

WILDERNESS PROGRAM STRATEGIC PLAN:

UPDATE NOTE

September, 2015

The following Champion Foundation Wilderness Program Strategic Plan was adopted in March, 2012. While the underlying approach and strategy continue to guide the program, there have been several notable updates in the past three years:

- **To the Arctic! IMAX Film:** was officially released in April, 2012 in the United States, followed by with international releases later in 2012, and the DVD release in 2013.
- **Wild Olympics:** the Champion Foundation began supporting the Wild Olympics campaign in Washington State in November, 2012.
- **Sacred Headwaters:** in December, 2012 initial protection for the region was achieved when Shell voluntarily relinquished its development tenures, and the Province of British Columbia committed to not issuing future petroleum and natural-gas tenures in the area.
- **Rocky Mountain Front:** Montana's first new Wilderness in over thirty years was created in December 2014, designating 67,000 acres of new Wilderness additions along the Rocky Mountain Front.
- **Boulder-White Clouds:** 175,000 acres of new Wilderness were designated in Idaho's Boulder-White Clouds in August, 2015.

The Champion Foundation has also refocused our available resources in certain geographies to support work that is most likely to result in the creation of new wilderness designations. For this reason, we no longer fund efforts to secure mining reform in British Columbia, where we instead are focused on addressing the threats of several proposed mines to wilderness along the British Columbia – Alaska transboundary watersheds. We have also ended our grantmaking on travel management plans in the northwestern United States.

Wilderness Program Strategic Plan

INTRODUCTION

Two hundred years ago, western North America was a landscape teeming with wildlife, undisturbed forests, free-flowing rivers and vast grasslands. Population growth and industrialization have destroyed most of the West's once-intact ecosystems, leading to the extinction of numerous species and the habitat on which they depended.

Today, many of the last remaining large-scale and relatively intact wild landscapes are located in northwestern North America. There, we can still find millions of acres of wilderness that provide habitat for a variety of species — from wide-ranging carnivores to migrating songbirds and delicate plants.

The goal of the Campion Foundation's Wilderness Program is to secure durable protection for ecologically important wilderness landscapes in northwest North America (Alaska, British Columbia, Yukon and Northwest Territories, Washington, Idaho, and Montana) that are threatened by development activities. We have prioritized these areas because they contain many of the largest remaining wilderness in North America, as well as those under some of the most intense threat for development and resource extraction. There are also viable opportunities to secure durable protection for wilderness throughout this geography.

In evaluating potential opportunities to protect public lands, the Campion Foundation will consider multiple factors. We will weigh scientific values, policy implications and political viability as we prioritize and select campaigns.

Our trustees have spent many years exploring and developing a deep appreciation for wilderness areas in the northwest as well as the wilds of Alaska. Our foundation's focus on these large intact wilderness regions reflects our trustees' personal experience and passion, and is grounded in science that confirms the ecological significance of wild lands in these geographies. Our approach to protecting them also reflects the core beliefs of our trustees—that leveraging resources, taking informed risks, investing in leadership and seizing opportunities are essential to achieving our ambitious goals. We believe that our funding will go further when paired with strong organizations that have the capacity to deliver results.

In our efforts to ensure the protection of these critical public lands, we employ a holistic approach as grantmakers. Known for their commitment to supporting the champions of the wilderness movement, our trustees provide highly engaged leadership: on the boards of key organizations, in the community with other local and national leaders, as fundraisers, and as catalysts for innovative projects such as our program-related investment in *To the Arctic*, an IMAX film.

OUR STRATEGIES

1. Grantmaking in support of place-based wilderness campaigns

Our primary means of supporting wilderness campaigns within our geographic scope is through grantmaking to nonprofit organizations. The Campion Foundation targets funding to organizations whose wilderness protection campaigns are focused on:

- Publicly-owned federal, territorial or provincial lands;
- Ecologically significant landscapes;
- Addressing imminent threats to wilderness character; and
- Reasonable opportunities (or worthwhile risk) towards securing durable protection for wilderness.

Furthermore, the Foundation seeks opportunities to support campaigns once discrete wilderness protection goals have been identified, and where securing permanent protection is not already likely or imminent. We support the development of innovative approaches and strategies, and are interested in building the organizational capacity of grantees, when needed. Finally, we will always strive to be nimble, able to react quickly to the needs of conservation groups so they can effectively seize opportunities to advance campaigns.

Gaining permanent protection for wilderness often requires results at the federal, state or territory/province, and local level. The Campion Foundation finds particular value in organizations operating at the state, territorial or provincial level to protect wilderness, as they can identify and advance campaigns throughout their geography as suitable opportunities develop. Specific campaigns frequently benefit from local organizations developing and demonstrating grassroots support for wilderness protection in a community. We also seek to fund those organizations skilled at shepherding campaigns for results at the federal level.

