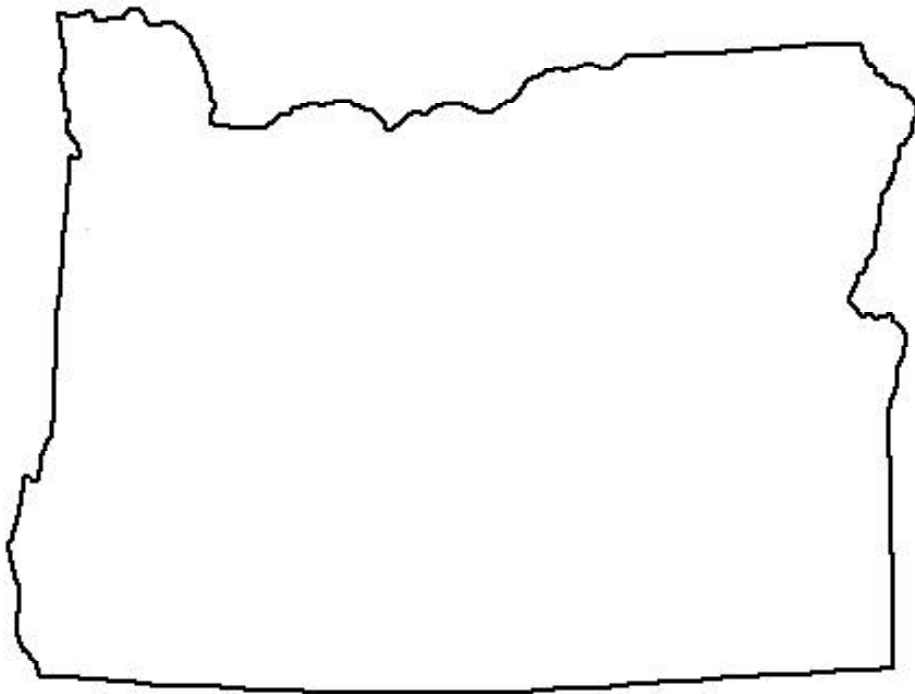


BUILDING A DIALOGUE BETWEEN OREGON AGRICULTURE AND THE CONSERVATION COMMUNITY:

LESSONS FROM THE FIRST YEAR OF THE
OREGON ENVIRONMENTAL COUNCIL'S
AGRICULTURAL OUTREACH PROJECT



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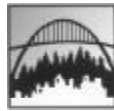
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Oregon Environmental Council

*Clean air
Clean water
Clear thinking*

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TABLE OF CONTENTS

EXECUTIVE SUMMARY	1
<hr/>	
INTRODUCTION	3
<hr/>	
THE INTERVIEW PROCESS	4
ANSWERS TO THE FOUR INTERVIEW QUESTIONS	4
QUESTION 1: WHAT ARE YOUR TOUGHEST ENVIRONMENTAL CHALLENGES?	4
QUESTION 2: HOW CAN ENVIRONMENTALISTS HELP YOU WITH THOSE CHALLENGES?	6
QUESTION 3: WHAT WOULD IT TAKE FOR YOU TO WORK CONSTRUCTIVELY WITH ENVIRONMENTALISTS?	7
QUESTION 4: WHAT CONCERNS YOU ABOUT WORKING WITH ENVIRONMENTALISTS?	8
GENERAL COMMENTS AND OBSERVATIONS DRAWN FROM THE INTERVIEW PROCESS	8
GO WHERE THEY ARE	9
RESPECT CULTURAL DIFFERENCES	10
“WIIFM” (WHAT’S IN IT FOR ME?) MATTERS	10
BEWARE OF SAYING “I’M AN ENVIRONMENTALIST AND I’M HERE TO HELP YOU”	10
BUILDING TRUST TAKES TIME	11
CONCLUSIONS DRAWN FROM THE INTERVIEW PROCESS	11
<hr/>	
WORKING TOGETHER: POSSIBILITIES FOR BRIDGE-BUILDING AND POLICY COLLABORATION	12
BUILDING BRIDGES BETWEEN COMMUNITIES	12
POSSIBLE BRIDGE-BUILDING PROJECTS	12
CONDUCTING “LAY O’ THE LAND” DAYS	12
EXTENDING OUTREACH	13
INTEGRATING ORGANIZATIONAL LEADERSHIP AND MEMBERSHIP	13
EDUCATING CONSUMERS AND ELECTED OFFICIALS	13
SPONSORING OR CO-SPONSORING EVENTS	13
CHALLENGES TO BRIDGE-BUILDING	14
POLICY COLLABORATIONS	14
INCREASING SUPPORT FOR LOCAL AND REGIONAL AGRICULTURE	14
PROMOTING MULTIFUNCTIONAL/FULL VALUE FARMING	16
PROMOTING AND SUPPORTING NICHE MARKETING AND “DE-COMMODIFICATION”	18

INCREASING THE EFFICIENCY AND COORDINATION OF THE REGULATORY ENVIRONMENT	20
PROMOTING “ENERGY FARMING”	21

RECOMMENDATIONS FOR MOVING FORWARD	22
CHOOSE KEY PROJECT(S) TO IMPLEMENT DURING THE NEXT TWO YEARS	22
DEVELOP AND IMPLEMENT PLANS FOR COMPLETING PROJECTS WITHIN TWO YEARS	22
CONTINUE OUTREACH EFFORTS	22

APPENDIX A: CONSTRAINTS ON AGRICULTURE	24
PHYSICAL CONSTRAINTS ON AGRICULTURE	24
ECONOMIC CONSTRAINTS ON AGRICULTURE	24
LEGAL AND REGULATORY CONSTRAINTS ON AGRICULTURE	26
CULTURAL/SOCIAL CONSTRAINTS ON AGRICULTURE	27

APPENDIX B: A REPORT FROM OEC AGRICULTURAL OUTREACH WORKGROUP	29
THE INTERVIEW PROCESS	29
RESULTS OF INTERVIEW QUESTIONS 1-3	29
IDENTIFYING AND ARTICULATING THE KEY/UNDERLYING ISSUES BEHIND THE ANSWERS TO INTERVIEW	
QUESTIONS 1-3	31
INTERVIEW QUESTION 4	34
AN EXERCISE IN IMAGING OUTCOMES	35
WORST/BEST OUTCOMES	36
DEVELOPING APPROACHES FOR WORKING TOGETHER	40
POSSIBILITIES FOR BUILDING BRIDGES BETWEEN THE AGRICULTURE AND ENVIRONMENTAL COMMUNITIES	40
POSSIBILITIES FOR COLLABORATION BETWEEN THE AGRICULTURAL AND ENVIRONMENTAL COMMUNITIES	
ON MUTUALLY BENEFICIAL POLICY ISSUES	40
COMMENTS AND COMMITMENTS FROM WORKSHOP PARTICIPANTS	41

EXECUTIVE SUMMARY

Oregonians face numerous environmental problems. As we search for remedies for those problems, agriculturalists and conservationists often find themselves going head-to-head over important issues such as pesticide use, riparian protection measures and water quality regulations.

At the same time, Oregon's agricultural community faces unprecedented economic challenges. Commodity prices continue to plummet while production costs increase. Pressure grows to consolidate toward larger farms or sell out to suburban developers. Family-held farms are, literally, another of Oregon's endangered species.

Unfortunately, Oregon's agricultural and conservation communities are stuck in an ideological and rhetorical stalemate. As a result, Oregon's agricultural industry and our environment are both suffering. The tensions between agricultural producers and environmentalists are compounded by a lack of ongoing dialogue. Each group states and restates its position in an attempt to be heard, but because everyone is talking, few are listening. Until we establish a conduit for effective and open communication and listen to one another well enough to understand what we have in common, as well as what separates us, the stalemate will continue.

During the past year, the Oregon Environmental Council (OEC) met with nearly 30 agricultural producers and individual members of agricultural organizations and associations, and attended board meetings of those organizations. The one-on-one meetings focused on exploring the basis for the antagonism and distrust that permeates the relationship between the agricultural and environmental communities, and on whether room exists for bridge-building and policy collaboration. This report incorporates the outcomes of the one-on-one meetings.

Agricultural producers identified the following possible bridge-building projects for increasing individual interaction and establishing common ground:

- conducting "Lay o' the Land" days,
- extending outreach to farm organiza-

tions, commodity associations and agricultural events,

- integrating organizational leadership and membership,
- educating consumers and elected officials, and
- sponsoring or co-sponsoring events around issues of mutual interest.

Likewise, the following possible projects for policy collaboration projects were identified:

- increasing support for local and regional agriculture,
- promoting amenity farming,
- supporting the "de-commodification" of local agriculture, and
- increasing the efficiency and coordination of the regulatory environment.

The first year of OEC's agricultural outreach project has identified a great deal of common ground and laid the groundwork for a number of possible projects. However, our outreach work during the past year has also raised a number of questions. It has shown us how very little each community knows of the other and how great the need is for further research about ways the agricultural community and the environmental community can work together.

