aesthetics

### **Part II – Program**

#1

2.3 – Review watershed Management plans (about 6000 in the area)

- SNC should not mandate but facilitate the development of “plans” (i.e. oaks, water) across county and regions.
- Conservancy as a clearing house/referral service
- Look to Co. Court houses for satellite ofcs

#2

- Define regional assessment (3.1)

- Fix 1.3 (grammatically)
- consult Sierra Business Council for economic information
- Watershed plans would fold into 3.1
- Standardize methodology for oak assessments (emphasize technology)

#3

- 5.3 Assess and develop proven “user friendly” granting/funding guidelines
- 3.2 What is meaning of “Communication Capacity Building Plan”
- 4.1 Add jobs, housing balance, oak woodlands conversion
- 4.1 emphasize public and private organizations
  - “balanced portfolio” not well defined

### **Part III –Changes**

- Remove “protect conserve and restore” replace with “address needs” in #2 & #5
- Others feel strongly that these words should stay
- There is not a complete information base for deciding what needs protection...
- The name conservancy suggests the use of “conserve”
  - o I.1 – What are “non traditional activities?”
    - Add agri-tourism and nature tourism
    - Diversify recreational activities
  - o III.1 – Working landscaped should include “outreach and education” Outreach and education should include benefits and downsides of cons.
    - Strong support #4 as top priority (1person said this)
  - o VII SNC should advocate for control use of public lands for public use – not sale of public lands

## Table 5/6

### **Part I - Proposed Vision**

- Use “ecosystem” not “place”
- Feels static. Use language like “where growth is harmonized (balanced) with existing qualities of region
- Diverse sense of place
- Preserve values that attract people to live and visit
- Economic vitality (add to last sentence)

### **Proposed Mission Statement**

- Use language like “willing” collaboration (see p.5 laws)
- First sentence
  - o Support too passive: Undertake and support
- Honor existing Local, state, fed policies
- Keep it simple

### **Part II - Program**

- How do we define:
  - o Effective – want to achieve
  - o Balance – no one group dominates
- Use reliable information
- 4.1 to monitor truly “measurable and appropriate” objectives
- Existing models develop models based on actual data: What’s working? (2,3,4 project models for routinely)
- 1.4, 3.3 SNC should be informing public of goals, objectives and results

### **Part III – To Change**

#1

- Assist regional economy
- Develop H2O resources (Auburn Dam)
- Economic prosperity through innovation and creative problem solving (H2O recycling, small H2O storage)
- Add “enhance to goal #2

#2

- Expand working with local Government to include NGOs, non-profits, colleges (4,5) (not everyone agrees)

### **Program Goals**

#1 (tourism, recreation)

- Id assets needs and create opportunities

#2

- (Public Lands) add public use and enjoyment
  - o 7.1 community priorities and specific opportunities
- We should take care of what we have first, before acquiring more (public/land)

#3 (add)

- Needs language that promotes “watershed” concept
- Explore projects which will work together to help protect and restore H2O shed functions

#4

- Add language that supports current efforts that are community based H2O shed projects

For help interpreting call: John Grossman 510.655.8817 : [jgussman@tahoecons.ca.gov](mailto:jgussman@tahoecons.ca.gov)

## **Table 7 / 8**

### **Part I**

- Maintenance of land – S/be overriding concern? Wouldn't it be contracted out to loggers?
  - o Who would do?
  - o How would this be decided?
- Worried about special interests getting control

### **Vision**

- Needs to call out national Resource protection more strongly so gets = value
  - o “wild places” to head of 2<sup>nd</sup> sentence
- Health and fitness activities/safe places for recreation/focus on childhood obesity
- Educational opportunities to foster stewardship
- Enhance community economical values (ecotourism)
- Add protection of natural resources
- Residents also value work environment and home – quality of life x2

### **Guiding principles**

- “How we operate” should include partnerships with existing organizations with similar missions (add bullet)
- How will prioritizing work?
- Under “working with other” – add NGOs, private interests and the public, and add to mission

### **Part II**

#### **Organizational Goals**

- Some goals are long-term; some already completed – Need Timeline
- Involving similar organizations and public – utilize and work through existing orgs and networks (I, II, III)
- Terms need more definition – are nebulous. Need concrete language. Can't accomplish without knowing (stating) what you want to do.
- Public should help establish, not just react to, priorities.
- Need definition of success-both sections. Need measurable goals.

### **Part III**

#### **Program goals**

Sub-region Priorities = #1-2, 2-3, 3-1&5

2,3,5/2,1,7

2,3,1

2,3,4

2,5

Concern:

- lack of enforcement of existing environmental laws

I.

- o Add protect key natural resources 4/5 add-local governments, NGO, other partners.
- o Goal #2 – Reward? – use “prehistoric and historic” instead of archeological

II.

- o Goal #1 – What about lands that need protection where there is not adequate staff to handle?
- o Goal #2 – Should be split- separate physical/natural resources protection into its own goal

III.

- o Link working landscapes to smart land use planning
- o What about pathogens in natural disasters? Lyme disease?

IV. Natural disasters

- o More emphasis on disasters other than fire. Landslides, etc- list in the goal.

#### **Program Goals**

- For land use planning: need information on location of natural hazards
- Need more information on grown dw water in foothills
- Goal 2, Action 4&5 – list other partners in add to local governments

## **Table 9/10**

### **Part I**

#### **Vision**

- Wants to see “natural” resources
- Now is vision expressed in action?
- Less remote, abstract. More personal, more people.
- Doesn't like “well-maintained” public lands because doesn't apply well to wilderness
- Ought to guide how to balance conflicts
- Protect region for whole state (air, water, etc.)

### **Part II**

#### **Organization**

- How does this org fit?
- Be clear what SNC's role (niche) is and how it related to existing organizations
- Power lies in working with local groups
- I.D. special talents of SNC
- Coordinating individual initiatives into cohesive whole: fire safe, watersheds, EPS, etc. Across the ecosystem, across ownership boundaries
- Who do you call for data?
- Weave local efforts into region-wide network
- Empower

### **Part III**

#### **Program Areas/Changes**

#2 should be #1!!!

#1 – Scares people – (no increase)

- need to manage visitors
- Increase quality of visits, not # of visits

#2-5

- Are most important. If do well, then tourism and economy follow
- Conservancy's role is not to promote tourism
- Involve local public in managing abusive tourists
- "neighborhood watch" for public lands

#7 – Okay too

- Insert "public education" as a goal. i.e. don't mess with Texas
- Communicate local history to visitors
- Need regular meetings between SNC and local groups and agencies to coordinate
- \$ strapped
- Help fed agencies get more resources

Exeter  
April 26, 2006

**Table 1**  
**Exeter**  
**4/26/2006**

**Section 1**

**Vision**

- Surprised water wasn't mentioned stated more strongly
- "Working Waterscape" (Multiple uses of water while protecting resource)
- Include "actively managed" (For wildfire, watershed management)
- Keep tool box open/full

**Mission**

- Add: Communication
- Call out community organizations
- NGO's – added and recognized
- Private interests added

**Guiding Principles**

- Add: Active program to communicate importance of S.N. to rest to state
- Specificity in defining how public participates in process
- Increase PR and visibility of region and resources

**Part II**

**Organizational Goals**

- mention prioritization of programs and projects
- How is prioritization going to be decided? Make sure public is involved in process
- "Board considers public input before making decisions"
- 3.3 needs to speak to people of whole state- not just the Sierra!
- 4.1, 4.2, 4.4 – capture loss of range lands, timberland, resources, etc.
- 2.3 – add need for environment: needs assessment that capture loss of resource and growing threats to region (indicators)

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### **Part III**

#### **Program Goals**

- **Question 1**

- o 5,3,6,2,4,1,7
- o 5,6,4,3,2,1,7
- o 5,2,3,4,6,7,1
- Stress education more (environment/resource base, vocational)
- III – add “assist communities with resource for land use planning
- Help facilitate community visioning
- II (4&5) include NGO’s i.e. local conservation groups, land trusts, community economic development councils

#### **Part IV Natural Disasters**

- 2 – add “including land-use plans”

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April 26, 2006

## **Table 2**

### **Part I**

#### **Visioning**

- Q1** - Add “Working waterscape” combine recreation business and other activities on water resources
- Provide more emphasis on preservation of wildlife and wildlife habitat
  - Tourism resource areas need to be better delineated and defined. Assess and inventory assets
  - Treat landscape and vegetation to reduce fire hazard
- Q2**- Conservancy should not create another “hoop” that people have to jump through
- Non-governmental agencies (such as land trusts) need to be on level playing field with governmental agencies
  - How will collaboration and cooperation be effectively accomplished?

