



THE RESOURCE INNOVATION GROUP
ANNUAL REPORT
2007



UNIVERSITY OF OREGON

Resource Innovation Group

Mission

Our mission is to help government, business, and communities adopt sustainability based thinking, policies, and programs. To achieve this mission, we assist others to expand thinking, develop linkages between seemingly unrelated organizations and issues, frame language and communication effectively, and promote innovation.

Programs

Climate Leadership Initiative

The Climate Leadership Initiative (CLI) is an educational, research, and technical assistance consortium aimed at increasing public understanding of the risks and opportunities posed by global warming and enhancing climate protection policy and program development.

Community Capacity and the Environment

The Community Capacity and Environment program is focused primarily on building capacity to address wildfire protection in rural and underserved communities. The program intends to increase awareness about the relationships between wildfire and rural poverty and provide resources for community-based efforts in fire and forest restoration. This program also examines broader relationships between natural resource management, natural disaster mitigation and social vulnerability.

Sustainable Business and Job Development

Resource Innovations efforts in sustainable business and job development are focused on building public education and communication, local and regional business and job economic impact assessments, and projects related to sustainable food systems and sustainable mobility systems.

Sustainable Governance and Systems Change

The sustainable governance and systems change program is incorporated into all of our existing programs, speaking engagements and workshops. In addition, we publish books and articles on systems change and offer occasional workshops and training seminars.

Annual Report

April 1, 2008

Dear Friends and Supporters,

On behalf of The Resource Innovation Group, I am pleased to present our 2007 annual report. The Resource Innovation Group (TRIG) accomplished a great deal in 2007 and expanded in a number of new directions. TRIG remains on the cutting edge of advancing economic, social, and environmental sustainability research, policy, and program development across the West. TRIG accomplished a great deal in 2007 and expanded in a number of new directions. In this report you will learn how TRIG accomplished the following:

- Established a climate change education and training program for print, radio, and television media;
- Completed successful development of the pilot Climate Master's program that educates and trains individuals to reduce their greenhouse gas emissions and gained interest from communities across the United States to replicate the program;
- Facilitated statewide discussions and developed a framework for preparing natural, built, human and economic systems for climate change in Oregon;
- Provided education, training, and cross-sector networking on how to reduce greenhouse gas emissions and adopt sustainability measures through a cluster development program with representatives from the entire western natural and organic food trade;
- Became a lead contributor for a national update of the Healthy Forests Restoration Act Community Wildfire Protection Plan Handbook which provides clear strategies for assisting low-income and underserved communities;
- Developed an assessment of the low income communities at risk due to wildfire in partnership with the Oregon Department of Forestry;
- Developed a new program focused on small scale biomass energy utilization opportunities; and
- Fostered and maintained numerous partnerships, community efforts, and resources aimed at assisting low capacity communities engage in fire planning, stewardship contracting, biomass utilization, and policy efforts.

In addition, in 2007, TRIG began tracking greenhouse gas emissions (GHG) from all staff travel, as well as the GHG impact from major workshops and meetings facilitated by TRIG. The total GHG impact for this travel exceeded 28 tons of carbon dioxide. TRIG conducts work in communities throughout the Northwest to reduce emissions through sustainable business development, reduce catastrophic wildfire, and promote its programs focused on climate change.

We could not have achieved these accomplishments without the dedication of our outstanding staff and the active participation and support from our donors, contributors, partners and friends. Support from our colleagues in the Institute for a Sustainable Environment and the Department of Planning, Public Policy and Management at the University of Oregon have also been instrumental to our success. As always, we benefit tremendously from the hard work of undergraduate and graduate students across the University. This year, in the annual report, we highlight some of their reflections about working with TRIG.

Sincerely,

Wayne Lei
President, Board of Directors

Climate Leadership Initiative



Climate Change Media Program

In 2007, CLI offered the first set of full day climate change training programs for journalists in the nation. Despite the robust scientific consensus on climate change, a great deal of confusion exists among the public and policy makers about the issue. One of the primary reasons for the confusion is how the media covers the topic. One study found that 53% of newspaper articles on climate change portrayed the science as unproven or the subject of significant disagreement. It is not only the science that is misrepresented. The same problem often exists when climate-related economic and social impacts and policy issues are reported.

A primary drivers of the problem is the need of editors and reporters to seek balance when producing a climate story. This usually means establishing doubts about the science or economics. However, the key question today is what constitutes “balance” when the scientific consensus has been confirmed. Although similar problems once existed in reporting about topics related to such issues as breast cancer or the link between smoking and cancer, responsible reporters no longer seek to present “the other side” or to quote “skeptics” when reporting about them.

If the public’s confusion is to be resolved and meaningful progress made to resolve climate change, it is imperative that the media significantly increases its level of accuracy, fairness, balance, and depth when covering climate change. This does not mean shutting out climate skeptics. On the contrary, it means helping the media to hear from credible scientists and economists with different perspectives and then allowing them to decide on their own what is credible and how to report the story.

