

Momentum to Win

The Sierra Club Foundation
Annual Report 2012



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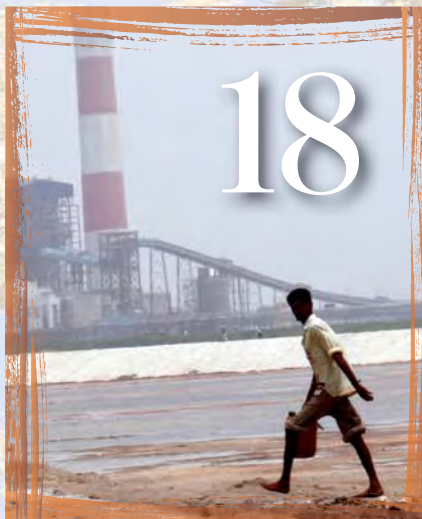
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BUILDING MOMENTUM TO WIN

“All of the above” for all Americans

“All of the above” has become a politically popular sound bite. In D.C., when our leaders talk about solving America’s energy challenges with an all-of-the-above strategy, they mean expanding domestic fossil fuel energy sources—like fracked natural gas and strip-mined coal—while making cars go further on a gallon of gas.

At The Sierra Club Foundation, we have our own all-of-the-above strategy, one that underlies all the campaigns that we support.

For example, Beyond Coal Campaign organizers and volunteers are showing up in record numbers at local public utilities commission hearings, town halls, and federal EPA hearings. Sierra Club attorneys are launching legal actions on a more than weekly basis, and the Club’s media team places thousands of op-eds and feature stories in print, broadcast, and web publications each year.

At the same time, we are ramping up clean energy funding so we aren’t simply replacing one fossil fuel with another. In California, we fund the My Generation campaign to ensure that 30 percent of the state’s energy needs will be met with clean energy resources by 2020. In Midwest states, we fund work to enforce existing energy efficiency standards and to promote offshore wind. In the Southwest, we support the appropriate siting of solar projects. Over the next four years, we aim to help bring 100,000 megawatts of clean energy online.

We are also focusing our attention on President Obama. In 2013, Obama’s EPA will defend a new soot standard aimed at coal plants, issue a supplemental environmental impact statement for the Keystone XL pipeline, propose new efficiency standards for autos and fuels, propose new safeguards for fracking, and possibly finalize new-source carbon standards. All will come under fierce attack. We have to show the President that the public demands decisive action.

For The Sierra Club Foundation, “all of the above” means the ability to support boots on the ground in every battle at every level. Every time.



PETER MARTIN
EXECUTIVE DIRECTOR

Flexible funds power change

While the Sierra Club has built significant momentum toward solving the climate crisis, the clock is ticking. If we are to support this mission, having an available pool of unrestricted funds—donations not earmarked for a particular program—is critical to our success. We call this “flexible funding.”

One thing that makes us unique is our ability to support the fight against climate change wherever that fight may be. With Sierra Club activists in every state, supported by media and legal teams across the country, we are always ready. Flexible funding capitalizes on this strength by ensuring we can deploy resources on short notice wherever necessary, making us nimble as well as powerful.

Flexible funding also acts as “venture capital” for the Foundation. We need to be willing to try new approaches and to take calculated risks. Flexible funding provides seed money to launch new initiatives and build them up to a point where they can attract more traditional funding. Our Beyond Oil and Beyond Natural Gas campaigns (both of which were started with general funds) are great examples of how flexible funding can pay off big for the environment.

But the biggest return of all comes in our ability to evolve as an organization. While there are advantages to being the largest and oldest environmental organization in the world, being big and “venerable” in an increasingly online world just doesn’t cut it. Flexible funding helps us reinvent ourselves.

For example, this year the Foundation invested in a new Digital Strategies initiative. Our goal: to grow from 2.1 million supporters to 5 million, ready to take action—both online and on the ground—on behalf of the planet. Why? There are other environmental organizations that exist largely online. They do great work and we’re proud to partner with them. But that isn’t enough. Only by combining our volunteer infrastructure built from 120 years of on-the-ground activism with the extended reach provided by online activists will we have an army that’s well informed, engaged, and large enough to combat climate disruption.

Flexible funding fuels our “all of the above” strategy—and gives us the momentum to win.



LARRY KEESHAN
2013 BOARD CHAIR

NEW URGENCY FOR PROTECTING

Our Wild America:

Sierra Club's wildlands legacy confronts a changing planet

The **Our Wild America** campaign (formerly Resilient Habitats) brings a new leader to the helm and new hope for protecting our nation's most treasured wild lands and waters. Establishing large-scale, permanent protections for threatened public lands from coast to coast, Our Wild America combines John Muir's strategies for creating advocates—by getting people outdoors—with our strategies for rallying those advocates to fight extractive industries seeking to exploit public lands. These efforts, plus the protection of lands that are home to our nation's most iconic and endangered species, are the hallmarks of the Our Wild America campaign.

PROTECTING THE WILD WESTERN ARCTIC

Finding a compromise can be difficult, especially when it comes to balancing the needs of wildlife with the needs of society. But in December, the Department of the Interior released a remarkably pro-conservation plan for managing the National Petroleum Reserve in Alaska. The Sierra Club Foundation supported aggressive comment campaigns to the Bureau of Land Management, which helped inform the management plan. Sierra Club Executive Director Michael Brune called the decision “great news for conservation in America's Arctic.”

Stretching 23.5 million acres across Alaska's northern tundra, the Reserve is one of the country's least developed landscapes, with some areas over 100 miles from any road. It holds grizzly bears, wolverines, thousands of caribou, and countless migrating water birds, as well as important cultural resources for Native American communities.

During the drafting period, 400,000 public comments were submitted by the Sierra Club and partner organizations. As a result, nearly half of the Reserve (11 million acres) has been set aside, with no oil or gas leasing



LANDS

permitted. The two largest off-limit areas nearly doubled in acreage, and an entirely new protected area was created. These protected areas include the most important caribou calving grounds, as well as waterfowl nesting sites, walrus haul-outs, and polar bear denning sites. Now that's a plan we can get behind.