While permanent protection for ecological significant wilderness areas is desirable, we will support campaigns that seek interim protections until more durable protection is possible. We will also support defensive campaigns to combat destructive resource extraction proposals in unprotected wilderness areas, so that the wilderness characteristics are conserved until more durable protection can be achieved.

In order to focus our grantmaking on those opportunities that best match our values, we do not fund:

- Land acquisition and capital construction projects;
- Salmon specific protection or recovery programs;
- Water quality or water allocation programs;
- Sustainable development and other economically based programs;
- Environmental education and stand-alone environmental justice programs;
- Energy, transportation and air-quality programs; and
- Campaigns primarily focused on decreasing demand for natural resources.

2. Grantmaking in support of efforts to build a Broad Constituency for Wilderness Protection

Gaining permanent protection for wilderness requires political will, which is typically derived from demonstrating strong public support for a proposal. Although public lands belong to an entire nation, the politics of protecting wilderness often becomes quite local, with national and state elected officials deferring to the communities who are perceived to be the most impacted by new land use proposals. Many wilderness advocates recognize this political dynamic and focus on building a broad constituency within the local community for wilderness protection. In this way, when a community reaches consensus on a land use proposal with new wilderness designations that is endorsed by a diversity of local interests, it provides state and national leaders with the confirmation of public support they need to advance the proposal.

There are also important opportunities outside of local communities to build and activate broad-based public support for some of the most remote regions on Earth, which presents a particular challenge. There is a need, therefore, to market wild and remote places to people who will never experience them – and foster an

appreciation and value amongst the public for why these landscapes should remain undeveloped. Developing a base of supporters, lovers of wild places, or even simply “green” constituents-- across the country—gives momentum to the waves of support needed when these lands are under threat. When the fight is not defensive, and a more proactive stance is required, diverse and effectively organized public support bolsters our champions and can neutralize opposition.

These important campaigns employ a variety of strategies to expand their audiences and build constituent support. In addition to traditional methods of grassroots organizing, organizations are using new technologies to provide up-to-the minute information, as well as inspire activism. Whether today’s activists are moved to action by humor, compelling essays and photographs, scientific studies, love of place, or environmental “scorecards”, these wilderness advocates must continue to grow and diversify. The Campion Foundation believes that investing in innovative organizations that broaden the audience of conservation activists is essential to sustaining support for protection of our public lands.

3. Grantmaking to Enhance Organizational Effectiveness

There is a real urgency to campaigns that seek to protect wilderness from destructive resource extraction and development, and we look to support groups who can seize time-sensitive opportunities with well crafted campaigns. A successful wilderness campaign depends on many factors. A politically savvy leadership team, a strong network of advocates, and diverse and strategic partnerships— these are essential and easily recognizable elements. Behind the scenes lie the less obvious, but equally essential indicators of organizational effectiveness. The Campion Foundation believes that organizations build their adaptive capacity—that is, their resilience and flexibility to adapt during times of stress, when the critical building blocks of organizational health are in place and functioning smoothly. Essential components that enable organizations to tackle time-sensitive opportunities, ambitious policy goals and sustain their work in the long run include:

- Healthy governance: a board of directors that is actively engaged in its oversight role as well as its duty to provide critical capital — intellect, reputation, resources, and access — to strengthen the organization and in turn the community it serves.
- An effective executive director: one that marries a bold vision with well-developed strategies, represents the organization in public, while engaging the board and leading the staff.
- Consistency in strategy: wilderness campaigns can take years, and an organization must be able to stay the course and sustain implementation of a campaign strategy over time.
- A sustainable fund development program, indicated by a diversity of revenue sources, a comprehensive plan, and a vibrant fundraising culture among board and staff.
- Well-honed internal systems: human resources, financial, and information technology functions operating efficiently.

Therefore, in addition to supporting targeted wilderness protection campaigns, we will invest in capacity building and provide additional resources needed by conservation groups to operate effectively and achieve their goals

“At the Foundation, we believe that our grant dollars go much further if the organization is effective and sustainable. Providing capacity building support is a key ingredient in our grantmaking. — Sonya Campion

4. Leveraging Resources

The foundation's strategic approach to wilderness protection is founded on the same premise that created its financial resources at Zumiez: to leverage resources towards achieving the greatest impact. Because our strategies allow for flexibility, we are able to fill in funding gaps where other foundations may be unable. That said, our goals are too big and our landscapes are too large to go it alone. We seek to partner with, and leverage grant dollars from, like-minded foundations to direct the necessary resources into our priority regions and campaigns. By doing so, we also help grantees expand their sources of support for current and future campaigns.

