

ANNUAL REPORT 2004

RESOURCE  
INNOVATION  
GROUP

(Formerly The Center for Watershed & Community Health)

# LETTER FROM THE PRESIDENT OF THE BOARD

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March 1, 2005

Dear Friends and Supporters,

On behalf of the Resource Innovation Group—yes, the Center for Watershed and Community Health has a new name. I'm pleased to present our 2004 annual report. Resource Innovation Group accomplished a great deal last year. We also expanded in new directions. Resource Innovation Group remains on the cutting edge of advancing economically, socially, and environmentally sustainable and regenerative thinking, policies, and programs across the West. Given my inability to remember names of late, I could use a little regenerative thinking myself.

What I do remember is that last year was very productive and exciting! In this report you will learn how Resource Innovation Group:

- Changed its name from the Center for Watershed and Community Health
- Initiated a comprehensive program to help the public and private sectors cope with global warming and abrupt climate change.
- Organized a major conference on global warming and abrupt climate change attended by over 150 officials from local governments in Oregon.
- Continued to assist state-level sustainability programs in Oregon and Washington State by providing training programs and completing an analysis of the economic impacts of businesses using sustainability practices.
- Continued to facilitate the *Local Government Sustainability Network*.
- Launched the *Sustainability Leadership Academy* at the University of Oregon
- Helped local government and residents of Josephine County Oregon develop a community-based fire plan that addresses the needs of the rural poor that is now being used as a model across the Northwest.
- Learned that after just eighteen months Bob Doppelt's new book: *Leading Change Toward Sustainability: A Change Management Guide for Business, Government, or Civil Society* was ranked as one of the nine most significant publications on sustainability by a survey of international experts.

This list highlights just some of our accomplishments in 2004. I encourage you to read the annotated history of the Resource Innovation Group provided at the end of this report. It offers an excellent snapshot of our work since our inception in 1996.

We could not achieve these accomplishments without the dedication of our outstanding staff and the active participation and support from our funders, contributors, stakeholders, partners and friends. On behalf of the entire board and staff, I thank you for your continued support and involvement!

Sincerely,

Wayne Lei  
President, Board of Directors

## BOARD OF DIRECTORS:

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## CENTER FOR WATERSHED AND COMMUNITY HEALTH ADOPTS NEW NAME *RESOURCE INNOVATION GROUP*

At the close of 2004 the Center for Watershed and Community Health adopted a new name: *Resource Innovation Group*. The name change reflects the shift in focus the organization has undertaken over the past eight years. When founded in 1996, the organization primarily focused on water resource and watershed management with a sustainable development emphasis. Today, the organization uses sustainability and systems thinking to help communities, government, and businesses resolve many types of complex and interrelated economic, social, and environmental problems.

"The board of directors is very pleased with our new name," said Wayne Lei, Chairman of the Board of Resource Innovation Group. "We have been searching for a name that effectively captures the focus and expertise of the organization and Resource Innovation Group does this well."

"Most of today's economic, social, and environmental challenges are intertwined," said Executive Director Bob Doppelt. "Innovations that address the links between issues and people and produce new ways of thinking are at the heart of successful solutions. That's our focus and our new name is intended to capture this."

"We work with diverse groups, from rural communities to high level government agencies," said Kathy Lynn, Associate Director. "Our new name will help us communicate our organizational mission and reflects the broad range of our programs."

*"The mission of Resource Innovation Group is to help government, business, and communities adopt sustainability based thinking, policies, and programs."*

### MISSION AND STRATEGY

The mission of Resource Innovation Group is to help government, business, and communities adopt sustainability based thinking, policies, and programs.

To achieve this mission, Resource Innovation Group assists others to expand thinking processes, develop linkages between seemingly unrelated organizations and issues, frame language and communication effectively, and promote innovation. Resource Innovation Group is a 501(c)(3) non-profit affiliated with the Institute for a Sustainable Environment at the University of Oregon, Eugene.

### ORGANIZATIONAL STRUCTURE

Resource Innovation Group is governed by a fifteen-member board of directors composed of individuals from across the U.S. involved with sustainable development. Executive Director Bob Doppelt manages the organization, which has a staff of four plus numerous graduate student interns.

### PROGRAMS

Resource Innovation Group is engaged in four major program areas, each of which includes a wide range of projects.

- Global Warming and Society
- Community Capacity and the Environment
- Sustainable Governance and Organizational Change
- Sustainable Business and Job Development

## GLOBAL WARMING AND SOCIETY: PROGRAM LAUNCH

In the spring of 2004, Resource Innovation Group Director Bob Doppelt was one of just 40 scientists and social change practitioners from Europe and the U.S. invited to a meeting at the National Center for Atmospheric Research (NCAR) in Boulder, CO. The purpose of the meeting was to discuss how to get meaningful traction on global warming and abrupt climate change. Data presented by NCAR scientists at the meeting made it clear that climate change is perhaps the most serious threat to the environment, social welfare, and economy the nation (and globe) has ever faced, but that so far efforts to generate understanding and meaningful action have been limited.