PERMANENT PROTECTION FOR NATIONAL TREASURES

Last year, The Sierra Club Foundation supported campaigns that resulted in the creation of three new national monuments, totaling 19,000 acres. "National monument" is a presidential designation that protects land for its archaeological, historical, cultural, or environmental value. National monuments are great news for communities, which often experience job and income growth after gaining a monument as a neighbor.

The newly designated Chimney Rock National Monument is a magnificent sight: two 300-foot-tall spires of 535-million-year-old rock that were sacred to indigenous Pueblo peoples. With the new protections and publicity, the monument is expected to double its annual visitorship, stimulating the local economy and spreading knowledge about important early cultures.

Another new monument honors César Chávez, who worked to bring the human health costs of industrial agriculture to public attention and to empower thousands of farm workers in their livelihood. The Sierra Club Foundation has long supported the protection of lands to honor Chávez' legacy. The new monument preserves his home and the places where he organized peaceful protests in support of environmental health and economic justice.



CHIMNEY ROCK NATIONAL MONUMENT

THE ECONOMIC IMPACT OF MONUMENTS

According to a study by Headwaters Economics, communities near large monuments show consistent increases in population, employment, and personal and per-capita income. Some highlights from the study, which looked at 17 monuments in 11 states:

"Between its creation by President Bill Clinton in 1996 and 2008, the communities around the 1.8 million acre Grand Staircase saw their population grow by 8%—and had job growth of 38% ... real personal income rose by 40% and real per capita income jumped 30%.

In the Grand Canyon-Parashant region, jobs grew by 44% between 2000 and 2008, 10 percentage points higher than population growth. Real personal income rose 44%."



Our Wild America *(continued)*

Fort Ord National Monument on California's Monterey Peninsula served as an army base for decades. Now, it commemorates the 1.5 million recruits who trained there. It also protects a full 14,000 acres of intact habitat and 86 miles of hiking trails, winding through coastal savannas, woodland, and rare vernal wetlands. Throughout the country, military bases have preserved important wildlife habitat, and now Fort Ord's more than 100,000 yearly visitors can rest assured that the monument's historical and ecological resources will be protected for generations to come.

At the time of this printing, we're celebrating two more monuments that were declared in 2013: The San Juan Islands in Washington and Rio Grande del Norte in New Mexico are our nation's newest protected national monuments.

ECONOMIC AND ENVIRONMENTAL PROTECTION IN PUERTO RICO

The Northeast Ecological Corridor is a stretch of nearly 3,000 acres of rainforests, coral reefs, beaches, and mangrove. It's home to a staggering 800 species of flora and fauna, 50 of which are threatened with extinction, including West Indian manatees and leatherback sea turtles. In fact, the Corridor contains some of the most important leatherback nesting beaches in the world!

With support from The Sierra Club Foundation, the Sierra Club engaged in a campaign to protect the Corridor in 2009, when Puerto Rico's governor rolled back protections, opening the shorelines to intensive tourism development, including resorts, condominiums, and golf courses. Now, after three years of fighting for the region, almost 2,000 acres of the Corridor have been returned to a protected status. With support from the Foundation, Sierra Club's Puerto Rico chapter performed a classic grassroots organizing campaign, raising awareness and holding public events to mobilize the citizens of Puerto Rico.

The majority of the Corridor is now protected from unchecked development, encouraging placement of low-impact eco-lodges instead. This is a great victory for wildlife, as well as an economic victory for sustainable ecotourism in Puerto Rico.





Meet Dan Chu: A new leader for Our Wild America

Growing up in a camping family in Santa Monica, the son of an environmental engineer, you might guess that Dan Chu loved the outdoors. “Being in the outdoors made us closer as a family and closer to the community of campers around us,” says Dan. “There was a sense of collective joy, breaking down barriers and a shared community experience.”

Dan sees diversity as the common force that cuts across wildlife, plants, and people. Born in Taiwan, he moved to Indiana with his family at age six, and then Southern California when he turned ten. “In school, I was fascinated by the wide diversity of life on the planet.” This diversity eventually drew him into advocacy efforts.

“I started working for the environment as a door-to-door canvasser in the late 80s in Colorado,” Dan remembers. “Knocking on a stranger’s door and walking away with a new member taught me about people and myself. I started by connecting—through shared experiences and stories—then co-creating something, and finally reaching a point of shared commitment. It’s how I approach new relationships to this day.”

Later, when Dan became the executive director of Wyoming Wildlife Federation, he built commitment on a larger scale. “That was the first year that wolves were reintroduced to Yellowstone National Park, which was a great success to build on. Over the years, we protected quality wildlife habitats on public lands for all to enjoy and explore. Nurturing an active and engaged democracy was at the core of our conservation success. In a state that small, everyone could have a significant voice, in spite of the huge influence of the coal and oil industries.”

From there, Dan went to the National Wildlife Federation where he served as the vice president of affiliate and regional strategies, overseeing their national network of regional staff and independent state affiliates.

Dan’s passion for conservation and belief in democracy brought him to the Sierra Club. “Volunteers and chapter leaders are critical to the Club’s functioning democracy. The Club’s combination of grassroots power and environmental expertise makes it the right organization at the right point in time to get America on a path that protects our natural assets for the future.”

Mission Outdoors: Extending the healing power of nature to all Americans

Sierra Club's **Mission Outdoors** program bridges the divide between people and nature, providing meaningful outdoor experiences for people of all ages, backgrounds, and abilities. Each year, Club volunteers train and certify hundreds of outings leaders through Inner City Outings groups, which focus on engaging a new generation of environmental stewards by hosting fun, educational outings throughout the country. The program's emphasis on serving urban youth, military and veteran families, and low-income communities continues to gain national recognition—in 2012, Mission Outdoors staff were invited to the White House nine times. Through this core program, we're getting the message out to the highest of levels, effectively building a stronger, healthier, more inclusive environmental movement.

OUTDOOR ALLIANCE FOR KIDS

Did you know that 80 percent of Americans live in urban areas with limited access to green space? In fact, 30 percent of Latino adolescents have zero access to safe parks or open spaces and, even if they do have access, the air quality in their neighborhoods is likely sub-par. The Sierra Club Foundation is fighting for cleaner air and addressing environmental justice issues like this all across the country.

