



The **R**esource
Innovation
Group

2009 ANNUAL REPORT



The Resource Innovation Group

The Resource Innovation Group (TRIG) is a 501(c)(3) non-profit organization engaged in research, education, and technical assistance on global climate change.

TRIG has a long-standing partnership with the University of Oregon's Institute for a Sustainable Environment where it jointly manages and staffs the Climate Leadership Initiative (CLI).

Our mission is to foster the development and application of innovative thinking and approaches to the complex causes and solutions to climate change.

Our approach is grounded in the integration of whole systems thinking with the physical and social sciences, capacity building, social equity, and change management.

Dear Friends, Supporters and Colleagues,

The year 2009 was dominated by the buildup and then ultimate letdown of COP 15. But as Director Bob Doppelt related from his vantage point in Copenhagen's Bella Hall, the unprecedented gathering left us with at least some hope. In the meantime, The Resource Innovation Group continued to actively engage stakeholders and policymakers from all walks of life in its efforts to increase overall climate literacy through research, education and communication.

In 2009, our programs helped individuals and communities directly reduce greenhouse gas emissions while simultaneously preparing for the inevitable effects of climate change. Climate preparedness was a central theme of our work, as we expanded our efforts to increase climate resilience across Oregon and the nation. Our regional trainings and research targeted specific new stakeholder groups, including watershed councils and the public health community. We launched our national program in the highly vulnerable state of Florida, which culminated in a groundbreaking regional climate compact among diverse counties.


The success of our education program continued to grow last year, with Climate Masters achieving official endorsement through the state of Oregon's Climate Corps Act. We worked to create online tools to foster expansion of Climate Masters both at home and in the workplace, and added New Mexico to the list of states hosting the program. We also developed a middle school curriculum aimed at providing teachers with easy-to-use lessons to help them increase climate literacy and empower their students to take action.

Our climate communication efforts took a strong leap forward with the addition of a new partner, the Social Capital Project, and the beginning of a national communication and behavioral change program. Combining their important research with our work on behavior and social change will provide a new framework for helping community and government leaders communicate more effectively about climate change issues.

Renewable energy alternatives also continued to be a focus, helping communities with projects such as small-scale woody biomass for heating schools, and facilities for manufacturing bio-bricks. We provided technical support and capacity-building assistance to our partners around the Northwest and contributed our expertise to the business plan for a landmark integrated bio-energy facility in Lane County.

Many, many thanks to our partners and contributors for helping us achieve so much in 2009. We especially want to acknowledge our colleagues at the University of Oregon's Institute for a Sustainable Environment, and the ongoing support of ISE Director Rob Ribe.

Sincerely,



Margaret Nover
TRIG Board Chair

2009 STAFF

- ◆ Bob Doppelt, TRIG Executive Director
- ◆ Jean Stockard, Research Director
- ◆ Peg Bloom, Administrative Director
- ◆ Holly Spencer, Operations Director
- ◆ Roger Hamilton, Senior Public Policy and Energy Advisor
- ◆ Sarah Mazze, Climate Education Director
- ◆ Steve Adams, Climate Preparedness Program Director
- ◆ Stacy Vynne, Climate Preparedness Project Manager
- ◆ Marcus Kauffman, Community Energy & Stewardship Program Director
- ◆ Shiloh Sundstrom, Community Energy & Stewardship Project Manager

COP 15

Director Bob Doppelt writes from the climate summit in Copenhagen in December 2009. Read his column at TRIG's new web site: www.theresourceinnovationgroup.org



2009 BOARD OF DIRECTORS

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- ◆ Bullitt Foundation
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PROGRAMS

CLIMATE PREPAREDNESS

The Climate Preparedness program identifies and evaluates effective methods and tools to foster and support integrated, multi-dimensional climate preparedness and adaptation programs and policies.

CLIMATE EDUCATION AND COMMUNICATION

The Climate Education and Communication program identifies and evaluates methods and tools to foster personal, household, organizational and institutional change that leads to reduction of greenhouse gas emissions and effective climate preparedness.