After the meeting, the Resource Innovation Group Board of Directors decided that, due to our expertise in systems thinking, organizational change, economics, communication, and policy, we could help foster broader awareness and meaningful action to address the risks posed by climate change. In late 2004, Resource Innovation Group established the *Global Warming and Society Program* with four inter-related components:

- Regional Communications and Education

Few business, civic, or government leaders actually understand what global warming and abrupt climate change is, what the consequences may be, or what can be done about it. Through this program, Resource Innovation Group will help policymakers across the Northwest understand what climate change is and how it may affect their communities as well as their ability to govern in the future. Resource Innovations Group will identify the messages needed to effectively communicate climate change to urban and rural, east and westside policymakers. We will also organize seminars, workshops, conferences, and briefings on these issues specifically targeted to policymakers, business and civic leaders.

- Climate Change Resource Center

Once policymakers, business and civic leaders understand the potential social, economic and environmental risks, as well as the threats to governance posed by global warming and abrupt climate change, many will want more information in order to take action. To support their efforts, we will provide technical support for policy and program development, as well as research on climate change related issues.

- Economic Research and Policy Analysis.

One of the biggest obstacles to the development of effective climate protection policies is credible data on how the economy may respond to global warming. We will launch an on-going effort to understand the potential socio-economic consequences of global warming on various segments of the economy in the Pacific Northwest. The economic data will be provided to policymakers and be used to develop balanced cost-effectiveness analysis of climate protection policy options.

*“Few business, civic, or government leaders actually understand what global warming and abrupt climate change is, what the consequences may be, or what can be done about it.”*

## GLOBAL WARMING AND SOCIETY: PROGRAM ACCOMPLISHMENTS

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### LANE COUNTY CONFERENCE ON SUSTAINABLE DEVELOPMENT AND CLIMATE CHANGE

To help local government and business leaders in Oregon enhance their knowledge and understanding, in September 2004 Resource Innovations Group organized a major conference on municipal sustainable development, climate change, and sustainable jobs programs. Over 150 mayors, city council members, and agency staff, as well as business leaders from throughout Lane County and the state of Oregon attended the event, held at the University of Oregon. We were honored that the mayors and senior staff from the cities of Boulder and Fort Collins Colorado, Burlington Vermont, Olympia Washington, and Missoula Montana, accepted our invitation to speak at the conference about their municipality's programs in these areas. The event was a smashing success.

*"We were honored that the mayors and senior staff from the cities of Boulder and Fort Collins Colorado, Burlington Vermont, Olympia Washington, and Missoula Montana, accepted our invitation to speak at the conference about their municipality's programs in these areas."*

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### ASSESSMENT OF CLIMATE CHANGE IMPACTS & GREENHOUSE GAS QUANTIFICATION FOR EUGENE, SPRINGFIELD AND LANE COUNTY, OREGON

In November 2004, Resource Innovation Group staff met with representatives from the City of Eugene, City of Springfield, and Lane County to discuss a project aimed at completing two phases of local climate protection action plans. Each jurisdiction voiced their support for participating and in providing the needed data.

Phase I of the project involves identifying the potential ecological, social, and economic consequences of global warming on the local communities. Phase II involves quantifying baseline and trend data of greenhouse gas (GHG) emissions from the communities. As the year came to a close, we began developing the methodologies for the process and gathering data from each community to complete the assessments.

# COMMUNITY CAPACITY AND THE ENVIRONMENT

## PROJECT HIGHLIGHTS FROM 2004:

- Resource Innovations published a model collaborative community wildfire-planning framework in October that is now being used by many communities across the Northwest.
- In November the Josephine County Integrated Fire Plan was officially adopted and approved by the Board of County Commissioners. Resource Innovations played a central role in building the plan, which received a nomination for a 2004 National Fire Plan award.
- Resource Innovations completed the Wildfire Protection and Tribal Needs Assessment and initiated work on a Tribal Wildfire Resource Guide.
- Resource Innovation Group also commenced a project with Clackamas County, OR to provide technical assistance and training for the Clackamas Community Wildfire Planning process.

## JOSEPHINE COUNTY INTEGRATED FIRE PLAN



Engine fleet of the Wolf Creek, OR Rural Fire Protection District., Spring 2004.

Resource Innovations has played a key role in facilitating development of the Josephine County Integrated Fire Plan (JCIFP). The JCIFP is a partnership between local, state and federal agencies, community organizations, and individuals. The plan identifies wildfire risk, illustrates priorities for funding, and recommends activities to reduce the risk of wildfires to citizens and communities in Josephine County. Josephine County Board of Commissioners adopted the JCIFP on November 8, 2004. Resource Innovation Group is now helping to coordinate the implementation phase of the

JCIFP. The JCIFP has received national recognition for the collaborative process and integrated approach to addressing wildfire risk. This recognition includes a nomination for a National Fire Plan award in 2005.

- Josephine County was awarded \$750,000 from the National Fire Plan FY 2005 grant process. This amount included funding for neighborhood fuels reduction projects in each of the local fire districts and funding for remote-sensed GIS data to improve, monitor and update fuels data.
- Josephine County secured Title II funds for FY 2005 to complete hazardous fuels reduction treatments for low income elderly and disabled residents.
- Resource Innovation Group worked with the Wolf Creek Rural Fire Protection District to pass a tax levy to help sustain fire department operations. This levy culminated from a yearlong process with the fire district to improve community perception of the district.