Mission Outdoors works to overcome barriers that box an entire generation inside four walls. The Sierra Club is a founding member of OAK (Outdoor Alliance for Kids), a national strategic partnership of organizations from diverse sectors with a common interest in expanding the number and quality of opportunities for children, youth, and families



During Great Outdoors America Week, 75 youth organized by the chair of the Baltimore Inner City Outings group met with the Environmental Protection Agency and presented an award to Administrator Lisa Jackson.

to connect with the outdoors. This year, OAK reached 50 member organizations and welcomed the American Heart Association to the steering committee. Collectively, OAK represents more than 30 million individuals.

Through collaborations like OAK and quality programs like ICO we're making progress, but there is still a big hill to climb. We need to protect funding for environmental education and grow the ability for schools and community-serving organizations to provide quality programming for kids across the country. We must also work together to ensure that all kids have access to safe, clean, and green spaces where they can run, play, and learn outdoors.

VETERANS HEALED IN THE LAND THEY HELPED PROTECT

In 2012, the Mission Outdoors team took military families from Fort Bliss and White Sands Missile Range on an overnight outing in the Organ Mountains of New Mexico.

Why the Organ Mountains? It's in the backyard of families and service members stationed at Fort Bliss. Considered the crown jewel of the southern Rockies, the mountains' steep-sided canyons offer stunning views, great recreation opportunities, and are home to plants found nowhere else in the world. Our military families deserve to enjoy the outdoor treasure they have nearby, and The Sierra Club Foundation supported their trip. Further, the Foundation is supporting efforts to permanently protect the Organ Mountains as a national monument.

The loss of these mountains to poorly planned urban growth and mining and energy development would be a tremendous loss to the families who have already sacrificed to protect them through their military service.

In 2012, The Sierra Club Foundation also supported other organizations working with veterans. A partial list of funded partners includes National Outdoor Leadership School (NOLS), Outdoor Outreach in San Diego, Blue Star Families, and Armed Services YMCA of the USA. Together, we're tackling issues of diversity in the outdoor movement and building mutual respect and trust among different groups.



Meet Stacy Bare: Connecting people to nature to benefit both

In 2012, the Club welcomed a new leader to its Mission Outdoors program. Operation Iraqi Freedom veteran Stacy Bare first

joined the team to expand the Military Families and Veterans Initiative, a program within Mission Outdoors that ensures those who served our country and their families have opportunities to experience the freedom of the land they defended. He now leads our effort to connect all people with the outdoors through direct programming, public education, and advocacy.

Stacy received the Bronze Star for meritorious service in Baghdad as a captain in the U.S. Army. After his service, he completed his Masters in City Planning and Urban Design at the University of Pennsylvania. During that time he struggled with severe symptoms of post-traumatic stress disorder. Stacy credits his turnaround to rock climbing—it was climbing and time spent outside that allowed him to rebuild his life.

"Experience has left me believing in the healing power of time spent in nature," he says. "Access to our nation's outdoor spaces and wild places—around the corner and across the country—ought not be exclusive. Leading the Mission Outdoors program will help me achieve my goal of ensuring that access to nature is available to anyone who wants and needs it."

CONTINUING THE FIGHT AGAINST

Beyond Coal:

Sierra Club's signature campaign makes big strides

In 2012, the effects of coal pollution touched millions of us—from contaminated waterways, to kids struggling with asthma near coal-fired power plants, to hurricanes like Superstorm Sandy, to sweeping droughts, suffocating heat waves, and wildfires made worse by carbon pollution. Climate disruption hit the front doors—and the pocketbooks—of Americans from coast to coast. Fortunately, it was also the **Beyond Coal** campaign's strongest year to date: the Sierra Club and its allies secured the retirement of 61 existing coal plants—that's more than one plant per week. Meanwhile, no new coal plants broke ground and a record amount of clean energy was brought online.

ENVIRONMENTAL AND ECONOMIC JUSTICE FOR NATIVE AMERICANS AND A COAL-FREE LOS ANGELES

In 2012, *Sierra* magazine featured the Moapa Band of Paiutes in "The Cost of Coal," an article exposing coal plant waste as the cause of numerous health problems on the Moapa Reservation. The Moapa have taken their health and futures into their own hands, and have embarked on a landmark partnership with the city of Los Angeles.

The partnership includes construction of a utility-scale solar plant in Moapa, Nevada. The first solar utility project ever approved on tribal lands, it will provide hundreds of local jobs and electricity to power 100,000 L.A. homes. The Sierra Club Foundation has supported this partnership, working with community groups and bringing



FOSSIL FUELS

public attention to the unhealthy conditions in Moapa. Today, the Moapa are improving their economy and helping L.A. ramp up renewable electricity use to 33% by 2020.

MY GENERATION: CLEAN POWER, LOCAL JOBS

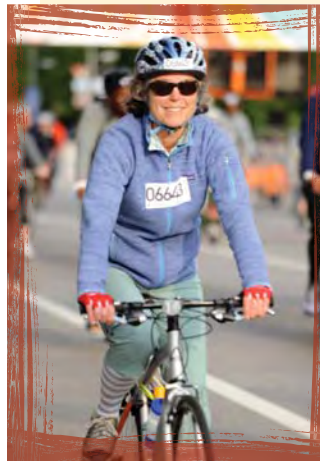
Most American cities today get their electricity from power plants that burn fossil fuel. No matter where they are located, dirty power plants create problems. When far away, they don't provide local communities with jobs or economic benefits. When nearby, they drive up rates of asthma, cancer, and other dangerous health problems.

But local, clean energy—like rooftop solar—can supply power while providing substantially more jobs than fossil fuel and sparing both human and environmental health. By supporting Sierra Club's My Generation campaign, The Sierra Club Foundation is working to move America beyond coal, with a goal of supplying 30% of California's power with locally produced, clean energy by 2020.

In Glendale, Temple Sinai estimates it will save \$900 *per month* on its electricity bill with the 125-panel solar array now adorning its roof, thanks to involvement of local Sierra Club members. The lifespan of the panels is rated at 25-40 years. Assuming the installation lasts just 30 years, and *not including the rising cost of energy*, that's nearly \$325,000 in savings!