### **Part II**

#### **Organizational goals**

##### **I. Create and effective organization**

- Create effective net working system to gather information from organization in different areas and to also dismantle information from NSC to outlying organizations.
- Use restraint on size and staffing of conservancy. Use existing organization to augment SNC resources

##### **IV. Better education and preservation of cultural resources**

### **Part III**

#### **Q1. Sub regional goals**

- All 7 goals are top priority
- Add program goal “aid in the preservation of working waterscape
- Working landscaped (#3) important due to blue oak woodland and working cattle ranches
- Change #5 to involved improve any maintain watersheds not just water
- #6 improve regional economy by providing quality, high paying jobs through taking advantage of area resources (timer, grazing, etc.), tourism, access to rivers

#### **Q2** - add goal directed at maintaining and healthy ecosystem and wildlife habitat

- #3 “working landscaped” add category to recognize preservation of “working waterscapes”
- Add emphasis on identifying and preserving unique natural areas and habitats
- Prevent introduction of invasive non-native plants



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#### **Table 4**

##### **Part I**

- Good job of covering the bases s/b more emphasis on education –local state-wide to understand the resource
- Provide the best available information so that good decisions can be made
- Provide definitions of terms e.g. “working landscape” , “sustainable” , with respect to the Sierra
- Should include soil along with air and water
- Remove “sound from sound science
- Consider aesthetic quality along with economic environmental goals

##### **Part II**

- 1.4 – include “friends of” e.g. natural history assns., foundations, etc. of the public lands
- 1.1 – w/b good to use “green” building, accessible by public transportation/bike/foot
- 2.1 – ensure that reliable information is passes on to “5<sup>th</sup> graders” for a knowledgeable informed “next generation”
- 3.3 – work to attract visitors to the region who reflected the diversity f the overall population (next generation)

##### **Part III**

- IV – focus on abating wildfires that immediately threaten communities (not dealing with wildfire out in the forest for the parks)
- VII #3- promote educational programs on the values of public lands (aesthetic, recreational, as irreplaceable resources, etc.)
- V #1 – educate the public on the importance of protecting air, water, and soil
- Part II #2 – use website to document successes and lessons learned
- Part III V – promote clean transportation reducing sprawl and other methods to promote clean air and “walkable” development

## **Table 5**

### **Part I Vision**

- wide variety of ideas/interests represented
- Add:
  - o “Protection” of public land (in addition to well-maintained”) from external threats (eg. Air quality, pot growing)
  - o “Working landscaped and ecosystems” applies to both private and public
  - o Creating/emphasizing collaborative ethos

### **Part II Mission**

Add:

- Facilitate cross county/boundary/regional O.S. planning
- Facilitate implementation of county O.S. plans
- Strategic selection of corridors between/among O.S. areas and federal lands “green infrastructure”

### **Guiding principles**

- provide \$ grants to local pl. agencies to conduct regional pl. efforts
- inclusion of local NGO’s
- include education component
  - o general public
  - o kids
- interpretive signage

### **Organizational goals**

1.4 suggest quarterly stakeholder meetings

- Staff position for each region as liaison
  - o Reliable 2-way communication
- Satellite office(s)
- Dedicated staff deal with regional issues
- Guidelines for awarding grants: simple, transparent equitable
- Clarify 4.1: purpose and content
  - o Include indicator of air quality
  - o “indices, “not” index” – multiple indicators
  - o Full spectrum of indicators

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- 1.3: insert “which enable” : ways/the “others to know”

### **Program Goals**

- Priorities for S. San Joaquin : 3,2,5
- All goals relevant to our region II
- “Working landscape” maybe be less important
- “Working landscapes” most important

### **Program Actions**

IV: 1

- Broad statement, very controversial
- Absolutely necessary
- “Natural disaster” : fire, flood, earthquakes (on public and private land) storms \*\* Don’t let research soak up the \$\$\$
- Don’t re-invent the wheel
- Use data available through SCLTC, local agencies, land trusts

I.1

- Emphasize diversity of recreational users
  - o Reach out to non-traditional groups

VII.3 Partner with local government to identify, acquire, devel. Regional/urban: Parks adjacent maintained O.S. to urban areas

VII.1 Create identifying, funding sources

VI.1 Add: not for profits

II. 4&5 include communities, not for p’ts in addition to governments

II.5 Facilitate/build capacity for local government to provide (technological) input to federal plans

VII.2 Collaboration”, not consultation

III.1 Work with existing organizations to identify land...

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**Table 6**  
**Part I Vision**

- Well Written
- Non-abrasive oatmeal
- Statement is long
- Government speak, devil in the details

**Mission**

- Board and staff should be able to state by heart
- Identifies customers
- Statement should end after the word “region”

**Guiding principles**

- Clearly state: seek out feedback and information from all/ and local sources (implied by should be stated)
- Stronger local emphasis
- This is how we would hope a state agency should work
- It is the responsibility of...

**Part II Organizational Goals**

- Overhead cost of state offices money better spent for projects we have lots of ways to communicate without needed more offices
- Some grant money must be available soon or people will lost interest or trust
- Utilize existing representatives such as board members instead of setting up more offices. Be innovative
- Define in strategy plan what assessments mean: information needs, regional, econ-enviro index

**Part III Program Area**

- Recreation needs to tie into education RE; protection and conservation (not Disneyland)
- Points 1&7 decently covered. Thus existing program: item3 – this area not broken up has higher importance
- Good land stewardship and transferring value to reducing development pressure

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April 26, 2006

- If not now – When? Do we preserve foothills? Choice needs to be made
- Value of keeping property out of development needs to be made now
- #5 is the most important
- People need to spend more time (longer visits)
- We have best water and worst air in Southern Sierra
- Our lush country watersheds are mostly wilderness
- Air quality levels are catastrophic some days we recommend people not walk
- Move beyond information items to action (2<sup>nd</sup> part of V.1 gets to action) conflicts-prescribed burns
  - o Protect and preserve watersheds. Most important function is preserving natural functions (not tourism)
  - o Good stewardship
- Climate change has massive implications for goals, anticipate and respond to changing conditions

**Exeter Workshop – April 26, 2006**  
**Table Summaries**

**Table 1**

**Part I – Vision, Mission, Principles**

■ **Vision**

- Stronger language on protection and importance of water for region and State
- “Working Waterscape” (Multiple uses of water while protecting resource)

■ **Mission**

- Communicate the value of the region and watershed for the entire State,
- Communicate threats to the region
- “Other interested parties” seems to ignore the importance of NGOs and private interests that have historically provided leadership in resource conservation – call out community organizations, non-government organizations and private interests

■ **Principles**

- Active program to communicate importance of Sierra Nevada to rest to state
- Specify how public participates in process
- Increase PR and visibility of region and resources

**Part II – Organizational Goals**

- Significant public involvement in setting priorities
- Initiate a very transparent culture
- Permanent headquarters in Springerville!