Resource Innovation Group will continue working with the County, public agencies, community-based organizations, social service agencies and citizens over the next nine months on plan implementation.

*Resource Innovation Group's Framework for Community Fire Planning has been disseminated to over 200 community organizations and public agency representatives.*

## COMMUNITY CAPACITY AND THE ENVIRONMENT (CONTINUED)

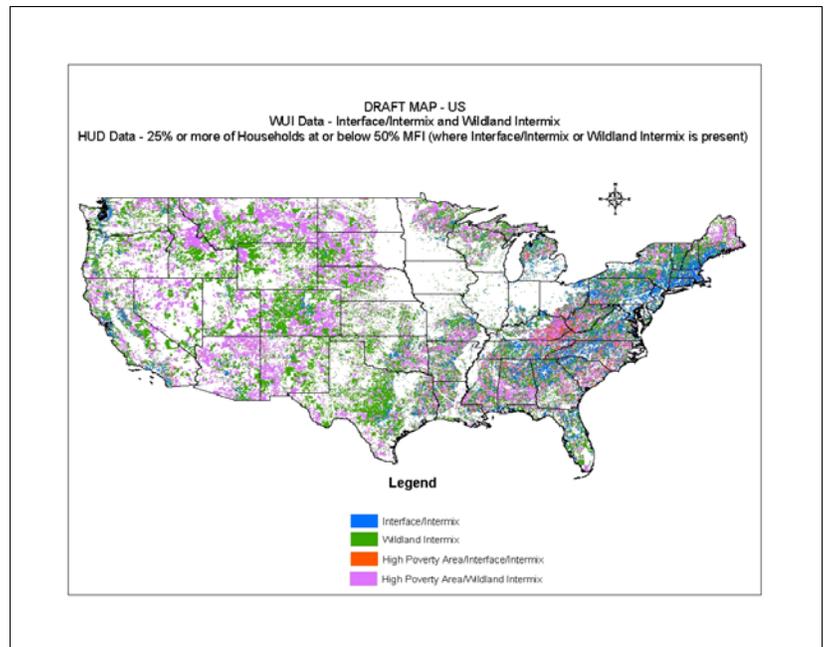
### WILDFIRE AND POVERTY: A NATIONAL PICTURE OF COMMUNITY, RISK AND FEDERAL ASSISTANCE

In December 2004, Resource Innovation Group completed a draft report investigating the relationships between wildfire and poverty in rural communities across the United States. To better understand the relationship between wildfire and poverty Resource Innovation Group, the National Network of Forest Practitioners and the US Forest Service, State and Private Forestry to initiate a study examining indicators of poverty and community capacity in the context of wildfire risk and allocation of fire protection resources.

This study assesses these indicators in relation to current Federal wildfire resource allocation through the National Fire Plan and examines whether resources are effectively being targeted to low-income communities at risk to wildfire. The objective of the study is to present a visual, geographically oriented picture of the current community and wildfire indicators.

Findings from this analysis may be used to inform future policy decisions related to how federal fire protection funds are allocated.

Recommendations in this report are intended to provide guidance to agencies to better assist at-risk and low-income communities or individuals who meet certain eligibility requirements based on economic indicators or current access to fire management resources. This effort can also assist community forestry groups advocate for programs that benefit communities at high risk and/or with less capacity and identify gaps in data and help community forestry groups advocate for better monitoring of information that will demonstrate progress on wildfire safety and health.



Drafts of the nationwide map and maps specific to several states are currently available for review.

## FRAMEWORK FOR COMMUNITY WILDFIRE PLANS

Resource Innovation Group, in collaboration with Region 6 Forest Service and Bureau of Land Management representatives, developed an approach to community fire planning that is inclusive of people with special needs. Community Fire Plans help communities reduce the risk from wildfire to life, property and natural resources. Resource Innovation Group documented this approach in a framework that has been disseminated to over 200 community organizations and public agency representatives from Oregon, Washington, Idaho, and California since January 2004. This framework can be found at <http://cwch.uoregon.edu>. In the summer of 2004, Oregon Department of Forestry adopted the framework as a strategy to assist ODF districts in working with communities to develop community wildfire protection plans.

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## COMMUNITY CAPACITY AND THE ENVIRONMENT (CONTINUED)

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### WILDFIRE PROTECTION AND TRIBAL NEEDS ASSESMENT

In January 2005 Resource Innovation Group completed the Wildfire Protection and Tribal Needs Assessment, a study that examines and identifies the needs, issues, and concerns of Tribes in Oregon, Washington, and Idaho related to wildfire protection and prevention.

Assessment findings indicate Tribes want increased access to training, funding, resources and technical assistance for fire protection, fuels reduction, contracting and emergency management. Based on these findings, the study's recommendations emphasize resource development, training, and technical assistance for fire protection, fuels reduction, contracting and emergency management.

In November 2004, Resource Innovation Group had the opportunity to present assessment findings and recommendations to a group of Tribal and public agency representatives in a meeting at the Coquille Tribal Offices in North Bend, Oregon. The meeting provided a venue for the exchange of information and ideas to strengthen the recommendations in the assessment and promote interagency coordination (between Tribes, local fire districts, cities, counties, and public agencies) to enhance structural and wildland fire protection and prevention.