By supporting the Club's work to provide local jobs in energy efficient renovations and solar construction, the Foundation is supporting economic and environmental justice. In today's economy, green money is tied to green energy, and building for the future is a wise investment all around.

Meet Shirley Weese Young: Make no small plans



"We have the wind, the infrastructure, the money, and the will to get it done."

In 2012, the United States recaptured its title as the world's largest wind market with 13,124 MW of new wind power installed. How'd it happen? One person at a time.

In Illinois, Sierra Club Foundation board member Shirley Weese Young is working hard to bring offshore wind to the Great Lakes. "I come from Chicago," she says. "Our motto is 'Make No Small Plans.'"

The Sierra Club and Foundation Board take the same approach to climate change—tackling dirty energy at the same time that we're changing America's energy economy.

The daughter of architect Harry Weese, Shirley says, "I grew up pro-active, instilled with a strong respect for the world around me. Dad always kept a small black book in his pocket, every day sketching better solutions. As a family we had lots of outside adventures; exploring, skiing, skating, hiking, sailing. In 1982 I sailed across the Atlantic on "Humdinger," a 35-foot racing trimaran, to participate in the 2,000-mile double-handed race around Great Britain. I learned the power of wind."

Shirley joined The Sierra Club Foundation Board of Directors in 2012. "There are so many environmental organizations," she notes. "What finally brought me to the Sierra Club was the closing of Fisk and Crawford. Very few of my friends even knew that there were two coal-fired plants in Chicago. I went to the EPA hearings, was shocked by the lies, and uplifted by the truth told by the Club and its allies."

Her commitment to the Foundation and her colleagues is strengthened by a shared belief: "Now is *not* the time for despair, now is the time for *action*. Let's get it done!"

Beyond Oil: Confronting dirty fuels and dirty dealings

Through innovative, smart campaigning with flexible funding, Sierra Club's **Beyond Oil** campaign is having an impact on the powerful oil industry's hold on America. Fighting dirty fuels infrastructure (like Keystone XL) we can slow down the oil boom as solutions emerge. Working on "future fleets," we're focusing on corporate accountability rather than just government policy to move us beyond oil in the transportation sector. Flexible funding allows us to fight Big Oil wherever the battle may be.

BUILDING THE BEYOND OIL MOVEMENT

Because the Canadian tar sands are landlocked, the industry's aggressive expansion plans hinge on opening up new routes to market. Their strategy has been to build out infrastructure quickly, before regulations are put in place. A primary strategy of the Beyond Oil campaign is to build, broaden, and personalize public opposition to tar sands and pipeline risks by explaining the threat—relaying the personal stories of those already living with tar sands pipelines.

And it's working: In three years, tar sands has grown from a niche issue to a nationwide top environmental concern, with no major pipeline capacity being added.

The Sierra Club and its partners are sounding the call, seizing opportunities to publicize oil spills and industry failures at every turn and generating tremendous local activism:

- In July, during the weeks surrounding the two-year anniversary of the devastating tar sands spill in Michigan's Kalamazoo River, citizens across North America told companies like Enbridge and TransCanada, "We don't want your dirty tar sands." More than two dozen "We Are the Kalamazoo" events called attention to at-risk communities along the network of existing and proposed tar sands pipeline routes, bringing home the message that a spill like the one in Michigan could occur anywhere. We supported events in Delaware, Oklahoma, Nebraska, Texas, Vermont, and others across the country.



- Tar Sands Free Northeast: More than 32 towns have passed resolutions banning tar sands transport through their municipalities. “*This project will face a concerted and stiff local resistance if and when big oil decides to try and move it forward.*”—David Vandeusen, conservation organizer for the Vermont Sierra Club.
- As we go to press, five years of determined effort and unwavering support have paid off: Texas-based Hyperion Resource’s allowed its permit to build a \$10 billion oil refinery on South Dakota land to expire. The Club’s Environmental Law team was part of a coalition that dogged the company at every turn. When requesting the now-expired permit extension, Hyperion cited the extended litigation and national recession as causing problems in securing financing.

CHANGING THE ECONOMICS: FIGHTING KEYSTONE XL AND TAR SANDS EXPANSION

When dealing with something as vast and slippery as Big Oil, it can take time to wrestle it to the ground. To keep up with desired production plans and maintain investor confidence, the industry needs to double the current capacity of pipelines out of Alberta, increasing it by between 3.5 to 4 million barrels per day. Even if all proposed pipelines were built—TransCanada’s Keystone XL among them—there still wouldn’t be enough capacity to handle the growth that companies have laid out in their expansion plans. Because of this, a delay or defeat of any of these pipelines is a significant blow to tar sands production and profitability.

And that’s where the opportunity lies. In 2012, Wall Street adopted a wait-and-see stance, halting investment, gumming up oil industry plans, and forcing it to lower production forecasts. The fact that the Club and its partners have, with legitimate cause, delayed Keystone XL by 4 years has prevented not only major bank investment but also the release of 400 million metric tons of CO₂ into the atmosphere.



Beyond Oil *(continued)*

NEW STANDARDS FOR A BETTER WORLD: KEEPING UP THE PRESSURE ON FUEL EFFICIENCY

In 2012, The Sierra Club Foundation supported efforts to get 300,000 messages to the EPA and the Department of Transportation, advocating for cleaner vehicle legislation. Those efforts have paid off. The 54.5 miles per gallon fuel efficiency standards announced in 2012 will double the average efficiency of all vehicles on the road by 2025. Not only is this “change we can believe in,” it’s also the most significant measure to get off oil in four decades.

A boost in efficiency benefits the environment. Decreased demand means less oil needs to be extracted and less carbon dioxide is released into the atmosphere. It’s good for our wallets, saving consumers \$8,000 per vehicle during the lifetime of the car. Finally, it’s good for the economy, creating 500,000 new jobs and saving \$140 billion in one year. The improvements are fully possible with current technologies, and they’ll only get better from here.