COMMUNITY ENERGY

The Community Energy Initiative develops methods and tools to support the adoption of small-scale distributed renewable energy technologies and land management partnerships that improve the health of the land and strengthen local economies.

CLIMATE ECONOMICS

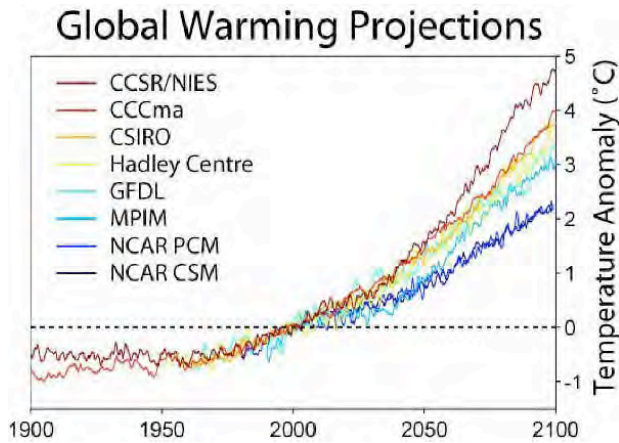
The Climate Economics Program offers policymakers and private sector leaders credible analysis and useful tools to understand the economic costs and benefits of the consequences and solutions to global warming.

CLIMATE EQUITY AND SOCIAL JUSTICE

The Climate Equity and Social Justice seeks to understand the causes and consequences of, and options for reducing, the disproportionate effects of climate change on vulnerable populations such as the poor, homeless, elderly, and those with special needs.

CLIMATE PREPAREDNESS

Although much attention has been justifiably focused on reducing greenhouse gas emissions, a concentrated effort is simultaneously needed to prepare for the now unavoidable consequences of climate change. Lack of preparation will lead to crisis management that could be extremely costly to society and to the natural world. In 2009, we continued our ground-breaking work to provide technical assistance to support the emerging policy and practice of climate change preparedness and adaptation. Our Climate Preparedness Program works across all sectors—natural resources, economics, rural and urban communities, and all levels of government—to support the development of tools and strategies to prepare for, or adapt to, changing climate conditions. We have initiated projects in strategic locations across Oregon and as far away as Southeast Florida to help decision-makers and stakeholder groups take active steps to reduce their risk from the effects of climate change.



Models used by the IPCC project a clear upward trend in temperature for the rest of this century. (IPCC 2007)

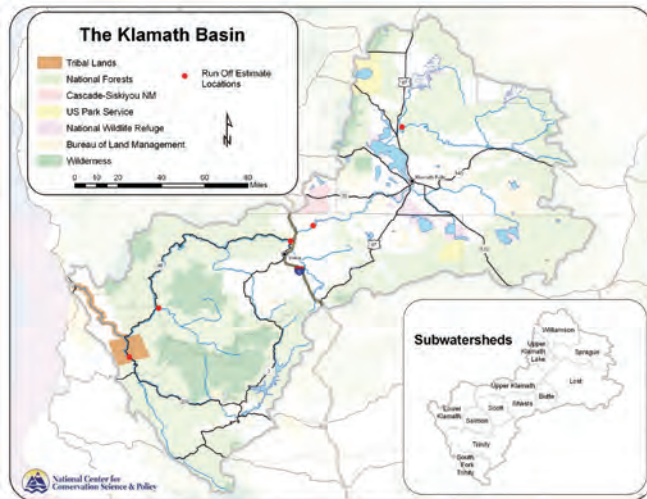
OREGON REGIONAL PREPAREDNESS INITIATIVES

Climate Futures Forums: In 2009, we continued to bring state-of-the art climate change planning tools and strategies to targeted river basins through our Climate Futures Forums. By applying models developed by the Intergovernmental Panel on Climate Change (IPCC) to local areas, we can assess likely future climate change scenarios for the basins. These climate projections become the cornerstone of scenario planning, allowing communities to begin designing appropriate strategies through a facilitated workshop format. The Forums integrate



the needs of the human, economic, built, cultural and natural systems within the watershed and the resulting informative report includes a set of recommendations covering all of the systems.