Drawing from the pool of project participants, OEC has brought together a nine-member Agricultural Advisory Committee. The purpose of the committee is to advise OEC and to help guide the development of OEC's agriculturally related policy work. In order to move forward with this project, OEC will, with the assistance of the Agricultural Advisory Committee:

- choose key project(s) to implement during the next two years;
- develop and implement plans for completing projects within two years; and
- continue outreach efforts by:
 - o reinforcing the initial contacts made with the agricultural community during the project's first year,
 - o developing effective allies in the environmental and agricultural

- communities for policy collaboration,
- o developing institutional relationships with interested agricultural producers and agricultural groups, and with interested end-user groups, and
- o working to understand the perspectives, values, concerns and opinions of the agricultural community.

INTRODUCTION

The goal of OEC’s agricultural outreach program is to develop options for bridge-building and policy collaboration between the environmental/conservation communities and the agricultural community. Cooperating in the development of those options requires trust and communication. Unfortunately, that’s exactly what’s missing from interactions between the two communities. Given the existing tensions between the two groups, coming up with ways to work together has been an enormous challenge.

Very early on, it became clear to us that the dialogue between the two communities, as well as the flow of information between them, is dominated by various agencies and interest groups that do not necessarily speak for individuals. Putting a more human, individual face on the terms “agriculturist” and “environmentalist” seemed an important first step, for a number of reasons.

First, the origin of the stalemate between the agricultural and environmental communities is based in part on the entrenched positions espoused by the various agencies and organizations. In many cases, these positions are the result of years, even decades, of wrangling over political and fiscal power, and it is unlikely that these entrenched positions can or will change without a clear mandate from the individuals those agencies and organizations represent.

Second, both communities have demonized each other. On the one hand, there is the “farmer/rancher” — at worst, intentionally destroying the land and water in pursuit of short-term profits with no consideration for future generations; at best, a somewhat careless steward of the land, set in his ways and scared of change. On the other hand, there is the “environmentalist” — at worst, determined to eradicate agriculture and agricultural lifestyles from the landscape, forcing everyone to live in cities and to buy their food from foreign countries; at best, a city person with no real understanding of the natural environment, where her food comes from, or the full array of challenges faced by farmers and ranchers. To some extent, these stereotypes are based on hearsay, media

portrayals and fear-based generalizations, but members of both the agricultural and environmental communities also rely stories of frustrations, betrayals and just plain bad experiences with members of the “other” community.

Third, unless people are committed as individuals to bridge-building and policy collaboration, neither process can be successful. Securing the commitment of individuals to work together requires openness, trust and communication, and developing these relationships requires one-on-one interactions. Effective relationships also require listening, and, while many people are talking, it has become very clear that few people are listening.

In order to pursue positive, realistic policy collaborations of benefit to both agriculture and the environment, and to build effective and genuine bridges between the environmental and agricultural communities, environmentalists and agriculturists need to find common ground and mutual respect based on personal relationships between individuals. Unfortunately, those relationships seem to be rare. Understanding the perceptions and concerns agriculturists have about environmentalists and about working with environmentalists is a first step in understanding how to improve communication between the two communities.

THE INTERVIEW PROCESS

We decided that the way to address these problems would be to sit down with individual agriculturists and listen, just listen, to their concerns. OEC developed an interview process that engaged 30 or so agriculturists in an open, nondirected dialogue about their perceptions of themselves and of their relationship to environmentalists.

After much discussion with members of Oregon State University Extension (OSU Extension) and others who work closely with individual agriculturists, we developed a set of four interview questions:

1. What are your toughest environmental challenges?
2. How can environmentalists help you with those challenges?
3. What would it take for you to work constructively with environmentalists?
4. What concerns you about working with environmentalists?

The questions are intended to be open-ended – to generate thoughtful and open conversation. There are no “right” answers to these questions.

The interviewees were selected from the “radical center” of the political spectrum. OSU Extension agents and staff, as well as other agriculturists, recommended individuals that might be interested in participating in the project interviews. Most of the interviewees who knew of OEC, knew about us because of our work on the Pesticide Use Reporting law, passed in the 1999 legislative session. Whenever convenient for the agriculturist, the interview was held at his or her farm, ranch or office. No time limit was placed on the interviews; some lasted nearly five hours, others slightly less than two.

Given the nature of this interview process, the results can hardly be considered “statistically significant” or “scientific.” They can be considered, however, a window into the agricultural community. By listening to the thoughts, feelings and perceptions of agriculturists, the environmental community can learn something about itself, and can begin to understand another perspective on the stale-

mate that has dominated the dialogue between Oregon agriculturists and Oregon environmentalists for so long.

A. ANSWERS TO THE FOUR INTERVIEW QUESTIONS

Each person talked as long as he or she wanted on each topic. Occasionally the interviewer asked clarifying questions. Generally, the interviews were relatively informal. Often the response to a particular question resulted in more of a mutual storytelling process than a direct, clear-cut answer to the question. The stories were examples of situations where the issues raised by the interview question were encountered or experienced. I have generalized the interview responses in this section of the report; a more extensive and specific listing of responses can be found in the appendix.

1. Question 1: What are your toughest environmental challenges?

The answers to question one easily fell into three groups: physical challenges, personal challenges, and regulatory/compliance challenges.

- Physical Challenges

The list of physical challenges presents no real surprises. Almost everyone mentioned at least in passing, weather, in all its unpredictability and uncontrollability was mentioned. Many of the interviewees also mentioned erosion, most often referring to water erosion, and in a few cases, wind erosion. Water quality, water quantity and water availability were of concern, particularly to those we interviewed after the Klamath basin drought situation became national news. Comments about problems with pests, noxious weeds and invasive species were common, and were usually followed by concerns about appropriate levels of pesticide use, as well as concerns about Oregon’s new pesticide tracking law. A few interviewees mentioned that they are challenged by achieving ecosystem restoration and overcoming problems stemming from past “mismanagement” practices.

- Personal Challenges

Many of the personal challenges raised by interviewees had the general flavor of “on top of all the other things I have to do, how can I get this new thing done and done well?” Time is always in short supply for agriculturists. Interviewees also mentioned a sense of alienation from the people claiming to represent them, from other agriculturists, from urbanites in general, and from environmentalists in particular.

Some people are challenged by finding time to respond when science “changes its mind.” More frequently than a non- agriculturist might imagine, scientifically based recommendations for management techniques, equipment use, environmental goals, chemical applications and other agricultural practices change in light of new products or new research findings. Agriculturists have little time to keep up with the changes and incorporate them into their ongoing workplans. In addition to being frustrating, changes in rules or the addition of a new layer of regulation erodes the sense of trust and commitment an agriculturist is able to bring to bear on meeting, much less exceeding, regulatory requirements. Many expressed the sentiment with a verbal shrug. In their words “If the rules are constantly changing, how can I keep up and, more to the point, why should I bother trying?”

A second, closely related challenge is figuring out how to respond to legitimate environmental problems. Solving erosion or water quality problems is necessary, but even the most willing agriculturists say they need time to figure out what the most appropriate, effective and cost- efficient response should be.

A variation on the theme incorporated in the first two personal challenges was finding the time and energy for learning about different kinds of options and/or opportunities, and figuring out how to incorporate those options into on- the- ground practices. These options and opportunities are quite varied, including new or different practices, equipment, supplies, specific crops, financial support or

incentive programs, and marketing methodologies.

Some of the other challenges had more to do with the relationship between members of the agricultural community, and between the agricultural community and environmentalists. Within their community, agricultural producers rarely hold other agriculturists responsible for good environmental practices and/or compliance with regulations. There is a history within the community of letting each person march to his or her own drum. As one person said, “We all know who the bad farmers are, even the bad farmers know who they are. We just don’t believe in interfering with each other.” This tradition makes it difficult for the community to self- police, or even criticize, poor practices or regulatory violations.

People noted that they felt challenged by the “us vs. them” mentality that they perceived agricultural publications, associations and organizations to be promoting between the agricultural community and the environmental community. They commented on the lack of common ground they felt with many of agricultural organizations and associations, a strong sense of “they don’t speak for me when they speak for ag.”

- Regulatory/Compliance Challenges

Not surprisingly, all the interviewees mentioned the challenges created by the regulatory environment within which agriculture operates. Keeping up with agency rules is very demanding. Many different agencies oversee agriculture products and practices, creating a dense regulatory web through which agriculturists must carefully pick their way.

The economic costs of meeting or exceeding environmental regulations are of great concern to agriculturists. Balancing the social and environmental costs of certain practices with economic profitability or even economic survival is an enormous challenge.

2. Question 2: How can environmentalists help you with those challenges?

The most common and immediate response to this question was something like “Tell ‘em to just go away,” accompanied by a wry grin and a chuckle. But when we turned to a serious discussion of the question, the answers again fell into three general categories: ways that environmentalists can assist agriculturists; ways that environmentalists can help educate non-agriculturists about agriculture’s issues, concerns, problems and challenges; and ways that environmentalists can adjust their own attitudes towards agriculture and the agricultural community. Across the board, the answers to this question acknowledged environmentalists’ perceived strengths in fundraising and educational outreach, and their perceived power to influence legislation and the policies and regulations of various government agencies.