ENVIRONMENTAL JUSTICE: THE CASE FOR CUMULATIVE IMPACT

Last summer, Leslie Fields, director of Sierra Club’s Environmental Justice and Community Partnerships program, testified at the EPA National Environmental Justice Advisory Council on issues of refinery communities, Title VI, and the need for EPA to address cumulative effects. She also submitted a paper written by Rhonda Anderson, the Club’s Environmental Justice organizer in Detroit. The paper was picked up and reported on by *INSIDE EPA*, a trade publication:

“Many communities within the state of Michigan are beleaguered by the immense quantities of environmental pollutants emitted by industrial facilities. Most of those industrial facilities are located in communities principally comprised of minority racial demographics. These communities tend to be at overwhelmingly low socio-economic thresholds, and without legal recourse or resources with which to defend themselves or enhance their domestic realities... These communities embody the EPA’s definition of environmental justice communities. We, at the Sierra Club Detroit, assert that these communities are suffering from cumulative impact.”

While the paper targets Southwest Detroit, the source says other areas suffer the same problems including Newark, NJ, where residents are fighting a proposed power plant; Port Arthur, TX, home to “refinery row;” Mossville, LA; Camden, NJ; and a handful of other areas that suffer increasing cumulative impacts over decades.”

Beyond Natural Gas:

The battle against a so-called “cleaner” alternative

Developed to realize the Foundation’s goal of moving beyond all fossil fuels by 2050, the **Beyond Natural Gas** campaign seeks to prevent destructive drilling practices, while also limiting the amount of natural gas that is produced and consumed. To take on a battle this big, with so many producers turning to natural gas as the “cleaner” alternative, The Sierra Club Foundation turned to flexible funding to achieve important early milestones to progress.

THE ROAN PLATEAU VICTORY: COLORADO SIERRANS FIGHT TO SAVE A HIDDEN GEM OF BIODIVERSITY

The Roan Plateau in western Colorado happens to sit on a bed of natural gas, putting it in the crosshairs of the oil and gas industries. Under the Bush administration, the Bureau of Land Management (BLM) put extensive federal lands in Utah and Colorado into the hands of oil and gas companies, including 50,000 acres of the plateau outside Rifle, Colorado.

That is, until June of 2012, when a federal judge found fault with the BLM’s planning and analysis. Specifically, the court found that the BLM failed to consider significant environmental impacts of drilling on the rugged terrain that’s home to clear streams, endangered Colorado Cutthroat Trout, herds of deer and elk, several threatened and endangered species, and a plethora of other important biodiversity. Dedicated Sierra Club volunteers in Colorado and staff of the Club’s Environmental Law team partnered with allies to bring about this long-sought success.

Bob Millette, Conservation chair for the Roaring Fork Group of Sierra Club’s Rocky Mountain Chapter notes, “This ruling illustrates how persistency by the 10 environmental groups who were plaintiffs in the Roan lawsuit has finally paid off. We are indebted to the fine work of Earthjustice, which spearheaded the lawsuit against the BLM. The ruling further illustrates how our letters, rallies, and attendance at public hearings have helped to win this battle. The Roaring Fork Group has been active in saving the Roan Plateau for at least 10 years.”



Beyond Natural Gas *(continued)*

The ruling gives the BLM time to research the environmental impacts of drilling the Roan and re-examine alternatives that weren't sufficiently considered the first time around. Further, the decision reveals that unprotected but critically important American lands like the Roan Plateau should be spared from drilling for natural gas.

EXPORTING DIRTY FUELS: STOPPING NEW WAYS OF GENERATING "HOT AIR"

Exporting liquefied natural gas (LNG) is a dirty process. The gas is harvested by fracking, transported by pipeline, processed in an energy-intensive industrial facility, and shipped across the ocean for foreign use. The Sierra Club Foundation continues to support litigation against the building of export terminals without consideration of environmental or economic impacts. In Cove Point, Maryland, the Sierra Club rejected the creation of an LNG export expansion to Dominion's facility. This proposed expansion would have violated a previous settlement between the company and the Club. However, this is just one small win in a much larger battle.

There are many environmental and public health concerns with fracking. As the Department of Energy (DOE) seeks to approve exports of up to 45 percent of our gas supply, these questions clamor even louder. Exports of any amount means more fracking, more pollution, and continued reliance on dirty fossil fuels rather than clean energy. The DOE has not considered what the impacts would be to local communities' drinking water or air quality.

The Sierra Club Foundation stands with the health of the American people's air, water, and climate, and will challenge proposed LNG export terminals. In an era of climate change, our country needs to invest in expanding and improving clean energy sources, not finding new ways to generate more dirty, dangerous fossil fuels.

BREATHING EASIER, THANKS TO THE EPA'S NEW RULES

In 2012, The Sierra Club Foundation supported the Club's coalition effort to pressure the EPA to significantly reduce emissions of volatile organic compounds, air toxics, and methane from new hydraulically fractured wells and from existing wells that are re-fractured. Submitting more than 150,000 comments helped the EPA maintain strong



standards in the final rule. The primary hurdle arose when industry groups put pressure on the White House to weaken the rules. This likely would have happened, had the Club not mobilized its grassroots base to pressure the EPA to hold strong. Because they did, air quality in fracked states will improve, bringing new gas wells, compressor stations, and associated infrastructure into compliance with important health protections.



Meet Deb Nardone: Beyond Natural Gas Campaign Director

Deb Nardone was born in Pennsylvania's coal country. Though the streams around her house flowed orange with pollution from the mines, she was drawn to the outdoors. "I used to drag my family on Sierra Club outings to the Poconos," she recalls. When she went away to college, Deb had the opportunity to live in a community unspoiled by fossil fuel degradation. "It was the first time in my life I could recreate in places with clean streams. From that moment on, I couldn't bear to see another extractive industry destroy lands and watersheds."

She won her first victory on that front at the Chesapeake Bay Foundation, where she fought to clean up the Juniata river. Deb petitioned the state and won, getting the Juniata added to the Rivers Conservation Registry.

With that victory under her belt, she took her skills to Trout Unlimited where she ran the Cold Water Heritage Partnership from 2002 to 2011. The partnership focused on protecting headwaters, which are the heart of water quality. There, she met and worked with Robin Mann, who was then the wetlands chair for Sierra Club's Pennsylvania chapter.

Together they discovered, "The gas industry is exempt from so many aspects of protection, including the Clean Water Act. Right where the headwaters started, we'd find a terribly placed well pad, degrading the water quality. And it was perfectly legal."

