

YELLOW WOOD NOTES

An Occasional Publication
for the Benefit of
Our Clients, Colleagues, and Friends

Summer/Fall 2006

In This Issue

Update on Our Work:
Measurement, Community Forestry,
Home Town Competitiveness and More
What's New at Yellow Wood?
Summer Puzzler and Summer Reading

We Welcome Your Comments

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Update On Our Work

Save Passamaquoddy Bay

Yellow Wood has completed our report for Save Passamaquoddy Bay about the economic and fiscal impacts of one or more potential liquefied natural gas (LNG) terminals on the communities of Passamaquoddy Bay. For this report, we studied the impacts on public safety and security, town government, property values, real estate, town infrastructure, employment, transportation, and housing. We also assessed the fit between liquefied natural gas as an economic development strategy and other strategies that have been recommended for the region. Shanna Ratner traveled to Augusta, Maine to present the report to the Maine LNG Task Force of state and federal government officials, and in the Passamaquoddy Bay area to residents. The report found that one or more potential LNG terminals would impact communities in the United States, Canada and the Passamaquoddy Tribe. In the U.S., up to 600 properties within 2 miles of the terminal location and up to 2,000 properties within 2 miles of the shipping route are likely to lose value. One or more terminals will impact local governments, public safety, security, employment, and more. Find a read-only copy of the report at www.savepassamaquoddybay.org. The report has been submitted as part of the organization's Federal Energy Regulatory Commission filing.

Evaluating Outcome Funding

Since 1988, the Sustainable Agriculture Research and Education (SARE) program has helped advance farming systems that are profitable, environmentally sound and good for communities through a nationwide research and education grants program. The program, part of USDA's Cooperative State Research, Education, and Extension Service, funds projects and conducts outreach designed to improve agricultural systems. Several years ago, the Northeast region of SARE decided to start using an outcome funding approach to grantmaking, which involves setting goals, creating performance targets and milestones to achieve specific outcomes.

Yellow Wood will be studying all projects funded by NESARE since outcome funding began to deter-

mine the success of the projects as well as the success of the outcome funding approach.



tcome

Update On Our Work

Town Forest Stewardship: Towns Learning from Towns

In cooperation with the Quebec-Labrador Foundation and the Town of Craftsbury, Vermont, Yellow Wood will be offering the third in a series of workshops designed to promote learning between towns that are actively managing their town-owned forests and towns that own forests that are not being actively managed. Town ownership of forest land is commonplace in the Northeast. What is not commonplace are towns that actively manage their forests for a variety of uses including education, recreation, timber harvest, water source protection, wildlife habitat, and cemeteries,

among others. Our one-day, highly interactive workshops explore how



to engage communities in planning for town forests, multiple uses of forests as town assets, costs and revenues associated with forest management, and town forest management challenges and solutions. The next workshop is scheduled for September 30 in Craftsbury, Vermont. For more information, contact Marcy Lyman at marthawlyman@yahoo.com.

About Yellow Wood Associates & *Yellow Wood Notes* . . .

Yellow Wood Notes is a twice yearly publication of Yellow Wood Associates, Inc. We publish this newsletter to maintain contact and share ideas with friends, colleagues, and clients. We appreciate your feedback and suggestions.

Yellow Wood Associates, Inc. is a private, for-profit firm specializing in rural economic research and training for community capacity building since 1985. We provide clients with research services including feasibility studies and Green Community TechnologiesSM; and training and facilitation services including See the Forest[®], You Get What You Measure[®] and Home Town Competitiveness. Our clients include small towns; nonprofit organizations; federal, state, and county governments; foundations; and the private sector. Yellow Wood Associates are Shanna Ratner, Principal; Melissa Levy, Associate; and Lee Wood, Junior Associate.



YELLOW WOOD
a s s o c i a t e s , i n c .

Update On Our Work

Green Community TechnologiesSM

GCT Communities

Hinesburg, Vermont Update

The Town of Hinesburg is moving forward with plans to expand their wastewater treatment capacity. The engineering firm, Forcier Aldrich & Associates, recently made a presentation to the town with their preliminary engineering ideas for how to move forward with Yellow Wood's recommendations.

Community Inventories

Yellow Wood is in the process of completing infrastructure inventories for five communities, Hancock, New Hampshire; Richmond, Massachusetts; Thetford, Vermont; Litchfield, Maine; and Barnstable County, Massachusetts, some of which are GASB 34 (General Accounting Standards Board Statement 34) inventories. Communities are receiving an inventory report, outlining components of town infrastructure that need to be repaired or replaced, as well as recommendations for next steps, along with updatable spreadsheets/databases with current information.

A New Look for GCT

Thanks to Gotham City Graphics, we now have a new logo and an additional banner graphic for the GCT program. Here is the logo and the banner they designed for us. They also updated the Yellow Wood logo (see page 3).

Franklin, New York

The Town of Franklin, New York, in the Adirondacks, has asked Yellow Wood to conduct a use analysis of its town buildings. Yellow Wood is assisting the Town in determining which buildings should be housing certain uses, which buildings need work, and what green building approaches to use. Yellow Wood is investigating renovation and remodeling of the town hall to better accommodate town offices, archives and courtroom; improvements to the town garage to improve energy efficiency and address oil/water separation issues; as well as a new green community center at a town-owned recreation area.