- Assisting Agriculturists

All the interviewees commented on ways that environmentalists could assist agriculturists to “do the right things.” Agriculturists want help from environmentalists in getting funding to management practices that protect and/or restore the environment. Likewise, agriculturists thought environmentalists could help get agencies to establish policies and regulation that incorporate the externalities involved in environmentally sound management practices, could encourage agencies to coordinate their regulatory regimes, and could promote policies that support agriculturists in implementing environmentally sound practices.

Comments were made about the detrimental effects of litigation, and most of those raising this issue felt that environmentalists should emphasize setting environmental goals and then step back and allow local people to devise local methods for achieving those goals.

Many interviewees stressed the importance of collaborative efforts between environmentalists and individual agriculturists, local communities of farmers and ranchers, and the

agricultural community as a whole. Again, interviewees stressed the need for setting clear goals towards which local people can work, as well as the need for establishing incentives and voluntary programs. Working for effective enforcement of existing regulations was deemed more effective than increasing the number of regulations.

- Educating Non-Agriculturists

Almost all the interviewees felt that environmentalists could be very effective and helpful in generating “positive propaganda.” This includes publicly supporting and praising farmers and ranchers who go above and beyond regulatory requirements to promote a healthy environment. It also includes educating consumers about the challenges faced by agriculture and the importance of the economic, environmental and social roles played by agriculture in the state. Interviewees placed great emphasis on the need for consumers to understand the consequences of their shopping choices.

Without fail, the interviewees perceived environmentalists as lacking in technical and scientific knowledge as well as direct experience with farm and ranch operations. Many of the interviewees mentioned their perception that environmentalists do not spend much time “on the land” learning how farms and ranches operate. An eloquent statement by one interviewee recommended that environmentalists commit a portion of their work time to being out on the land, walking around and discussing the health of the environment and other issues with people who represent a wide array of perspectives.

- Adjusting Attitudes

Not surprisingly, all of the interviewees felt that they are misperceived and misunderstood by environmentalists, both as individuals and as members of the agricultural community. (Needless to say, as environmentalists, we often felt the same way in these interviews!) If environmentalists could change their attitudes, said the interviewees, there would be more hope for mutually beneficial interactions. Many of the comments in

this general vein can be summed up as, “Hey, environmentalists, remember that agricultural producers aren’t intentionally bad; their behavior is the result of economics or a sincere belief that they are doing the right thing.” More concretely, the interviewees felt that environmentalists need to abandon their perceived “black- and- white” worldview, acknowledge the complexity of the situation, and work towards solutions that incorporate those complexities. Environmentalists need to focus on accountability and goals, not fingerpointing. “They need to remember where their food comes from,” commented one person.

Interviewees commented that they would like to see environmentalists participating in small group, non- threatening dialogues with agricultural producers, sharing different perspectives without being judgmental. This could help establish personal, individual trust- based relationships between environmentalists and agriculturists.

Evidently, environmentalists come off as a sanctimonious lot. Several interviewees mentioned that environmentalists need to entertain the notion that they might be wrong. When they are wrong or when a policy they supported does not work out as expected, environmentalists need to take responsibility for acknowledging those unexpected outcomes and mistakes.

Environmentalists should remember that many of the environmental problems facing society and agricultural producers are the result of past practices, not current practices, and many of those practices were pushed by or subsidized by past public policy.

A number of the interviewees stated that environmentalists should not condone the destruction of private property. It is interesting that many in the agricultural community perceive widespread support amongst environmentalists for “eco- terrorist” activities. In fact, while there is a radical arm of the environmental movement that supports such destruction, it is not a commonly held opinion in the environmental community.

3. Question 3: What would it take for you to work constructively with environmentalists?

The answers to this question clearly indicate that most agricultural producers perceive the environmental community to be more concerned with achieving ideological or political aims than with collaborating to achieve common goals.

Environmentalists are seen as elitist in their communication. Too often, evidently, environmentalists couch their discussions in jargon and acronyms that make their conversation inaccessible and leave agriculturists feeling confused, intimidated and/or condescended to. Environmentalists are also seen as unwilling to honor the processes in which they have agreed to participate, going to the media or the courts rather than accepting the outcomes of these processes.

As a result of environmentalists’ preconceptions about individual agriculturists, and environmentalists’ preconceptions about the extent and validity of their scientific, political and social opinions, many agriculturists see environmentalists as self- absorbed and unable or unwilling to work with people that do not share their opinions. Agriculturists perceive their own community as being every bit as diverse as the environmental community. Environmentalists are perceived of as making too many assumptions about people and their personal beliefs, and as lacking in respect for those whose beliefs are different from theirs, those who do not share the “urban biases” of most environmentalists. The perception that environmentalists are arrogant stems from a perceived lack of humility, an unwillingness to acknowledge that everyone pollutes, that all Oregonians have a tremendous impact on the environment through their day- to- day activities.

In addition, the agricultural community perceives environmentalists as less than honest, open or trusting in their dealings with agriculturists. Environmentalists see the agricultural community as the enemy, according to many interviewees, and this makes environmentalists unwilling to work cooperatively, unable to admit when they are wrong or have

made a mistake, unable to learn from agriculturists, and unable to come to the table free of assumptions about how the solutions developed at that table may look or sound.

Most interviewees felt these reservations could be addressed if environmentalists were willing to ask tough questions and really listen to the answers, giving respect and equal weight to each person's opinion. Demonstrating a genuine interest in the welfare and concerns of all involved would require environmentalists to make fewer assumptions about what's going on and why. Environmentalists could achieve environmentally beneficial goals more easily if they realized that the future will be determined by the ability of different interest groups to work together and that a commitment to conservation requires both economic security and local knowledge. Emphasizing cooperative, non-threatening situations wherein individual environmentalists and agriculturists could share ideas and opinions without trying to "win" could open some doors to collaboration.

4. Question 4: What concerns you about working with environmentalists?

The first three interview questions were outer-directed questions; that is, they asked the interviewees to talk about things outside themselves. The fourth interview question was an inner-directed question, asking the interviewees to look within themselves and to talk about what they found. Essentially, this question ends up being more about feelings than thoughts, although many of the interviewees used the term "I think" in framing their answers to the question.

When asked about their concerns about working with environmentalists, most interviewees expressed some level of fear about being made more vulnerable because of the interaction. Likewise, most interviewees commented on their sense that there is nothing short of disappearing from the Oregon landscape that the agricultural community can do to "satisfy" environmentalists.

Responses to this question again highlighted the perception that environmentalists are

driven by specific issues. They are viewed as narrowly focused with no concern for the people on-the-ground, no understanding of the economic and regulatory complexities of running an agricultural operation, and an unrealistic view of how quickly change can be achieved and at what cost.

Once again, the answers to this question suggested a conviction that environmentalists do not consider themselves, their values, or their lifestyle as part of the problem. They are perceived of as closed-minded, unwilling to achieve goals through cooperation and collaboration, and focused on litigation and regulation rather than problem-solving.

The tenor of most of the responses to this question resonated with this answer: "I feel paranoid — how will anything I say or do be used against me or against other agricultural folks?"

B GENERAL COMMENTS AND OBSERVATIONS DRAWN FROM THE INTERVIEW PROCESS

Making the initial connection with potential participants, setting up the interviews, and the interview conversations themselves yielded much more than the answers to the four questions. Some of the important ideas to come out of the interview process are

- go where they are
- respect cultural differences
- "what's in it for me" matters
- beware of "I'm an environmentalist and I'm here to help you"
- building trust takes time

1. Go where they are

In traditional environmental campaigns, environmentalists often admonish themselves to "start where the people are." Yet, in trying to form alliances with agricultural folks, environmentalists generally have started with their own rhetoric and goals. For example, when OEC started calling folks to "talk about how agriculture and environmentalists could work together better," we found that our very language offended many agri-

culturists. They consider themselves real environmentalists, people who have been caring for the land long before environmental groups existed. Likewise, we've found the term "sustainable agriculture" either irritates or confuses more than it helps (typical response: my family has farmed here for over 100 years! What's more sustainable than that!?) Agricultural producers identify different issues as their top priorities; even when their priorities are similar to the priorities of environmentalists, agriculturists use very different language to describe those priorities.

Another example of the problems resulting from different perceptions of the same thing came up during our work on pesticides a couple years ago. Environmentalists wanted a "pesticide right-to-know law," which agriculture vehemently opposed. Agricultural producers weren't so unhappy about a "pesticide tracking law" or "pesticide use reporting law" that did the same thing. "Right-to-know" to them meant having their names and faces identified; it meant they were to blame. "Use reporting" was more of a neutral data collection program. In fact, at least some agriculturalists saw the value in good data to replace EPA's conservative estimates of use, to protect pesticide uses on specialty crops, and to demonstrate the agricultural community's good stewardship practices. But, because we framed the issue in terms of "right-to-know," OEC and our allies were in a very poor position to make these arguments to them. (By contrast, "right-to-know" is a term that resonates strongly with the public at large.)