In February 2005, Resource Innovations met with representatives of fire, forestry and economic development from Confederated Tribes of Warm Springs. These meetings have served as an opportunity to share assessment findings and recommendations and generate discussion about local needs and issues related to wildfire and structural fire protection and prevention.

Following through with assessment recommendations and feedback from Tribal meetings, Resource Innovation Group is developing a Tribal Wildfire Resource Guide for community wildfire planning. Although the content of the Tribal Resource Guide is under development, anticipated topic areas include relevant forest and fire policy, community wildfire protection plans, and additional economic development opportunities through fire management. To guide the development of the Resource Guide, Resource Innovation Group is establishing a Steering Committee composed of interested parties from Northwest Tribes and Tribal, state, and federal agencies. Resource Innovation Group anticipates the completion of the Resource Guide in Summer 2005.

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### OREGON FIRE PROGRAM REVIEW, FOREST FUELS HAZARD MITIGATION REPORT

In April 2004, the Oregon Department of Forestry (ODF) asked Resource Innovation Group to become a member of the Forest Fuels and Hazard Mitigation (FFHM) Committee, a part of the 2004 Oregon Fire Program Review. ODF formed the committee to assess wildfire fuel reduction issues in Oregon and recommend ways to improve, strengthen and increase the efficiency of fuels reduction strategies and community fire planning. The FFHM Committee is developing a collaborative statewide strategy for forest fuels and hazard mitigation to reduce threats to both communities and wildlands from wildfire. ODF asked Resource Innovation Group to chair a sub-committee to address the needs of low-capacity communities in the state. With the recent completion of the Fire Program Review, ODF has asked Resource Innovation Group to continue working with the committee on identifying strategies to help ODF implement recommendations made for low-capacity communities.

## SUSTAINABLE GOVERNANCE AND ORGANIZATIONAL CHANGE: PROGRAM SUMMARY

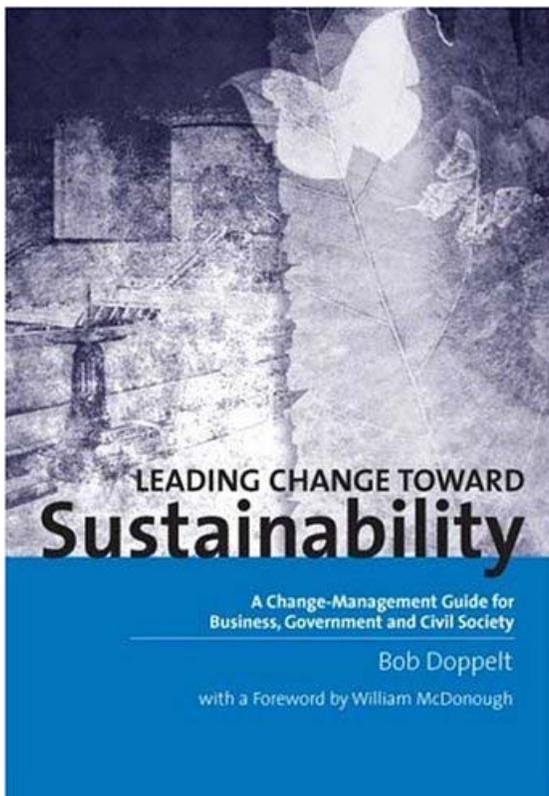
### EDUCATION AND TECHNICAL ASSISTANCE TO PUBLIC AND PRIVATE ORGANIZATIONS

One part of our mission is to assist private, public, and community organizations better understand and develop sustainability policies and programs. In 2004 we focused on two fronts.

At their request, we completed a sustainability audit for Organically Grown Company, a major distributor of organic foods throughout Oregon and Washington. The company has made a commitment to becoming a sustainable business and asked for our help in identifying priority areas for their initial efforts. We also assisted the City of Eugene Wastewater Division in assessing their governance system and initiative sustainability efforts.

Finally, we distributed a letter to President Bush and the thirteen Western Governor's, signed by over 100 economists, including two Nobel Laureates, stating that poor environmental policies are undermining the economy. The Governor's of Oregon and Washington, in particular, were open to our message and asked us to, in different ways, to help advance this message within state agencies. One out come was a series of workshops for Washington State agency personal that was attended by over 150 people. Another outcome was the assessment produced for the Oregon State Sustainability Board, discussed on page 10 of this report.

### BOB DOPPELT'S BOOK WINS TOP INTERNATIONAL RANKING



Just eighteen months after it was first published, Resource Innovation Group Director Bob Doppelt's book, *Leading Change Toward Sustainability: A Change Management Guide for Business, Government, and Civil Society* (Greenleaf Publications, 2003) was ranked as "one of the nine best books, journals and reports on sustainable development" in the latest worldwide survey by GlobeScan. The Canadian public opinion and research company conducted its annual *Survey of Sustainability Experts* in the fall of 2004. Sustainability experts in both academia and business chose *Leading Change Toward Sustainability* as one of the most influential works. It is also the most recently published of the nine works cited.