Answer to Puzzler

Fire



Green
Community
TechnologiesSM



Update On Our Work

Developing Entrepreneurs in Advantage Valley: Lessons Learned in Year One

As external evaluator for the Kellogg Foundation-funded Advantage Valley Entrepreneurship Development Collaborative, Yellow Wood has been privileged to observe progress over the first year of this three year initiative. Over 60 entrepreneurs are now engaged in Entrepreneurial League System (ELS) teams that meet monthly, facilitated by coaches who check in with team members on a weekly basis. Participants report real benefits from their participation in ELS, ranging from increased confidence to problem-solving with respect to hiring, financing, record-keeping, marketing, and other key areas of business development. At the same time, significant strides have been made in introducing entrepreneurship education at the elementary, high school, community college and four-year college levels and in raising awareness of and participation in Dreamquest, a statewide business plan contest in West Virginia. There has also been success in improving access to capital through the Tri-State Capital Club, which hosts presentations by entrepreneurs to potential investors in West Virginia, Kentucky and Ohio. Several priorities for policy changes have emerged, though it's still too early

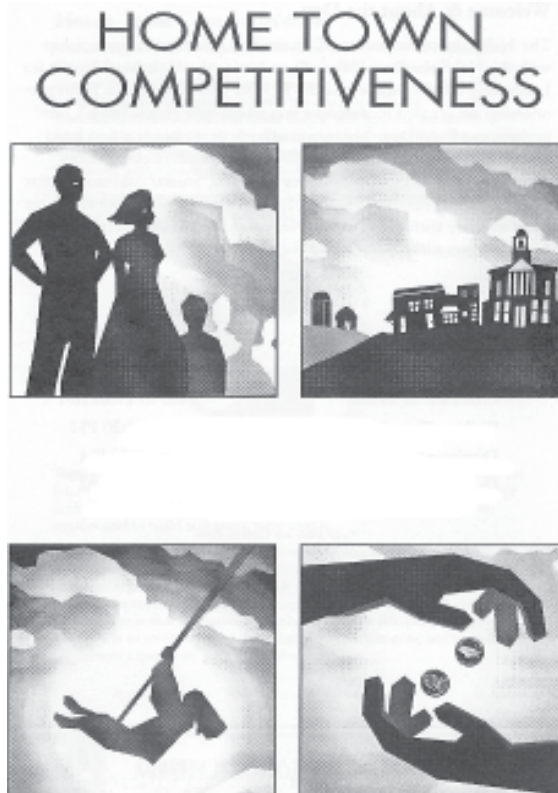
to note significant changes. The most difficult area to implement so far has been creating a network of service providers with clearly identified areas of expertise who are readily accessible to entrepreneurs. The Collaborative is learning what does not work in this regard, and is actively searching for new and better solutions to helping entrepreneurs connect with the services they really need at a level they can benefit from.



Update On Our Work

Home Town Competitiveness in Maine

Maine Rural Partners contracted with Yellow Wood Associates to prepare a three-day workshop on Home Town Competitiveness for Maine community members and development practitioners. Home Town Competitiveness is an award-winning approach to community economic development pioneered by the Center for Rural Entrepreneurship, Nebraska Community Foundation, and Heartland Center for Leadership Development. Yellow Wood Associates has been selected by the Center for Rural Entrepreneurship to assist communities in the Northeast interested in learning about and/or implementing the Home Town Competitiveness approach. Our workshop, delivered in cooperation with staff of the Center for Rural Entrepreneurship and the Nebraska Community Foundation, emphasized three aspects of Home Town Competitiveness: entrepreneurship, youth engagement, and capturing wealth transfer. If you or an organization you know would be interested in a similar opportunity to learn about this innovative approach, please contact us. For more information on Home Town Competitiveness, go to www.ruralship.org.



SummerPuzzler

*I dance and breathe and can even deceive.
I am not alive, yet watch how I thrive. Do
not come too near or I will eat you my
dear. What am I?*

Update On Our Work

Vermont Environmental Consortium Chooses YGWYM as Preferred Strategic Planning Process for 2nd Time

At the end of 2004, the Vermont Environmental Consortium (VEC) Board of Directors chose Yellow Wood's You Get What You Measure® process to develop a strategic plan with measurable outcomes. At that time, the organization had recently hired its first paid Executive Director. With the focus provided to the Board and the Executive Director by the process, the organization has made significant strides toward its goals over the past two years. Faced with the challenge of updating the strategic plan, the VEC Board has turned once again to You Get What You Measure®. Daniel Hecht, VEC Executive Director, explained, "VEC recently used You Get What You Measure® for the second time. The first session was enormously helpful, but the second was even better — building out from previous conclusions, quantifying progress, identifying areas needing improvement, and establishing new, better-articulated goals. Since this last session, I've received several enthusiastic calls from board members, complimenting both the method and the highly-trained staff who facilitated it."