"Going where they" are doesn't apply just to concepts or terminology. Many of the agricultural producers OEC has dealt with in the course of this project appreciated that we were willing to meet them at their farm, ranch, nursery, or other place of business. OEC was asking a favor, and it was understood as a gesture of respect and an acknowledgment of the value of each interviewee's time for us to go to them. It also gave the interviewees a chance to show us what they were doing in their operations that they felt was environmentally sound.

Walk, not just talk, is part of "going where they are."

Ultimately, a big part of going where someone else is requires respect for cultural differences, the second important concept to surface during the interviews.

2. Respect cultural differences

There is a difference between urban and rural culture. Denying or ignoring this fact cannot make it go away, just as denying or ignoring environmental problems cannot make them go away. Much hard work and many well-meaning efforts have failed in the face of each community's self-centeredness. It would be better to acknowledge, respect and explore those differences as part of the collaborative process than to assume that the differences don't matter. If we are to work together successfully, we must develop an understanding, acceptance and appreciation for the differences in our cultures.

OEC has gained a few cultural insights in the past few months of talking with folks. These are generalizations but we've found them powerful:

- Agriculturists don't work office hours and they don't take weekends off. Daytime appointments or daylong meetings can't be scheduled weeks in advance with any confidence that something won't come up, something much more immediate and urgent than an appointment or a meeting.
- Many members of the agricultural community place great weight on the written word. They generally aren't used to massaging/critiquing draft documents, and tend to see things in writing as closer to "done deals," often triggering anger.
- They don't feel listened to, or heard, or included, or respected, or represented. This is a community that feels every bit as disenfranchised and victimized as low-income urban people of color.
- Agrarian culture is a story-telling culture, unlike most of the environmental

community, and the political and urban business communities upon which the environmental community is modeled. Many of the answers to the interview questions came in the form of a story rather than a direct, one- or two-sentence response. The casualness of the presentation often belies the density of information contained in the stories being told. It takes an effort for many environmentalists to slow down enough to listen, to understand that the information is there, just as it takes an effort for agriculturists to understand that “cutting to the chase” is not necessarily meant as an insult or indicative of impatience.

Undoubtedly, there are many other differences. It is not as important to be able to list the differences as to be flexible enough to acknowledge, accept and explore them, and then to move forward without allowing differences to destroy opportunities for collaboration, cooperation and appreciation.

3. “WIFM” (What’s In It For Me?) matters

Our experience suggest that, all things being equal, most agriculturists do want to be good stewards of their land. For the most part, they work the land because they love it. Agricultural producers often feel trapped between economic survival on one hand and regulatory compliance/good stewardship on the other, just as most urban Oregonians say they want to do the right thing environmentally, but not if it costs a whole lot more. As an environmentally responsible society, we need to support agriculturists who are “doing the right thing” with dollars as well as with rhetoric.

4. Beware of saying “I’m an environmentalist and I’m here to help you”

Making the case for why what environmentalists want is in a farmer’s self interest is necessary, but far from sufficient. Given the current suspicion and lack of trust between the two communities, even environmentalists “bearing gifts” are not very credible to agricultural producers, and the reverse is true as

well. For example, how would environmentalists react if a farmer came to them and said, “We want you to support this great new program that will train us to be more efficient in our use and application of pesticides?” The reactions of most environmentalists would range from lukewarm to hostile. (This example isn’t hypothetical; just such a situation occurred during OEC’s work on pesticide use reporting.)

In addition, environmentalists also have to recognize that some of the environmental degradation agriculturists face is repairing is the results of government programs, the “latest” advances in science, and other social pressures and programs of the past. Many of the practices currently condemned by environmentalists, scientists and the general public were instituted and paid for as a matter of public policy less than a generation ago. For example, the Army Corps of Engineers once paid agriculturists out of public coffers to “straighten” streams. Channelizing streams seemed to reduce the frequency of flooding and the consequent loss of property and/or crops. Today this policy, and the science behind it, are acknowledged as seriously flawed. Public blame often falls, however, not on the federal government or even on the scientists, but on the individual agricultural producer who did what s/he was told was the “right thing.” A particular agricultural producer on a particular piece of land may unknowingly have made environmental “mistakes.” The whole of society needs to take responsibility for the damage done. Acknowledging that is one way to start building relationships of trust.

5. Building trust takes time

There is no way to create personal and institutional relationships of trust overnight, especially after decades of increasing polarization. OEC has been working for nearly seven years to build these relationships in the business community and our efforts are just starting to bear fruit. The legacy of demonization and distrust between environmentalists and the agricultural community is vast and not necessarily unfounded. Despite this, establishing trust is absolutely essential

for long-term success. We don't have to agree or just "be nice to each other." We have to understand each other, and demonstrate respect for each other, even as we disagree. It's not easy and it's not fast.

C. CONCLUSIONS DRAWN FROM THE INTERVIEW PROCESS

OEC's goal for the interview process was not the development of a statistically or scientifically defensible "study" of agriculturists' perceptions of environmentalists. Rather, we wanted to see what we could learn from individual agriculturists about their perceptions — what we could learn if we just listened.

If the answers to these interview questions are to be useful for understanding the basis for tensions between the agricultural community and the environmental community, the environmental community must take a good hard look in the mirror that these agriculturists have held up. By acknowledging the legitimate bases for the observations, concerns and fears of the agricultural community, environmentalists can choose to behave in ways that will address and, perhaps, lay new groundwork for a collaborative future between the two communities.

The agricultural community must also look in the mirror they have held up for OEC. If they do, they will come to understand that some of their concerns are not all that different from the concerns of environmentalists. Each community want respect, acknowledgment, honesty and acceptance from the other. Regardless of political, social or personal differences between individuals or between the communities, each group must be willing to give what they want to get in return.

WORKING TOGETHER:

POSSIBILITIES FOR BRIDGE-BUILDING AND POLICY COLLABORATION

If the two communities are to work together, how and to what ends should they do so?

A. BUILDING BRIDGES BETWEEN COMMUNITIES

Building bridges between two such diverse communities is a challenge. However, the old chestnut, “Go where they are,” gives a hint at the answers to that challenge.

All bridge-building begins with personal relationships, particularly in the agricultural community. Establishing personal connections between individual environmentalists and agriculturists, based on trust, honesty and openness, is an absolute necessity. Developing those relationships is an ongoing process, and requires a significant investment in time and energy. Increasing direct communication between individuals, however, is worth that investment, because for an environmentalist to gain entry into the agricultural community at large requires that someone of standing in the community be willing to “vouch for” that environmentalist, as a person and as a representative of his or her organization.

Creating “safe” environments for personal interactions is another way to create bridges between individuals. People who feel threatened, angry or fearful are not good listeners. In fact, they tend to listen primarily for opportunities to reiterate their own concerns. Facilitated group interactions that focus on listening rather than confronting or combating can be extraordinarily effective bridge-building tools. Bringing people together — setting up situations that put a human face on the issues, and giving people an opportunity to be heard by their “opponents” and, in turn, to hear from their opponents without political or social consequences, allows individuals to experience each other as human beings and to start developing an understanding of “opposing” perspectives.

Once the process of building individual bridges is underway, establishing institutional relationships between the two communities becomes feasible. Increasing the interactions

between individuals and institutions from both communities will help increase each group’s understanding of the other’s “on-the-ground” reality. It will reduce the tendency, on both sides, to jump to the worst possible conclusions.

1. Possible bridge-building projects

A number of specific bridge-building recommendations have come out of the communications OEC has had with members of the agricultural community. These include:

- conducting “Lay o’ the Land” days,
 - extending outreach to farm organizations, commodity associations and agricultural events,
 - integrating organizational leadership and membership,
 - educating consumers and elected officials,
 - sponsoring or co-sponsoring events,
- Conducting “Lay o’ the Land” days

The interviews and other personal conversations OEC staff has had with members of the agricultural community show that most members of the environmental and agricultural communities are surprisingly misinformed or uninformed about each other. Educating both communities about the about each other’s day-to-day operations would increase everyone’s understanding of the challenges faced by both communities.

Most agricultural producers are proud of the work they have done on their property. They want to show people what their individual challenges are and how they deal with them. Some agriculturists even want suggestions for new and different ways to deal with those challenges. Farmers and ranchers are dismayed that most people, including environmentalists, seem unable, unwilling or uninterested in spending time on the land with individual property owners.

Establishing “farm days,” where board members, staff or members of environmental

organizations spend time with a particular agricultural producer would be a particularly effective bridge- building tool. Learning about the challenges faced by the individual agriculturist, particularly in the context of environmental and economic constraints, would broaden the horizons of participating environmentalists. In addition, their participation would send a clear signal to agriculturists that they were being acknowledged on both a professional and personal level, and that their achievements, challenges and concerns were being taken seriously by members of the environmental community.

Likewise, bringing members of the agricultural community into the offices of an environmental group or to a board meeting would shed some light on the office- bound operations of the environmental professional or board member. The operations of an environmental nonprofit are more similar to those of a business than to those of an agricultural operation. Shedding some light on the workings of environmental groups — including funding sources, membership, rights and responsibilities of board members, the development of political and strategic goals — would go a long way towards demystifying the environmental community for agriculturists.