The goal of our program was to substantially improve the climate literacy, accuracy and the depth of reporting on climate change by media across the west coast. To achieve that goal, in partnership with the School of Journalism at the University of Oregon and the Society of Environmental Journalists, we began with an exercise to determine interest in media workshops. We formed an advisory committee made up of members of the media to provide guidance for the entire process. Then, on June 11th, in Portland, we hosted a major conference on climate change for media across the west coast that was followed on October 27th by a locally

tailored workshop in southern Oregon. The focus of both workshops was the science, economics, and policy aspects of climate change. National and regional scientists and journalists presented at each conference.

The feedback from participants at both workshops indicates that the conferences were great successes. Seventy-five reporters and editors attended the major conference in Portland. Reporters came from as far away as Chicago, Boston, Washington D.C., Utah, and many parts of California, in addition to those from Oregon, Washington, and Idaho. On the evening preceding the conference, we held a private dinner for news editors from twelve of the key media outlets in the region (including the *Seattle PI and Times*, *Oregonian*, and Spokane, Salem and Eugene newspapers).

The second workshop, geared towards attracting local small and mid-sized media in parts of the Pacific Northwest with low population densities, attracted journalists from Roseburg, OR to Redding, CA. This workshop was co-sponsored with Southern Oregon University and participants rated the event even more highly than the Portland event. In 2008, we began to seek funding for a series of media workshops on climate change in key cities across the nation.



Graduates of the first Climate Master class

Climate Masters Program (CM)

Households, directly or indirectly, are responsible for significant amounts of greenhouse gas (GHG) emissions. Yet the general public’s understanding of climate change is low and few people believe they personally can do much about the problem. Tackling climate change will require the effective mobilization of hundreds of individuals in every community to educate their peers and move them towards action.

Climate Leadership Initiative

The Climate Masters program (CM) sought to develop a model for educating and training individuals to reduce greenhouse gas emissions in their personal lives. The Climate Leadership Initiative (CLI) developed the CM program through a yearlong pilot project, which resulted in a clear strategy that can be replicated across the state and the region. The program is based on research on behavioral and social change, specifically staged change programs and community-based social marketing. CLI sought to learn from the success and failures of similar programs. CM engages and educates early adopters, who make direct, one-on-one contact with friends, neighbors, and others. Such a program is easily replicable, meets the needs of residents at all levels of interest and motivation, builds on and engages the expertise and networks within a community, and leads to widespread community involvement, as well as greenhouse gas emission reductions. Our research found no similar programs in the nation.

The CM program consists of two primary components, which can be tailored to meet the unique needs of each participating community. The first is the Climate Masters class, a 'train-the-trainer' course modeled after the successful nationwide Master Recycler and Master Gardener programs. The second is household "climate consultations," which include personalized household audits and site-specific recommendations. Climate Masters take a free 30-hour training class on reducing individual GHG emissions in the home and yard, transportation and food choices, and through consumption and waste reduction. Climate Masters repay the free training they receive with an equivalent amount of volunteer education and outreach. Their volunteer time consists of conducting climate consultations, tabling at events, public speaking, and other opportunities that serve to educate and motivate many other individuals and households in their community. The successes of the pilot include:

- Fifty volunteer Climate Masters trained through two training courses. Participants evaluated the class favorably and reported significant changes in behavior and decision making towards reduced GHG emissions.
- Development of materials for the course and household consultations, which communities replicating the program can use as a template.
- Coordination of approximately seventy-five household consultations in six months, conducted by Climate Masters, which resulted in self-reported follow-through on commitments to reduce household GHG emissions.
- Initiation by several participants of their own outreach programs based on information, inspiration and connections from the class.
- Completion of 600 volunteer hours and outreach to more than 1,000 people by Climate Masters tabling and speak-

ing at events, performing household consultations, and conducting other forms of outreach.

- Program evaluation including analysis of participants' utility information and a pre-and post-survey.
- Contacts requesting replication of the program from communities including San Francisco, Denver, and Corvallis (via the Energy Trust of Oregon and OSU Extension Service) Maryland's Department of the Environment; and community groups in Roseburg, OR and Sunnyvale, CA.



A climate master shares strategies for reducing personal greenhouse gas emissions

Climate Change Preparation Planning

In addition to reducing greenhouse gases, we must begin to prepare our natural, built, economic, and human systems to withstand and adapt to the now inevitable impacts of climate change. Climate Leadership Initiative staff organized and conducted a series of climate change preparation strategy meetings with select groups of regional experts. The goal was to assist us in developing a framework to guide a statewide development of preparation/adaptation strategies for natural systems, built systems (buildings, power, water, ports, roads), human systems (public health, emergency services, housing), and businesses and the economy (agriculture, forestry, agriculture, tourism, recreation, etc.). The outcome of this initial component of our project was the development of a preparation chapter for the report.