The strategy of leveraging resources also guides our grantmaking investments. While there are many remarkable opportunities to protect wilderness across our program geography, we will prioritize opportunities where relatively modest investments can yield significant wilderness protection. While this approach favors some geographies within our program area over others, it also creates room for campaigns to employ a range of tactics to achieve permanent protection for wilderness.

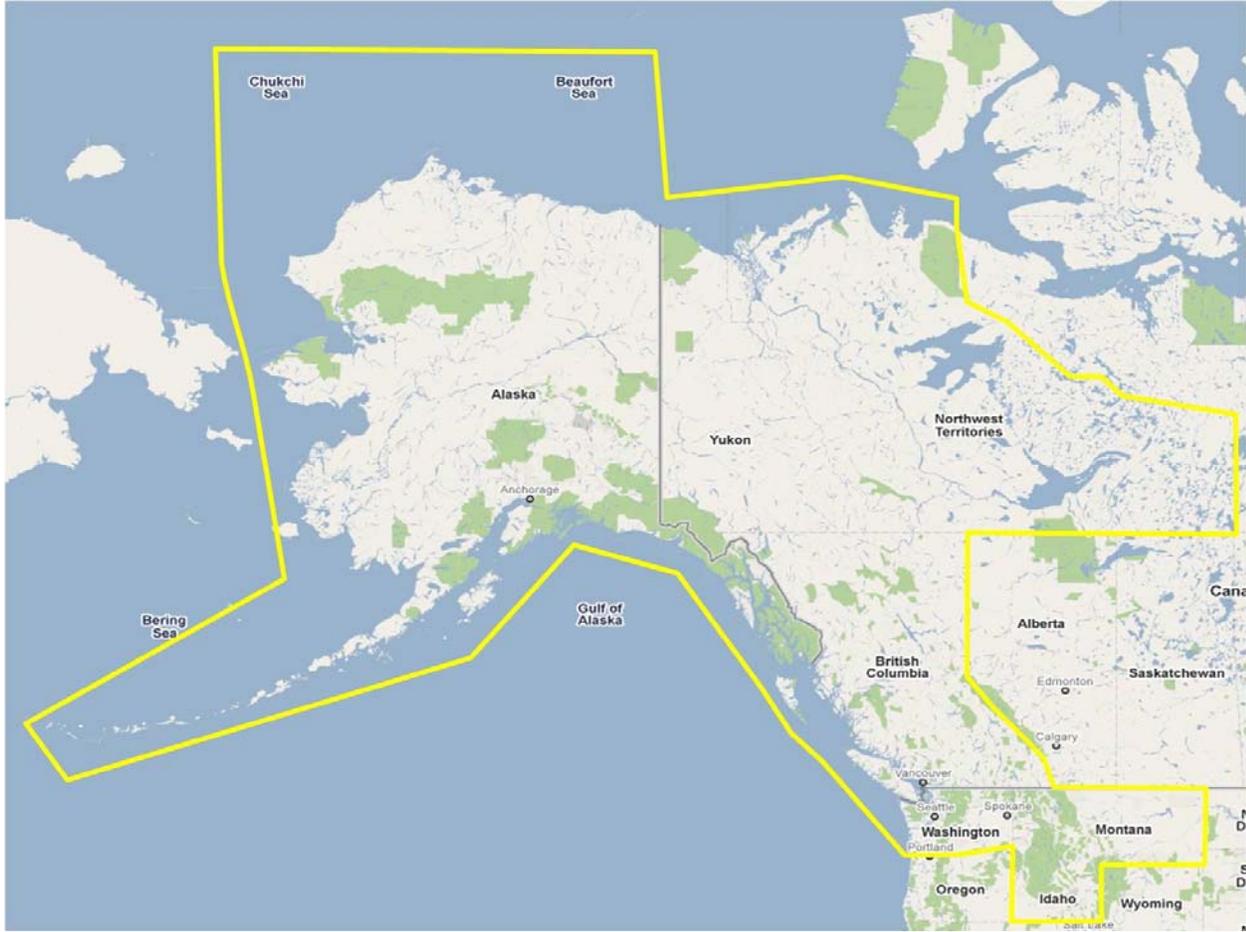
The foundation expects our grantees to leverage resources as well. We not only want our grantees to secure other sources of funding for their work, but we also strongly encourage them to collaborate well with allies in order to effectively utilize the resources of other groups and to improve the overall clout of a campaign.