- Extending outreach to farm organizations, commodity associations and agricultural events

Reaching out to the agricultural community means being available and accessible in their world. Integrating an environmental presence at county fairs and other agricultural events, such as harvest festivals or growers' markets, can help break down barriers between the two communities, allowing opportunities for education and personal interactions. Bringing economically successful "green" agriculturists to speak at various agricultural organizations, associations and events sets an example of cooperative and well- educated outreach.

- Integrating organizational leadership and membership

Integrating agriculturists into environmental groups and vice versa is an important second

step in the bridge- building process. Inviting agriculturists to sit on the boards of environmental organizations or establishing "ag advisory committees" can introduce the views and vision of the agricultural community into environmental work, without compromising the agenda of the organization. Likewise, if environmentalists deliberately establish formal relationships with agricultural organizations and associations, relevant environmental perspectives can be discussed and perhaps integrated into the agricultural community's larger political agenda. In time, we hope to see environmentalists added to the boards or advisory committees of various agricultural groups as well.

- Educating consumers and elected officials

Agricultural and environmental groups should agree to act as cooperative advocates for agriculturally and environmentally sound practices and policies whenever possible. Showing consumers and elected officials that private and public funds can achieve environmentally and economically responsible goals without penalizing local and regional agriculturists should be a priority for environmentalists. For example, environmental organizations can promote "good" producers' products to their members, while agriculturists can help support "common sense" environmental policies.

- Sponsoring or co-sponsoring events

Bringing individuals together to explore ideas in an open, supportive, non- threatening situation allows for mutual revelation. Acceptance and agreements to disagree about some things lay the foundation for bridge- building and policy collaboration around areas of agreement. Events co- sponsored by agricultural and environmental organizations, based around issues of common interest such as the means for funding "sustainable" practices across economic and geographic sectors, can provide such forums for interaction and explorations.

2. Challenges to Bridge-building

Building bridges is about personal relationships and personal validation. Many agricultural producers are eager to get, even insistent about getting, individual environmentalists and other non-agriculturists to “come see what I’ve done out here.” They want urban people to see their operations, understand their challenges, and acknowledge their hard work. At the same time, for some people there is a fear of exposure, that perhaps the one day that something goes wrong, a visitor will see it and a lawsuit will result. This creates a frustrating tension for agriculturists, a “come here, go away” dynamic.

There are stories told in the agricultural community, stories that have assumed the scale and cadence of myth although they are based in fact, of the various ways in which environmentalists have betrayed the good faith of agricultural producers. One story tells of an environmentalist from Portland who participated in a farm tour on an eastern Oregon ranch. Upon returning to Portland, he filed a lawsuit against the rancher for violating regulations relating to water quality and endangered species. Undoubtedly things like this have happened over the years. Decisions that look like strategic moves to one community appear as profound betrayals of good faith to the other.

Even discounting those tensions, which not all producers feel, there are difficulties with one-on-one bridge-building. Unfortunately, experience has shown that it is very difficult to get urban folks involved in agricultural tours. The high pressure workplace (and family life) make long trips to the country difficult if not impossible for most urban residents.

For example, a berry farmer in Sandy, Oregon, tells of arranging three farm tour days. This entailed hiring buses, rearranging work schedules, setting aside an entire day of his time and coordinating with his workers to provide an interesting tour for the visitors. Two of the three times, no one but the bus driver and the tour organizer showed up. The berry grower’s time, money and good

faith were all wasted. Experiences like this are very frustrating to agriculturists, who feel they are often condemned out of hand by people who have never bothered to look at the on-the-ground consequences resulting from the often adversarial relationship between environmental stewardship and economic survival.

As the environmental and agricultural communities come to understand more about their differences, each group should become more willing to take chances, to make the time to associate with each other. While this might mean more environmentalists doing farm tours, it may also mean more agriculturists taking time to understand the workings of environmental groups, recognizing their challenges and appreciating their successes.

B. POLICY COLLABORATIONS

Working to improve relationships between the agricultural and environmental communities is one part of the answer to the difficulties currently facing us. Another part of the answer is working together to achieve common goals that benefit both the agricultural community and the environment. The two are closely intertwined: we must put our money and time where our mouths are in the name of solidarity, not charity. We must demonstrate that we can accomplish more of what we all want by working together in order to motivate ongoing collaboration.

Some possible focuses for policy collaboration include:

- increasing support for local and regional agriculture;
- promoting multifunctional/full value farming;
- promoting and supporting niche marketing and “de-commodification”; and
- increasing the efficiency and coordination of the regulatory environment.

1. Increasing support for local and regional agriculture: Buy local, buy regional, buy American

While the global marketplace benefits some agriculture producers, it gives short shrift to

others. Some agriculture producers are being bankrupted by cheap international products dumped in the US from countries with weaker environmental rules and cheap labor. Agriculturists want stronger local markets for their crops, especially those that cost more because they are “sustainably” produced.

Promoting local agricultural products reduces the economic and environmental costs of long- distance transportation, increases the economic stability of local agricultural producers, increases Oregon’s independence from fluctuations in the global marketplace, addresses concerns about food safety and food security, and promotes a closer relationship between urban and rural communities. There are a number of policies that could be implemented to strengthen relationships between local markets and local producers:

- place- of- origin labeling
- government and institutional purchase preferences
- restrictions on food imports
- labeling of imported products

- Place-of-origin labeling

Place- of- origin labeling seems to have a special place in the hearts and minds of agricultural producers. Requiring labels that tell consumers where their food and other agricultural products were raised is helpful from an educational standpoint. The assumption is that consumers will want to support local, regional or national agricultural producers over foreign producers.

Country- of- origin labeling is not a new idea. All of our major trading partners in 15 countries in Europe, as well as Canada, Mexico, Japan and many other countries, require country- of- origin labeling. Some states, such as Florida, require country- of- origin labeling as well.

It is likely that country- of- origin labeling will be included in pending federal legislation. Some environmentalists are lobbying for such a policy. State- of- origin labeling, the next step down, is more problematic. Some states have very successful state- or- origin labeling

programs. The programs, however, are essentially marketing programs. In order for state- of- origin labeling to be effective at increasing the market share of local producers, consumers must believe there is something special about Oregon- grown products. Promoting Oregon agricultural products nationally at a level that will make a “grown in Oregon” label an effective marketing device will require a substantial investment in advertising.

Requiring state- of- origin labeling raises concerns about the cost of labeling. For such a program to benefit local producers, labeling would need to have a large enough impact on in- state consumers to cover labeling costs.

The general consensus about state- of- origin labeling is that it would require the development of an extensive marketing program in order to bring much benefit to local producers. The AgriBusiness Council has been looking into an Oregon labeling program. The council might be a good partner for this project.

- Government and institutional purchase preferences

Establishing purchasing preference policies for public institutions (schools, prisons, etc.) seems to be a strong policy that both environmentalists and agriculturists could support. Such policies create strong, reliable markets for local producers, reinforce the connections between urban and rural communities, reinforce the social and environmental values promoted by the state, and increase consumer awareness.

Other states have established purchase preference policies. OEC is currently talking with the Oregon Department of Administrative Services (DAS), Oregon Economic and Community Development Department (OECDD), and other interested parties about the possibility of developing a state purchasing preference for local agricultural products. If such a policy is feasible and passes muster under state law, OEC hopes to bring a purchasing preference bill into the 2003 legislative session.

- Increasing regulatory requirements for imported agricultural products

While the thought of limiting food imports seems attractive to many, it is unlikely that any policy restricting free trade or interstate commerce will pass legal muster. An alternative approach to limiting the importation of agricultural products is to require that all imported agricultural products be produced in compliance with US laws and regulations. This policy, like a policy restricting food imports, is unlikely to be implemented because of trade agreements and other legal challenges.

It is true that not all countries have the same environmental and natural resource laws as the United States. In many cases, the US has stricter and more comprehensive regulations than the countries from which it imports agricultural products.

Some countries, for example, may require pesticide registration but do not have a regulatory scheme comparable with our federal Clean Water Act. Those countries that do require pesticide registration may have different laws than this country. For example, many countries use pesticides that are not registered in the US. In some cases, they are not registered because US agricultural producers don't need them. In other cases, it is because the pesticide manufacturer has not registered that particular pesticide in the US. Because of international trade agreements, the US cannot categorically refuse to import a vegetable on which a non-registered pesticide was used. The US can require that no detectable residue of that pesticide be found on the vegetable. The US cannot, however, require that the country-of- origin has regulations analogous to the Clean Water Act.

The United States Department of Agriculture (USDA) is currently responsible for examining all imported foods to be sure that they comply with all *applicable* US laws. In practice, because of funding limitations, inspections are rare and usually target agricultural products from countries or companies known to have a past history of non-compliance with US import laws.