The first meeting with sixteen natural scientists from Oregon State University, University of Oregon, Portland State University, Nature Conservancy, and the US Forest Service on ecosystems and biodiversity was held on June 11, 2007 at the Department of Energy in Salem. Mark Abbott, from Oregon State University and the co-chair of the state's Climate Change Integration Group (CCIG), gave climate change 101 on ocean ecosystems. Climate Leadership Initiative Direc-

Climate Leadership Initiative

tor, Bob Doppelt, facilitated a lively discussion on how best to examine impacts and adaptation strategies and monitor and identify data gaps. We held similar meetings for the built environment in June and for human systems in July. Economic systems and conservation organization representatives met in October in Salem.

Climate Change Integration Group

Climate Leadership Initiative Director Bob Doppelt was appointed by Oregon Governor Ted Kulongoski to his climate change advisory group – The Climate Change Integration Group (CCIG). CLI Program Manager Roger Hamilton became an informal member as well. As part of this effort, CLI staff participated in meetings with the governor's office, state agency staff, and other advocates to develop a strategy for gaining local government and legislative support for the governor's climate change legislation, including a renewable energy standard, funding for local community outreach, and funding for a climate change research institute in the Oregon University System. CLI played a key role in the development of legislation that established a new Global Warming Commission and Climate Change Research Institute. CLI also played a key role in shaping the final CCIG report to the governor, legislature, and new global warming commission that outlines the path forward on climate change and strategies for preparation for the state.

The next step in our project, to be completed in 2008, is to scale down this assessment for a series of regional climate futures forums in 2008 and 2009 with local experts, governments, business and environmental groups, and residents in the various climate zones of the state (coast, Willamette Valley, Columbia plateau, southwest, Cascades, and Klamath basin).

Rural Local Government Climate Program

The Climate Leadership Initiative's local government program provides information primarily to rural cities and counties that have little capacity to address climate change mitigation or preparation. The program provides policy guidance on climate change preparation planning and facilitates technical assistance for developing strategies to reduce greenhouse gas emissions at the agency and community levels. CLI staff expanded its focus from the Oregon coast to the Willamette Valley and southwest Oregon. A mailing was sent to mayors, county commissioners, and city and county staff to determine interest for further engagement with the CLI on climate change mitigation and preparation strategies. As a result of this mailing, CLI has been working with staff at the Oregon Department



Climate masters earn about green building at BRING Recycling

of Energy to provide technical assistance to counties, cities, tribes, and school districts on community renewable energy projects. A conference to take place in April 2008, on technical information is in the planning stage is in the planning stage for the south coast of Oregon. CLI Staff has also been working with the Coquille Tribe and economic development professionals in the Coos County region who are interested in developing small-scale wind and solar technologies for residential and commercial applications. CLI continues to find intense interest to engage in climate policy or strategy development, but little capacity at the rural community or government levels.

A graduate student intern continues to publish e-mail alerts on climate change issues relevant to local governments, rural communities, and all interested persons. The alerts include summaries and links to full articles and press releases. As well as links to research documents and tips for reducing greenhouse emissions. The mailing list has been expanded to include all CLI programs.

CLI staff has continued to conduct outreach to local governments and rural communities on an ad hoc basis. Staff participated in discussions at a Umatilla County climate change working group in Pendleton in May, and met with representatives from the ranching community in Burns on commercial wind development in southeastern Oregon. The staff represented the University of Oregon and the CLI program at a meeting of the Association of Pacific Rim Universities (APRU) at Scripps Institute in San Diego in April. The meeting included several scientists from the Intergovernmental Panel on Climate Change (IPCC) and provided useful information, from Australia and Asian countries in particular, on climate change research, mitigation, and adaptation. CLI staff shared our outreach strategies and experiences with educational program managers

Climate Leadership Initiative

from other Pacific Rim universities.

Education for Agencies, Schools, and Trade Associations

The Climate Leadership Initiative has encountered increasing interest in information about the impact of climate change and preparation strategies among schools at all levels, the media, professional trade associations and local government entities. The staff presented the CLI-authored "Washington State Climate Change Impacts Report" at a conference on forests, carbon and climate change at OSU in February. They spoke at sessions of the Oregon Green School Summit and served as a guest lecturers at sustainability classes at Lane Community College. The staff also participated in a local radio program responding to audience questions on climate change issues.

The CLI staff has continued to provide briefings on climate change impacts and mitigation and preparation strategies. The included talks before the Northwest Ecobuilders Guild, one to the annual meeting of Oregon waste water managers in Bend, and one to the Oregon Emergency Management Association in The Dalles. They also made a presentation about preparation planning to a meeting of state and local government planners on the Oregon coast in November, and collaborated on preparation planning activities with NOAA's Sea Grant program at OSU. In 2008, CLI staff has been invited to speak to the Oregon Special Districts Association, the Oregon Emergency Management Association, and at the Northwest chapter of the American Waste Water Association. These invitations are indicative of an explicit need for more information and data about



The Siuslaw Stewardship Group collaborates on restoration projects on the Siuslaw National Forest that restore and enhance old growth forests and improve watershed health. Healthy and resilient forests will be better able to withstand climate changes.

specific climate impacts scaled down to the local level.