**Part III – Program Areas**

■ **Sub-regional Priorities**

1. Air and water quality is the most important
  2. Regional economy
  3. Natural disasters
- Low Priority – Tourism and Recreation

■ **Program Actions and Approach**

- Assist communities with visioning
- Education – address loss of rangeland, timberland, habitat, etc.
- Goals 2.4 and 2.5 – include NGO’s i.e. local conservation groups, land trusts, community economic development councils
- Goal 3 – add “assist communities with resources for land use planning”
- Goal 4.2 – “including land use plans”
- Goal 7 - Public land management tools for wildfire, watershed management should allow consideration of the widest range of options

**Exeter Workshop – April 26, 2006**  
**Table Summaries**

**Table 2**

**Part I – Vision, Mission, Principles**

■ **Vision**

- Add “working waterscapes” (combine recreation business and other activities related to water resources)
- Provide more emphasis on wildlife and wildlife habitat

■ **Mission**

- Non-governmental agencies (such as land trusts) need to be on level playing field with governmental agencies
- How will collaboration and cooperation be accomplished?

■ **Principles**

- The SNC should not create another “hoop” that people have to jump through

**Part II – Organizational Goals**

- Goal 1 – Create effective networking system to gather information from organization in different areas and to also distribute information from SNC to outlying organizations
- Goal 1 – Use restraint on size and staffing of conservancy. Use existing organization to augment SNC resources.
- Goal 4 – Include education and preservation of cultural resources

**Part III – Program Areas**

■ **Sub-regional Priorities**

- All 7 goals are top priority

■ **Program Actions and Approach**

- Add program goal to preserve “Working Waterscapes”
- Add goal directed at maintaining a healthy ecosystem and wildlife habitat; prevent introduction of invasive, non-native species
- Goal 1 – Tourism resources need to be better delineated and defined; assess and inventory assets
- Goal 3 – Working landscapes important in terms of blue oak woodland and working cattle ranches
- Goal 4 – Treat landscape and vegetation to reduce fire hazards
- Goal 5 – Needs to involve “improve any maintain watersheds” not just water
- Goal 6 – Improving regional economy and providing quality, high paying jobs depends on natural resources (timber, grazing, tourism, access to rivers)

**Exeter Workshop – April 26, 2006**  
**Table Summaries**

**Table 3**

**Part I – Vision, Mission, Principles**

- **Vision**
  - Add “natural resources”
- **Mission**
  - Emphasize protection
- **Principles**
  - Facilitate improved relations between Sierra Nevada stakeholders (agencies)
  - Look at other conservancies (like the Appalachian Conservancy) for models

**Part II – Organizational Goals**

- Goal 1 – Seek out public input continually to insure relevance
- Goal 1.1: – Solicit input for satellite offices in neutral locations
- Goal 2 – Improve uniformity of data collection
- Goal 2 – Create/maintain a database to catalogue all trails, improvements, unique locations to track progress/useful application of program
- Goal 2.1 – Consolidate other state agencies information (GIS data, etc) inform a single clearinghouse
- Goal 2.1 – Define “better” decision-making; what decisions?
- Goal 4.1 – Include other indicators, such as air quality

**Part III – Program Areas**

- **Sub-regional Priorities**
  1. Air and water quality are the most important – air is very detrimental
    - Recognize unique differences and values of valley, foothills, and mountains for all sub-regions
- **Program Actions and Approach**
  - Goal 1.2 – Create a comprehensive tourism guide divided by sub-region
  - Goals 2.4, 2.5 – SNC to help organize and facilitate improved relations between Sierra Nevada stakeholders (agencies, community groups)
  - Goal 6: Protect unique business community that exists within the Sierra Nevada

**Exeter Workshop – April 26, 2006**  
**Table Summaries**

**Table 4**

**Part I – Vision, Mission, Principles**

Good job of covering the bases, there should be more emphasis on education (local to State-wide) to understand the resource

■ **Vision**

- Should include soil along with air and water
- Provide definitions of terms e.g. “working landscape,” “sustainable,” with respect to the Sierras

■ **Mission**

- Provide the best available information so that good decisions can be made

■ **Principles**

- Consider aesthetic quality along with economic and environmental goals
- Remove “sound” from sound science

**Part II – Organizational Goals**

- 1.1 – would be good to use “green” building accessible by public transportation/bike/foot
- 1.4 – include “friends of public lands,” such as natural history associations, foundations
- 2.1 – ensure that reliable information is passed on to “5<sup>th</sup> graders” for a knowledgeable and informed “next generation”
- 3.3 – work to attract visitors to the region who reflected the diversity of the overall population (next generation)

**Part III – Program Areas**

■ **Sub-regional Priorities**

- First priority – Goal 2 (protect, conserve, restore)
- Second priority – Goal 5 (water and air)
- Third priority – Goals 7 (public lands)

■ **Program Actions and Approach**

- Goal 2.2 – Use interactive website to document successes and lessons learned (e.g., USGS educational tools)
- Goal 4 – Focus on abating wildfires that immediately threaten communities (more of a priority than dealing with wildfire out in the forest or the parks)
- Goal 5.1 – Educate the public on the importance of protecting air, water, and soil
- Add Goal 6.3 – Promote clean transportation, reduction of sprawl, and other methods for cleaner air and healthier, more walkable, development
- Add Goal 7.3 - promote educational programs on the values of public lands (aesthetic, recreational, as irreplaceable resources, etc.)

**Exeter Workshop – April 26, 2006**  
**Table Summaries**

**Table 5**

**Part I – Vision, Mission, Principles**

■ **Vision**

- Agreed that a wide variety of interests are – and should be – represented
- Emphasize protection from external threats (air quality, pot growing)

■ **Mission**

- Would like to see seamless management and regional approaches to open space
- Collaboration across management boundaries to create “green infrastructure”

■ **Principles**

- Emphasize involvement of local groups (acting in concert with gov’t. agencies)
- Recognize the importance of the role of education, which creates future benefits – include interpretive signs, outreach to the general public and youth

**Part II – Organizational Goals**

- Transparency and community participation are important – equity and collaboration
- Goal 1 – Have dedicated SNC staff or liaisons as direct contacts for each region; need reliable 2-way communication; suggest quarterly stakeholder meetings
- Goal 4.1 – Clarify purpose and content of index, include a full spectrum of indicators
- Goal 5 – Guidelines for awarding grants should be simple, transparent, and equitable

**Part III – Program Areas**

■ **Sub-regional Priorities**

- South San Joaquin priorities – 3, 2, 5
- All goals are relevant and important, but priorities vary within the sub-region

■ **Program Actions and Approach**

- Goal 1.1 – Emphasize diversity of rec. users, reach out to non-traditional groups
- Goals 2.4, 2.5 – Include communities and non-profit organizations
- Goal 2.5 – Facilitate/build capacity for local government to provide (technical) input to federal plans
- Goal 4 – Eliminate duplication of effort (Don’t reinvent the wheel!); limit funds going to research; Work with local groups to obtain local information, including SLT Conservancy and land trusts
- Goal 6.1 – add non-profits
- Goal 7.2 – “Collaboration” not :consultation”
- Local agencies, non-profits, the Park Service and community groups are essential to success of SNC!

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**Table Summaries**

**Table 6**

**Part I – Vision, Mission, Principles**

■ **Vision**

- This is well-written government-speak, OK overall
- Not personal, statement is long

■ **Mission**

- This should be easy to memorize and quote
- Shorten, end after the word “region” (last part identifies customers)

■ **Principles**

- This is good – how we would hope that a State agency should work
- Actively seek out feedback and information (it’s implied, should be stated)
- Needs stronger language regarding local emphasis and taking action – people need to see results or they will lose interest

**Part II – Organizational Goals**

- Need to have a local presence, either through satellite offices or liaisons, be innovative – use existing representatives (Board members, organization leads) as liaisons
- Define terms in strategic plan (information needs assessment, regional assessment, economic and environmental index, etc.)