2. Promoting multifunctional/full value farming: "Show me the money"

"Multifunctional" or full value farming is a concept gaining popularity in the agricultural world. Agricultural producers and other land managers produce a portfolio of products – from potatoes, to open space, to wildlife habitat. Some of these "products" are bought and paid for directly by consumers in the marketplace (i.e., the potatoes) – but most are not (i.e., the open space and wildlife habitat.). If the public can clearly articulate what they want to buy, and be willing to pay for it, agriculturists will be interested in producing those goods. Like "energy farming," this idea appeals because it represents new ways for agricultural producers to generate profit from their land.

FARMLAND STEWARDSHIP PROGRAM

FLORIDA FARMLAND STEWARDSHIP PROGRAM

The Farmland Stewardship Program (FSP) is an innovative concept developed over eight years of discussions in Florida among private landowners, conservation interests, agriculture groups and government agencies.

Currently being introduced, the FSP will provide "one-stop conservation" to tie together the many diverse conservation programs available from all levels of government and the private sector. It will be carried out through public-private and federal, state and local "partnerships." Formal agreements will be administered and overseen by the Secretary of Agriculture, in partnership with other federal, state and/or local agencies whose programs are incorporated into the agreements, and carried out on-the-ground through local conservation districts, nonprofit organizations, stewardship councils, land-grant universities, extension services or local offices of a participating agency.

The Farmland Stewardship Agreement (FSA) is as an all-encompassing service contract; it "hires" a private landowner as a "vendor" to perform one or more specific conservation services. If there is something society wants a private landowner to do, the FSP "hires" a landowner to do it. The program will provide payments for maintaining the natural features of a property that society wishes to protect – not on what a landowner gives up. Hence, the FSP provides a means of creating a market value for these natural features.

Compensation will include direct fees for services, as well as annual base payments plus annual per acre stewardship fees. The agreements will compensate the landowner for all services provided. Incentives, in the form of "bonus payments," will be provided for certain long-term improvements.

Find out more by visiting <http://privatelands.org/index.htm>.

Full value farming is not necessarily about spending more public money on the agricultural sector. After all, public payments already account for about half of all net farm income. Changing the structure of those payments is key to success in this area. Instead of being essentially entitlement or welfare payments, or indirect subsidies, public support for agriculture could be structured to be payments for specific products.

There are opportunities to shift current funding for environmental and conservation incentives and to create pots of money for new incentive programs. These opportunities include:

- promoting full funding for the implementation of existing state and federal incentive programs
- creating new incentive programs
- creating a new pot of money to buy and/or lease development rights
- changing the structure of Farm Bill payments
- promoting “energy farming”

The national farm bill, with its billions of dollars in programs and payments, is probably the single greatest determinant of farming’s impact on the environment. But there are also state-level opportunities, particularly in areas like energy production and habitat restoration.

- Promoting full and adequate funding for the implementation of existing state and federal incentive programs

Promoting state-wide support for existing incentive programs — particularly programs such as CREP (Conservation Reserve Enhancement Program) that leverage federal dollars into state programs — should be a high priority. Many incentive programs languish because they lack the technical personnel necessary to help land owners develop and implement appropriate conservation programs. Ensuring that these programs receive sufficient funds to effectively achieve their goals is essential.

Currently OEC is working with state and federal agency representatives, agricultural

representatives and representatives from other environmental groups to design a revised CREP implementation program for Oregon.

THE OREGON CONSERVATION RESERVE ENHANCEMENT PROGRAM (CREP)

The Oregon CREP is a partnership between the federal government and the state. Sponsored by the USDA, the program provides financial incentives for landowners who voluntarily restore natural habitat in riparian and wetland areas on private agricultural lands. The Oregon Watershed Enhancement Board (OWEB) administers the program in cooperation with the Farm Service Agency.

Over \$200 million in federal funds are available for restoration work on agricultural lands adjacent to a stream or river that supports or historically may have supported fish currently listed as endangered or threatened. Those federal funds must be matched by state funds at a four-to-one ratio – the federal government will contribute four dollars for every one dollar the state invests in the program. The goal of the Oregon CREP is to establish riparian buffers, restore wetlands and protect streamside habitat on 100,000 acres (95,000 acres of riparian land, 5,000 acres of wetland).

Although the Oregon CREP has been underway for over three years, less than 5,200 acres have been enrolled in the program. Lack of state resources to match federal funds has resulted in a program that is understaffed and underpromoted. Increased state funds for outreach and technical staffing as well as state-wide coordination are necessary to effectively implement this program. The potential benefits of Oregon CREP to Oregon’s agriculturists and Oregon’s environment are worth the investment.

- Creating new programs to fund voluntary efforts to improve water quality, increase water conservation, implement best management practices, etc.

The 2001 Oregon Legislature passed HB 3564, a bill that, among other things, establishes an interim group to review existing statutes for barriers to voluntary conservation. An interim report on possible ways to increase incentives for such work. This program will provide economic incentives for agriculturists that go above and beyond regulatory requirements for land management practices, encouraging rural landowners to go above regulatory minimums in managing their lands.. Securing adequate funding for the implementation of this program is essential.

- Creating a new pot of money to buy and/or lease development rights

Environmentalists, working through groups such as The Nature Conservancy and local

land trusts, have established financial program to acquire development rights from willing sellers in key habitat areas or areas particularly vulnerable to environmental degradation. Anecdotal evidence indicates, however, that there is a deep-seated resistance in many agriculturists to “giving up” control of their land to non-agriculturists. In order for a program of this sort to be effective, extensive groundwork must be laid with landowners.

Likewise, groundwork must be laid with urban residents. Convincing them that buying or leasing development rights is not another agricultural bailout scheme is difficult, especially if their taxes are footing the bill. Emphasizing society’s need for the amenities produced on privately owned agricultural lands — amenities such as clean water and healthy habitat for fish and wildlife – is a educative challenge that must be met if amenity farming programs are to succeed.

3. Promoting and supporting niche marketing and “de-commodification”

“De-commodifying” Oregon agriculture
Increasing numbers of agricultural producers are discovering the best way to survive is to stop selling their product into the commodity market, and instead differentiate it in some “niche” or value-added way. Producers supplying niche markets make more profit and are less controlled by world commodity market prices.

One way to differentiate a particular crop or product is by marketing it as organic, or otherwise green/healthier, which clearly is an environmental goal. Another approach is to replace low-value commodity crops with higher-value specialty crops. While the environmental benefit is not as obvious, increasing income by producing such specialty crops justifies greater investments in land management, efficient water use, and increased emphasis on environmental stewardship, while reducing mono-cropping practices.

Some approaches for promoting and supporting niche marketing strategies for local agriculturists are:

- increasing funding for state market development programs
- shaping extension programs to focus more on profits than bulk production
- supporting government funding for labeling and preference programs
- promoting local/sustainable preferences in the private sector

- Increasing funding for state market development programs

A common complaint from Oregon agriculturists is that federal and state agricultural research programs are aimed at the larger agricultural operations producing for export markets. While exports are an essential component of Oregon’s agricultural economy, a complementary component should emphasize smaller, regional and local markets. Developing products for national, regional and state level markets, and establishing those markets supports a separate but equally important part of our agricultural sector. Rethinking the emphasis of state programs, many of which are focused on increasing large-scale export markets for Oregon agricultural products, is necessary if Oregon agriculturists are to reach local and regional markets.

- Shaping extension programs to focus more on profits than bulk production

Currently, OSU Extension programs focus on bulk production, exports and conventional agricultural methodologies. Less attention is paid to maximizing profits from small-scale operations, increasing local and regional market niches for specialty agricultural products, and promoting “sustainable” and organic farming techniques. Refocusing OSU Extension’s efforts to encompass the smaller producers, offering them assistance in developing products that appeal to niche markets, and helping them develop those markets will increase the viability of small, locally based agricultural systems.

- Supporting government funding for labeling and preference programs

Part of what makes niche marketing work is the ability of producers to distinguish – somehow make special or unique – their

product. Certification programs, such as The Food Alliance, give agricultural producers an opportunity to show how their product is not only unique but produced in a manner that benefits, not damages, the environment. At this point, most certification programs require the producer to pay the costs of certification (inspections, documentation, etc.). Many agriculturists shy away from these added costs, even those whose production methods essentially comply with the requirements for certification.

THE FOOD ALLIANCE

The Food Alliance (TFA) is a non-profit organization that promotes sustainable agriculture by recognizing and rewarding farmers who produce food in environmentally and socially responsible ways, and educating consumers and others in the food system about the benefits of sustainable agriculture. Farmers and ranchers who meet The Food Alliance's strict certification requirements market their products with TFA's seal of approval — Food Alliance-Approved.

TFA defines sustainable agriculture as a system that emphasizes protecting and enhancing natural resources, using alternatives to pesticides, and caring for the health and well-being of farm workers and rural communities. Sustainable agriculture represents a long-term goal to make farming more economically viable, environmentally sound and socially responsible.

The Food Alliance's certification requirements focus on several areas: soil and water conservation, pest and disease management, wildlife habitat, and human resources. The certification process requires a farmer to submit a self-evaluation and application to TFA, and participate in a third-party evaluation process (including a site visit). Upon approval, the farmer is certified for three years. The farmer is responsible for application and program fees.