Aida Jolosheva, Graduate Student Intern, Department of Planning, Public Policy and Management

I have been working with the Resource Innovations since July of 2007. During these months I have been exposed to number of different aspects of the organization that range from helping research work conditions of forest workers for research brief, helping conduct phone surveys on wildfire protection techniques in Curry County to assisting with organization of conferences for local government officials on climate change issues. Right now I am responsible for facilitating bi-weekly news-alerts that inform a list of interested parties in the community about the latest climate change news. The alerts also include tips for decreasing personal carbon footprint. I am also working on helping to secure funding for a project that will evaluate the effectiveness of the Oregon state law that requires all public building contracts to include 1.5 % of the construction costs of any new public building for solar energy technologies. This exposes me to grant writing and fundraising. I find my experience working with the organization beneficial to my future career as a public policy analyst. I am making a difference in my community and learning useful tips for life.

Community Capacity and the Environment

Wildfire and Poverty

In 2007, Resource Innovations developed a briefing to illustrate wildfire risk and the extent of poverty in communities at risk to wildfire in Oregon. This effort is in coordination with the Oregon Department of Forestry and utilizes the state-wide database to illustrate communities at risk to wildfire throughout the state. The briefing illustrates the need to identify communities that are at risk from wildfire that lack the financial resources and capacity to address that risk. By identifying social and economic measures of capacity, agencies and communities can develop a more complete picture of wildfire risk and identify strategies to better target federal assistance (pre-and post-fire). Specifically, this briefing demonstrates the relationship between wildfire, poverty, and community capacity and identifies specific Oregon communities that are at high risk from wildfire and also have high rates of poverty.

Northwest Forest Plan Tribal Monitoring

In 2007, Resource Innovations (RI) initiated a partnership with the Tribal Monitoring Advisory Group under the Northwest Forest Plan, which has resulted in a contract to Resource Innovations to conduct monitoring and evaluation of government-to-government relations with tribes in Oregon and Washington. Resource Innovations has been conducting monthly phone conferences with the Tribal Monitoring Group to develop protocol and research processes for the combined tribal monitoring project. RI has begun to identify potential interview participants with the help of the Tribal

Monitoring Group and other key players who are knowledgeable about tribal issues and familiar with tribal leaders in the Oregon and Washington area of the Northwest Forest Plan.

Community Wildfire Protection Plan resources and Local Efforts

Resource Innovations was invited to participate in a national task force to update the handbook for Community Wildfire Protection Plans (CWPP) that was originally developed when the Healthy Forest Restoration Act was first signed in 2003. The goal of the update is to build on the information provided in the CWPP Handbook to assist communities in developing and implementing CWPP, assist in revitalizing CWPP efforts by highlighting best practices for CWPP development, implementation, and monitoring.

Resource Innovations seeks to help communities incorporate social and economic indicators in planning and implementing CWPP. Resource Innovations is also coordinating a panel for an upcoming conference on CWPP and collaboration in Reno, NV. The purpose of this panel will be to discuss the benefits of and methods for monitoring CWPP efforts at a local, state, regional, and national scale. At a local level, communities must monitor and evaluate the process and outcomes of their planning efforts to identify both effective strategies and challenges in implementing their CWPP. Local monitoring and evaluation efforts will help communities use their limited resources more effectively and revitalize efforts by documenting successes and identifying next

*Ryan Ojerio, Graduate Research Fellow,
University of Oregon, Department of Planning, Public
Policy and Management*

Working as a graduate research fellow with Resource Innovations has afforded many opportunities to directly apply knowledge and skills gained in the classroom. Almost all of my work involves writing, research and some analysis - good skills to transfer to any planning position. But I've also been fortunate to gain substantive knowledge about natural resource issues and collaboration, two of my professional interests. Last year I did a research project to assess the capacity for local contractors in southwestern Oregon to accomplish stewardship projects. It was a great opportunity to practice quantitative analysis and learn about federal contracting and rural economic development. I also worked on a Community Wildfire Protection Plan where I learned how communities, public agencies and other stakeholders are working together to manage wildfire risk. Through that process I worked with statistical software to analyze data on structural vulnerability, conducted stakeholder interviews, participated in public meetings and wrote early and often! Currently I'm assisting with the development of a

collaborative group that will address environmental and natural resource management issues on the McKenzie Watershed. Writing meeting minutes, updating the group's website and managing an email outreach list may seem routine, but are good exercises in being efficient at managing the nuts and bolts of a collaborative process.

In addition to learning from each of these tasks, I've absorbed a lot of knowledge about the non-profit world simply by osmosis. Working at RI, it is hard not to learn at least a little bit about the different programs housed under the ISE umbrella and how those programs are managed and funded. As my graduation date draws near I've reviewed a few job announcements, many requesting a degree as well as work experience. In a sense I feel like my time with RI has allowed me to double-dip, extracting the academics and an experience base at the same time. I feel really fortunate to have been able to combine work and school in such a productive way.

Community Capacity and the Environment



The Josephine County Stewardship Group is an innovative partnership between the BLM, Forest Service, and numerous local partners. The Group has collaborated on four stewardship contracts southern Oregon that protect communities from wildfire, restore forests, and provide work for local businesses.

steps. At a state or national level, monitoring CWPP will help public agencies and congressional leaders track and report on accomplishments while evaluating program and policy effectiveness.