Last year, we focused on the Klamath Basin in partnership with the National Center for Conservation Science & Policy, the USDA Forest



Service’s Mapped Atmosphere-Plant-Soil System (MAPSS) team, and the Oregon Climate Change Research Institute (OCCRI). We held four Forums, two on natural systems in Klamath Falls, OR and Klamath, CA (hosted by the Yurok tribe), and two on community systems (human, cultural, economic and built sectors) in Klamath Falls and Redding, CA. Almost 90 stakeholders participated, including aquatic and terrestrial scientists,

government officials, businesses, developers, University extension agents (from Oregon and California), water user associations, state agency personnel, timber and agriculture industry experts, tribal scientists, and human service providers. Working in the Klamath Basin during this time was extremely timely as many of these groups have started collaborating after years of conflict over water user rights. Multiple stakeholders and workshop participants were involved in negotiations for the Klamath Basin Restoration Agreement and a complementary dam removal agreement. Our Climate Futures Forums gave participants the opportunity to become more informed about the future of the Basin, contributing positively to both processes.

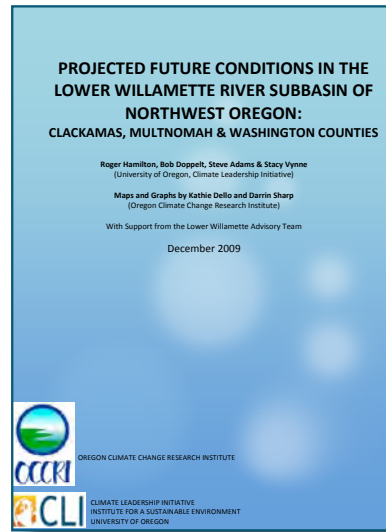


At the workshops, participants received local climate change projections, based on the global IPCC models, for the years 2040 and 2080. Projected changes were available for temperature, vegetation, precipitation, fire (proportion and biomass burned), stream flow, and carbon dioxide release from vegetation. Participants reviewed the projections and identified risks and vulnerabilities to the sector or system relevant to them. Recommendations for mitigation or preparation of those risks were made, and the workshop proceedings were compiled into the single integrated report, “Preparing for Climate Change in the Klamath Basin,” which will be released and presented to the forum participants in 2010.

We also initiated a Climate Futures Forum process for the Lower Willamette Subbasin (covering Clackamas, Multnomah and Washington counties). A team of representatives from different entities, such as the Portland Water Bureau, public health, watershed councils, city managers, the City of Portland Sustainability Office, Metro, Northwest Power and Conservation Council, and Portland State University were assembled to guide the process. A complementary “science team” (with university, state and federal agency scientists) was also formed to provide an initial assessment of the climate projections and likely impacts to the Lower Willamette’s natural systems. In the Mid-Willamette, (covering

Linn, Benton, Marion, Polk and Yamhill), an advisory team was formed, with representatives including city mayors and managers, utilities, county commissioners, business networks, natural resource managers, public health and watershed councils. The Climate Futures Forums for both the Lower and Mid-Willamette regions will be held in spring 2010.

TRIG's Climate Futures Forums raise awareness of the need for climate change preparation and mitigation, while offering communities an integrated framework from which to begin their efforts. By partnering with community-based organizations and local governments early on, we can involve local leaders and improve the chances of the Forums' long-term impact.



Watersheds and Climate Change: Although the entire state of Oregon will be affected by climate change, some of the most significant ecological consequences will occur in the Klamath, Umatilla and Willamette river basins. These basins are rich in aquatic and terrestrial biodiversity, hold important cultural resources, and/or provide water resources that are critical for significant segments of the population. Rising temperatures, increased wildfire and major storm events, reduced snowpack, and other climate impacts will not only exacerbate existing problems in these basins, they will also create new stresses on ecosystems, species, and humans. In 2009, we received a grant from the Oregon Watershed Enhancement Board to work with local partners involved with watershed and community health in order to help them prepare for the likely consequences of climate change.