**Part III – Program Areas**

■ **Sub-regional Priorities**

- Most important goal is protecting and preserving natural functions of the watershed (not tourism)
- We have the best water and worst air (some days we have air advisories)
- In this sub-region, there are large areas of unbroken working landscapes, preserving this is an important opportunity that can’t be regained once lost

■ **Program Actions and Approach**

- Climate change has massive implications for goals, anticipate and respond to changing conditions
- Goal 1 – Recreation needs to tie into education regarding protection and conservation (this is not Disneyland); promote longer visits
- Goals 1 and 7 are decently covered
- Goal 3 – Working landscapes need to promote good land stewardship; if these areas are not preserved now – then when? Choices need to be made. Value needs to be transferred to reduce development pressure. The value of keeping property undeveloped needs to be made now.

**Nevada City Workshop – May 10, 2006**  
**Table Summaries**

**Table 1**

**Part I – Vision, Mission, Principles**

■ **Vision**

- Instead of boiler plate, add language descriptive of the Sierra Nevada throughout document
- Stress ecosystem themes within the document
- Replace “thriving place” with “thriving/living landscape”
- Add “acknowledgement of the significance of water resources to California”

■ **Principles**

- Emphasize the integration of economic/community/ecological values in all decisions and projects
- Emphasize partnerships with all stakeholders
- Too boilerplate, add terms like: mountain range, foothills, watershed, etc

**Part II – Organizational Goals**

- Identify and establish effective partnerships
- Stress partnerships in gathering, evaluating data – don’t reinvent the wheel
- Identify data gaps
- Sierra-wide GIS system on the web
- Balance fair distribution with high-leverage opportunities

**Part III – Program Areas**

■ **Priorities**

- Restoration and preservation is the highest priority
- Working landscapes, natural disasters, and air/water are next priorities

■ **Program Actions and Approach**

- Goal 2.1: ...that protect AND IMPROVE key resources..., include ecological diversity
- Goal 2.2: Identify resource protection AND RESTORATION needs, address legacy mining issues
- Goal 2.4: Replace “local government” with “stakeholders”
- Include economic impact of any and all SNC projects
- Integrate economic/environmental/community linkages for short- and long-term

**Nevada City Workshop – May 10, 2006**  
**Table Summaries**

**Table 2**

**Part I – Vision, Mission, Principles**

■ **Vision**

- The rest of California recognizes the benefits of the Sierra and the Conservancy
- Sustainable communities
- Balance between well-being of economy and environment

■ **Mission**

- SNC is a catalyst for creative solutions to problems shared across the Conservancy area

■ **Principles**

- Improve and enrich – more than maintain
- Marketing of the Sierra and working landscapes

**Part II – Organizational Goals**

- Get local government on board, to share information between areas
- Provide timeframe for implementation
- SNC shows by doing – get projects going, address in 2 year timeline
- Provide demonstration projects

**Part III – Program Areas**

■ **Program Actions and Approach**

- Balance goals 1 and 2; increase tourism with minimized impacts
- Develop tourism items with organizations in region
- Specialty tourism events that minimize impacts on natural resources
- Land use is key, SNC can help
- Be specific regarding range of natural disasters (wildfires, earthquakes, dams)
- Coordinate with other regional efforts for hazard mitigation
- Reward and promote successes

**Nevada City Workshop – May 10, 2006**  
**Table Summaries**

**Table 3**

**Part I – Vision, Mission, Principles**

■ **Vision**

- Simplify, too much detail
- Balance between economy and environment for quality of life
- Include unique qualities of area, can support many uses
- Relate working landscapes to first sentence; suggest “ecologically functioning working landscapes” (perhaps too specific for vision)

■ **Mission**

- Improve and enhance
- Promote balance and integrated approach for environmental and economic well-being

**Part II – Organizational Goals**

- Facilitate information and technology exchange
- Develop strong partnerships with non-traditional partners
- Increase funding to the Sierra region

**Part III – Program Areas**

■ **Priorities**

- Protect and conserve applies to many different categories

■ **Program Actions and Approach**

- General focus should be on serving as a convener for existing group efforts
- Work with local governments and groups to see where priorities are
- Look for high-leverage opportunities
- Use state and local expertise to determine areas in need of protection
- Invest in infrastructure for working landscapes, create incentives

**Nevada City Workshop – May 10, 2006**  
**Table Summaries**

**Table 4**

**Part I – Vision, Mission, Principles**

■ **Vision**

- “Living resources” should be “natural or wildlife resources”
- Buy green, build green
- 

■ **Mission**

- Improve AND SUSTAIN
- From “other” to ALL interested parties
- Too long – end after “citizens.” and move the rest to principles

■ **Principles**

- Where possible, buy local
- Add buy “green,” build “green” and encourage “green” practices
- Respect other agencies’ obligations while still adhering to SNC goals

**Part II – Organizational Goals**

- Develop assessment criteria and program evaluation to monitor progress towards all goals
- Goal 3.3: information must flow both ways
- Goal 4.1: indicators to include air and fisheries

**Part III – Program Areas**

■ **Priorities**

- Goals #2 is a high priority

■ **Program Actions and Approach**

- Goal 1: market local regions and try to enhance seasonal recreation
- Goal 3.5: Improve use of information regarding groundwater supply and quality
- Goal 5.1: clarify whose “goals” and “quality supply”
- Goal 6: promote sustainable development for local economies, including living wages, affordable housing, etc.

**Nevada City Workshop – May 10, 2006**  
**Table Summaries**

**Table 5**

**Part I – Vision, Mission, Principles**

- Diverse, healthy wildlife habitat/ecosystems
- Biological resources instead of living resources
- Add aesthetics to first sentence (scenic, viewshed maintenance)
- Sustainable communities
- For working landscapes, refine/elaborate on how we meet food, energy, shelter needs
- Too human-centric

**Part II – Organizational Goals**

- Need to discuss staffing!
- Define terms (working landscapes, balanced portfolio, community capacity building plan, sustainability, sustainable projects)
- Strongly agree with Goal 4.1 (assess, monitor carrying capacity)
- Language is too dry and ambiguous, add specific examples about how this relates to local settings
- Resources too general, specify natural/economic/community resources
- Add evaluation feedback loop
- Add methods of accountability for organization and funding

**Part III – Program Areas**

■ **Priorities**

- #2, 3, 5, and education
- Red flags on #1, 7

■ **Program Actions and Approach**

- Add another goal for education
- Emphasis on tourism and recreation is hard on environment and increases housing costs; look at non-traditional tourism and recreation – assess for community sustainability and support
- Bring in businesses that enhance unique quality of region
- Goal 2.4: Replace “governments” with local COMMUNITIES
- Goal 5: Include mercury problems

**Nevada City Workshop – May 10, 2006**  
**Table Summaries**

**Table 6**

**Part I – Vision, Mission, Principles**

■ **Vision**

- Add “natural landscapes”
- Stronger language (more positive than “allows” – like “fosters” “promotes”)
- Replace 2<sup>nd</sup> sentence with: “The whole state recognizes the value and is invested in SNC.”

■ **Mission**

- Identify who interested parties are: NGOs, community groups, private entities, businesses
- “The mission of the SNC is to support and invest in efforts that improve the environmental and economic well-being of the SNC region.”

■ **Principles**

- Add “...communicating the benefits and value of a healthy Sierra to ALL state residents” (Key object bullet 2)
- Program implementation should result in timely, measurable, visible, on-the-ground results

**Part II – Organizational Goals**

- Keep economics in forefront of plan and maintain balance
- Goal 1: Describe expectations from interested partners, define participation for other stakeholders
- Goal 1.4: Continue building network and database (compiled by counties, sub-regions)
- Goal 2: Work to eliminate/reduce limitations
- Goal 3.3: Add “increased understanding of all Californians”
- Goal 4.2: Needs to add “...and timelines...”