*Leading Change Toward Sustainability* is the result of the cumulative work on sustainability Resource Innovation Group has done in the past eight years. It demystifies the sustainability-change process by describing the nuances and challenges of successfully implementing a comprehensive sustainability initiative. The book is being used by leaders in the public and private sectors as well as academia in the U.S., Europe, Asia, Australia, New Zealand and Africa to successfully transform their organizations to embrace sustainable development. The book is available from *Amazon.com*, the University of Oregon Bookstore, many independent bookstores and directly from the publisher.

# SUSTAINABLE GOVERNANCE AND ORGANIZATIONAL CHANGE: PROGRAM SUMMARY (CONTINUED)

## LAUNCH OF UO SUSTAINABILITY LEADERSHIP ACADEMY

After a year of testing, in September 2004, *Resource Innovation Group* launched the *Sustainability Leadership Academy (SLA)*. *Inside Oregon* called the SLA “one of the most unique and comprehensive sustainability professional development programs of its kind in the nation.”

The SLA is operated through the UO Continuing Education division. It underscores the expansion of sustainability efforts within the private and public sectors across the Northwest and the U.S. and responds to the growing trend by providing educational seminars in a variety of core competencies. The SLA provides specialized seminars for senior executives, mid-level managers, and line staff in the private sector, as well as for government leaders and managers, and nonprofit practitioners.

Unlike most other sustainability focused education and training programs, the SLA offers a unique blend of basic, core, technical, and business courses in addition to a track for local governments. For those new to the field, the *Basic* track offers Sustainable Development 101 seminars – introductory information on the history, definitions, purpose, current status, and basic elements of sustainability from a private and public sector and non-profit perspective. The *Core* track offers the principles and practices of the tools and techniques of systems thinking, organizational change, governance and leadership, which provide the basic foundation for the successful application of sustainability measures. The *Core* track is the fundamental building block for all other tracks. The *Technical* track offers seminars in a number of specialized topics for those interested in learning how to implement sustainability practices in operations. The *Business* track offers seminars in applying sustainability measures to the financial, management, or marketing aspects of their business. In collaboration with the League of Oregon Cities, the Academy’s *Local Government Program* offers on-site half and full-day *Basic*, *Core*, *Technical*, and *Business* track seminars, as well as seminars on other topics applicable to local governments, for elected officials and staff.

The Academy’s website is: <http://center.uoregon.edu/sustainability/index.php>

“The academy represents the leading edge thinking in sustainability,” said Resource Innovation Group Director Bob Doppelt, who serves as the SLA’s academic coordinator. “We invested a great deal of time understanding what the private and public sector needed to improve their skills and abilities and believe our curriculum now meets those needs.”



Spring 2005 Sustainability Leadership Academy Participants

*Inside Oregon called the SLA “one of the most unique and comprehensive sustainability professional development programs of its kind in the nation.”*

# SUSTAINABLE BUSINESS AND JOB DEVELOPMENT: PROJECT UPDATE

## OREGON SUSTAINABILITY BOARD ECONOMIC ASSESSMENT OF SUSTAINABLE BUSINESSES

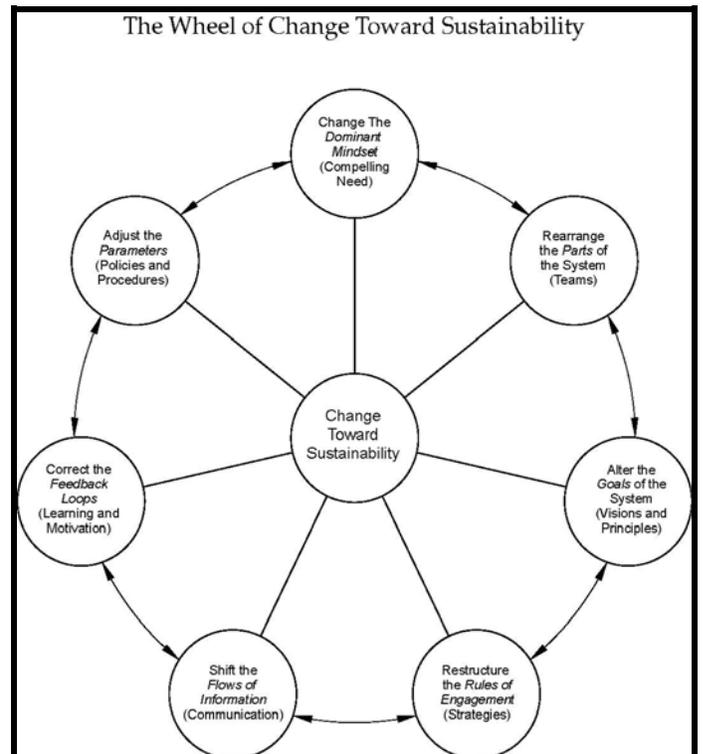
In the spring of 2004, the State of Oregon Sustainability Board (OSB), which is chaired by Oregon Secretary of State Bill Bradbury, asked Resource Innovation Group to complete a statewide assessment of the economic impacts of businesses that employ sustainability measures. The state board was interested in learning the types of sustainability practices being employed by businesses around the state and their costs and benefits. The board also sought ideas for how state and local governments and economic development agencies could assist the firms in expanding the use of these practices.