We held a series of nine meetings around the state with watershed councils and other representatives from each of the basins. We provided an overview of our project, assessed the current availability of data in each water-shed, and discussed our data needs with watershed council staff. In October, we presented to the Annual Watershed Conference hosted by the Network of Oregon Watershed Councils to build momentum around our proposed

project. At the end of the year, we developed and proctored a survey to watershed councils in the three basins to find out their current thinking about climate change impacts in their area, and how they were incorporating climate change preparedness into current and future projects. The survey helped identify the resource and training needs of the watershed councils for progressing with climate preparedness. We developed a page on our website dedicated to case studies and resources specifically tailored to watershed councils and stakeholders. TRIG will deliver climate preparedness training workshops for each of the three basins in spring 2010.

Public Health and Climate Change: Climate change is a significant and growing threat to public health. Across the globe, the changing climate has been directly linked to hundreds of thousands of deaths per year, and indirectly affects the health of hundreds of thousands more. Drought, heat waves, flooding, and disease are some of the greatest health threats exacerbated by climate change. In the United States, the adverse effects on public health are expected to continually increase over the coming decades unless explicit efforts are made to prepare for and reduce the risks.



In the future, extreme temperatures, increased ground ozone levels, droughts, floods, wildfire and severe weather events coupled with an aging population, changes in migration, and other socioeconomic factors will cause direct and indirect threats to health across the country. The 2009 report by the US Global Climate Research Program identified the following key threats to public health in the US: increases in the risk of illness and death related to extreme heat and heat waves are very likely; extreme weather events may increase mental health problems; higher rates of diseases transmitted by food, water, and insects; and an increase in pollen production and prolonged pollen season, presenting a health risk to individuals with allergies and respiratory conditions.

In 2009, TRIG and the Oregon Coalition of Local Health Officials (CLHO) released the results of our survey assessing the current level of knowledge and preparedness of health risks associated with climate change among county health departments in the state. The assessment found that

few public health departments in Oregon are taking sufficient steps to reduce their internal greenhouse gas emissions or prepare their departments and the communities they serve for climate change-induced health risks. Most respondents are aware of the global and local health impacts of climate change and many believe their county is likely to experience greater impacts in the future. Moreover, existing, urgent health risks take precedent over preparing for future health risks. County health departments across the state of Oregon feel that they will only be able to prepare and adapt to climate change related health risks if provided the necessary tools and resources, and a platform for community collaboration.



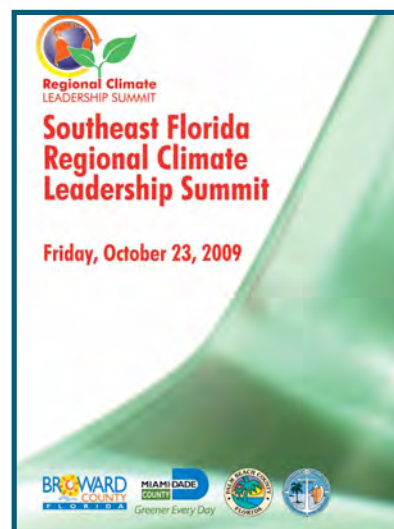
Our report, "Climate Change Health Preparedness in Oregon: An assessment of awareness, preparation and resource needs for potential public health risks associated with climate change," presents the results and recommendations based on the Oregon survey as well as the next steps for this project. These include the preparation of two manuals for the public health sector on both emissions reductions and preparation strategies, to be disseminated along with complementary trainings in early 2010.

NATIONAL PREPAREDNESS INITIATIVES

In 2009, TRIG initiated a national program to replicate the successful Oregon regional preparedness planning initiatives. The principal objective of the national program is to expand the knowledge gleaned from our work in Oregon, test methodologies in new local contexts and varying climate impacts, and inform emerging federal, state and local policy relating to climate preparedness.