**Part III – Program Areas**

■ **Program Actions and Approach**

- Add Goal 8: Conserve ecosystem and habitat health
- Define relationship of SNC to land management agencies
- Use more active goals – e.g. facilitate conservation easement transactions
- Prioritize goals
- Address water quality – watershed health (meadows, groundwater, wetlands)

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**Table Summaries**

**Table 7**

**Part I – Vision, Mission, Principles**

■ **Vision**

- Vision statement can be simplified to natural and cultural
- Should emphasize conservation over recognition
- Preserving working landscapes and open space

■ **Mission**

- More assertive than “support” – develop, facilitate, and initiate efforts that will enhance SNC goals
- Education is important to emphasize

■ **Principles**

- Collaboration and working partnerships
- Living wage jobs
- Give priority to programs that work synergistically (like historic preservation, recreation, and working landscapes – e.g. ditch trails)

**Part II – Organizational Goals**

- Define terms (regional assessment, community capacity building plan, balanced portfolio)
- Goal 3.2 can support 4.2 – build tracking system into website up front, collect information via the website
- Transparency is key organization goal (add to goal 4)

**Part III – Program Areas**

■ **Program Actions and Approach**

- Integrate the rich historic quality of region with other goals (such as tourism, conservation of landscapes, regional economy)
- Integrate education and interpretive opportunities into other goals
- Goal 1: some areas are already at capacity – other community infrastructure needed: improve public transportation, encourage year round employment
- Goal 1.1: add by region and sub-region; Auburn as stay-over destination instead of pass-through; Spencerville Wildlife Refuge is example of win-win
- Develop sample language for policies and ordinances that would help jurisdictions implement program goals – example: affordable housing
- Goal 2.1: call out wildlife and ecosystem health, address climate change
- Prepare for a variety of disasters
- Goal 7: non-destructive use of public land needs to tie to preservation, conservation, and watershed health

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**Table Summaries**

**Table 8**

**Part I – Vision, Mission, Principles**

■ **Vision**

- Sierra-Cascade region
- Communities PREPARED FOR catastrophic wildfire and other natural disasters
- “Value of working landscapes AND NATURAL LANDS”

■ **Mission**

- “NGOs, Tribes, local government and other interested parties” (in that order)

■ **Principles**

- Regional approach to elicit state support and other funding
- Build, strengthen and market regional identity
- Sustainable, attainable, maintainable programs
- Identify Sierra Nevada as a region with unique needs and assets.

**Part II – Organizational Goals**

- Communication beyond website – electronic media is not a substitute for communication; need physical presence throughout region, hard copies of materials, improved outreach
- Facilitate communication between sub-regions
- Use existing information and infrastructure
- Develop funding strategy, will flow from regional identity and State recognition/value
- Establish goals for different lands and different land uses
- Create public-private partnerships, NGOs as equal and respected partners
- Tangible, measurable goals

**Part III – Program Areas**

■ **Priorities**

- Program areas must be linked in innovative way
- SNC needs to provide real leadership in developing innovative and sustainable programs

■ **Program Actions and Approach**

- Lead the way by depoliticizing sustainable forestry and other programs (e.g. biomass)
- Change working landscapes to “working farms, ranches, and forests”
- Build on existing data and plans (SNEP, FRAP, State Parks Recreation Plan, HCPs – Placer Legacy, Forest Plans)

**Paradise Workshop – May 11, 2006**  
**Table Summaries**

**Table 1-2**

**Part I – Vision, Mission, Principles**

■ **Vision**

- add natural resources and biodiversity
- “thriving places” should say “thriving environment”
- include employment opportunities
- “sustainable natural processes” instead of “well managed public lands”

■ **Mission**

- local government includes school districts

■ **Principles**

- what does “purchase of resources for goods and services” mean?
- change “sound science” to “peer reviewed science,” science should be credible

**Part II – Organizational Goals**

- Goal 1: actively interact and participate with local agencies and programs (county councils, fire safe programs, NEPA/CEQA processes); hire highly competent staff
- Goal 2: proactive outreach and communication; don’t rely on web and mail
- Goal 3: reach out to existing organizations for information gathering and assistance
- Goal 4: develop benchmarks; third-party monitoring
- Goal 5: continuously expand reliable funding sources

**Part III – Program Areas**

- Need short-term and long-term strategy for program goals
- Goal 1: keep up with changing recreational opportunities while maintaining current recreation opportunities (OHV, hunting, equestrian, etc.); identify and team with other organizations (such as Chambers of Commerce)
- Goal 2 and 5: watershed education; develop a management policy for water
- Goal 3: identify private and public land users who are interested in preserving their working landscapes
- Goal 4: preventive maintenance fuels reduction around urban interface; public and private fire plans work with county fire plans; provide financial support to communities, add “funding” after implementation
- Goal 7: assist agencies in implementation of the Healthy Forest Restoration Act

(Table 3-4: added to Tables 1-2 and 5-6)

**Paradise Workshop – May 11, 2006**  
**Table Summaries**

**Table 5-6**

**Part I – Vision, Mission, Principles**

■ **Vision**

- natural resources, instead of living resources; include habitat and soils
- energize vision with a kick-off demonstration project

■ **Mission**

- “interested parties” is too sterile; say community organizations and groups, non-profits, business sector
- add private lands and private land stewardship

■ **Principles**

- community participation and level of commitment and sacrifice (matching funds) should be part of evaluating programs (both regional and statewide contribution)
- observation: regions have little political clout; often impacted by the choices of others; have been short-changed on past bonds

**Part II – Organizational Goals**

- define terms
- Goal 1.4: need balance of input from private industry and business – reach out to overlooked organizations (e.g., Christmas tree association); add universities and colleges
- Goals 2, 3, 4: effective and cost-efficient technical review of proposals and information is critical – include citizens and staff; assessments will be defined by resources and problems of interest – define boundaries for regional assessments
- Goals 4 and 5: don’t see citizens brought into process
- Goal 5: clearing house for grants; streamline the funding and application process (fire safe councils are good examples)

**Part III – Program Areas**

■ **Priorities**

- #2 is top priority
- #3, 4, 5 also priorities

■ **Program Actions and Approach**

- Program goals should say program areas activities should be implemented
- Goal 1: tourism should be sustainable, low impact (non-degrading)
- Goals 2.4 and 2.5: add NGO’s and private parties
- Goal 3: work with existing programs; look at effect of easement on county \$\$
- Goal 5: environmental sustainability is dependent on function of ecosystems
- Goal 6: include private sector encouragement (marketing, tax incentives, startup); need economic reason for project success; need infrastructure to buy local

## Mammoth Workshop – May 23, 2006 Table Summaries

### Table 1-2

#### Part I – Vision, Mission, Principles

##### ■ Vision

- instead of “protected” from natural disasters – minimize and prepare for risk, recover from; include seismic and volcanic
- use stronger verbs
- include workforce housing
- more emphasis on sustainable ecosystems
- “well managed public lands” – be more specific, clarify

##### ■ Mission

- list “other interested parties,” include NGOs

##### ■ Principles

- emphasize sustainable ecosystems throughout
- include NGOs throughout

#### Part II – Organizational Goals

- maximize resources for projects (more than for offices, staff)
- Goal 1: identify needs for staffing, volunteers; build creative tension to break down single-focus thinking (e.g. pairing open space AND workforce housing)
- create a public, transparent process for defining and developing model programs
- encourage revised programs elsewhere – e.g. financial institutions that encourage sustainable projects
- Goal 4: develop criteria for how projects selected (e.g. leverage, goals, partners, etc.)
- Goal 4: need to focus on a implementing a project in first 2 years

