

# *state of* resilience



Sun  
Valley  
Institute

*A Center for Resilience*  
**2018 Annual Report**

*vision*

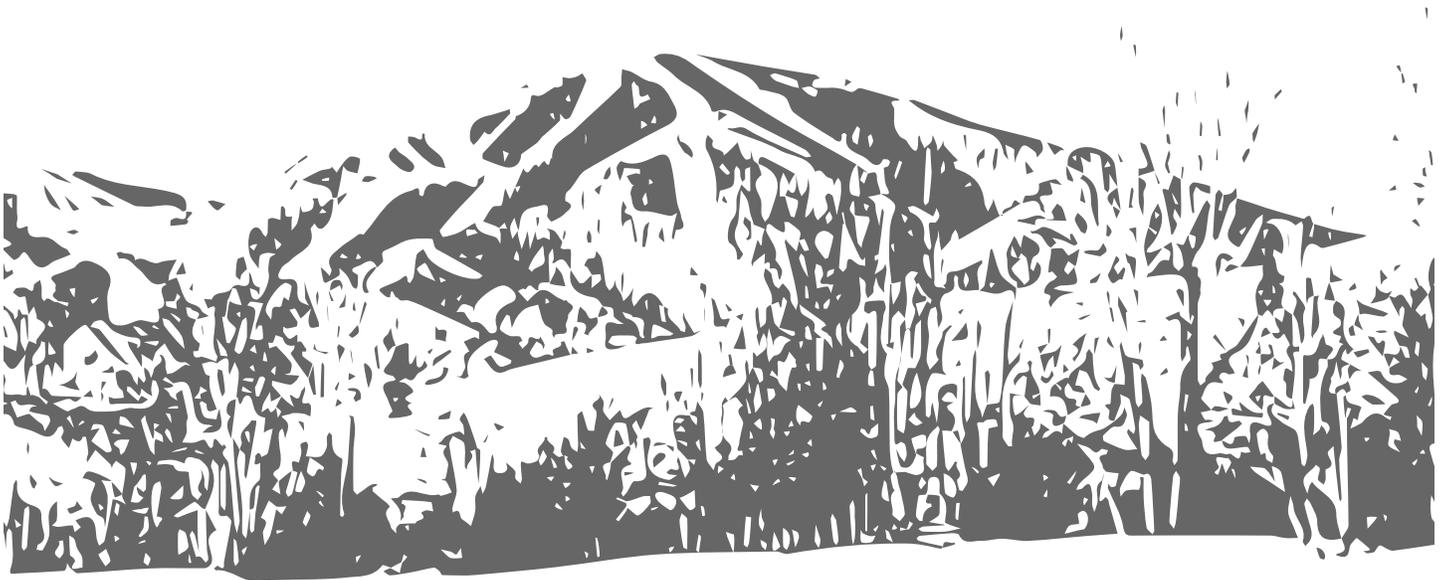


An aerial photograph of a winding river flowing through a vast agricultural landscape. The river is a deep blue, curving through green and yellow fields. In the background, there are rolling hills and mountains under a clear blue sky. A yellow horizontal bar is visible at the top of the image, and a semi-transparent blue box contains the text.

to serve as catalyst for  
lasting quality of place

“Resilience is the capacity to survive, adapt, and thrive in the face of chronic stresses and acute shocks, and even transform when conditions require it.”

*-The Rockefeller Foundation*





*mission*

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The Sun Valley Institute (SVI),  
A Center for Resilience,  
works as a catalyst for lasting quality of place  
locally and globally, advancing economic,  
ecological and social resilience by pioneering  
transformative solutions, driving awareness and  
convening leaders and innovators.



*from our founder and  
executive director*



# Welcome to our 2018 Annual Report!



As we begin the fifth year of the Sun Valley Institute, A Center for Resilience, (SVI), we celebrate with you and our community of collaborators, leaders and innovators from here in central Idaho and around the world, who join the Institute's work building community resilience locally and globally. Our Annual Report provides a window into our work by providing a summary of our top priority program areas, by sharing our accomplishments to date, and by outlining our vision for the future. The pride we feel in our work to date could only be possible with the support of our community members, our donors, and very dedicated Board and Advisory Board members. We thank you!

**We each must do more, smarter and faster.** Accelerating environmental degradation is harming communities, economies, and our security; we must act urgently and proactively to build resilience. The 2018 Intergovernmental Panel on Climate Change (IPCC) report warns of significant changes to the earth's life support systems in the next decade. Here in the United States, California's recent devastating fires illustrate how much is at stake.

Here in the Sun Valley region, impacts have been felt already, and we must work urgently for a lasting quality of place. With leading financial support of Blaine County, SVI hosted two Community Resilience Workshops this winter, gathering 150 community leaders to identify the risks facing our community, to prioritize local resilience projects, and to identify community members to lead specific projects and bring them to fruition.

Locally, SVI will continue to serve as a catalyst for local quality of place: first, by carrying out our own programs in the priority areas of food, energy, and land-use; second, by providing expertise and critical introductions to support resilience efforts by community leaders in government, business, and nonprofits; and third, by leading overall resilience strategy and ensuring necessary collaboration region-wide.