Southeast Florida Regional Climate Compact: Our first national project focused on the four counties of Southeast Florida: Palm Beach, Broward, Miami-Dade and Monroe, home to 5.5 million residents and a third of Florida's total economic activity. TRIG staff played a critical role in developing the Southeast Florida Regional Climate Compact, a landmark agreement that joins the four counties in a cooperative planning effort to reduce emissions and prepare for climate impacts. In a significant innovation, the Southeast Florida project will integrate mitigation and climate preparedness planning efforts to assure lasting performance. This is perhaps more fundamentally needed in a place like Southeast Florida where landscape changes over the next century could dramatically impact infrastructure necessary to support continued emission reductions.

TRIG supported and helped organize the first-ever Southeast Florida Regional Climate Summit held in October 2009 in Fort Lauderdale where the Regional Climate Compact was announced to the public. Each of the four counties has since adopted the compact language via county ordinance. TRIG has staffed a growing national awareness of the compact in Congress and within the White House and will be providing project management and technical assistance to the four counties over the next two years as they develop the regional plan. We are also actively working with stakeholders in other key regions of the country to develop additional projects capable of informing federal climate policy.



National Learning Network: In 2009, TRIG worked to impact the policy process directly by organizing practitioners and policymakers who are working on “whole-systems” adaptation and climate preparedness. Our proposed “national learning network” emerged from a series of program scoping conversations earlier in the year. Repeatedly, practitioners noted a need for better coordination of lessons learned from early climate preparedness projects around the country. A core insight of the group is that awareness of the issue is growing, but organization to date has largely emerged only in specific sectors (i.e., water utilities and wildlife conservation) and/or around specific climate risks (i.e., sea level rise and inundation). This self-organizing activity is reflected in the highly fragmented approach to adaptation contained in the Waxman-Markey bill that passed the House and was expanded in proposed Senate legislation. The Network steering committee felt that a learning network capable of bridging the current sector-based and risk-based approach could serve to spread innovation and insight across these areas as well as foster a more holistic approach to preparedness planning at the federal and state level. TRIG will continue to develop and launch the National Learning Network in 2010.

CLIMATE EDUCATION

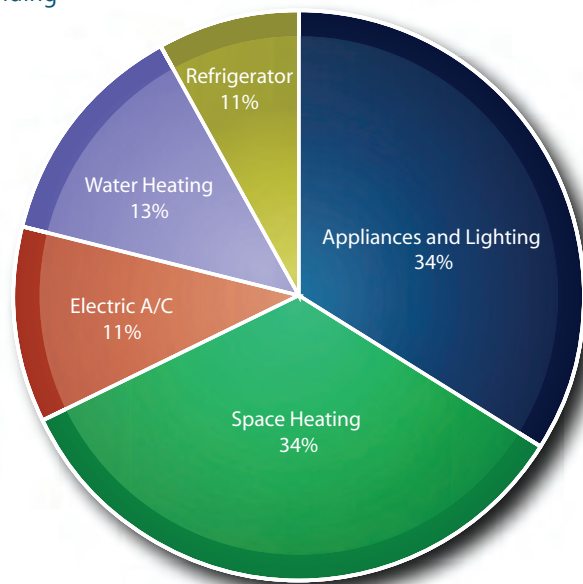
Our highly effective climate change education programs, Climate Masters™, are steadily boosting climate literacy and action toward reducing carbon emissions across the state and the nation. In addition, with our new Junior Climate Stewards curriculum and associated teacher trainings, we are reaching new audiences acutely in need of actionable, empowering education on climate change: middle school teachers and students. New research from the Yale Project on Climate Change shows our efforts to be directly in line with the public's interests: more than 70% support the establishment of programs teaching Americans how to save energy; 60% support the same focused on global warming; and 70% think our schools should be teaching children about the causes, consequences and solutions.

In a remarkable, one-of-a-kind achievement, Climate Masters was authorized by the 2009 Oregon state legislature as the official state climate education program under the new Oregon Climate Corps Act. Oregon legislators recognized the quality of, and the statewide need for, our Climate Master program "to help Oregon residents, businesses and other entities increase their understanding of climate change, to reduce greenhouse gas emissions and to address the climate change challenges that Oregon faces." This endorsement provides a solid platform for expanding Climate Masters, as we position the program for broad national replication.