Deb knew that the problem was bigger than one or two fracked sites. When she had the opportunity to tackle fracking nationally at the Sierra Club, she jumped. "I couldn't think of a better group than the Club to address this problem. I was seeing the impacts of what was happening in Pennsylvania. There were still people who thought of it as a transition fuel. I knew that if people could see what was happening on the ground, they couldn't be for it."

As she looks back on the last two years of her work, Deb is proudest of how the campaign has evolved in the two years she's been leading it. "We used to talk about reform. Today, our policies reflect that gas is not a climate change solution."



EXTENDING OUR REACH

Taking on the international coal fight

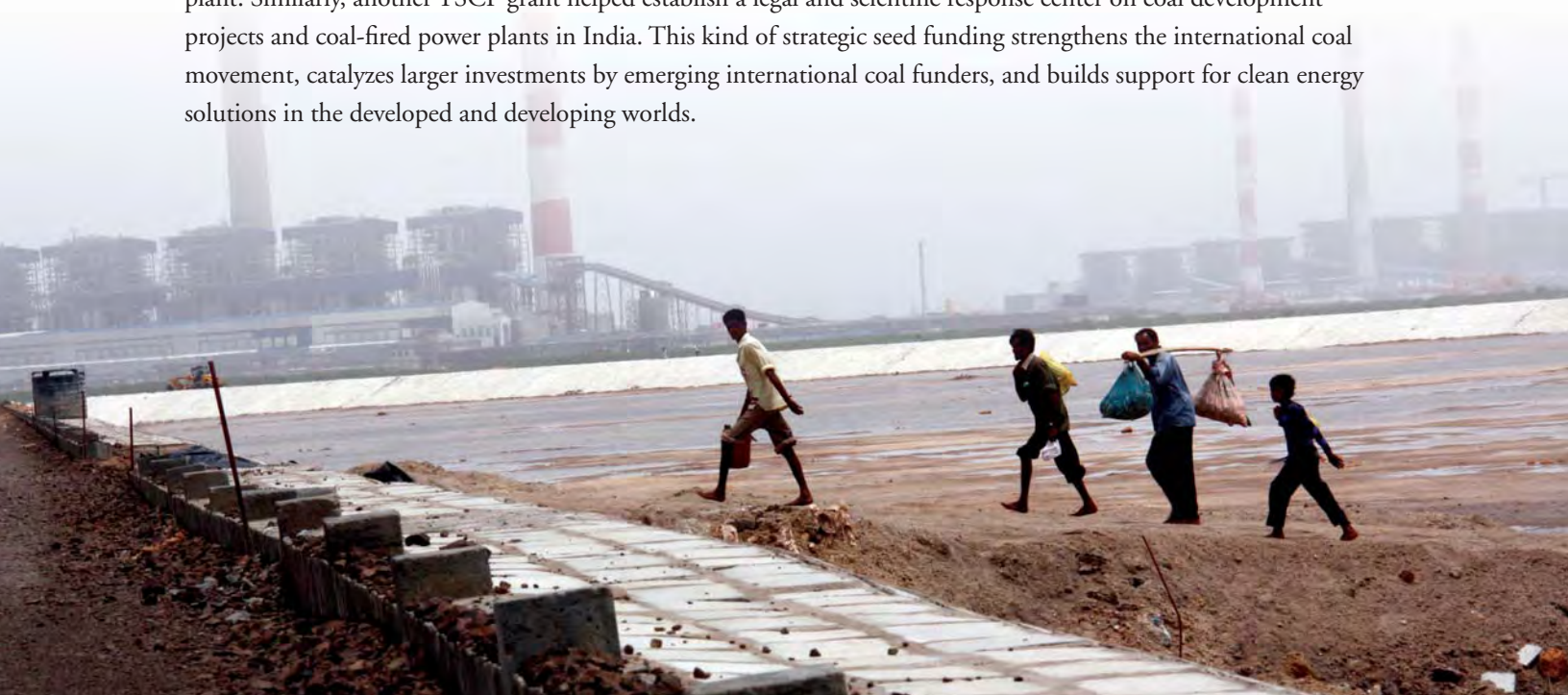
Pollution plumes from coal and other dirty fossil fuels know no nation-state boundaries. Even as coal use decreases in the U.S. due to the success of the **Beyond Coal** campaign, it is increasing elsewhere in the world, particularly in developing countries like India.

That's why The Sierra Club Foundation, working with Sierra Club's International program, is making targeted grants to partner organizations in countries where the threats of coal and fossil fuel development are increasing.

Tar sands oil in Canada that Canadian companies want to transport to the Gulf Coast via the proposed Keystone XL pipeline is intended for foreign exports, not U.S. consumption. The Sierra Club Foundation realizes that, in addition to decreasing our country's dependence on fossil fuels, to achieve long-term goals of reduced greenhouse gas emissions and a stabilized climate means we have to understand and respond strategically to threats posed around the world by dirty fossil fuels.

That's why the Foundation is working with individual and institutional donors—including our board members—to increase support of global efforts in key regions to expose the health, environmental, and economic impacts of fossil fuel development and also encourage clean, renewable energy. The Foundation aims to provide funding where it can help strengthen the capacity and leadership of international activists fighting coal in their own countries and promoting clean energy solutions locally.

A grant by the Foundation helped build the capacity of local communities to oppose the Tata Mundra coal plant. Similarly, another TSCF grant helped establish a legal and scientific response center on coal development projects and coal-fired power plants in India. This kind of strategic seed funding strengthens the international coal movement, catalyzes larger investments by emerging international coal funders, and builds support for clean energy solutions in the developed and developing worlds.



SUMMIT CIRCLE

Deeply engaged and making a difference

In 2012, the Sierra Club launched the **Summit Circle**—a new major donor network for supporters who give \$10,000 or more annually to the Sierra Club or The Sierra Club Foundation. At the same time, our National Advancement Council has become the leadership committee for the Summit Circle, serving as ambassadors to potential major donors and focusing on peer-to-peer fundraising. Through the Summit Circle, we hope to provide a deeper level of engagement and meaningful donor stewardship.