The Institute is also working beyond our region, sharing our learnings with other communities; for example, helping Pocatello, Idaho to launch its own Solarize program. Perhaps most notably, SVI is proud to host the annual Sun Valley Forum, a gathering of hundreds of global leaders and innovators who come together to share strategies, build partnerships and accelerate their impact.

We are so grateful to our dedicated and strategic board of directors for being with us, collectively and individually, every step of the way to ensure the lasting quality of life of this special place for future generations of residents and visitors, and helping SVI serve as a model and resource to vulnerable communities everywhere, especially rural communities and grid-edge mountain towns.

Please read on to learn more and join us for our 5th annual Sun Valley Forum, July 23-26, 2019 at the Argyros Performing Arts Center to turn risk into opportunity, together!

With gratitude,

A handwritten signature in white ink, appearing to read "Amie O'Connell", is written across the bottom of the page.

# why resilience

Following the 2013 Beaver Creek mega-fire and in the midst of drought, the Sun Valley Institute, A Center for Resilience, was founded with the vision to be a catalyst for lasting quality of place, a protection against increasing threats to economic, political and environmental stability, and quality of life here in central Idaho and around the world.

The Wood River Valley region faces **four significant structural risks**:

- **Geography: Isolation**

*Imported energy & food*

*Limited connectivity & access (communications and transportation)*

- **Climate: High desert ecosystem**

*Limited water resources*

- **Income Inequality**

*40% of the population is on public assistance*

- **Concentrated Economy**

*Tourism & recreation accounts for approximately 2/3 of the economy*

Climate change multiples these risks: extreme weather exacerbates the risks from isolation and drought risk increases, both in winter and summer; fires in summer tourism months along with reduced snowfall in winter result in devastating economic harm to the highly seasonal economy.



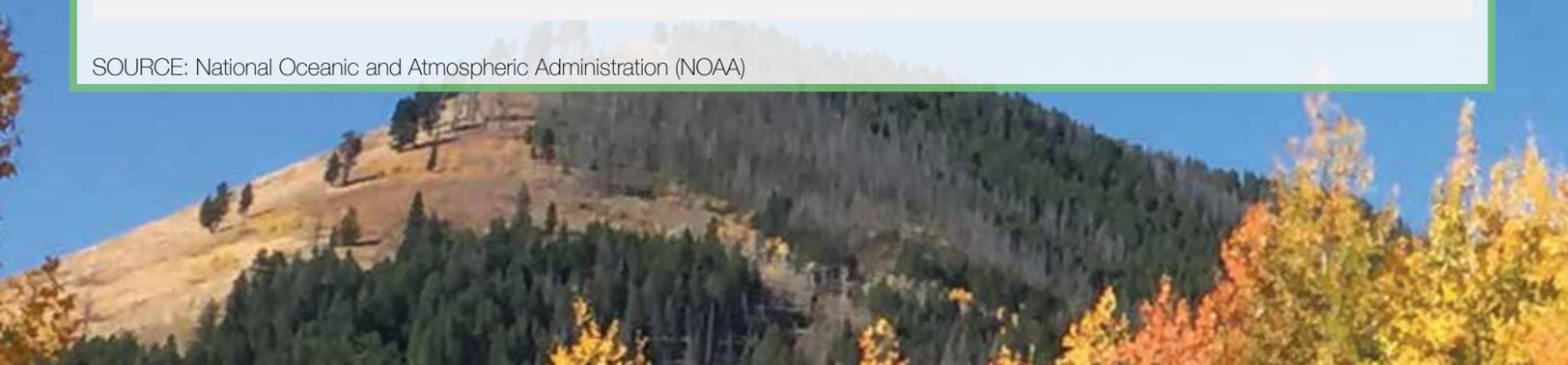
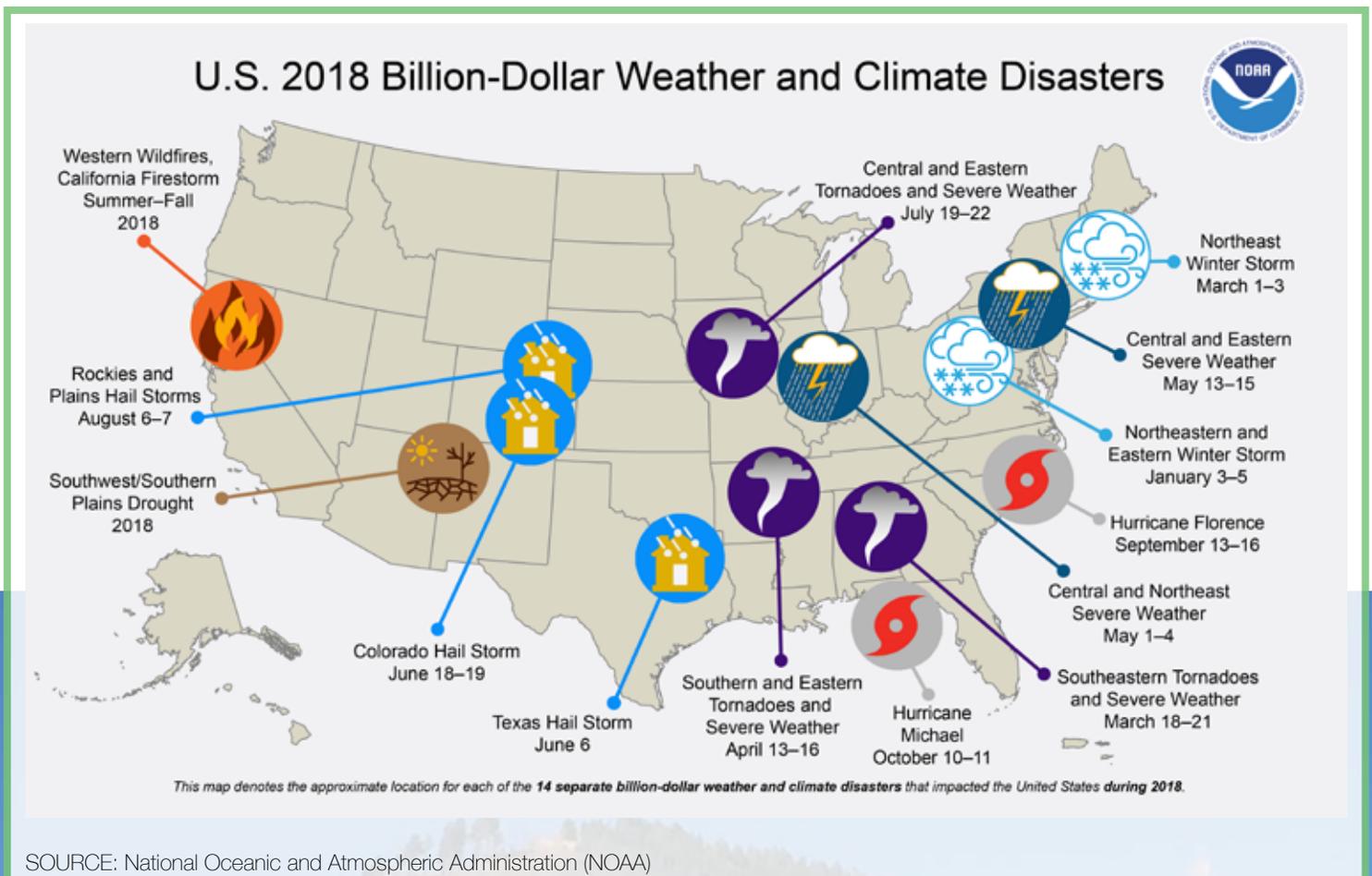