CLIMATE MASTERS AT HOME

Climate Masters at Home is a unique model for educating citizens about climate change and engaging them in activities to help reduce their personal greenhouse gas (GHG) emissions. Community members participate in a dynamic, ten-week educational opportunity to learn more about climate change science and what actions are the most effective. Climate Master graduates then step into the volunteer role by providing

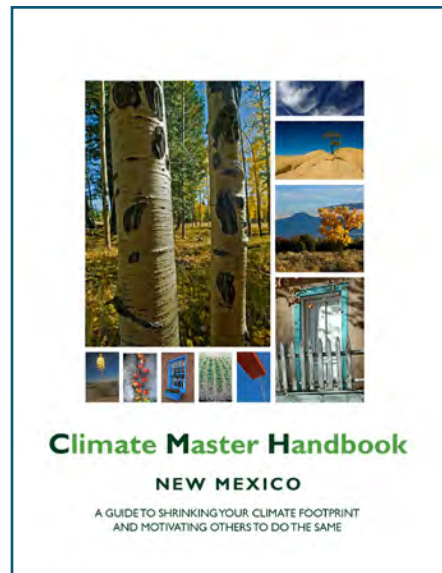
30 hours of local community service, sharing their newly gained information and supporting individuals' efforts to reduce GHG emissions. Participants conduct household consultations, table and speak at events, and perform other forms of outreach, with the goal of motivating action. The program has resulted in average annual greenhouse gas emission reductions of 2 tons per person and reductions in electricity use of 12-14% per household. Many participants reported an increased sense of wellbeing and empowerment and a positive change in thinking, with some saying the program changed their life.



Typical Energy Use for U.S. Households
Source: U.S. Department of Energy

In 2009, we laid the foundation for the launch of Climate Master at Home programs in five Oregon communities in early 2010 and we expect more communities to follow. We have developed tools to fast-track replication, shared the program at conferences across the country and are ready to kick off an online training series that will introduce a broad swath of potential program hosts to our new online replication toolkit. The toolkit consists of a series of template PowerPoints, sample promotional materials, class agendas and activities, and other resources needed to initiate a Climate Masters at Home training.

Last year, the state of New Mexico hosted a Climate Masters at Home program in Santa Fe through the Department of the Environment with follow-up plans to hold two sessions in Albuquerque as well as a workshop for potential hosts in the region on how to start Climate Master programs. We have garnered new interest from regions of the country so far less engaged in climate action, including North Dakota and North Carolina, and are looking forward to working with partners in these states and others who continue to express interest in starting programs. Overall, more than 30 potential partners from around the country and the globe have contacted us about starting a Climate Master program and/or using our materials. Climate Master programs continue to be covered in traditional media at least twice in every community where a course has been completed, with significant additional coverage on line.



CLIMATE MASTERS AT WORK

In 2009, CLI finalized the Climate Masters at Work program, which educates and engages business leaders in resource efficiency and risk management to reduce costs and increase productivity, while also reducing carbon emissions and making smart environmental choices. The program consists of a 20-hour train-the-trainer program for businesses and organizations in which participants learn cost-effective tools for reducing greenhouse gas emissions through increased energy efficiency and use of renewable energy in facilities, packaging, materials selection, transportation choices and other relevant topics. Participants then commit to at least 25 hours in their own workplace to implement what they've learned or assist others.

In 2009, we completed our second ten-week pilot training session for a total of twenty-seven participants from diverse businesses in sectors including food, biofuels, banking and low-income housing. Our survey results showed that nearly all of the respondents increased their efforts to reduce greenhouse gas emissions and combat climate change in their workplace after attending the Climate Masters at Work education program. Many exciting projects were undertaken by participants in the training, including the purchase of a \$129,000 photovoltaic system, the

initiation of a composting program from the Market of Choice grocery chain that diverted five tons of waste a month from the landfill in the first pilot store, and the infusion of climate considerations into many green teams and strategic plans in organizations that previously did not have a framework for such efforts.

TRIG also secured funds to transition the pilot community program to the Lane Community College Business Development Center. We will continue to build relationships with the network of Business Development Centers across the state and country to replicate this program.