“My business experience has taught me that ‘leveraging’ produces results, and I think that leveraging science and public opinion is the way to preserve our wilderness areas.” — Tom Champion

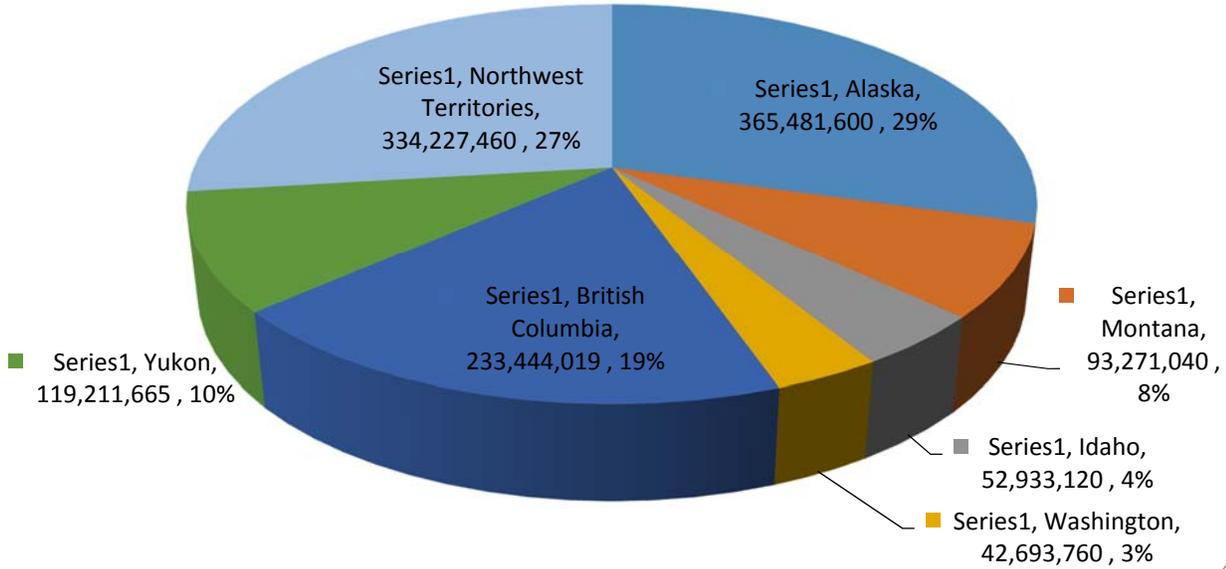
5. Value-Added Consultation & Convening

Our grantees are doing the hard work to realize ambitious goals. Where possible and when appropriate, we want to add value beyond awarding a grant. The Champion Foundation wants to leverage the unique history and skills of our trustees, combine them with staff expertise and relationships, and help convene non-profits, outside experts, and/or the community of funders as appropriate to develop a deeper collective understanding of the opportunities and challenges developing from current events, shifting demographics, politics and policies. As strategies evolve, we will encourage and fund those efforts most likely to achieve wilderness protection, and we will work to raise awareness within our regional and national networks of funders to ensure campaigns receive the financial and political support that can be mustered.

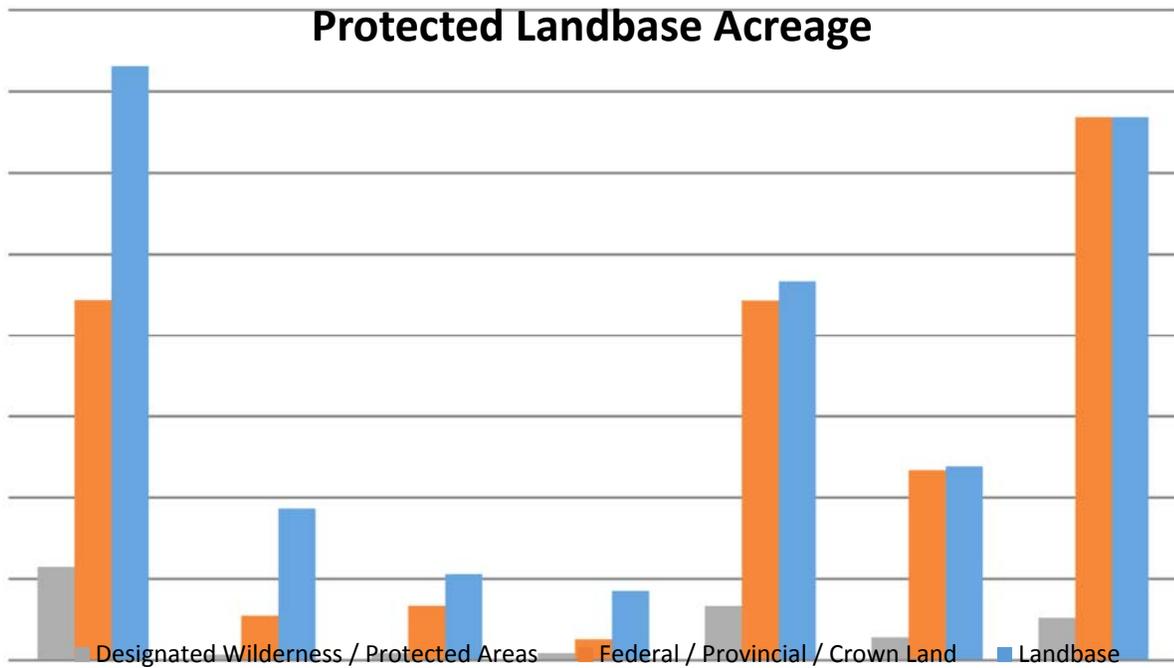
WILDERNESS PROGRAM GEOGRAPHY MAPS & FIGURES