## Our regional risks connect to global risks.

In addition to its local resilience innovation, SVI has the goal to address risks far beyond the Wood River Valley region. We do this through convening of both local and global leaders. We are always learning and sharing in order to better adapt to regional and global challenges.

*“Climate change creates new risks and exacerbates existing vulnerabilities in communities across the United States, presenting growing challenges to human health and safety, quality of life, and the rate of economic growth.”*

2018 U.S. Government Nation Climate Assessment



*“The world is sleepwalking into catastrophe.”*

World Economic Forum Report 2019

In its annual ranking of top risks facing our global economy, the World Economic Forum found that environment-related issues account for three of the top five risks by likelihood and four of the top five by impact:

## THE GLOBAL RISK OUTLOOK FOR 2019

Types of Risks:  ENVIRONMENTAL  GEOPOLITICAL  SOCIETAL  TECHNOLOGICAL  ECONOMIC

### Top 5 Global Risks in Terms of **Impact**

-  **1** Weapons of mass destruction
-  **2** Failure of climate-change mitigation and adaptation
-  **3** Extreme weather events
-  **4** Water crises
-  **5** Natural disasters

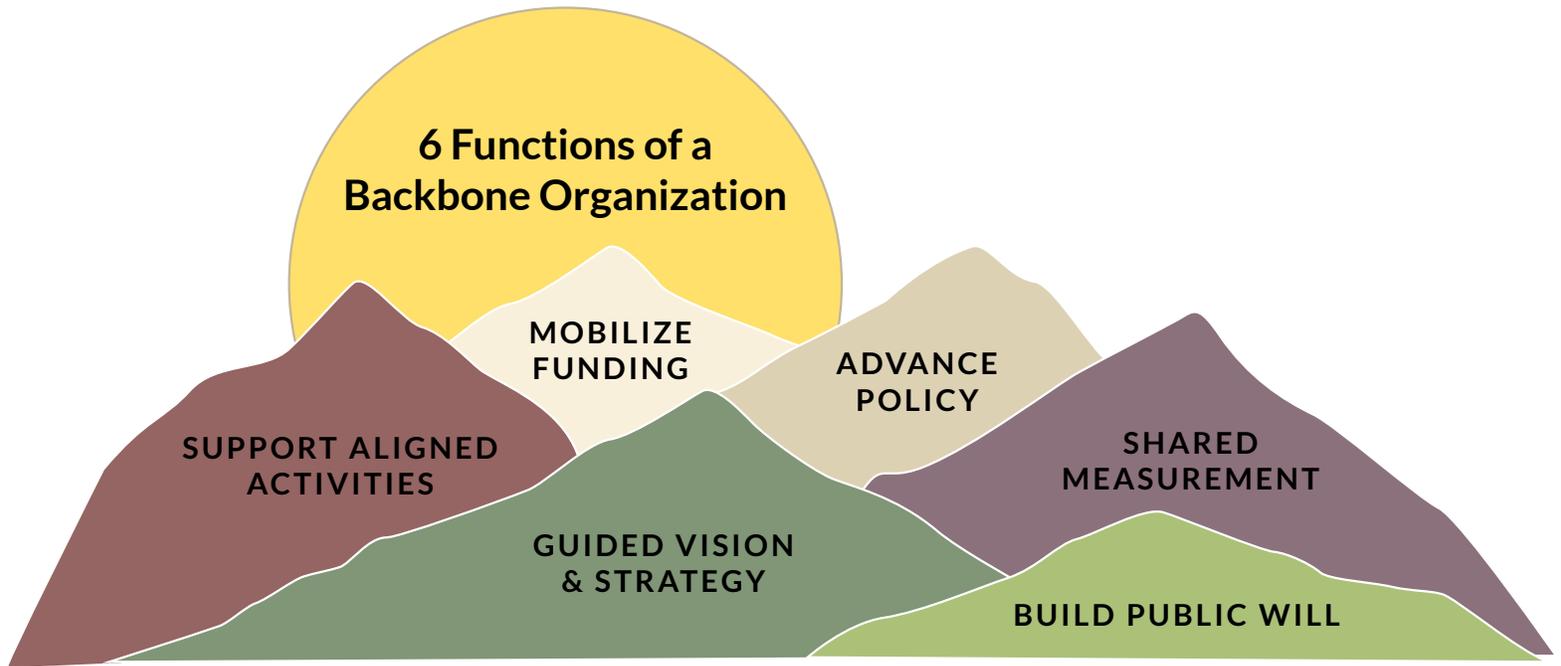
### Top 5 Global Risks in Terms of **Likelihood**

-  **1** Extreme weather events
-  **2** Failure of climate-change mitigation and adaptation
-  **3** Natural disasters
-  **4** Data fraud or theft
-  **5** Cyber-attacks

SOURCE: World Economic Forum – Global Risks Report 2019



SVI is guided by the concept of the “backbone organization.”\*



\*Shiloh Turner, Kathy Merchant, John Kania & Ellen Martin, Understanding the Value of Backbone Organizations in Collective Impact: Part 2, Stanford Social Innovation Review, Jul. 18, 2012. [https://ssir.org/articles/entry/understanding\\_the\\_value\\_of\\_backbone\\_organizations\\_in\\_collective\\_impact\\_2](https://ssir.org/articles/entry/understanding_the_value_of_backbone_organizations_in_collective_impact_2)

## **our strategies & strengths**

### **Policy Expertise**

Support government officials' leadership on resilience by providing guidance on policy and regulatory best practices.

### **Coordination and Connection**

Provide expertise, human and financial capacity, as well as essential connections to local partners and global innovators; this is how we steward local initiatives and support local organizations.

### **Capital Access**

Connect local needs with funding (e.g., grants, investment, government resources).

### **Strategic Convening**

Drive timely, lasting, concrete projects by bringing together results-oriented people: decision-makers, experts, and other community members.

## *functions of a backbone organization*

Across its operations, SVI operates in accordance with the six backbone functions defined by the Stanford School of Social Innovation:

### **■ *guide vision and strategy***

SVI gathers community members, decision-makers, and experts to identify priorities and develop work plans for impact. (e.g., the county-wide Community Resilience Workshops; the Community Food System Strategic Plan).

### **■ *support aligned activities***

SVI provides expertise and human and financial capacity, as well as essential connections to local partners, capital and global innovators (e.g., Community-based Food System Strategic Plan, Wholesale Producer Partnership, Digital Electricity Blueprint with Idaho National Laboratory, feasibility study for St. Luke's Wood River energy for critical loads, County Comprehensive Plan).

### **■ *establish shared measurement practices***

SVI has surveyed community leaders and hosted Community Resilience Workshops to collaboratively build the criteria for resilience priorities and metrics for county-wide resilience progress.

### **■ *build public will***

SVI provides educational programs at the local and state level across resilience priorities (e.g., via the annual Sun Valley Forum, the Boise and Idaho Falls energy speaker series "Driving Innovation for a Secure and Prosperous Idaho," the "Policy Pub" on food and agriculture with University of Idaho's McClure Center, and testifying at city, county and statewide hearings).

### **■ *advance policy***

SVI supports government officials' leadership on resilience by providing guidance on policy and regulatory best practices (e.g., by serving on city committees, providing recommended draft regulations and regulatory changes, and building community support for resilience-related policies).