JUNIOR CLIMATE STEWARDS

Global climate change could be the greatest challenge the next generation will face. Yet many teachers feel ill equipped to adequately prepare their students. Our Junior Climate Stewards (JCS) curriculum and teacher trainings is a natural offshoot of the Climate Master program. Our goal is to help increase climate literacy in K-12 schools, empower teachers, and inspire students toward climate positive actions in their daily lives and beyond.



Receiving expert review by the Oregon State University Extension Service and the University of Oregon College of Education, the JCS curriculum focuses on actionable, inquiry-based lessons to help reduce greenhouse gas emissions in homes, schools and communities. The six units cover global climate change and how it relates to transportation, home and school energy, food and waste. The material includes background information for teachers and students, plus activities, quizzes and grading rubrics for each topic. What makes our curriculum unique is that each lesson is based around actions that students can take right away to reduce their greenhouse gas emissions. The JCS curriculum culminates with a service-learning unit that guides classes through on-the-ground GHG-reducing projects.

Our initial training sessions for middle school science and social studies teachers last year were a resounding success. The feedback from teachers was overwhelmingly positive, with comments such as: "Practical and easy to use materials that can be used immediately in class," and "Very relevant to what I need. Lots of resources, easy to follow." We are preparing to conduct teacher workshops in Multnomah, Lane, and Marion counties in 2010.

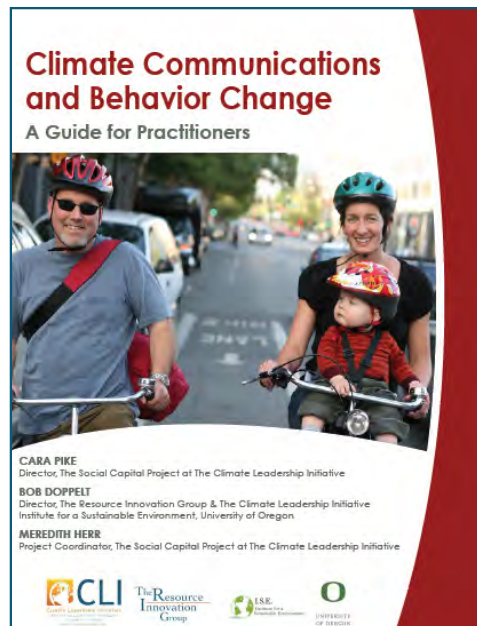
CLIMATE COMMUNICATIONS

SOCIAL CAPITAL PROJECT

In September 2009, the Social Capital Project, an effort focused on growing the base of public support for environmental protection, joined the Climate Leadership Initiative to develop a national climate communications and behavior change program. The Social Capital Project produced two of the leading studies on Americans' worldviews, social values, and attitudes toward environmental issues and global warming.

The partnership between the Social Capital Project and CLI grew as a result of collaboration around the production of *Climate Crossroads*, a guide to framing the global warming conversation, as well as on two pilot climate communications and behavior change training workshops. The first workshop, in February 2008, was attended by a cross-section of government staff from across the Pacific Northwest and the second was held in June 2009 with staff from Portland Metro working on climate issues.

One of the first projects was preparation of a new guide on climate communications and behavior change that integrates recommendations from the Social Capital Project's studies with the work TRIG has done on behavior change, as well as incorporating findings and best practices from other sources, such as research from Yale and Georgetown Universities' Center for Climate Change Communications. This guide will be released in early 2010 and will be used as a teaching tool in the training program. Even though the majority of Americans accept that global warming is a serious threat, this research indicates that the issue is not a top priority for most people. One of the primary reasons is that global warming has been generally framed as a scientific, technology, and environmental problem rather than something directly related to the everyday activities of people's lives. TRIG's new communications effort aims to significantly improve the understanding and skills of government, nonprofit, and business leaders in climate communications, behavioral and social change strategies.



COMMUNITY ENERGY AND STEWARDSHIP

In 2009, the Community Energy and Stewardship Initiative actively pursued three main objectives: partnering with public and private entities to develop model distributed biomass energy projects, pursuing public policy that provides adequate incentives for biomass energy that benefits rural communities and working landscapes, and building community capacity to capitalize on the opportunities presented by biomass utilization and collaborative stewardship.