#### Part III – Program Areas

- Priorities: #2, 3, 5
- avoid duplication of effort
- Goal 1: tourism should be true to environment, history and culture; place-based; need to have tourism infrastructure to meet existing demand, before increasing; identify carrying capacity for tourism
- Goal 2 and 5: need to preserve wetlands and water resources
- Goal 2: link protection of the environment to economic development, jobs, community colleges; preserve private open space
- Goal 2: restoration projects should have stand-alone priority (e.g. invasive weeds)
- Goal 2.2: such as “environmental protection and natural resource conservation”
- Goal 4.1: add “in an environmentally sound manner”
- Goal 6: shift from extraction-based to sustainable economy; nurture local entrepreneurs

**Mammoth Workshop – May 23, 2006**  
**Table Summaries**

**Table 3-4**

**Part I – Vision, Mission, Principles**

■ **Vision**

- generic language, preservation of natural heritage; how does Sierra differ?
- vision is focused on inhabited areas
- DOES NOT emphasize benefit/importance of Sierra to the rest of the State
- more description of communities, they are “compact, contained”
- 

■ **Mission**

- funding system should foster collaboration, not competition
- mission should involve cooperation with communities

■ **Principles**

- residents take leadership/accountability and participate
- focus on measurable and tangible results
- keep processes simple

**Part II – Organizational Goals**

- define terms and concepts: “fair distribution of funds, balanced portfolio” – prevents conflicts and provides accountability
- identify that there are different strategies to accomplish vision
- collaborate to advocate for funding for the Sierra Region
- Goal 1.1: define staffing needs; clearly define satellite offices
- Goal 3: education component should have broad outreach to all ages, areas, cultures

**Part III – Program Areas**

■ **Priorities**

- integrating all program areas is what is going to work – generate creative synergy
- Goals 1, 2, 5, and 7 are interrelated (people come here for the resources)
- #3 addresses ag; #4 includes avalanches, floods

■ **Program Actions and Approach**

- streamline project permitting, enhance planning
- Goals 1 and 2: integrate – visitors need to know how to behave, foster stewardship; look at carrying capacity for tourism
- Goal 2: add education, promote ethics and progressive planning
- Goal 4.1: include local agencies and entities (delete “on public lands”)
- Goal 5: add flora and fauna; add watersheds and landscapes
- Goal 6: take active approach to developing sustainable, diverse economies
- Goal 7: opportunities to enhance AND APPRECIATE public lands

**Mammoth Workshop – May 23, 2006**  
**Table Summaries**

**Table 5-6**

**Part I – Vision, Mission, Principles**

■ **Vision**

- need stronger mention of uniqueness of communities
- living resources should be described as healthy, diverse, sustainable
- changed “protected from” to “prepared for”
- protect water resources and watersheds
- economy relies on natural resources also!

■ **Mission**

- include cultural well-being; mission should be as inclusive as possible
- expand on “other interested parties”

■ **Principles**

- stronger, more active wording

**Part II – Organizational Goals**

- recognize differences/uniqueness to be responsive to each sub-region
- Goal 1: need accountability back to communities
- Goal 1.3: make accessible, easy to understand; in a timely manner – short deadlines are difficult in rural areas; stronger communication to communities and rest of State
- Goal 2.1: clarify what is needed by whom
- Goal 3: increase knowledge of public;
- Goals 4: add economic, historical, cultural to index indicators
- Goal 4.2: what is fair – funding distribution needs further open discussion
- Goal 5.1: get information out to the public

**Part III – Program Areas**

■ **Priorities**

- need all of them – difficult to separate, they are interconnected

■ **Program Actions and Approach**

- need baseline data for each program area
- DO NO HARM – no implementation of one program to detriment of others
- Goal 1: “improve” instead of “diversify;” open to non-traditional recreation
- Goal 2: partnerships to help federal agencies meet mandates; stronger language
- Goal 3: identify incentives; trades (swaps) before easements; SNC can’t do it all
- Goal 3.1: avoid SNC “identifying private landowners,” instead “support existing organizations and programs that educate private landowners interested in...”
- Goal 5: global warming needs to be recognized throughout goals
- Goal 7: enhance use of AND ACCESS TO public lands; protect access

**Alturas Workshop – May 25, 2006**  
**Table Summaries**

**Table 1-2**

**Part I – Vision, Mission, Principles**

- integrate environment and economy – create balance between protection, enhancement and use of resources
- protection of rural economies
- include social aspects of communities (education, healthcare, transportation)
- support economically viable private lands
- SNC needs to take initiative – take action
- more than protection from natural disasters – preparedness
- better words than “thriving place” and “living resources”
- emphasize preserving historical and living resources

**Part II – Organizational Goals**

- accountability – maintain open financial records
- need effective organization; improve public outreach
- Goals 2 and 5: need project and program monitoring – was environment enhanced? did tourism spending increase?
- need guidelines for equitable distribution of funds
- create database of grant sources to match with projects

**Part III – Program Areas**

- remove number from program goals
- Goal 1.1: what’s non-traditional? include existing and future opportunities
- Goals 1 and 6: an economic foundation is needed to support tourism
- Goal 3: add incentive-based programs
- Goal 4.1: need to include county government and local landowners
- Goal 4.2: use community wildfire protection plans
- Goal 4.3: include private landowners
- Goal 6: attract clean, outside industries
- Goal 6: focus on social aspects of communities (education, healthcare, transportation)
- Goal 7.2: include local government

**Alturas Workshop – May 25, 2006**  
**Table Summaries**

**Table 3-4**

**Part I – Vision, Mission, Principles**

■ **Vision**

- the biological and terrestrial component is missing
- add: healthy and diverse landscapes that are sustained over time; protected wildlife habitat and ecosystems; recreational diversity

■ **Mission**

- foster whatever partnerships are needed to cleanup the forests
- after local government, add “Tribes” and “other resource agencies”
- “support AND COMMUNICATE efforts...”

■ **Principles**

- implementation: weigh the value of single-benefit projects so that they can be a program priority

**Part II – Organizational Goals**

- Goal 1.3: it’s important to keep it easy to understand; this goal is important for the novice
- Goal 1.4: get information on upcoming meetings to public media, multiple media outlets
- Goal 2.1: look into gathering existing data and information instead of starting at the beginning; don’t reinvent the wheel – review what’s already in existence
- Goal 4.1: be inclusive, include a broad range of associations, groups, and others
- Goal 5: Add a goal to identify a permanent funding source (legislative guarantee)

**Part III – Program Areas**

■ **Priorities**

- priorities for the overall region: smart growth, air quality

■ **Program Actions and Approach**

- need program goal on education for public, kids, visitors
- Goals 2.4 and 2.5: add non-profit organizations
- Goals 2.4 and 2.5: need to include access for all (elderly, handicapped), including transportation and programs
- Goal 3: add “provide services in collaboration, dispute resolution, etc. so that work can get done on the ground to meet vision”
- Add Goal 5.3: look at programs that would enhance storage and supply of water (e.g. dams) – water supply is a crucial issue

**Alturas Workshop – May 25, 2006**  
**Table Summaries**

**Table 5-6**

**Part I – Vision, Mission, Principles**

■ **Vision**

- clarify “living resources” – ecosystems? too vague
- depending on the sub-region, approaches and challenges to reaching the vision will vary

■ **Mission**

- seems consistent with statute and ambitions
- include NGOs
- “local governments” – clarify that this includes governments besides counties
- stress the statewide value of the Conservancy

■ **Principles**

- add Tribes to the “working with others” section

**Part II – Organizational Goals**

- Goal 1: complete staffing to implement other organizational goals
- Goal 1: have strong local presence in communities, including Lassen or Modoc County
- Goal 2: utilize existing information already developed, so that funds go to projects
- Goal 2: improve existing information on state of Sierra water
- Goal 3: instead of new assessment, look at SNEP and how it may assist SNC
- Goal 5: look at historical funding statewide over the last 10 years and distribute new funding to under-funded areas.