### **■ *mobilize funding***

■ SVI leverages its grant resources to build new markets and business opportunities (e.g., Solarize Blaine, where \$80,000 in staff time mobilized over \$1 million in private investment, catalyzing growth of a new industry creating quality year round jobs and energy cost savings).

■ SVI connects local needs with funding (e.g., grants, investment, government resources, such as for the Tower Gardens at Hemingway School, state grants for local electric vehicle infrastructure)

■ SVI pioneers new financing models to attract investment (e.g., private investment strategies for local energy projects).

**we are thinkers and doers!**



# *community resilience*

*collaboration for impact*

**“The more that you establish relationships, trust, networks and partnerships – that creates resiliency.”**

*Admiral Thad W. Allen  
Former Commandant, U.S. Coast Guard  
National Incident Commander, BP Gulf oil spill*

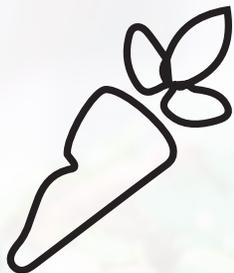
In 2018, SVI launched a process for our community to collaboratively build a vision and workplan for a resilient future. Together we identified the greatest risks and opportunities related to the economic, societal and environmental changes affecting Blaine County, and developed a path forward with concrete, implementable actions.

With leading support from Blaine County, SVI interviewed more than 50 community leaders in government, nonprofit, business, and education, then gathered 100 community leaders and members at the first Community Resilience Workshop in December 2018.

Participants identified top local risks and proposed potential solutions, such as innovative capital for local housing, energy backup systems for critical infrastructure, and a local food hub for processing, storage, and distribution. In early 2019, project working groups built initial business models, and at the second workshop in March of 2019, these groups identified priority action plans. SVI and others are now guiding those solutions into existence. They fall into community priorities: local housing, green building, food, energy, regional collaboration and economic development.



## *our programs*



food & farm



energy



land use



global leadership

food & farm



**LOCALFOOD  
ALLIANCE**

A PROGRAM OF SUN VALLEY INSTITUTE

## *risks*

The majority of food consumed in Blaine County is trucked in from distant farms and factories, even though our county and surrounding region hold hundreds of thousands of acres of farmland. The industrial food system takes a massive toll on the health of our community, local economy and environment, harming people and the planet.

## *opportunities*

The Food & Farm program of Sun Valley Institute, known as Local Food Alliance (LFA), is developing a community food system, which will strengthen the economy, enhance the health of individuals, and benefit workers, animal welfare, and our environment.

## *how we turn risk into opportunity*

Since 2014, LFA has partnered with community organizations, farmers, food businesses, and others to connect Wood River Valley residents to nutritious community-grown food and the farmers who grow it. In 2018, LFA secured and funded the Crossroads Resource Center to develop a Community Food System Strategic Plan involving interviews with over 60 community members. LFA is now stewarding the implementation of the key recommendations including (1) the creation of a Friends of the Farmers' Market group to ensure the success of our local markets, (2) the launch of a Wholesale Producer Partnership to increase sales of local foods through wholesale markets, and (3) stronger collaboration and inclusiveness across our food system. To steward these and other priority projects, LFA is staffing and coordinating the Blaine County Food Council, a group of local food leaders working to strengthen our local food system, which will help to diversify our economy, create quality year round jobs, improve health, and benefit our environment.

## *achievements*

- Funding / coordination of a Community Food System Strategic Plan with input from more than 61 regional food system leaders.

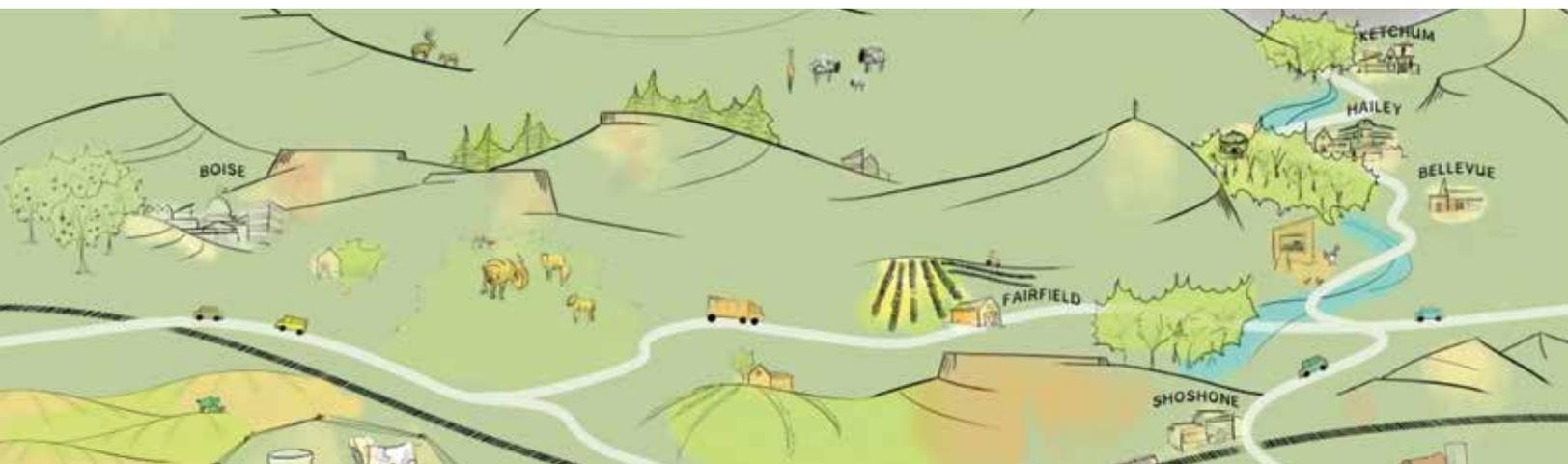
- More than \$40,000 of locally grown food purchased through our initiatives and events such as the Hemingway FarmRaiser and Wood River Valley HarvestFest.