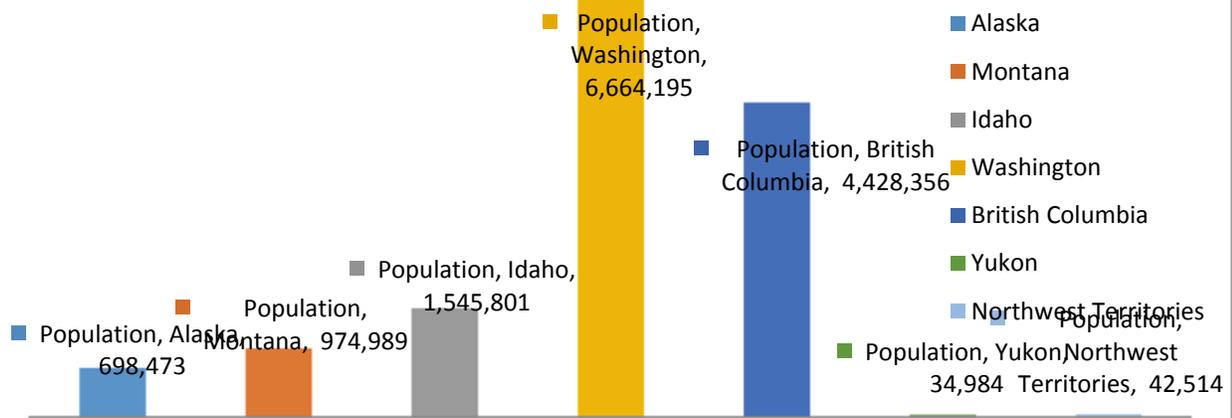
Landbase in Acres



Protected Landbase Acreage



Population



ADVANCING STRATEGIES IN PROGRAM GEOGRAPHY

1. Alaska

Total Landbase: 365,481,600 acres
Total Federal Lands: 222,000,000 acres
Total Designated Wilderness: 57,425,569 acres
Total Unprotected Wilderness: ~111,000,000 acres
Population: 698,473

From magnificent mountain ranges, vast forested lands, innumerable lakes and marshes, seemingly endless tundra and free-flowing rivers, Alaska's 365 million acres comprise our nation's greatest wild lands and populations of wildlife. Signed into law in 1980, the Alaska National Interest Lands Conservation Act (ANILCA) provided for the designation of nearly 80 million acres of public lands, a third of which was set aside as wilderness. Totalling more than 220 million acres, Alaska has the most federally owned land of any state. The potential for vast amounts of coal, oil, and natural gas has put this treasured landscape under intense threat for resource extraction. Alaska's public lands have become a battleground where strategic advocacy work and grassroots organizing, along with litigation, are essential tools to staving off further devastation and ultimately securing permanent protection.

Alaska's Arctic is home to polar bears, walrus, seals, migratory birds, whales and much more. Alaska Natives have thrived there for thousands of years, living off the land and seas – it is one of the few places left where people still maintain a subsistence lifestyle. It is also “ground zero” for climate change. Relentless pressure to open up large expanses of the Arctic land and waters to oil and gas development makes this already fragile environment highly vulnerable.

Knowing that effecting policy change is a long-term endeavor with unpredictable outcomes, our strategic approach for protecting land in Alaska is to seize key opportunities to protect vast stretches of public land and water using a wide array of tactics. From the development of DC-based campaigns run by coalitions of wide-reaching regional and national organizations to grassroots efforts to engage local communities, as well as new projects that have great potential to connect millions to the Arctic, we are nimble and able to support a variety of projects that can advance wilderness protection as they emerge.

Our goals include:

- Securing the strongest possible protection for the coastal plain of the Arctic National Wildlife Refuge.
- Ensuring that the Western Arctic's (National Petroleum Reserve) most special places be kept off limits to resource development, including the Kasegaluk Lagoon, Teshekpuk Lake, Colville River, Utukok River Uplands, Dease Inlet-Meade River, and Peard Bay.
- Providing strategic support for litigation and outreach activities related to offshore oil and gas lease sales in the Beaufort and Chukchi Seas.
- Supporting a comprehensive science-based planning process in the Arctic Ocean to prevent industrial activities on the Outer Continental Shelf.
- Achieving the strongest possible protection for the wilderness quality lands in the five Bureau of Land Management Planning areas.
- Protecting and restoring priority watersheds throughout the 17 million acre Tongass National Forest, our nation's largest National Forest.