CWPP Evaluation Guide

Resource Innovations has developed a draft evaluation guide to assist communities, states, federal agencies, and policymakers in monitoring and evaluating the success and challenges of community wildfire protection plans. This draft evaluation guide will be connected to an upcoming revision of the handbook for developing Community Wildfire Protection Plans and will be released in partnership with the Western Forestry Leadership Coalition, National Association of State Foresters, International Association of Fire Chiefs, and other organizations.

CWPP Guide for Vulnerable Populations

Resource Innovations is working in collaboration with the Forest Guild and the Watershed Research and Training Center to develop a guide focused on strategies to help low capacity communities and vulnerable populations develop and implement CWPPs. Through this guide, we hope to highlight the need for resources directed specifically at reducing wildfire risk in low capacity communities and present methods for assessing risk to vulnerable populations. The guide will also describe specific strategies that all communities can take to ensure that the needs of the populations most vulnerable to wildfire are being addressed.

CWPP/Stewardship Contracting White Paper

Resource Innovations has completed a draft white paper that describes tools for managers and communities seeking to implement their CWPP by using stewardship contracting as a mechanism to accomplish fuels reduction goals. The anticipated audience includes federal agency and fire department personnel, regional community groups, environmental organizations, contractors and other interested stakeholders.

Joint Fire Science CWPP Workshop: Enhancing Collaboration and Building Community Capacity

Resource Innovations hosted and facilitated a one day workshop on enhancing collaboration and building community capacity through Community Wildfire Protection Plans. This workshop was the first of several workshops that will be held around the country as part of the knowledge transfer component of a federally funded Joint Fire Sciences Research grant. More than twenty people from Oregon, Washington, and Northern California attended the workshop.

Curry County CWPP

Resource Innovations completed development of the draft Curry County Wildfire Protection Plan in 2007 and presented it to the Board of County Commissioners in January 2008. RI coordinated extensive public outreach through community meetings, stakeholder interviews, and briefings for the city councils, fire districts, watershed councils, and other local groups. As a result of the plan, Curry Wildfire Preparation Team (CWPT) has begun prioritizing actions for implementation and working on grant applications to secure funding for high priority hazardous fuels reduction projects.

Josephine County Integrated Fire Plan

Resource Innovations continues to facilitate monitoring efforts for the Josephine County Integrated Fire Plan (JCIFP). RI has led monitoring and evaluation efforts for the plan since the Board of County Commissioners adopted the plan in 2004. The county will use evaluation results to identify strengths and weaknesses of current implementation efforts and provide new opportunities to better meet JCIFP goals and objectives. RI also completed development of a Joint Information System Plan for Josephine County that helps the county comply with National Incident Management System Requirements and provide increased coordination among Public Information Officers throughout the county during catastrophic wildfire events (and other natural or human-caused disasters.)

Community Capacity and the Environment



The Alsea Stewardship Group is our second partnership with the Siuslaw National Forest. Using collaborative stewardship contracting, we helped the group find common ground around old growth restoration, watershed enhancements, and local jobs.

Rural/Metro Hardship Program

In 2007, Resource Innovations helped the Rural/Metro Fire Department establish a low-income assistance program, which provides low-income residents in the unprotected areas of Josephine County with increased access to fire protection at a rate they can afford. RI helped Rural/Metro form key partnerships with social service agencies that help implement the program. These agencies, including Josephine County Senior and Disabled Services, County Self-Sufficiency Agency, and the Retired Senior Volunteer Program, work with applicants to the program to determine whether or not they are eligible for the rate reduction program. To date, more than one hundred people have applied and qualified for the program to date.

Stewardship Contracting

Alsea Stewardship Group: Community-Driven Watershed Restoration

During 2007, our facilitation and coordination of the Alsea Stewardship Group (ASG) helped them strengthen their foundation and move from formation into implementation. Specific accomplishments of the group included recommendations for four projects to be offered as stewardship projects on the Siuslaw National Forest. The Forest Service successfully awarded three stewardship contracts to regional timber purchasers in the Alsea Basin. A fourth contract is scheduled to be offered in early 2008. The four projects will restore more than 1,100 acres of old growth habitat, produce 18.4 mmbf of small-diameter timber for regional timber mar-

kets, and generate more than \$500,000 of retained receipts to invest in additional forest and watershed restoration activities. Resource Innovations also helped the ASG engage in policy dialogues about stewardship contracting. They advocated for greater community participation in stewardship policy and sent a member to the annual policy meeting of the Rural Voices for Conservation Coalition.

Josephine County Stewardship Group: Integrating Fire Planning and Stewardship Contracting

Resource Innovation's leadership in Josephine County focused on fostering more effective local collaboration with the federal land management agencies and developing fuels reduction projects with a high level of local support and local benefit. The Stewardship Group assisted the Grants Pass Resource Area (Medford BLM) to develop four, large-scale stewardship projects that reduce fuels, provide merchantable material to local manufacturers (including biomass), and provide work for local contractors. In 2007, RI also completed a written report that analyzed federal forest contracting in Josephine County, conducted interviews with twenty-seven local contractors, and organized field trips and dialogues about increasing participation of the local workforce.