Resource Innovations developed and mailed a survey to over 1000 businesses throughout Oregon. Approximately 20% returned completed surveys. Data analysis was concluded in November and a first draft of the results was presented to the OSB in December. A final report is expected to be ready in early 2005.

*“The State of Oregon Sustainability Board, asked Resource Innovation Group to complete a statewide assessment of the economic impacts of businesses that employ sustainability measures.”*

## EDUCATION AND SERVICE LEADERSHIP FOR UNIVERSITY OF OREGON STUDENTS

One of the goals of Resource Innovation Group is to facilitate education and service learning for University of Oregon students. In 2004, Resource Innovation Group worked with over 10 graduate students from the Department of Planning, Public Policy and Management and the School of Architecture and Allied Arts. Students ranged from Graduate Teaching Fellows. Interns working on the Community Capacity and Wildfire Program to interns working on the state of Oregon economic impact assessment of businesses using sustainability practices, on climate change, and other issues. Resource Innovation Group Director Bob Doppelt also taught courses in systems thinking and global warming in the Department of Planning, Public Policy and Management.



## ANNOTATED HISTORY OF THE RESOURCE INNOVATION GROUP (FORMERLY THE CENTER FOR WATERSHED AND COMMUNITY HEALTH)

### 1996

Center for Watershed and Community Health (CWCH) founded in the late fall of 1996 as an affiliate of the Mark O. Hatfield School of Government at Portland State University.

CWCH organizes trip for key members of Oregon State government and the private sector to the Netherlands to meet with Dutch officials and learn about the methods and benefits of the Dutch sustainability-based National Environmental Plan.

### 1997

Organized and initiated a two-year process by a diverse group of stakeholders to agree on elements of a state level sustainability plan (Green Plan) for Oregon.

Initiated “civic science” process in cooperation with the Oregon Progress Board to set environmental performance goals for the state through the *Oregon State of the Environment Report* project.

Facilitated a multi-party stakeholder process with representatives of the business community, environmental groups and the Governor’s office to establish the framework for a *Stewardship Plan for Watershed and Salmon Recovery in the Willamette River Basin*.

Organized a sustainable development program called *Green Smart* for the small rural community of Hood River, Oregon. Working through the Chamber of Commerce, the *Green Smart* program helps local businesses adopt practices to improve their environmental management.

### 1998

Initial proposals for a state level Oregon sustainability plan (Green Plan) agreed to and publicly circulated by the multi-party stakeholder group facilitated by CWCH.

Oregon State of the Environment Report project completes initial assessment of the conditions, trends, and risks of media environmental specific (water, air, forests).

As a result of the Hood River Green Smart Program, CWCH publishes a *Resource Guide to Creating Watershed Good-Nighbor Programs* that outlines to engage rural businesses in sustainability measures.

Through our *Closing-the-Loop Project*, a joint project with the Institute for Local Self-Reliance, identified over 40 potential reuse and recycling businesses in Oregon that used waste materials as feedstocks for profitable businesses. As a result, at least two entrepreneurs pursue businesses.

Trained over 20 non-profit Community Development Corporations to operate “waste-based businesses” (job generating reuse and recycling enterprises) through our *CDC Sustainable Communities Capacity Building Program*. This was a joint project with St. Vincent de Paul of Lane County, Oregon.

### 1999

First policy proposals released to the governor and other decisions-makers for a state-level sustainability plan (Green Plan) entitled, *Crisis Or Opportunity? Oregon’s Environmental Programs At The Crossroads: A Framework To Decouple Economic Growth From Environmental Impacts And Achieve Sustainable Development*.

At our request, HB 3135 is introduced in 1999 Oregon state legislature. This bill would have established a state policy and strategy to achieve sustainable development. While the bill did not pass, a hearing was held and greater public awareness was generated for the concept.

*Oregon State of the Environment Report* project completes first-ever assessment of the conditions, trends, and risks at the ecoregion-level for the Oregon Progress Board’s environmental performance target and indicator process.

In partnership with the Collins Companies, Louisiana Pacific, and other companies, CWCH produces the first “template” for

## ANNOTATED HISTORY OF THE RESOURCE INNOVATION GROUP (FORMERLY THE CENTER FOR WATERSHED AND COMMUNITY HEALTH)

the adoption of sustainability measures in the manufacturing aspects of the forest product industry (plywood, veneer plants).

Two economic assessments delivered to the Washington Business Roundtable, the Washington State legislature, and Oregon legislature: *Salmon and the Economy: A Handbook for Understanding the Issues in Washington and Oregon*, and, *Saving Salmon-Saving Money: Innovative Business Leadership in the Northwest*. These assessments describe the \$42 million in cost savings, produced with 1-5 year Return-On-Investment, that local businesses and landowners have realized from improving their conservation of water quality, streams and salmon.

### 2000

As a direct result of our work, Oregon Governor John Kitzhaber signs Executive Order requiring Oregon state agencies to adopt sustainability plans. This landmark order is the first-of-its-kind in the nation.