- Achieving the strongest protection possible for wilderness quality lands and rivers in Bristol Bay from the proposed mining that threatens the largest wild salmon fishery in the US and 40 percent of the world's sockeye salmon supply.
- Garnering the attention of a very broad audience for support of protecting the Arctic through our investment in *To the Arctic*, an IMAX film produced by MacGilvray Films

Grantees to date: Alaska Wilderness League, Audubon Alaska, Earthjustice, Oceana, Trustees for Alaska, Northern Alaska Environmental Center, Trout Unlimited, SEACC, The Nature Conservancy.

2. Montana

Total Landbase: 93,271,040 acres
 Total Federal Lands: 27,378,247 acres
 Total Designated Wilderness: 3,443,038 acres
 Total Unprotected Wilderness: 6,397,000 acres
 Population: 974,989

Roadless public lands in Montana represent some of the largest intact landscapes remaining in the contiguous 48 states. However, Montana is one of two remaining states for which Congress has not passed statewide Wilderness legislation. As a result, there are tremendous opportunities to secure protection for significant wilderness regions amongst the sizeable landbase in federal ownership. Montana also boasts the greatest variety of wildlife of any state in the contiguous U.S. including Gray Wolves, Grizzly Bears, Elk, Bighorn Sheep and Bison.

Advancing new wilderness designations in Montana is challenging. Leading up to the proposal of new wilderness as part of the Forest Jobs and Recreation Act in July of 2009, no wilderness proposals for Montana had been advanced in over a decade, and no successful designations had occurred in over 25 years. We support groups who undertake a pragmatic approach to understanding how wilderness protection fits with other land uses in a region, developing and demonstrating support from affected communities and stakeholders, cultivating potential sponsors from the delegation, and effectively supporting a proposal in Congress.

Our goals include:

- Securing permanent protection for over 670,000 acres of wilderness in the Beaverhead-Deerlodge, Lolo, and Kootenai National Forests.
- Advancing campaigns to protect portions of the 150-mile long Rocky Mountain Front from oil and gas development.
- Ensuring efforts to protect the 88,000 acre Scotchman Peaks roadless area advance on both sides of the Idaho-Montana border.

Grantees to date: Montana Wilderness Association, Yaak Valley Forest Council, Friends of Scotchman Peaks

3. Idaho

Total Landbase: 52,933,120 acres
Total Federal Lands: 33,412,277 acres
Total Designated Wilderness: 4,522,779 acres
Total Unprotected Wilderness: ~11,100,000 acres
Population: 1,545,801

Idaho's diverse landscape includes the western continental divide of the Rocky Mountains, 3,100 miles of rivers, and significant farm and forestland. The state is home to more than 1,000 species of wildlife, and boasts the largest contiguous area of protected wilderness in the continental United States. However, with more than 9.3 million acres of unprotected backcountry, Idaho also has the most unprotected wilderness of any state outside Alaska.

The creation of the Owyhee Canyonlands wilderness in 2009 ended a 29 year drought for wilderness protection in Idaho, and provided a precedent for how to advance future collaborative proposals developed cooperatively with diverse interest groups. Conservation leaders in Idaho now talk about creating wilderness proposals that are "politically inevitability" – so no matter who is in office, or what their political affiliation is, they are presented with compelling opportunities to protect important wilderness areas. We look to support this work - from confirming support for initial concepts amongst stakeholders, to developing detailed proposals for federal legislation which enjoy broad popularity – that when successful will protect the ecologically significant wild lands of Idaho.

Our goals include:

- Seeking permanent protection of the Boulder-White Clouds of Central Idaho, the largest unprotected roadless area in the lower 48 states.
- Securing wilderness protections for the remaining roadless areas in the Clearwater Basin
- Advancing opportunities for new wilderness protection throughout the Idaho Panhandle, including the Scotchman Peaks.

Grantees to date: Idaho Conservation League, Friends of Scotchman Peaks

4. Washington

Total Landbase: 42,693,760 acres
Total Federal Lands: ~12,900,000 acres
Total Designated Wilderness: 4,423,676 acres
Total Unprotected Wilderness: 2,020,636 acres
Population: 6,664,195

Washington State enjoys significant networks of protected lands in the heart of the Olympic Mountains and along the crest of the Cascades. While a statewide wilderness bill in 1984 protected over 1 million acres of national forest lands, significant areas were not included, most notably over 30,000 acres in the Colville National Forest. National Forests in Washington provide high quality, expansive forest habitat that is critical to

the region's wildlife, including almost 2 million acres of old-growth forests. Securing protection for old-growth forests safeguards wildlife habitat while also creating opportunities to have ecologically significant areas considered for wilderness designation in the future.