McKenzie Stewardship Group: Building a Strong Foundation

Resource Innovations began a new community partnership in the upper McKenzie Basin in 2007. Our initial partners include Eugene Water and Electric Board, the McKenzie Watershed Council, and the McKenzie District of the Willamette National Forest. The McKenzie River is the municipal watershed for the city of Eugene and is home to a nationally known trout fishery. Accomplishments include formation of a steering committee and increasing their capacity to effectively engage with local and regional stakeholders, as well as facilitation of a community forum for forty-five local residents on collaborative stewardship contracting, examples, and restoration opportunities in the McKenzie Basin.

Siuslaw Stewardship Group: Long-term monitoring and Sustainability

Resource Innovations continues to facilitate the Siuslaw Stewardship Group and conduct multi-party monitoring of the stewardship efforts. The group recently reviewed stewardship proposals submitted by three stewardship groups and recommended the allocation of more than \$290,000 for Wyden Amendment projects and \$435,000 for retained receipt projects across the region. In December, Resource Innovations conducted a follow-up meeting with representatives from participating stewardship groups, the Forest Service, and Cascade Pacific Resource Conservation and Development to assess the stewardship proposal process.

Community Capacity and the Environment

Biomass Utilization

Lane County, Oregon Developing Carbon-Neutral Energy Sources

With several local and regional partners, Resource Innovations helped Lane County apply for and receive \$100,000 grant from the USDA Forest Service National Forest Products Laboratory. The grant enabled the partnership to explore biomass technology conversion options, analyze several financial models to determine return on investment, and conduct a series of meetings to inform the public about opportunities for biomass development. The organization of a diverse public partnership has led to the realization of several other biomass opportunities. RI also began exploring the possibility of converting local sources of food waste and rye grass straw to renewable energy.

Rural Voices for Conservation Coalition (RVCC)

Resource Innovations helped to organize the 7th annual Rural Voices for Conservation Coalition (RVCC) policy meeting in November 2007 in Skamania, Washington. The meeting drew more than eighty people from sixty organizations around the west and Washington, D.C. RI continues to participate in numerous working groups within RVCC, including appropriations and accountability, stewardship contracting, and biomass utilization. RI is also the co-chair of the newly formed climate change group, which aims to help RVCC understand climate change impacts and opportunities for rural communities and landscapes.

RVCC Evaluation

Resource Innovations is working jointly with the Ecosystem Workforce Program and Sustainable Northwest to evaluate the effectiveness of RVCC. The goals of the evaluation are to understand how strategies to organize, build leadership, and develop partnerships with key stakeholders have influenced community empowerment and policy dialogues and outcomes. The evaluation will also provide an opportunity to document the impact of RVCC policy activities in order to communicate them to potential participants, supporters, and the media..

Stewardship and Biomass: Translating Local Experience Into National Policy

Resource Innovation's participation in various RVCC groups is helping to identify policy issues and strategies and provide a vehicle to insert practical local experience into national policy dialogues. We brought our "on-the-ground" experience with collaborative stewardship and woody biomass utilization to the annual policy meeting. We also brought two members from our stewardship collaborations, thus effectively engaging local leaders in national policy questions. Our presence and articulation of stewardship policy issues led RVCC to identify stewardship contracting as a top policy.

Katie MacKendrick, Graduate Student Intern, University of Oregon, Department of Planning, Public Policy and Management

Katie began her internship with RI in the fall of 2007 by working on a collaboration survey for Josephine County Integrated Fire Plan partners. She helped develop the survey, compile the results and present key findings in a report. While class homework assignments provided some opportunity to practice skills, my internship work provided an additional opportunity outside of class to really try out the skills I was learning. I could reflect on the material presented in class and really reinforce my understanding. My internship proved also that the skills presented in class had real world applications.

Through my work on the collaboration survey, I gained a better understanding of community wildfire planning, the opportunities collaborative planning presents and the struggles communities face in acting to mitigate potential wildfire. As my knowledge has grown, my intern work has also grown. Now, I look forward to researching and writing a case study about a low-income fire protection assistance program in Josephine County; helping develop a Joint Information System operations plan; and compiling research on social equity and climate change. Again, this work offers opportunity to practice skills presented in my core graduate classes. I enjoy working for Resource Innovations and appreciate the learning opportunities my internship provides.

Sustainable Business and Job Development

Resource Innovations helps key business sectors to learn and apply practices and skills to transition towards sustainability and address climate change. The cluster approach to sustainable economic development assists firms to establish communication links with competitors and businesses in similar industries or throughout their supply chain. We have organized business sector meetings to discuss common sustainability challenges and opportunities. We have established and coordinated online communication forums for ongoing networking and the development of collaborative projects that benefit multiple firms in a sector. We research the latest innovations and provide useful information on sustainable practices to sector participants. Finally, our cluster development program serves as a hub for disseminating information on implementation strategies and provides tools for measuring and reporting progress.