There are currently 89 Northwest producers certified by TFA, and 38 retailers feature and promote Food Alliance-Approved products in their stores. The Midwest Food Alliance, affiliated with TFA, has certified 35 farms and their products are promoted in 12 stores.

For more information, visit www.thefoodalliance.org.

Creating governmental support for investments in certification programs that promote environmentally conscious and sustainable production methodologies is another way for consumers to “purchase” environmental amenities. Tax credits or deductions could be provided to cover the certification expenses. Part of supporting these programs includes developing state and locally supported preference purchasing programs. Providing a market for certified agricultural products

sends an economic message to agriculturists, a message that emphasizes support for good environmental practices over cheaper, less environmentally sustainable practices.

- Promoting local/sustainable preferences in the private sector

Groups such as the Chef's Collaborative, the Oregon Brewer's Guild and other value-added producer/retailer associations are very interested in supporting local agriculture as a means of promoting a sustainable environment and economy. Likewise, there are many retailers who seek to promote the same values.

CHEFS COLLABORATIVE CURRICULA

The Chefs Collaborative is a nation-wide network of chefs, restaurateurs and other culinary professionals who promote sustainable cuisine by teaching children, supporting local farmers, educating each other and inspiring their customers to choose clean, healthy foods. There are 17 member restaurants in Portland.

The Portland Chapter of the Chefs Collaborative, in partnership with Oldways Preservation and Exchange Trust, has been participating in the Adopt A School program. The program addresses a number of concerns the Chefs Collaborative and Oldways have about how children see food, where it comes from, how to cook with it, and its relation to our environment. The goal of Chefs Collaborative and Oldways is to give a rich and diverse account of the cultural and agricultural histories that have shaped much of the food we eat. They work to keep these stories alive and the appreciation growing.

The Portland Chapter of the Chefs Collaborative has taught in eleven schools over the past two years. Sometimes the goal is to teach students about specific cultures and how food is a part of that culture. Sometimes, they provide the resources for a group of elementary students to spend the day at an organic farm and learn how the farmer utilizes and manages his resources. Sometimes, they cook up a batch of squash risotto and let the students explore the varieties of squash. In the end, it is their mission to educate the growing generation about the importance of responsible resource management from source to plate, and the importance of a healthy appreciation for food.

Restaurants, grocery stores, bakeries, and other operations that deal directly with the consumer have an opportunity to educate their clientele about local and sustainable agricultural products. Likewise, their purchasing decisions send a market message to agricultural producers that there is a market for local, sustainably produced products. There are enormous opportunities for inte-

grating the small, isolated efforts of these many groups into a coordinated whole. Increasing the linkages between end users, wholesalers and producers is vital. For example, developing and coordinating web-based marketplaces to facilitate communication between users and producers would provide an excellent opportunity for direct communication between the two groups.

Expanding school programs, such as the school curricula developed by Portland's Chef's Collaborative, that teach children how to shop for, prepare and enjoy meals made with local, sustainably produced agricultural products, could be coordinated with a "Farm to School" program that brings fresh, local agricultural produce into school lunch programs. There are many opportunities and enormous interest in developing such coordinated programs. Developing public support and funding for pilot projects is an essential part of this effort.

4. Increasing the efficiency and coordination of the regulatory environment

A constant source of frustration for agriculturists is the dense network of regulations with which they must comply. Making it easier for them to do the right thing and know that they are in compliance would provide a great service to agricultural producers and would give the public more of what it wants as well. Opportunities in this arena exist on the local, regional, state and federal levels, and include:

- streamlining existing regulatory frameworks
- changing existing regulations that fail to achieve their stated goals
- working with regulatory agencies to level the playing field
- coordinating regulations across agencies
- focusing programs more on outcomes than process

THE FARM TO SCHOOL PROJECTS

The Farm to School Projects are part of a four year multistate project, "From Farm to School: Improving Small Farm Viability and School Meals," funded by the \$2 million U.S. Department of Agriculture Initiative for the Future of Agriculture and Food Systems. A consortium of universities, school districts and non-profit groups are working together to develop a total of 19 "farm to school" programs in California, New Jersey and New York. Other farm-to-school pilot projects are underway in Connecticut, North Carolina, Kentucky and Florida.

In Cornell, NY, Farm-to-School provides a farmers' market salad bar as a lunch option at schools. This complete meal includes locally grown fruit and vegetables. The concept is designed to teach children:

- the nutritional value of fresh fruit and vegetables
- how food is grown and who grows it
- gardening and how to raise their own food
- the value of composting and recycling waste

Farm-to-School was first demonstrated by the Occidental College Community Food Security Project in Southern California. Working together, the Santa Monica-Malibu Unified School District and the Occidental College Community Food Security Project successfully developed operational farmers' market salad bars in all of the district's K-12 schools by the 2000-2001 school year. The program has become financially sound and is saving the district money.

LEVELING THE PLAYING FIELD: FERTILIZERS

Leveling the playing field means removing economic and other barriers that make “doing the right thing” the more expensive option. Usually leveling the playing field means establishing rules that require everyone to do the right thing. Fertilizer marketing offers two examples of how leveling the playing field would make it easier for agricultural producers to “do the right thing.”

Some fertilizers are made from industrial wastes. Those wastes may contain toxic or hazardous materials such as selenium, zinc, lead and other heavy metals. At this time, fertilizer labels are not required to identify waste-derived fertilizers, nor are they required to list the various ingredients of the fertilizer mix. An agricultural producer who wants to do the right thing and avoid putting fertilizers containing toxic or hazardous materials on his or her land cannot tell which fertilizers are made from what ingredients. A producer's good intentions are doomed to fail without detailed and accurate labeling of fertilizer ingredients, and yet we do not yet require fertilizer manufacturers to disclose the ingredients used in the production of their products. Establishing a strict and comprehensive fertilizer labeling regulation would make it easier for agricultural producers to do the right thing.

In Washington and Idaho, fertilizer retailers are required to install sophisticated containment systems to avoid possible soil and water contamination resulting from accidental spills. In both states, the regulations requiring containment systems were established at the urging of the regional trade association, the Farwest Agribusiness Association. In Oregon, many fertilizer retailers have voluntarily installed containment systems that protect Oregon's soil and water from accidental contamination. However, because there is no regulation requiring the installation of containment systems in Oregon, some retailers keep their costs low by not installing such protections. This puts those who voluntarily do the right thing at an economic disadvantage. Establishing regulations requiring fertilizer containment systems would level the playing field, removing the economic barrier to doing the right thing.

and beyond minimum regulatory requirements to be economically successful.

Coordinating regulatory requirements, paperwork and enforcement across agencies could reduce public expenditures as well as make it easier for agricultural producers to comply with regulations.

- Promoting “energy farming”

“Energy farming” refers to the development of wind, biomass and other alternatives to traditional energy production as a means for supplementing farm income while reducing regional and national dependence on more environmentally damaging energy production technologies. There are many groups across the country, such as Climate Solutions here in the Pacific Northwest, that are working with individual agricultural producers to develop practical and profitable opportunities to grow farm-based energy products for regional energy markets.

This is perhaps the most challenging policy arena suggested by the people we have talked with. It presents the most difficult goal, requires massive amounts of staff time and is the least likely to be funded. It is, however, essential that the environmental community as well as state and federal agencies take a close look at whether or not environmental regulations actually are producing the intended environmental improvements. If they are not, then both the environmental community and agency staff should work with the agricultural community to change those regulations. We should pay particular attention to developing regulatory schemes that make it easier, not harder, for agriculturists who are voluntarily going above

RECOMMENDATIONS FOR MOVING FORWARD

The first year of OEC's agricultural outreach project has identified a great deal of common ground and lain the groundwork for a number of possible projects. However, our outreach work during the past year has also raised a number of questions. It has shown us how very little each community knows of the other and how great the need is for further research about ways the agricultural community and the environmental community can work together.

In order to move forward with this project, we need to:

- choose key project(s) to implement during the next two years
- develop and implement plans for completing projects within two years
- continue outreach efforts by
 - o reinforcing the initial contacts made with the agricultural community during the project's first year
 - o developing effective allies in the environmental and agricultural communities for policy collaboration
 - o developing institutional relationships with interested agricultural producers and agricultural groups, and with interested end-user groups
 - o working to understand the perspectives, values, concerns and opinions of the agricultural community

A. CHOOSE KEY PROJECT(S) TO IMPLEMENT DURING THE NEXT TWO YEARS

During the past year, we have met with the Oregon Association of Conservation Districts, Chef's Collaborative and other retail groups, many state agencies involved with agricultural producers, individual retailers and individual agricultural producers, as well as members of producer associations. In those meetings, we established connections, explored the interests and needs of each group, and developed possible options for working in a coordinated manner with as many of them as possible.