Our strategic focus in Washington is to support groups advancing campaigns that address the largest remaining gaps in wilderness protection at the statewide level. In addition, as resources are available, we will assess other opportunities to support place-specific campaigns where a relatively modest investment is likely to generate new wilderness designations.

Our goals include:

- Securing new wilderness and conservation protections in the Columbia Highlands between the North Cascades and the Rocky Mountains.
- Advancing wilderness protection campaigns when discreet proposals in a given region can be combined so that a single piece of legislation can create new wilderness at the scale of 100,000+ acres.

Grantees to date: Conservation Northwest

5. British Columbia

Total Landbase: 233,444,019 acres

Total Provincial/Crown Lands: ~221,771,800 acres

Total Parks and Protected Areas: ~33,312,400 acres

Population: 4,428,356

From the Pacific Ocean to the Rocky Mountains, British Columbia has an amazing network of rainforests, mountain ranges, grasslands, rivers and lakes. After releasing the British Columbia Protected Areas Strategy in 1993 with the intent of doubling the Province's 6% protected area landbase and meeting the wilderness recommendations of the 1987 Brundtland Commission report ("Our Common Future"), the provincial government created several new protected areas and met its goal of preserving 12% of the intact wilderness by 2000. Those and subsequent efforts have often been met with strong opposition from the timber and mining industries. In recent years, several significant development projects proposed for wilderness areas have been delayed, primarily due to challenges from First Nations communities.

In the coming years it will be important to secure additional permanent protection for ecologically significant areas, while also allowing timber and mining to occur in other regions with appropriate regulations. The agreements finalized in 2009 to protect the 21-million acre Great Bear Rainforest, and then in 2011 governing the 7-million acre Taku watershed, could provide an interesting precedent for protecting wilderness, setting high-bar regulation for extraction activities, supporting conservation-based economies, and strengthening the role of First Nations in overseeing their traditional territories.

Our goals include:

- Protecting the Sacred Headwaters (a region that comprises the upper watersheds of the Skeena, Stikine and Nass rivers in northern British Columbia) from coalbed methane drilling, and advancing opportunities for permanent protected areas in the region.
- Achieving mining reform throughout British Columbia so that mining is permitted through conservation-oriented land use planning and with the prior consultation and informed consent of First Nations.

- Supporting conservation planning and the development of new proposals for large-scale protected areas.

Grantees to date: Environmental Mining Education Foundation, Tides Canada, Center for Science in Public Participation, Ducks Unlimited, ForestEthics, Headwaters Initiative

6. Yukon Territory

Total Landbase: 119,211,665 acres
 Total Federal/Crown Lands: ~116,827,400 acres
 Total Parks and Protected Areas: ~14,066,900 acres
 Population: 34,984

The Yukon is truly wild country. In 1999, 77% of the territory was estimated to be wilderness-quality lands. With abundant wildlife and relatively few people, the Yukon offers tremendous opportunities to protect large wilderness areas before development and demand for resources further threaten the integrity of the natural systems throughout the territory.

High public support for conservation in the Yukon has recently been demonstrated through polling, as First Nations and the territorial government consider how much wild land they might agree to permanently protect in the Peel Watershed, a 16-million acre region at the northern tip of the Yellowstone to Yukon (Y2Y) conservation corridor that encompasses five major river systems and whose intact Boreal mountain ecosystems support the needs of large carnivores including grizzly bears, wolves, and wolverines. The opportunity to protect millions of acres in the Peel Watershed is of global significance, and its importance is recognized by the First Nations in the region and their environmental nongovernmental organization (ENGO) partners. We are engaging with other funders to ensure the First Nations and ENGO's have the necessary resources to implement a joint strategy that will seize this opportunity by preparing for government-to-government negotiations, challenging significant mining claims, and heightening public awareness through media coverage.

Our goals include:

- Supporting the greatest possible protection of wildlands in the Peel Watershed
- Developing additional opportunities for landscape scale wilderness protection beyond the Peel Watershed.