Workers packing organic oranges at New Harvest Organics in Nogales, Arizona



Food Trade Sustainability Leadership (FTSL) Program

Global climate change, combined with rising energy inputs, puts into stark view the vulnerabilities of the modern U.S. food system that is heavily dependent on many nonrenewable inputs and polluting technologies that consume sixteen percent of total U.S. energy use. To create a sustainable food system, investment must be made to build awareness and provide support for informed action across the food supply chain. In 2006, Resource Innovations launched the Food Trade Sustainability Leadership Program (FTSL) to provide the food industry education, training, and credible information on how to transition to sustainable business models. The FTSL program serves as a vital educational forum - a clearing house of information and networking support that builds the capacity of business leaders to understand how to redesign and transition their business models toward carbon neutrality. By working with early adopters in the organic and natural food trades to demonstrate how a shift towards sustainable practices creates new value and mitigates risk, we leverage change and point the food industry in a new direction. In 2007, we worked with stakeholders across the supply chain, including farmers, processors, distributors, and retailers to facilitate cross-sector networking and provide education, training, and tools for addressing common challenges.

In Chicago in May 2007, an eighteen-member advisory committee of industry leaders was formed to provide the FTSL program guidance on effective strategies to move the sustainability leadership agenda forward at the trade-level. The group developed an action plan for 2007-08 including:

- 1) develop a sustainability benchmarking and reporting framework,
- 2) launch a sign-on process whereby participating companies commit to an annual audit using the framework,
- 3) provide technical assistance to support improvement in key areas,
- 4) facilitate communication forums for networking across the value-chain, and
- 5) provide support for the development of collaborative projects.

In 2007, Resource Innovations conducted and disseminated research on sustainable business strategies for the food trade and published three guides for operations managers and executives involved in strategic decision making. The guides highlight technologies and strategies to mitigate risks and capture opportunities of current environmental, economic, and regulatory challenges. Topics included:

- "Sustainable Food Distribution: Alternative Fuels and Power Systems and Tools for Improving Fleet Utilization" (January 2007)
- "Sustainable Food Packaging: Evaluation and Options" (March 2007)
- "Energy Efficiency and Renewable Energy Opportunities for the Food Industry" (May 2007)

As part of the FTSL program, Resource Innovations organized and facilitated a workshop series for more than 150

Sustainable Business and Job Development

business participants. The workshops focused on ways the food industry can overcome dependence on non-renewable polluting resources, and transition toward sustainable food production and distribution models. Forum presenters included the Oregon Department of Environmental Quality, Oregon Department of Energy, Environmental Protection Agency SMARTWAY Transport Partnership, National Renewable Energy Labs, WESTSTART-CALSTART, Hybrid Tuck Users Forum, Natural Resources Defense Council, and the NW Energy Efficiency Alliance. Forum topics included:

- Climate Change Scenarios in the Food Supply Chain
- Food Distribution Challenges: Strategies to Mitigate Global Warming and Prepare for Rising Energy Costs
- Food Packaging and Sustainable Alternatives
- Achieving Energy Efficiency and Utilizing Renewable Power in Food Distribution Facilities

In 2007 the FTSL program established partnerships with key food industry associations. In July, Resource Innovations partnered with the national Organic Trade Association (OTA) to establish a "Sustainability Practices" forum for OTA members. The Organic Trade Association (OTA) is the largest membership-based business association for the organic industry in North America. In June, Natalie Reitman-White was invited to be a member of the Root of Change Business Council, launched in 2002 as a collaboration of many California foundations to explore the challenges facing the current industrialized food system and discover a means to maximize the impact of their investments in pursuit of a healthier system. Outcomes companies have achieved from participating in the FTSL program include:

- CF Fresh, a supplier of organic produce has installed energy-efficient lighting, heating/ cooling features and 25 KW of solar panels in Sedro-Wooley, WA to supply approximately 70% of the company's annual electricity needs, reducing CO2 emissions by twenty-four metric tons annually.

- PCC Natural Markets (PCC), the largest cooperative grocer in the country with more than 40,000 members stopped using plastic shopping bags on October 1, 2007. PCC enhanced its program to encourage shoppers to reuse their own bags by offering its selection of reusable totes a cost, while continuing to provide paper bags at no charge.
- Lifesource Natural Foods Co-op in Salem, Oregon purchased a 1997 s-10 Chevrolet delivery truck powered on 100% electricity. The truck runs on 84KW batteries and is charged daily off of the store owner, Alex Beam'er's solar panels.
- Stemilt Growers, the northwest's largest apple and pear grower changed eighty-nine of its 174 forklifts over to electric, launched a program to recycle 1,890,000 lbs of cardboard, and installed energy efficient lighting systems to save 1,600,000 kwh annually.