Summit Circle members are invited to special outings in spectacular settings. This year, the group travelled to Grand Teton National Park where they learned about our ongoing efforts to protect this iconic wildlife habitat. They also visited the Shawangunks in the Hudson Valley of New York during peak fall foliage and learned more about our Mission Outdoors program and Beyond Natural Gas campaign.

Summit Circle members participated in donor briefings hosted by Sierra Club Executive Director Michael Brune and featuring guest speakers such as Danny Kennedy, Sungevity founder and president, and Ken Caldeira, Professor of Environmental Earth System Science at Stanford. There were quite a range of topics covered including rooftop solar, the impact of the natural gas boom on climate change, and our campaign to expand the protection of our most treasured places through national monument designations.

Summit Circle members make what we do possible. By supporting core programs, emerging campaigns, and a robust organizational infrastructure, this group of dedicated leaders ensures that the Club can leverage the talents and time of volunteers across the country to address our most pressing environmental challenges at all levels.



SUMMIT CIRCLE FOUNDERS CHALLENGE

We deeply appreciate the generosity of our supporters, including current and past TSCF board members, who, in 2012, pledged \$500,000 in matching funds through the Summit Circle Founders Challenge. New gifts of \$10,000 or more were matched one to one from this fund, leveraging the support of this dedicated group and doubling donor impact. Thanks to these founding members who stepped up to the challenge, the Summit Circle is creating new momentum in an organization with an established 120-year history of success. *(For a complete list of Summit Circle donors, please see page 33.)*

2012-13 BOARD OF DIRECTORS

An independent, volunteer Board of Directors, supported by a professional staff, governs The Sierra Club Foundation. The Board primarily focuses on enhancing the overall performance of the Foundation and supporting the charitable and educational work of the Sierra Club and other grantees.

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“Service through The Sierra Club Foundation connects me to a community of leaders with whom I share core values. I embrace the Foundation and Sierra Club’s commitment to diversity and inclusion, and their abilities to leverage a rich mix of people with different experiences, perspectives, and ingenuity into powerful collaboration for social justice and environmental equity.”

– ALLISON CHIN
THE SIERRA CLUB FOUNDATION BOARD



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IN GRATITUDE/MEMORIAM

LARRY GIBSON

West Virginia environmental hero **Larry Gibson** died in September while working on his cabin on his beloved Kayford Mountain. He was 66. Larry's homestead was an island of natural beauty amid a moonscape of destruction wrought by mountaintop-removal mining, which Larry fought tooth-and-nail for the past two decades. Even in the face of death threats and intimidation, "Larry never backed down," says Mary Anne Hitt, director of Sierra Club's Beyond Coal campaign. On September 13, hundreds of people rallied in Washington, D.C., calling for an end to mountaintop-removal mining. The day was dedicated to Larry.

SELMA RUBIN

Selma Rubin, a tireless activist for environmental and social causes, passed away in March. A small woman with large spectacles and a distinctive hat, Selma's modest appearance hid an incredible strength of conviction and boundless energy. She founded or was a board member of 42 different grassroots organizations, and it is no exaggeration to say she changed the playing field for how the nation handles environmental and social injustice. Selma never stopped working, even into advanced age, and became a local hero and icon of Santa Barbara. "She was someone who had confidence in you even before you had confidence in yourself," recalls former county supervisor Naomi Schwartz, who counts Selma as an important mentor.

GARY TORRE

In the 1960s, powerful politicians felt that the Sierra Club was a lobbying organization and should not be entitled to tax-deductible charitable status, and **Gary Torre** was hired to defend the Club. Despite his efforts, in 1966, the IRS revoked the Club's charitable tax deductibility. However, the ruling was a blessing in disguise, as it ultimately enabled the establishment of The Sierra Club Foundation, and a separately managed political action committee which can endorse candidates in elections. Gary served on The Sierra Club

Foundation's Board for fourteen years, served as Board President for two years, and was named an Honorary Director from 2001 until his death. He received the Richard Leonard Award in 1997 to honor an outstanding record of leadership, dedication, and service to the cause of conservation.

GEORGE GUND, III

Philanthropist, friend, and ally **George Gund, III** passed away this year. George joined the Sierra Club in 1968 and from then on was a steadfast friend and proponent of the Club, supporting its campaign to protect and restore the Great Lakes Region for many years. He provided "grasstops" support to Club legislative initiatives by personally lobbying members of Congress whom he knew on a first-name basis. In recent years, George generously contributed to Club efforts to build public support for environmental issues and elect environmental champions to public office. He was also a member of The Sierra Club Foundation's National Advisory Council. The Sierra Club Foundation is grateful to have been one among many of George's numerous philanthropic interests.

JAMES EDWIN HIGMAN

In 2012, we bid farewell to a colorful, effective hero for the environment. **Jim Higman** died peacefully in December, leaving behind his lovely wife Sue. Jim's family had been involved with the Sierra Club since the beginning of the 20th century. In 1954, he joined the Club's Los Padres Chapter, where he first met Sue. The Higmans loved backpacking and sleeping under the stars. They led countless Club outings and supported the preservation of Santa Barbara's natural landscapes. The Higmans contributed generously to a campaign to acquire 70 acres of undeveloped coastal bluff to establish Santa Barbara's *Michael Douglas Family Preserve*. We extend our gratitude to Jim and Sue Higman for providing permanent funding to preserve our history.

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The Sierra Club Foundation gratefully acknowledges those whose gifts help sustain our work and our planet.

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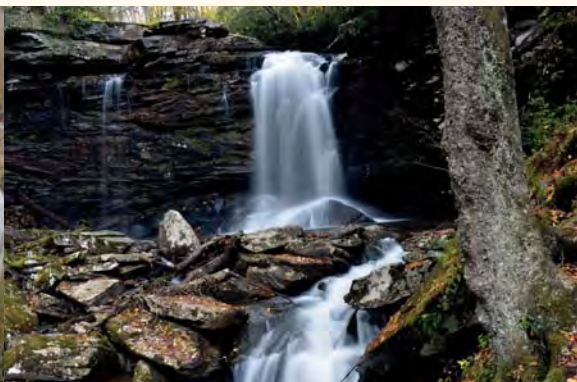
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— SUSAN HEITMAN
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"One of the Sierra Club's strengths is its quick response to sudden environmental crises such as the Gulf oil spill. Flexible funds given to the Foundation make it possible to act on short notice when the need arises."