Becoming a Measurement Guide

The next Becoming a Measurement Guide training will be held November 13-15, 2006 in St. Albans, Vermont. Class size is limited to five. One or two of the available slots for this training will be available for smaller organizations at discounted rates (email or call us for more information). If you're interested, we recommend that you register as soon as possible. We are also available to provide Becoming a Measurement Guide training or You Get What You Measure® In Use at a location of your choice. For more information, please visit our website.



Update On Our Work

EPA Community Involvement

Melissa Levy and Shanna Ratner presented an Introduction to You Get What You Measure® at the EPA Community Involvement Conference in Milwaukee, Wisconsin in June. The eight-hour session provides participants with a thorough introduction to the You Get What You Measure® process and an opportunity to consider how they might use it in their own work. Participants said they would recommend this training enthusiastically to others, and would have liked to have had an even longer session. Next year, we will try to arrange to offer this training before, instead of at the end of, the regular conference to allow for more time. Next year's conference is June 19-22, 2007 in Jacksonville, Florida. If you are planning a conference and would like to consider a You Get What You Measure® workshop, please let us know. We offer three versions of conference workshops: 1 ½ hours, 3 hours, and 8 hours.



Massachusetts Trust for Public Lands

The Massachusetts Trust for Public Land wants to increase state government funding for the stewardship of state lands and parks. To that end, they have hired Yellow Wood Associates and Mt. Auburn Associates to conduct a study of the full range of economic benefits associated with parks and public lands including: stimulating real property and business investment, providing recreational amenities for residents, increasing tourism, expanding the outdoor recreation market, providing raw materials for resource-based industries, providing ecosystem services, serving as a laboratory for natural resource-related research, contributing to education and youth development, improving public health, and strengthening social relationships and building community. The quality and quantity of stewardship applied to public lands determines the extent to which they can fulfill these functions, each of which can, in turn, contribute substantially to the state's economy.

Update On Our Work

America's Byways

Since 1992, the National Scenic Byways Program has designated 126 National Scenic Byways or All American Roads in 44 states. Designation is based on the presence of one or more intrinsic qualities including archeological, cultural, historic, natural, recreational and scenic qualities. America's Byways Resource Center seeks to build successful National Scenic Byways through positive, proactive, hands-on assistance in planning, preserving, promoting and managing scenic byways. Yellow Wood will be working with the America's Byways Resource Center, in Duluth, Minnesota and a Steering

Committee of Byways leaders from across the country, to determine if it is feasible to develop a method for scenic byways groups to measure the economic impacts or economic significance of their scenic byways. This is an especially challenging project because scenic byways groups can be managed by professional staffs or volunteers. Therefore, their capacity to undertake local research varies.



What's up at Yellow Wood Associates?

Staff Updates Goodbye to John

After four years (on and off) of working at Yellow Wood, John Hoover has left to move back to his hometown of Harrisonburg, Virginia and to start a new career as a science teacher. We wish him all the best in his new endeavors.

Welcome Lee Wood

Hello all, I'm Lee Wood. I joined Yellow Wood Associates this summer after spending the last year as an AmeriCorps Volunteer with the Vermont Energy Investment Corporation (VEIC) in Burlington, Vermont.

I grew up in the Appalachian Mountains around Asheville, North Carolina. My love for the mountains and the outdoors evolved into a sense of stewardship, which led me to study Geography, and Community and Regional Planning, in the hopes of preserving the American landscape from irresponsible land use.

After graduating from Appalachian State University in Boone, North

Carolina, I worked for the Planning Department in a suburb of Charlotte, North Carolina where I had a first hand look at the forces that perpetuate sprawling development patterns. I also gained experience in developing policy mechanisms to respond to rapid urban growth.

I joined the AmeriCorps last summer and moved to Vermont to work with VEIC. At VEIC, I



developed and implemented several programs to extend their residential home energy efficiency programs to low-income residents of Vermont. In my spare time, I'm working as the Executive Director of Building for Social Responsibility, to provide resource and

technical assistance to green builders in Vermont.

I'm excited to be applying my education and experience to working towards practical and sustainable solutions to community and economic development with Yellow Wood.





What We're Reading

Freddy and Fredericka, by Mark Helprin, is a delightful romp that explores life experienced through the eyes of royalty given a chance to live as ordinary mortals (or not so ordinary mortals). It's very funny and wise. Mark Helprin's descriptions of landscapes are magical. Highly recommended. ~ Shanna

Omnivore's Dilemma, by Michael Pollan, is an intriguing look at the natural history of four different meals, from their very beginnings on. These include a corn-fed factory farmed chicken dinner, a "big organic" meal from Whole Foods Market, a very local grass-fed meat meal, and a meal completely hunted and gathered. It was an eye-opener to find out that cheap corn fuels most of the industrial farming in this country. ~Melissa

Natural Capitalism, by Paul Hawken, et al., is an engaging and compelling description of the basis for a new economic system in which natural capital (natural resources and ecosystem services) are no longer hidden externalities, but are fully accounted for in all economic activity. ~Lee



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