Systems Change

Initially a free-standing program, Resource Innovations' work in on sustainable governance and systems change has now been incorporated into all of our programs and projects. Director Bob Doppelt occasionally gives lectures and workshops on organizational change and governance, using the concepts and tools described in his best selling book *Leading Change toward Sustainability: A Change Management Guide for Business, Government, and Civil Society* (Greenleaf Publishing UK, 2003). Just six months after publication *Leading Change toward Sustainability* was deemed "one of the ten most important publications in sustainability" by a Globescan survey of international sustainability experts. Doppelt has recently completed a second book: *The Power of Sustainable Thinking: How To Create a Positive Future for the Climate, the Planet, Your Organization and Your Life* will be released in late spring of 2008 by Earthscan Publishing.

Ray Neff, Graduate Student Intern, Department of Planning, Public Policy and Management

I started working with RI as an undergraduate with Mayor Piercy's Sustainable Business Initiative (SBI). Little did I know how much that work would influence the next three years of my education. My undergraduate exit project calculated how much electricity we could generate here in Eugene if we deployed solar PV arrays across large commercial and public buildings. Those results were included in the final report of the SBI presented to the City Council in 2006. Since that time, I've continued my work in sustainable urban planning, now as a graduate student at the UO. After a study abroad term working on a sustainable community development project in Greece, I returned home to continue work with the FTSL Program. This integrates my current interests with my prior 15 years experience in the natural foods industry. My graduate research interests are focused on the influence of climate change on organic farms in Lane County. RI has provided a wide variety of opportunities for me to build on my past experiences and skills, in support of critical questions that face our society today.

Funding Partners

Climate Leadership Initiative

- Jon and Vivian Lovelace
- Energy Foundation
- Brainerd Foundation
- Lazar Foundation
- Harder Foundation
- Oregon Community Foundation - Soreng Fund
- Commuter Solutions
- Eugene Water and Electric Board Partners in Education Program
- Jerry's Home Improvement Center

Community Capacity and the Environment Program

Foundations

- Compton Foundation
- Ford Foundation
- Flintridge Foundation

Community and Regional Organizations

- Cascade Pacific RC&D
- Ecotrust
- Mid-Coast Watershed Council
- McKenzie River Watershed Council
- Sustainable Northwest

Local, State, and Federal Agencies

- Rural/Metro Fire Department
- Curry County
- Josephine County
- Lane County
- Oregon Department of Forestry
- Oregon Department of Energy
- USDA Forest Service - Region 6
- USDA Forest Service - Joint Fire Sciences Program/Fort Lewis College

Sustainable Business and Job Development

Lead Sponsors

- Organically Grown Company
- Cal-Organic
- PCC Natural Markets

Cultivating Sponsors

- Earl's Organic Produce
- Pro Organics
- CF Fresh
- National Cooperative Grocers Association

Affiliate Sponsors

- Pioneer Organics
- Jacobs Farm Del Cabo
- New Harvest Organics
- New Seasons Market
- Organics Unlimited
- Co-op Partners Warehouse
- Organic Valley
- United Natural Foods/Albert's Organics

Supporting Business Members

- Heath and LeJeune
- Charlie's Produce
- Stemilt Growers
- Sustainable Industries Journal

Board Members and Staff

Board of Directors

- Larry Chalfan, Executive Director, Zero Waste Alliance
- Paul Courant, Climate Protection (CACP) Model, and on accepted national and international protocols.
- Katy Eymann, Executive Coach, board Vice Chair
- Jenny Holmes, Director, Interfaith Network for Earth Concerns, Ecumenical Ministries of Oregon
- Wayne Lei, Director, Environmental Management, Portland General Electric, board Chair
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- Dr. Victoria Sturtevant, Southern Oregon University
- Dr. Jean Stockard, Department of Planning, Public Policy, and Management, University of Oregon
- Margaret Nover, Fund Development Manager

Staff

- Bob Doppelt, Executive Director, Resource Innovations and the Climate Leadership Initiative
- Kathy Lynn, Associate Director, Resource Innovations
- Shannon Donovan, Research Specialist and Project Manager, Community Capacity and Environment
- Roger Hamilton, Program Manager, Climate Leadership Initiative Rural Community Program
- Marcus Kauffman, Program Manager, Community Capacity and Environment
- Sarah Mazze, Program Coordinator, Climate Leadership Initiative, Community Climate Program
- Natalie Reitman-White, Project Manager, Sustainable Food Systems
- Rob Ribe, Director, Institute for a Sustainable Environment, University of Oregon

2007-2008 University Student Interns and Fellows

- Ryan Ojerio, Department of Planning, Public Policy, and Management, Graduate Research Fellow
- Rebecca Bartelson, School of Journalism and Communication
- Amber Breiner, Department of Planning, Public Policy, and Management
- Brett Holt, Department of Planning, Public Policy, and Management
- Aida Jolosheva, Department of Planning, Public Policy, and Management
- Katie MacKendrick, Department of Planning, Public Policy, and Management
- Ray Neff, Department of Planning, Public Policy, and Management
- Sean Parson, School of Journalism and Communication
- Matt Peterson, Department of Planning, Public Policy, and Management
- Abbie Shadrack, School of Journalism and Communication
- Victoria Stephens, Department of Art, Digital Arts and School of Journalism and Communication
- Michael Winegardner, Lundquist College of Business

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