**Part III – Program Areas**

■ **Priorities**

- Priorities for sub-region: #3, 4
- Priorities for overall region: #5

■ **Program Actions and Approach**

- Northern region includes Cascades, Great Basin, Modoc Plateau
- Goal 1.1: Electronic bulletin board with notification of Sierra activities (festivals, Creek Days, etc.)
- Goals 2.4 and 2.5: Add NGOs
- Goal 3: Explore non-traditional economic opportunities from working landscapes, find an economic use for juniper (ethanol, furniture, etc.)
- Goals 3 and 4: landscapes related to Great Basin – wildfire results in ecosystem being replaced with different plant species
- Goal 4: Need different approach to wildfire management on east side of region (different ecosystem); awareness of volcanic natural disaster

**Jackson Workshop – April 25, 2006**  
**Meeting Overview**

**Common Themes**

**I. Vision, Mission, Principles**

■ **Vision**

- a. Add “natural resources”, emphasize wildlife and wildlife habitat
- b. Add “working waterscape”
- c. Stronger language on protection and importance of resources for the State

■ **Mission**

- a. “Other interested parties” seems to ignore the importance of NGOs, community organizations, and private interests in resource conservation – call out
- b. Facilitate collaboration and improved relations among Sierra Nevada stakeholders for seamless management and regional approaches

■ **Principles**

- a. Create effective network to collect and share information
- b. Emphasize involvement of local groups acting in concert with gov’t. agencies
- c. Specify how public participates in process, seek out input and information
- d. Education is important – interpretive signs and outreach to public and youth

**II. Organizational Goals**

■ **Effective Organization**

- a. Need to have a local presence, be innovative – use existing organizations to augment SNC resources; need reliable 2-way communication
- b. Significant community involvement in setting priorities, create a very transparent culture built on equity and collaboration; continually seek public input
- c. Provide definition of terms used in the Strategic Plan

■ **Use and Share Reliable Information**

- a. Improve uniformity of data collection, create effective network to collect and share information (consolidate data within a single clearinghouse)
- b. Define terms and what is included in various assessments; define “better” decision-making – what decisions?

■ **Increase Knowledge and Capacity**

- a. Create/maintain a database to catalogue all trails, improvements, unique locations to track progress/useful application of program

■ **Balanced Portfolio**

- a. Clarify purpose and content of index, include a full spectrum of indicators

■ **Funding**

- a. Grant guidelines should be simple, transparent, and equitable

**Jackson Workshop – April 25, 2006**  
**Meeting Overview**

**III. Program Goals**

■ **Priorities**

- a. Air and water are most important

■ **Program Actions and Approach**

- a. Work with local groups, help organize and facilitate better relations of agencies and community groups; local input into federal plans
- b. Education on the value and conservation of resources and public land; discuss threats – loss of working lands, habitat; use interactive websites; educate visitors
- c. Goals 2.4, 2.5 – Include communities and non-profit organizations (NGOs, local conservation groups, community economic development councils, etc.)
- d. Goal 4 – Funds should go more to on-the-ground efforts (treat landscape and vegetation to reduce fire hazards) and less to research
- e. Protect working landscapes and unique business community that exists in region; natural resources are basis for regional economy

**New Insights**

**I. Vision, Mission, Principles**

- a. Make vision and mission shorter, more personal; should be easy to memorize and quote
- b. Include soil, along with air and water in the vision
- c. Collaboration across management boundaries to create “green infrastructure”
- d. Look at other conservancies (e.g. Appalachian Conservancy) for models
- e. Consider aesthetic quality along with economic and environmental goals
- f. Remove “sound” from sound science

**II. Organizational Goals**

- a. Include education and preservation regarding cultural resources
- b. Goal 1.1 – Would be good to use “green” building accessible by public transportation, biking, foot

**III. Program Goals**

- Program Priorities – Recognize unique differences and values of valley, foothills, and mountains for all sub-regions
- a. Anticipate and respond to climate change and changing conditions
  - b. Add goal directed at maintaining a healthy ecosystem and wildlife habitat; prevent introduction of invasive, non-native species
  - c. Add program goal to preserve “Working Waterscapes”
  - d. Include land use planning for Goals 3 and 4.2
  - e. Assist communities with visioning; promote clean transportation, reduction of sprawl, and other methods for cleaner air and healthier, more walkable development
  - f. Goal 1 – Reach out to non-traditional groups; emphasize diversity of users

**Nevada City Workshop – May 10, 2006**  
**Meeting Highlights**

**Common Themes**

**I. Vision, Mission, Principles**

■ **Vision**

- a. Add descriptive language about Sierra Nevada throughout document
- b. Stress healthy, diverse ecosystem/habitat themes throughout document
- c. Balance between well-being of economy and environment
- d. Biological resources instead of living resources

■ **Mission**

- a. “The mission of the SNC is to support and invest in efforts that improve the environmental and economic well-being of the SNC region.”
- b. Interested parties: NGOs, Tribes, community groups, private entities, businesses
- c. SNC is a catalyst for creative solutions to problems shared across the region

■ **Principles**

- a. Emphasize integration of economic/community/ecological values in all decisions and programs, including living wage jobs and affordable housing
- b. Timely, measurable, visible on-the-ground results
- c. Marketing of the Sierra and working landscapes
- d. Transparency is key organizational goal

**II. Organizational Goals**

■ **Effective Organization**

- a. Address staffing!
- b. Develop strong partnerships with non-traditional partners and all stakeholders
- c. Show by doing – get projects going, provide timeframe for implementation within 2 years; provide demonstration projects

■ **Use and Share Reliable Information**

- a. Electronic media is not a substitute for communication – need physical presence throughout region, hard copies of documents, improved outreach beyond website

■ **Increase Knowledge and Capacity**

- a. Goal 3.2 can support goal 4.2 – build tracking system into website up front; collect information via the website

■ **Balanced Portfolio**

- a. Develop assessment criteria and program evaluation and feedback loop
- b. Balance fair distribution with high-leverage opportunities

■ **Funding**

- a. Add methods of accountability for organization and funding

**Nevada City Workshop – May 10, 2006**  
**Meeting Highlights**

**III. Program Goals**

■ **Priorities**

- a. Give priority to programs that work synergistically, link program areas in innovative ways
- b. SNC needs to provide real leadership in developing innovative and sustainable programs

■ **Program Actions and Approach**

- a. Protect and conserve applies to many different categories
- b. Integrate education and interpretive opportunities into other goals
- c. Balance Goals 1 and 2, increase tourism while minimizing impacts; assess tourism and recreation projects for community sustainability and support
- d. Goal 2: go beyond protect, to restore and improve resources
- e. Goal 4: identify natural disaster hazards, coordinate with other regional efforts
- f. Goal 5: address water quality and watershed health (meadows, groundwater, etc.)
- g. Goal 6: promote sustainable development for local economies – including living wages, affordable housing, etc.