Grantees to date: CPAWS-Yukon Chapter, Yukon Conservation Society

7. Northwest Territories

Total Landbase: 334,227,460 acres
 Total Federal/Crown Lands: 334,227,460 acres
 Total Parks and Protected Areas: 26,166,655 acres
 Population: 42,514

The Northwest Territories (NWT) have vast intact Boreal forests, rivers and wetlands whose conservation is of global significance. The NWT Boreal ecosystem provides habitat to hundreds of species of birds as well as Woodland and Barren Ground caribou, and stores 40 billion tons of carbon in its soils, peat and forests – 200 million acres of which are undisturbed by industrial development. In 1999, a Northwest Territories Protected Area Strategy (PAS) was created by 14 partners, representing Aboriginal peoples, industry, government and environmental interests. Since the PAS was adopted, Sahoyue Ehdacho (1,371,520 acres) was permanently protected, and several other areas have moved into interim protection, including: almost the entire watershed of the South Nahanni River (8,994,560 acres.), the Ramparts Wetlands (3,706,880 acres), and the East Arm of Great Slave Lake (6,511,360 acres). In June 2009, a massive expansion of Nahanni National Park Reserve was accomplished when legislation passed adding over 6,177,280 acres of land to the existing reserve. Additional protection is now being contemplated in the South Nahanni River headwaters in the proposed Nááts'ihch'oh National Park Reserve. As we begin to develop our program in the Northwest Territories, we will look to generate support for additional site-specific protections and opportunities to further advance the Northwest Territories Protected Area Strategy, such as the protection of Thaidene Nene at the eastern end of Great Slave Lake.

Our goals include:

- Support the establishment of Thaidene Nene National Park Reserve at the eastern end of Great Slave Lake.
- Advance other protected area opportunities identified in the Northwest Territories Protected Areas Strategy or in community land use planning processes.

Grantees to date: CPAWS-NWT Chapter, The Nature Conservancy

8. Enhancing Wilderness Protection Across Geographies

There are organizations that operate in a variety of states to improve wilderness designation campaigns – constantly evaluating and selecting those campaigns that are ripe, and knowing where additional resources and expertise can improve the likelihood of success. From time to time there are also some common threats to wilderness that need to be addressed across our program geography, where a precedent in one area can significantly impact the potential to protect wilderness in many others. For these two reasons we selectively support some organizations that enhance the chances to protect wilderness throughout our program area.

Our goals include:

- Enhancing new wilderness protection proposals at the local, state and federal level by investing in campaign expertise.
- Limiting the impact of Off Road Vehicles (ORV's) on current or potential wilderness areas through legal work on travel management plans.

Grantees to date: Campaign for America's Wilderness, Western Environmental Law Center

9. Building a Broad Constituency for Wilderness Protection

Without a broad and effectively organized constituency, wilderness campaigns run the risk of not being able to demonstrate the public support necessary for elected officials to champion and advance wilderness protection proposals. In order to reach new audiences, organizations must employ a variety of tactics—from online social media to publications and events that create passion for protecting these beloved wild places. Once captivated, these new members must be inspired to take action.

Our strategic approach to broadening the constituency for wilderness protection is to invest in a small group of organizations that through their strong leadership and innovative approaches, are reaching millions of potential supporters. Through our strategic management of these grants—their oversight as well as our assistance outside of the funding, we hope to provide opportunities for shared learning.

Our goals include:

- Building a network of green activists through a variety of social media strategies
- Developing a series of publications and outreach tools to capture public love for wild places and channel support for greater protection

Grantees to date: Braided River, Grist

MEASURES OF SUCCESS

Securing permanent protection for wilderness is challenging work, often with little certainty of when, how and sometimes even whether a particular campaign will achieve its goals. Therefore, we will measure the results of our investments in the following ways:

Protection of Critical Wildlands

- Permanent protection of ecologically significant wilderness areas is achieved through legislative or administrative action.
- Proposals for designating wilderness areas with permanent protection are formally introduced for government consideration by a sponsor.
- Temporary protection for potential wilderness areas is secured (until a campaign can achieve permanent protection).
- Campaigns are organized that at least identify and advance a specific proposal for wilderness protection and are engaging a necessary diversity of stakeholders to be effective.
- Groups that share a common interest in advancing a wilderness campaign are effectively collaborating and leveraging their collective resources.
- Where necessary, natural resource policies are brought into alignment with wilderness protection goals.

Public and Political Support for Wilderness Protection

- Outreach results in increased and more diverse public support for particular wilderness protection proposals.
- Champions from local and indigenous communities are identified and provided with opportunities to advance a particular wilderness campaign.

- Public support for wilderness is effectively demonstrated to agency staff and elected officials through surveys, polls or other public opinion research.
- Support for a particular wilderness measure is confirmed by an increased number of elected officials.

Healthy and Effective Wilderness Organizations

- Organizations are well-governed with sufficient resources and capacity to achieve their goals.
- Organizations are effectively recognizing and advancing opportunities for wilderness protection in their geographic scope.

The Champion Foundation will establish mutually agreed upon expectations and measurable results with each grantee to track the progress of their campaign, undertake regular internal reviews of the results generated by our grants in the Wilderness Program, and commission periodic external assessments of our program's effectiveness.