- SVI's new Good Food Purchasing policy – a written commitment to purchase locally grown foods for events.

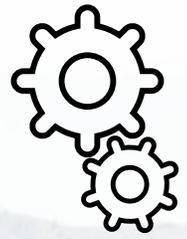
- Streamlined ordering and distribution system to boost sales of wholesale farm products to restaurants and stores.

- Creation of a new Friends of the Farmers' Market group to provide thought partnership, marketing and communications expertise, political connections, and other key support to our community farmers and markets.

- Promotion of community food, farms and food businesses through the Local Food Alliance website, monthly e-newsletter, a food guide, Local Food-Hero profiles, and more.



energy



### *risks*

Since SVI's founding, energy has been a top priority due to the current energy system's environmental, economic and security risks. Blaine County sits at the edge of the grid and we have experienced costly power outages. The grid is powered by at least 25% imported coal generation, sending millions of dollars each year out of our community and damaging the environment and stable climate upon which our tourism and recreation-based economy relies.

### *opportunities*

Local clean energy increases security, reduces energy costs, creates quality year-round jobs, and benefits our environment. Our state and community are blessed with plentiful local energy resources that can be a major source of local economic growth. Idaho has vast solar (only 10% less than Texas) as well as wind, biomass from farm and forest waste, and geothermal potential. Idaho is also home to Idaho National Laboratory and its energy resilience expertise including an onsite microgrid powered by solar and battery storage.

### *how we turn risk into opportunity*

Building on SVI's successful 2016 Solarize Blaine and 2017 RevUP Blaine programs, SVI continues to build energy resilience by increasing local energy development. On May 9, 2018, at Ketchum City Hall, SVI and the Idaho National Laboratory, presented a digital blueprint of the local energy system. Local cities, Blaine County, and representatives from communications and health care facilities, worked with the Institute to identify their critical backup energy needs. The Institute is now helping to develop these energy resilience solutions by recruiting capital and technology partners.

SVI continues to work to improve Idaho's energy policies by increasing energy understanding across the state. SVI curated two educational energy events on October 11 and 12, 2018 in Boise and Idaho Falls, with speakers from Idaho National Laboratory, Idaho Power, Power Engineers and The Risky Business Project. SVI's Op Ed, "Idaho's Business Opportunity: Energy Resilience," was published in the October 5, 2018 *Idaho Business Review*. In Spring 2019, the City of Boise announced its commitment to 100% renewable energy by 2035 and a few days later, Idaho Power announced its commitment to 100% clean energy by 2045.

## *achievements*

- SVI's solar energy adoption program, Solarize Blaine, was the first Solarize program in Idaho and directly increased solar deployment in Blaine County by 500% in one year.
- Solarize Blaine leveraged an \$80,000 budget to catalyze more than \$1,000,000 of clean energy investment into the Blaine County economy.
- RevUp Blaine, SVI's electric vehicle adoption program, was the first EV adoption program in Idaho and the sixth EV adoption program in the country, quintupled the number of EVs in Blaine County.
- Secured at no cost a "digital blueprint" by Idaho National Laboratory of Blaine County's electricity system to guide future energy resilience priorities, an asset offered to just three communities in the country.
- Secured at no cost a feasibility analysis of an energy backup microgrid project for local medical facilities.
- Curated a fully subscribed expert energy speaker series in Boise and Idaho Falls, "Driving Innovation for a Secure and Prosperous Idaho."
- Successfully placed the op-ed "Idaho's Business Opportunity: Energy Resilience" in *Idaho Business Review*.



land use



Kirk Anderson . Shepherder in Spring

## *risks*

Land is a vital asset, providing food, energy, shelter, and natural habitat for a thriving community. Destructive land use impacts water quality and quantity, air quality, and misses the chance to provide local housing, wildlife habitat, energy production and food, and resulting economic benefits and quality jobs. Too often, Blaine County land use contributes to risks such as fire, local economic harm from commodity price fluctuations, and air and water pollution and drought, all undermining our local economy and overall quality of place.