– SARAH HODGDON
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*"Yesterday I was approached by
 an environmental activist who
 asked me if I want to help him
 change the world. I thought to
 myself, 'that is exactly what we do
 when we support the Sierra Club
 Foundation with flexible funding.'"*

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FINANCIALS

"Mission-aligned investing is affirming that environmentally friendly practices are also financially smart and good investments. It moves us closer to 100 percent support for our mission and enhances our reputation."

— **TIM RYAN**
INVESTMENT COMMITTEE CHAIR

The Sierra Club Foundation Statement of Financial Position December 31, 2012 and 2011

	2012	2011
Assets		
Cash and cash equivalents	\$ 11,495,919	\$ 3,702,318
Money market mutual funds	11,487,912	9,705,699
Contributions receivable, net	4,149,375	6,690,957
Investments	56,553,024	66,369,433
Assets held under split-interest agreements	13,778,346	14,696,627
Other assets	1,510,172	708,769
Total Assets	98,974,748	101,873,803
Liabilities		
Accounts payable	597,577	597,414
Grants payable	6,358,337	6,893,644
Liabilities under split-interest agreements	12,395,773	11,760,356
Total Liabilities	19,351,687	19,251,414
Net Assets		
Unrestricted:		
Undesignated	16,520,685	18,812,720
Board-designated	11,839,233	12,827,561
Total unrestricted	28,359,918	31,640,281
Temporarily restricted	38,224,401	38,220,450
Permanently restricted	13,038,742	12,761,658
Total Net Assets	79,623,061	82,622,389
Total Liabilities and Net Assets	\$ 98,974,748	\$ 101,873,803



For the fourth consecutive year, The Sierra Club Foundation has earned Charity Navigator's highest rating—four stars—as well as an A+ from CharityWatch (formerly known as the American Institute of Philanthropy).

The Sierra Club Foundation Statement of Activities

December 31, 2012 and 2011

	2012	2011
Revenues, Gains & Other Support		
Contributions	\$ 41,642,820	\$ 39,619,570
Contributions related to split-interest agreements	538,226	483,365
Bequests	3,480,135	4,897,528
Total Contributions	45,661,181	45,000,463
Net gains from investments	5,360,569	(1,597,847)
Interest and dividends	1,474,482	1,695,879
Net change in value of split-interest agreements	987,160	(2,170,360)
Other income (loss)	158,624	41,907
Total Revenues, Gains & Other Support	53,642,016	42,970,042
Expenses		
Program services	50,818,944	46,672,306
Support services:		
Administrative	957,560	1,091,768
Fundraising	4,864,840	4,280,062
Total Expenses	56,641,344	52,044,136
Change in net assets	(2,999,328)	(9,074,094)
Net assets, beginning of year	82,622,389	91,696,483
Net assets, end of year	\$ 79,623,061	\$ 82,622,389

To view the complete

audited financial

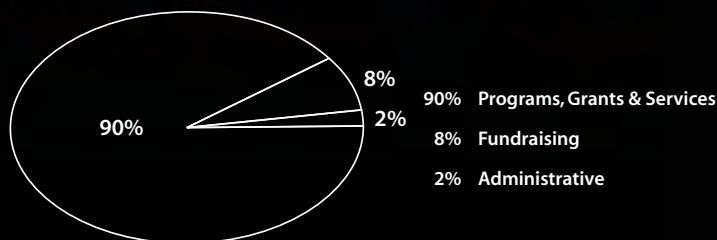
statements, please visit

sierraclubfoundation.org

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The Sierra Club Foundation Summary of Expenses 2012



RESOURCES FOR REAL RESULTS


Powerful tools for change: Mission-aligned investing and shareholder advocacy

With nearly \$100 million in assets, The Sierra Club Foundation spends 90 percent of its funds on environmental and conservation programs. Aligning the Foundation's mission and values with its investment portfolio continues to be a major focus in stewarding the Foundation's charitable assets responsibly, efficiently, and effectively.

The work that the Sierra Club does through its campaigns has substantive and direct methods for activism and the capacity—through its grassroots activists—to make great progress. As fiscal sponsor for many of the Club's campaigns, the Foundation supports those grassroots activities through its portfolios that are aligned closely with campaign goals. Investing in companies that demonstrate corporate responsibility and sustainability values in their business practices alongside solid financial return is strategic, more consistent with the activism of Sierra Club's campaigns, better aligned with the Foundation's environmental mission, and a powerful tool for change.

Shareholder activism enables the Foundation to push companies to focus on the importance of environmentally sound practices and the positive actions that can result if companies are willing to take steps to protect the environment, fight climate change, and create a clean, renewable energy future.

Mission-aligned investing is a critical way in which the Foundation advances its strategic objectives towards ensuring that future generations will inherit a healthy planet with wild places left to explore.



"I have used proxy voting for many years to push companies to do the right thing, and have witnessed companies change position as a direct result of shareholder advocacy, so I consider that a great tool for change as well."

— MOLLY ROSS
TSCF BOARD OF DIRECTORS

Gifts of any size to The Sierra Club Foundation contribute to building a vibrant and diverse environmental movement that can set our country firmly on the path to a greener future. To make a gift, please visit sierraclubfoundation.org or call **415.995.1780**. *Thank you!*

The Sierra Club Foundation staff (left to right): Jessica Hulce, *Grants and Compliance Manager*; Brian Kavanagh, *Senior Accountant*; Ginny Quick, *Chief Financial Officer*; Peter Martin, *Executive Director*; Naomi Reed, *Bookkeeper*; Henry Holmes, *Grants and Compliance Director*; Laura Peters, *Manager of Administration and Board Relations*



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A healthy planet begins with a strong foundation.

With more than 2.1 million members and supporters representing every state in the nation, the Sierra Club is uniquely positioned to provide global leadership at local, national, and international levels. The Sierra Club Foundation, as fiscal sponsor of Sierra Club's charitable work, has been instrumental in achieving our shared environmental goals. Our board and staff raise charitable funds, preserve and enhance these assets, and ensure they are used appropriately. We do this so future generations will inherit a healthy planet with wild places left to explore.