Also as a direct result of our work, Oregon Progress Board releases the *Oregon State of the Environment Report 2000*. This is the first comprehensive state level assessment of the conditions, trends, and risks to Oregon's environment. Numerous other states and communities seek help to produce similar assessment.

Through the League of Oregon Cities, twelve local governments worked with CWCH to develop a "template" for community-based sustainability programs.

Our "Close-the-Loop" project releases report to decision-makers on the economic benefits of zero waste: *Establishing Environmentally Sustainable and Economically Efficient Economies: from Waste Management Towards Zero Waste*.

Our "CDC Sustainable Communities Capacity Building Project" holds training workshops for over 40 Community Development Corporations from Oregon, California, and Washington and publishes *Jobs Through Reuse* a handbook describing the development of recycling businesses by CDC's. As a result, seven CDCs start reuse and recycling businesses.

CWCH director Bob Doppelt becomes founding member of the International Network of Green Planners located in the Netherlands.

CWCH director Bob Doppelt leads Oregon delegation to Bulgaria to assist the government and NGOs to develop watershed conservation policies and programs.

### 2001

As a direct follow up to Governor Kitzhaber's sustainability executive order, Oregon becomes the first state in the nation to embed sustainability in public policy when the 2001 Oregon State Legislature enacts HB 3948 *The Sustainability Act of 2001* and a separate but related *Oregon State Policy on Sustainability* HB 764.

CWCH helps numerous state agencies, including the Oregon Department of Corrections, to develop sustainability plans in response to the governor's executive order.

CWCH initiates the second phase of the *Oregon State of the Environment Report* project with a public outreach and educational program and an "indicators summit" where agreement is reached on about 90% of the indicators (benchmarks) to be used by state agencies to measure environmental performance.

CWCH initiates efforts to develop a state-level sustainability initiative (Green Plan) in Washington State by organizing and underwriting the *Partnership for a Sustainable Washington*.

In response to a request from the Water Policy Coordinator for Washington Governor Gary Locke, CWCH initiates a project to design sustainable water use policies to increase steamflows to benefit endangered salmon. The initial focus is on water right leasing.

## ANNOTATED HISTORY OF THE RESOURCE INNOVATION GROUP (FORMERLY THE CENTER FOR WATERSHED AND COMMUNITY HEALTH)

CWCH helps the Oregon AFL-CIO develop and unanimously pass a resolution at their annual convention supporting energy efficiency and renewable energy as a way to generate jobs for workers. This is the first time a major statewide labor organization has formally endorsed clean energy as a job creation strategy.

CWCH forms an alliance with the Oregon Business Association (OBA) a trade group composed of some of the states largest and most influential businesses, to develop sustainability policies for the 2003 legislative session.

In cooperation with ECONorthwest, a private economic firm, CWCH initiates a project to assess the potential linkages between wildland wildfire policy and rural poverty in the West.

CWCH continues to assess the economic and jobs benefits of sustainability measures. Seven assessments are released to decision makers including *Sustainable Energy, The Economy and the Environment (EcoNorthwest for CWCH)*; and *It's Just Plain Good Business: The Economic Benefits of Sustainability Measured by 160 Northwest Businesses* (Doppelt and Watkins). Both reports become widely cited.

*Waste to Work Partnership* helps eight non-profit CDCs develop job generating "waste-based" businesses. WWP also begins to develop a *Deconstruction Education and Training Program* in cooperation with the Institute for Local Self-Reliance aimed at training low-income individuals in deconstruction.

CWCH director Bob Doppelt leads Oregon delegation to Turkey to assist with the development of watershed conservation and sustainable development programs.

### 2002

CWCH moves its academic affiliation from Portland State University to the Institute for a Sustainable Environment and the Department of Planning, Public Policy, and Management at the University of Oregon.

We provide state leaders with an assessment of Oregon state agency actions resulting from Governor Kitzhaber's Executive Order and the follow up legislation entitled, *Building a Sustainable Oregon From Within: A Formative Review of the State of Oregon's Sustainability Initiative*.

As hoped, Oregon Governor Kitzhaber's Executive Order not only engaged state government in sustainability it also substantially increased public awareness of the issue. By 2002, sustainability had become a common part of the public dialogue in Oregon. One result is that two of the state's largest business associations now have sustainability committees that are active in policy development.

The CWCH supported *Partnership for a Sustainable Washington* in Washington State proves wildly successful as Washington Governor Gary Locke signs an Executive Order requiring state agencies to adopt sustainability measures.

Also as a result of the *Partnership for a Sustainable Washington*, Governor Locke establishes the "Sustainable Washington Working Group" which prepares recommendation for executive and legislative actions to support sustainability efforts within the private sector and communities.

In cooperation with the League of Oregon Cities, the CWCH organizes the *Oregon Local Government Sustainability Network*, an informal consortium of eleven Oregon local governments interested in sustainability initiatives. Bend meeting attracts mayors and council members from eleven communities who learn about the sustainability efforts in Santa Monica, CA, Seattle, Portland, and the State of Oregon.

CWCH helps City of Lake Oswego develop a sustainability policy that is adopted by the city council in late 2002.

CWCH continues to assist the Oregon Business Association (OBA) to design sustainability policy proposals. The OBA titles its policy proposals the *Economic Prosperity and Ecological Protection Act* with the goal of promoting them in the 2003 Oregon state legislative session.