## *opportunities*

Fortunately, our region has the natural and human resources to optimize land use to benefit resilience. Community leaders and land use Innovators are working to pioneer new strategies, including:

- Better agricultural growing practices that regenerate the soil, benefiting waterways and our air quality, reducing water use, reducing or eliminating chemical use, and increasing productivity.
- Conservation and restoration of land for wetlands and habitat for wildlife, critical for water quality and recreation opportunities.
- Innovative multi-use developments such as Quigley Farm with local housing, offices for nonprofits, and the Sage School's new campus and food production, procuring, cooking, etc.

## *SVI is turning risk into opportunity*

SVI is supporting resilient land use through education, advisory services, connecting to resources, and development of model projects. At the Community Resilience Workshops, regenerative agriculture and local housing were top priorities, along with our program focus areas of food, energy, and specific projects. SVI is helping to ensure the success of those projects, including a risk fund for transition to regenerative agricultural practices, capital and community support for housing, and leveraging our connections and expertise to provide critical introductions to experts, investors, donors, and other partners to help optimize the success and scale up these efforts. We are also advising the county and cities on policy, budget and Comprehensive Plan changes to support resilient land use.

## *achievements*

- Advised mid-valley landowners on business plans for multi-benefit resilience land use including land conservation, permaculture, local food production, energy production, and housing.
- Accessed expertise, technology, and resources from the University of Idaho for fire mitigation and restoration.
- Integrated resilience priorities into the Blaine County Comprehensive Plan including, renewable energy development, local food and regenerative, environmentally beneficial agriculture and water protection and conservation.



global leadership



*“Washington State is on the front lines of our nation’s most pressing challenges, from wildfire to struggling rural economies. Solving these challenges requires big, bold ideas. The Sun Valley Forum plays a critical role in bringing people together to share knowledge and develop the solutions we need to confront climate change and build healthy, strong communities.”*

Hilary Franz, Commissioner of Public Lands, Washington State



## *beyond our region*

SVI was founded to build local resilience and to be a model and resource to others.

SVI's local work pioneers highly replicable resilience solutions to share, and each summer SVI hosts the **Sun Valley Forum on Resilience**, a gathering of global leaders and innovators to accelerate action to build a resilient world.

Beyond a conference, the Forum has delivered direct results by catalyzing collaboration and mobilizing capital while inspiring and informing hundreds of attendees each year. We are excited to share two newly announced initiatives that were sparked at the Forum: A collaboration among the law firm of Baker & McKenzie, the Government of Fiji and the Leonardo DiCaprio Foundation to bring modern energy to islands in need. This revolving loan fund program was sparked at the 2016 Sun Valley Forum and is benefiting island communities around the world, beginning in Fiji. Thanks to a question from Cypress Creek Renewables at the 2017 Sun Valley Forum, the State of Washington initiated several large-scale solar energy projects on state lands, benefiting energy resilience and community livelihoods.

The Forum has great reach and outsized impact for three primary reasons:

### **■** *The Ecosystem Approach*

The Forum gathers leaders and innovators from diverse sectors and functions – **business, government, advocacy, investment, academia, and entrepreneurs** – which is necessary to deliver major systemic change.

### **■** *The Material Focus*

The Forum zeroes in on the major levers for impact, always including four key topics: **energy and food systems, investment, public engagement, and critical timely topics that change each year.**

### **■** *The People*

Forum speakers and participants are doers, eager to learn and connect to take new ideas to actions. The results speak for themselves.

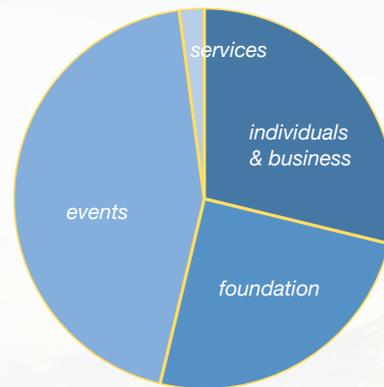


# the numbers

## 2018

### Income

Individual & Business Contributions	\$119,353
Foundation Contributions	103,350
Event Income	182,943
Services	8,800
<b>Total Income</b>	<b>\$414,446</b>



### Expenses

Administrative	\$ 95,697
Programs	386,066
Fundraising	45,463
<b>Total Expenses</b>	<b>\$527,226</b>



*“Everywhere I travel, inside the United States and worldwide, I’m finding small communities struggling to figure out how to meet basic needs of food, energy, water, and so forth in a world that appears more wobbly and uncertain every day. The Sun Valley Institute for Resilience holds the promise of providing them much needed hope, ideas, and guidance.”*

Michael Shuman, Author, *Local Dollars, Local Sense*, Fellow, Cutting Edge Capital and Post Carbon Institute

# ways to give

Your support will help Sun Valley Institute fulfill its mission and carry out its important work in Blaine County and beyond. We are a 501(c)(3) charitable organization. For more information about giving opportunities, please contact Jeri Howland, [jeri@sunvalleyinstitute.org](mailto:jeri@sunvalleyinstitute.org).

## **Contribute on-line:**

Please go to our website: <https://www.sunvalleyinstitute.org/donate>.