Biomass Project Development: Integrated Bio-Energy Facility: In 2009, we worked to prepare a business plan for an integrated bio-energy facility in the Willamette Valley that would use local wastes. The facility would employ multiple technologies to convert existing waste streams to renewable energy and other bio-based products. TRIG's portions of the business plan development focused on gathering and providing information on numerous elements including: the availability of food waste, agricultural wastes, and woody biomass wastes as feedstock for the facility; detailed construction cost estimates for cellulosic ethanol and bio-brick manufacturing; direct and indirect job creation estimates; and a business ownership model. The completed business plan will be delivered to the Oregon Department of Agriculture in 2010.



Small-Scale Biomass Heat: In part due to our work, the Oregon Department of Energy announced eight small-scale biomass-heating projects at public schools in Oregon last year. The department received over 1100 letters of interest and funding requests for over \$2 billion. TRIG is a key partner on three of the facilities. Of particular note are the two awards for public schools in the Illinois Valley in Josephine County, a long-time partner in our stewardship and fire planning efforts. TRIG's involvement helped secure over \$700,000 in renewable energy investment to two of the state poorest communities. These awards are evidence that the focus on distributed renewable thermal energy is beginning to bear fruit.

Bio-Brick Facilities: Throughout 2009 TRIG staff worked closely with A3 Energy Partners to lay the groundwork for the development of distributed bio-brick manufacturing facilities. We helped A3 and Ochoco Lumber on their proposal to secure a \$4.9 million award from Oregon Business Development. The American Recovery and Reinvestment Act provided funding for this award. The award will fund the construction of an integrated renewable energy facility with a diverse product line—all made with the byproducts of stewardship projects on federal forests. The products will include bio-bricks, pellets, and clean wood chips. These products will help augment the lumber manufacturing at the existing facility. The investment represents a success in our effort to promote local rural energy independence and a tangible example of how to transition existing industry to the new energy economy.

The bio-brick facilities are envisioned as small-scale manufacturing facilities in dispersed locations across the state. A3 Energy Partners is essentially a start up company. The fact that they will be building a new state-of-the-art facility speaks volumes to their ability to build additional facilities in other communities, such as Josephine County.

Biomass Policy Engagement: In 2009, we actively engaged with leaders about state tax incentives for renewable energy in Oregon, both the Business Energy Tax Credit and the Biomass Producer and Collector Tax Credit. These tax credits are important policy vehicles as almost all renewable energy projects in the state rely on the credits to some degree. We provided information to our partners and agency staff on how changes to the credits will impact the rural communities with whom we partner on various renewable energy projects, especially biomass.

Stewardship and Biomass Capacity Building: Our work in southeast Alaska focused on helping a wide variety of stakeholders craft a transition in federal forest management away from the harvesting of old growth forests to a new management model based on ecological restoration, collaboration, and rural community sustainability. We partnered closely with The Wilderness Society, The Natural Conservancy, and the Tongass National Forest. During the year, we laid the groundwork for collaborative restoration planning to identify strategic opportunities for collective action and mutual learning.

Dry Forest Investment Zone: TRIG was one of five partners on a regional sustainable forestry initiative funded by the US Endowment for Forestry and Communities. Sustainable Northwest is the lead organization and the other organizations are The Watershed Research and Training Center, the Ecosystem Workforce Program, and Willowa Resources. The project is a five-year effort to foster sustainable forestry in dry forest communities in Oregon and northern California. In 2009 the team focused attention on understanding the diverse needs and opportunities across the 15 county zone. We held a two-day planning meeting to identify our five-year plan and learning strategy. TRIG staff conducted fourteen face-to-face interviews with key stakeholders in southern Oregon. The interviews were highly informative regarding opportunities for engagement and assistance in these rural communities.



PO Box 51182

Eugene, OR 97405

P: 541.744.7072

F: 541.484.7395

www.theresourceinnovationgroup.org