## ANNOTATED HISTORY OF THE RESOURCE INNOVATION GROUP (FORMERLY THE CENTER FOR WATERSHED AND COMMUNITY HEALTH)

In cooperation with the Institute for Local Self Reliance, our *Waste to Work Partnership* runs the first *Deconstruction Training Institute* with participants from the Metropolitan Development Council in Tacoma in attendance.

*Waste to Work Partnership* helps St. Vincent de Paul of Lane County develop *EcoFiber* business that uses cotton batting from used clothing and textile scraps diverted from the Oregon Department of Corrections waste stream as feedstock for dog beds and other products. Business creates two new jobs for low-income individuals in the Eugene/Springfield area.

*Waste to Work Partnership* produces an economic assessment of the business and jobs potential of “waste based economic development” in the Pacific Northwest entitled *Making Waste Work: Creating New Jobs in the Pacific Northwest Using waste Materials*.

In cooperation with public and private economists, CWCH produces research on the economic costs and benefits of sustainability measures by releasing to decision makers assessments of Green Building; Sustainable Agriculture; Sustainable Practices, Jobs, and Distressed Communities; and Sustainable Practices, Public Buildings, and Jobs.

CWCH releases policy recommendations to the Washington Governor’s office and the legislature for improving streamflows in Washington State entitled, *Increasing Stream Flows to Sustain Salmon in the Northwest: An Economic and Policy Assessment* (Jaeger and Mikesell for the CWCH). A number of our recommendations are adopted.

CWCH helps the Bonneville Power Administration and the National Fish and Wildlife Foundation launch a program to support non-profit water acquisition efforts. As part of this work we release an assessment of strategies to improve streamflows through water leasing: *Benefits to Fish, Benefits to Farmers: Improving Streamflow and Water Allocation in the Northwest* (Jeager and Doppelt).

At the request of the Chief of the U.S. Forest Service, CWCH completes a two-year assessment of the agency’s 15 national large-scale community-based watershed restoration programs: *Review of U.S.D.A. Forest Service Community-Based Watershed Restoration Partnerships* (CWCH 2002).

CWCH releases landmark assessment of the links between land management policies, wildfires, and rural poverty entitled: *Wildfire and Poverty: An Overview of the Interactions Among Wildfires, Fire-Related programs, and Poverty in the Western States* (EcoNorthwest for the CWCH).

### **2003**

Continued to play a pivotal role in supporting state-government sustainability programs in Oregon and Washington State.

Continued to facilitate the *Local Government Sustainability Network*.

Assisted the Oregon Business Association develop a suite of sustainability policy recommendations for the 2003 Oregon State legislative session.

Began a *Sustainable Governance Project* assisting public and private organizations to develop decision making mechanisms that support economically, socially, and environmentally sustainable and regenerative thinking and practices.

Completed an assessment of the economic impacts of businesses in Lane County, Oregon, employing sustainability practices for local governments and economic development agencies in Lane County.

Underwrote and helped organized a letter signed by over 100 economists, including two Nobel laureates to President Bush and Western Governors which underscored the importance of protecting environmental quality for economic reasons.

Began a long-term project to build capacity among the rural poor to reduce their risk from wildfires.

Released Bob Doppelt’s new book: *Leading Change Toward Sustainability: A Change Management Guide for Business, Government, and Civil Society* (Greenleaf Publishing United Kingdom)

## Resource Innovation Group

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## RESOURCE INNOVATION GROUP STAFF

**Bob Doppelt**, Executive Director. In addition to his work with Resource Innovation Group Bob is academic coordinator of the Sustainability Leadership Academy and Courtesy Associate in the Department of Planning, Public Policy, and Management at the University of Oregon. Bob has 20 years experience in environmental management and sustainable development. He served on the Western Division of the President's Council on Sustainable Development and on the U.S. EPA National Advisory Council for Environmental Policy and Technology. He is a graduate of the International Program on the Management of Sustainability, Ziest, The Netherlands, and a founding member of the International Network of Green Planners, based in The Hague, The Netherlands.

**Kathy Lynn**, Associate Director. Kathy manages the Community Capacity and the Environment project. Kathy has previously worked for the Federal Emergency Management Agency as a tribal liaison hazard mitigation specialist and for the Oregon Natural Hazards Workgroup in the University of Oregon's Community Service Center. Kathy holds a Master's degree in Community and Regional Planning from the University of Oregon and has spent the past six years focused on issues related to natural hazard mitigation and social equity.

**Jenny Hawkins**, Project Coordinator. Jenny has previously worked with the community forestry organization Wallowa Resources, for the Society of American Foresters' Washington, DC policy office and as a forestry technician for the Oregon Department of Forestry. Jenny earned a Masters of Science in Natural Resource Policy and Forest Management from the College of Forestry at Oregon State University.

**Shanda LeVan**, Project Coordinator. Shanda holds a BS in Environmental Science and an MPA in Public Policy & Management. Shanda is Project Coordinator for both Resource Innovations Group and the Sustainability Leadership Academy. Ms. LeVan has experience in local government sustainability initiatives, sustainable economic development research, and conference and seminar event planning.

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