## **Donate by check:**

Please send a check payable to Sun Valley Institute (SVI), A Center for Resilience:  
SVI, a Center for Resilience  
P.O. Box 5569  
Ketchum, ID 83340

## **Stop by at:**

Sun Valley Institute, A Center for Resilience  
660 N. Main Street, Suite 220  
Ketchum, ID 83340  
Directly across Main Street from Backwoods, on the second floor.

## **Making a gift of stock/securities:**

Please contact RBC Wealth Management with the following information:

Account Name: Sun Valley Institute, A Center for Resilience  
OTC# 0235  
SVI account number# 317-58478  
RBC website: [www.rbcwm-usa.com](http://www.rbcwm-usa.com)  
RBC address: 661 South Rivershore Lane Suite 200 Eagle, ID 83616-5397  
Telephone: 208-433-1400; toll free: 888-349-3246  
Fax: 208-433-9553  
If you need additional information or assistance, contact Julie Steinman, 208-725-5313.

*Please send information regarding your stock gift to [annie@sunvalleyinstitute.org](mailto:annie@sunvalleyinstitute.org).  
Include the name of the stock/securities you donated.*

**We are grateful for your support!**

# the team

## board of directors

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Aimée Christensen	Executive Director, Sun Valley Institute and Founder, Christensen Global Strategies
Ann Christensen	Educator & Director, Christensen Family Foundation
Harry Griffith	Executive Director, Sun Valley Economic Development
Mike Higgs	Co-Founder, Sondance, Inc.
Wendolyn Holland	Manager Director, Holland Consulting; Author, <i>Sun Valley: An Extraordinary History</i>
Scott Lewis	Founder and Former CEO, Brightworks Sustainability
Ali Long	President & ED, The Springcreek Foundation Co-Founder, Local Food Alliance
Jim Lyons	Lecturer, Yale; Senior Fellow, Center for American Progress; Former Deputy Assistant Secretary, U.S. Department of the Interior
Julie Ann Wrigley	CEO, Wrigley Investments, LLC; Co-Chair and Co-Founder, Julie Ann Wrigley Global Institute of Sustainability, Arizona State University

## staff

Aimée Christensen	Executive Director
Jeri Howland	Senior Advisor
Annie Keenan	Operations Coordinator
Erica Linson	Resilience Coordinator
Amy Mattias	Co-Director, Local Food Alliance
Werner Morawitz	Director of Investments and Research
Stacy Whitman	Co-Founder & Co-Director, Local Food Alliance

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[inquiries@sunvalleyinstitute.org](mailto:inquiries@sunvalleyinstitute.org)





## ***advisory board***

John Chlebowski	Lead Independent Director, NRG Yield Co., Inc.
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Kate Geagan	Strategic Advisor, Author of <i>Go Green, Get Lean</i> (Rodale)
Paul Hawken	Executive Director, Project Drawdown
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Danny Kennedy	Founder, Sungevity and SfunCube
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Andy Munter	Owner, Backwoods Mountain Sports
James Newcomb	Managing Director; Rocky Mountain Institute
Terry O'Connor	Founder, The Adventure Activist; Emergency Physician; Adventurer; Podcast Host
Wendy Pabich, Ph.D.	President, Water Futures
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Brooks Preston	Vice President for Investment Funds, Overseas Private Investment Corporation
Lila Preston	Partner, Generation Investment Management
Pia Saengswang Moffatt	Co-founder, Thunder Dragon Fund
David Sandalow	Inaugural Fellow, Columbia University's Center on Global Energy Policy; held senior positions in US Department of Energy and the White House
Larry Schoen	Former Blaine County Commissioner
Larry Schweiger	Former CEO, National Wildlife Federation
Jason Scott	Co-Managing Partner, Encourage Capital
Michael Shuman	Author of <i>Local Dollars, Local Sense</i>
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Michelle Stennett	Idaho State Senator
Alessandro Uzielli	Head of Global Brand Entertainment, Ford Motor Co.
Harry Weekes	Head of School & Founder, The Sage School

# donors

Thank you to our 2018 Donors!

Without your support this work would not be possible.

*All gifts below were made between January 1-December 31, 2018.*

## **\$25,000+**

Cypress Creek Holdings  
Ali Long  
Pine Gate Renewables  
The Springcreek Foundation  
Julie Wrigley  
Julie Ann Wrigley Foundation

## **\$10,000+**

Accenture  
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Julie Ann Wrigley Global Institute for  
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## **\$5,000+**

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## **\$2,500+**

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Silda Wall Spitzer



**\$500+**

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Sharon Grant  
Teri & Mike Higgs  
Katherine Himes  
Wendy Jaquet  
James McClatchy  
Sarah Michael  
Sylvia & Nicholas Miller  
Andy Munter  
Dayle Ohlau  
Narda Pitkethly  
Paige & Ryan Redman

*“There may be no greater concern for investors than climate risk, yet very few have begun taking the next step – consideration about resilience. The Sun Valley Institute is pioneering this discussion like no other.”*

Dana Lanza, CEO and Co-Founder,  
Confluence Philanthropy, Forum Speaker  
and Partner

**think ahead. act now.**

*for lasting quality of place.*



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