**New Insights**

**I. Vision, Mission, Principles**

- a. Sierra-Cascade region
- b. Communities PREPARED FOR catastrophic wildfire and other natural disasters
- c. Respect other agencies' obligations while still adhering to SNC goals

**II. Organizational Goals**

- a. Sierra-wide GIS system on the web
- b. Establish goals for different lands and different land uses
- c. Describe expectations for participation from interested partners and other stakeholders

**III. Program Goals**

- a. Include economic impact element for any and all SNC projects
- b. Goal 5: include mercury problems and mining legacy issues
- c. Develop sample language for policies and ordinances that would help jurisdictions implement program goals – example: affordable housing
- d. Lead the way by depoliticizing sustainable forestry and other programs (e.g. biomass)

**Paradise Workshop – May 11, 2006**  
**Meeting Highlights**

**Common Themes**

**I. Vision, Mission, Principles**

■ **Vision**

- a. Add “natural resources” (“living resources” is not clear)
- b. “thriving places” should say “thriving environment”
- c. include employment opportunities

■ **Principles**

- a. Working with Others – add NGOs, private interests, and the public
- b. Change “sound science” to “peer reviewed science,” science should be credible

**II. Organizational Goals**

■ **Effective Organization**

- a. Actively interact and participate with local agencies and programs (county councils, fire safe programs, NEPA/CEQA processes)
- b. Hire exceptionally competent staff

■ **Use and Share Reliable Information**

- a. Proactive outreach and communication; don’t rely on web and mail

■ **Increase Knowledge and Capacity**

- a. Proactive outreach and communication; don’t rely on web and mail

■ **Balanced Portfolio**

- a. Develop benchmarks; third-party monitoring

■ **Funding**

- a. Continuously expand reliable funding sources
- b. Clearing house for grants; streamline the funding and application process

**III. Program Goals**

- a. Work with existing organizations and local landowners
- b. Goal 1: Tourism should be sustainable, low impact (non-degrading)
- c. Goal 2 and 5: Include watershed education; develop a management policy for water
- d. Goal 6: include private sector encouragement (marketing, tax incentives, startup); need economic reason for project success; need infrastructure to buy local

**Paradise Workshop – May 11, 2006**  
**Meeting Highlights**

**New Insights**

**I. Vision, Mission, Principles**

- a. Vision: energize vision with a kick-off demonstration project
- b. Vision: “sustainable natural processes” instead of “well managed public lands”
- c. Mission: local government includes school districts
- d. Principles: Some regions have little political clout; often impacted by the choices of others; have been short-changed on past bonds – help balance

**II. Organizational Goals**

- a. Organization: need balance of input from private industry and business – reach out to overlooked organizations (e.g., Christmas tree association)
- b. Data: assessments will be defined by resources and problems of interest – define boundaries for regional assessments
- c. Data: effective and cost-efficient technical review of proposals and information is critical – include citizens and staff on technical review board

**III. Program Goals**

- a. Develop short-term and long-term strategy for program goals
- b. Assist agencies in implementation of the Healthy Forest Restoration Act
- c. Coordinate public and private fire plans with county fire plans

**Mammoth Workshop – May 23, 2006**  
**Meeting Highlights**

**Common Themes**

**I. Vision, Mission, Principles**

■ **Vision**

- a. Replace generic language by describing what makes the Sierra different, unique
- b. Use stronger verbs throughout, refer to sustainable ecosystems throughout
- c. Add “economic vitality” to last sentence

■ **Mission**

- a. Include references to cultural resources
- b. Identify “other interested parties,” add NGOs throughout
- c. Focus on measurable and tangible results

■ **Principles**

- a. Funding system should create collaboration and not a competitive system
- b. Keep it simple

**II. Organizational Goals**

■ **Effective Organization**

- a. Need project goals within first 2 years, not just staff and office
- b. Determine staffing and volunteer needs

■ **Use and Share Reliable Information**

- a. Terms need definition throughout, be more specific

■ **Increase Knowledge and Capacity**

- a. Education component should include outreach to all ages
- b. Education and advocacy to areas outside of the Sierra, where votes and money are
- c. Add economic, cultural, historical to list in index

■ **Balanced Portfolio**

- a. Define “fair” distribution
- b. Provide a strong element of accountability back to communities

■ **Funding**

- a. Get information out to public
- b. Collaborate to advocate for funding for the Sierras

**Mammoth Workshop – May 23, 2006**  
**Meeting Highlights**

**III. Program Goals**

■ **Priorities**

- a. Tourism, protection of resources, and public lands are interrelated

■ **Program Actions and Approach**

- a. Integrating all program areas is what is going to work – generate creative synergy
- b. Tourism infrastructure needs to meet existing (then future) demand
- c. Focus tourism on place-based activities that are true to environment, history and culture; promote education and visitor stewardship
- d. Preserve wetlands and water resources
- e. Enhance access, as well as use, to public lands
- f. Streamline permitting for project and enhance planning
- g. Shift from extraction-based to sustainable economy; nurture local entrepreneurs

**New Insights**

**I. Vision, Mission, Principles**

- a. Healthy communities tie to the concepts of sustainability and diversity
- b. Communities “prepared for” natural disasters, instead of “protected from”
- c. Include workforce housing
- d. Collaboration and cooperation with “and among”
- e. Residents take leadership, accountability and participate

**II. Organizational Goals**

- a. Outreach: Need outreach to different cultures and communities
- b. Build creative tension to break down “silo” (separate interest) thinking
- c. Decisions and information in a timely manner; short deadlines are difficult in rural areas

**III. Program Goals**

- a. Do No Harm – no implementation of one program to detriment of others
- b. Global warming should be woven throughout program goals
- c. Restoration projects should have stand alone priorities (e.g.. invasive weeds)

**Alturas Workshop – May 25, 2006**  
**Meeting Highlights**

**Common Themes**

**I. Vision, Mission, Principles**

■ **Vision**

- a. Integrate environment and economy – create balance between protection, enhancement and use of resources
- b. Add: healthy and diverse landscapes that are sustained over time; protected wildlife habitat and ecosystems; recreational diversity
- c. Need better words than “thriving place” and “living resources”

■ **Mission**

- a. After local government, add “Tribes” and “other resource agencies”
- b. Say “support AND COMMUNICATE efforts...”

■ **Principles**

- a. Clarify that “local governments” includes governments besides counties
- b. Include NGOs
- c. Stress the statewide value of the Conservancy

**II. Organizational Goals**

■ **Effective Organization**

- a. Finalize staffing and hiring to implement other organizational goals
- b. Maintain strong local presence in communities
- c. Need effective organization; improve public outreach through multiple media

■ **Use and Share Reliable Information**

- a. Utilize existing information already developed, so that funds go to projects
- b. Improve existing information on state of Sierra water

■ **Increase Knowledge and Capacity**

- a. Instead of new assessment, look at SNEP and how it may assist SNC

■ **Balanced Portfolio**

- a. Need guidelines for equitable distribution of funds
- b. Be inclusive in developing index – include a broad range of associations, groups, and others

■ **Funding**

- a. Accountability – maintain open financial records
- b. Create database of grant sources to match with projects
- c. Establish a permanent funding source (legislative guarantee)

**Alturas Workshop – May 25, 2006**  
**Meeting Highlights**

**III. Program Goals**

■ **Priorities**

- a. Some advocated economic goals (new business and new dam construction), others advocated environmental goals (resource protection, rural quality of life)
- b. Priorities for the overall region are smart growth, air quality and water supply

■ **Program Actions and Approach**

- a. More than protection from natural disasters – preparedness; include county government and local landowners; use local wildfire protection plans
- b. An economic foundation is needed to support tourism; work to attract clean, outside industries
- c. Regional economy needs to address community infrastructure (education, health care); transportation access for all, including elderly and handicapped
- d. Include public education and awareness as a goal (for public, kids, visitors) convey local history to visitors)
- e. Look at programs that would enhance storage and supply of water (e.g. dams) – water supply is a crucial issue
- f. Explore non-traditional economic opportunities from working landscapes, find an economic use for juniper (ethanol, furniture, etc.)
- g. Add “provide services in collaboration, dispute resolution, etc. so that work can get done on the ground to meet vision”

**New Insights**

**I. Vision, Mission, Principles**

- a. Include social aspects of communities (education, healthcare, transportation)
- b. For implementation, weigh the value of single-benefit projects so that they can be a program priority

**II. Organizational Goals**

- a. Need project and program monitoring: Was environment enhanced? Did tourism spending increase?
- b. Look at historical funding statewide over the last 10 years and distribute new funding to under-funded areas.

**III. Program Goals**

- a. Need different approach to wildfire management on east side of region (different ecosystem); wildfire results in ecosystem being replaced by different plant species
- b. Electronic bulletin board with notification of Sierra activities (festivals, Creek Days, etc.)