Many good ideas for joint efforts came out of those conversations. However, we can effectively bring to fruition only a few of these ideas at a time. OEC will be meeting with the agricultural advisory committee in late April to decide which projects would be most effective in increasing cooperation and collaboration between the environmental community and the agricultural community. With the help of the committee, OEC will select one or two priority bridge- building projects and one or two policy collaboration projects. Over the next year, we will collaborate with agricultural producers and others to secure funding for and implement those projects.

B. DEVELOP AND IMPLEMENT PLANS FOR COMPLETING PROJECTS WITHIN TWO YEARS

Once OEC has selected key projects, we will develop and implement plans for successfully completing these projects. The members of the agricultural advisory committee will help OEC ground- truth the plans and help advocate for their success.

C. CONTINUE OUTREACH EFFORTS BY:

1. Reinforcing the initial contacts made with the agricultural community during the project's first year

It is impossible to overemphasize the importance of following up with all the contacts OEC has made during this year. Every member of the agricultural community we spoke with commented on the number of times someone had shown up, talked a good line about working together and then disappeared, never to be seen again outside of a courtroom or a hearing room. Leaving out people who have contributed time, attention, emotional and professional energy to this process will only serve to alienate and make less effective the bridge- building that is so important.

2. Developing effective allies in the environmental and agricultural communities for policy collaboration

We have been working to find allies among producers and end users of agricultural products. Continuing to seek allies in these arenas is important, but we must also seek allies in the businesses that support produc-

ers and end users. Companies producing water- efficient irrigation systems, marketing organic pest management systems, processing agricultural products, and many others must be part of this conversation, since they provide the support and products important for successful agricultural production.

Likewise, through education and communication, we need to establish allies in the environmental community who are willing to work with us to form partnerships with agricultural producers. Finding an agricultural organization that would fund and carry out an interview/outreach project to environmentalists, similar to the one OEC conducted with agricultural producers, would be an excellent first step towards understanding how environmentalists perceive the agricultural community and what would be required for environmentalists to work constructively with agriculture.

3. Developing institutional relationships with interested agricultural producers and agricultural groups, and with interested end user groups

Each person we talked with has made suggestions for other possible connections. Making these connections will increase the number of available allies and provide a wide angle vision for the future of Oregon agriculture. These new relationships can be solidified through institutional relationships.

4. Continue working to understand the perspectives, values, concerns and opinions of the agricultural community

Developing a more comprehensive understanding of the polarization and alienation of the agricultural community is very important to this work. Research by groups such as the American Farmland Trust and others have contributed to our understanding of the perspectives, values, concerns and opinions of the agricultural community. Developing a deeper, more explicit understanding of that community through polling, further interviews, follow-up conversations and research into other arenas of outreach will provide OEC and other environmentalists with more effective tools and techniques for communicate and coordinate with that agriculturists.

APPENDIX A: CONSTRAINTS ON AGRICULTURE

The limiting factors for agricultural success fall into four categories: physical, economic, legal/regulatory, and social/cultural.

A. PHYSICAL CONSTRAINTS ON AGRICULTURE

Because of Oregon's geographic and climatic diversity, and the large number of agricultural products produced in this state, agricultural producers in Oregon face a wide array of physical challenges. Many physical factors affect the success of agriculture. Short-term weather conditions and long-term climate patterns are outside of the agriculturist's control. Too much or too little of nearly any natural process or resource can wreck havoc on an agricultural operation.

Variations in wind, rainfall and temperature present ongoing challenges. Floods can damage crops, wash away valuable top soil and destroy agricultural infrastructure, such as buildings, machinery or water delivery systems. Even in water-starved areas, rain can be a curse if it comes at the wrong time; too much rain right before harvest can cause cherries to split and can downgrade wheat quality. Drought, frost, hail and lightning each brings its own particular threat to an agricultural operation.

Soil composition and soil health vary geographically and through time, particularly if plowing, disking and harvesting operations degrade soil structure. Surface water erosion can pollute irrigation-water sources by carrying sediment, nutrients and chemicals off fields and into water bodies, including groundwater. And there are pests with which to deal – the various mutations of critters, insects, weeds, molds, fungi and diseases that have plagued farmers and their crops for thousands of years. Cool, wet weather encourages certain weeds or insects; hot, dry weather encourages others. Certain crop types produce well or are favored by the market, but are particularly vulnerable to disease or insects, while a sturdy, insect and disease-resistant strain may not yield well or may not meet the needs of processors and consumers.

Agricultural producers and agricultural researchers have come up with ways to address minor or periodic variations in weather and climate. Irrigation technology uses pumps, pipes and sprinklers to deliver water in a dependable and timely manner. Various tilling and cropping methodologies cut down on soil erosion from wind and water. Greenhouses, smudge pots, wind turbines and other technologies provide a small measure of control over temperature fluctuations.

A variety of soil amendments, such as compost tea, manure and lime, can augment soils lacking in certain chemicals or organic matter. Chemical fertilizers are another way to add plant nutrients to soil. Changing tillage technologies, rotating crops with "green compost" plantings, and adding various forms of organic matter can help degraded soils regain their structure and ability to hold water, support growing plants and retain nutrients.

Agriculturists attempt to control pests using crop rotation, chemicals and a variety of cultivation practices. Pests can affect both crop yield and crop quality. The market for agricultural produce requires a crop to meet certain specifications; pests can make meeting those standards difficult to impossible. For example, grass seed producers cannot afford weed infestations, not because the crop will be destroyed, but because the grass seed will be contaminated with the weeds' seeds and wholesalers will not buy it.

All of these compensating measures cost money. They are part of the business expenses agricultural producers must build into their yearly budgets, knowing full well that natural systems are only predictable on broad and general levels. Unexpected variations in weather, pest movement and migration, or availability and quality of irrigation water can easily overcome the best laid plan.

B. ECONOMIC CONSTRAINTS ON AGRICULTURE

Dealing successfully with the physical challenges to raising a crop or livestock is no guarantee of economic success for an Oregon agriculturist. The diversity of Oregon's

agricultural production – over 230 different agricultural commodities – has helped the state’s agriculturists survive the pendulum swings of the agricultural marketplace. Despite the stability usually provided by this broad base of production, Oregon’s agricultural producers today are faced with an economic situation that is shaky at best.

The laws of supply and demand operate differently in the agricultural sector than in other businesses. A manufacturer can respond to changes in market demand by slowing production, usually within a matter of days or weeks. Agricultural producers, on the other hand, plant to capacity once a year, and hope there will be a market for their crops.

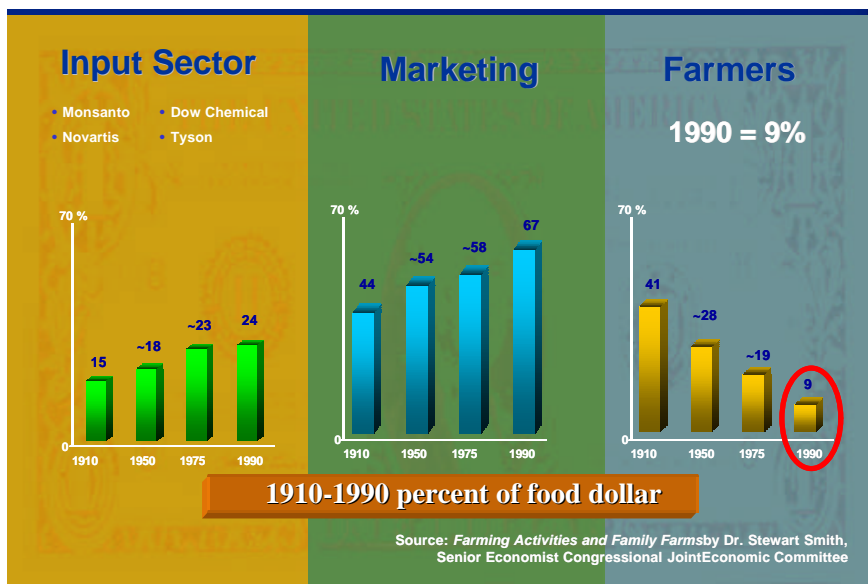
Agricultural markets are inherently unstable. Good weather means everyone’s successful and the price drops; bad weather means the price is good because everyone’s yield has dropped but producers have little to sell. Even when some farmers go out of business, the markets do not stabilize for those still in production because production does not usually drop. There may be fewer farmers, but those few are usually either farming more land or getting higher yields from the same land.

While agricultural markets fluctuate, food demand tends to be stable, regardless of product price and personal income. Even when consumers are buying more expensive food products, the money rarely trickles down to the primary producers. In most cases, increases in the costs of food have to do with how it is processed — the extra money the consumer spends goes to the processor, not the producer. Thus, supply (production) varies considerably due to weather or pest problems, while demand remains relatively constant for most commodities.

In addition to these general issues, the three main economic factors affecting Oregon growers are consolidated markets, high

production costs and a loss of local or regional processors. Large companies that operate in consolidated markets control nearly 70 per cent of the Oregon food industry. These companies – such as Safeway, Costco and Walmart – buy produce globally, not locally, making the local markets less competitive and leaving fewer places for growers to sell their produce. Some Oregon growers find that they cannot compete in a global market when the cost of producing food in many countries is far cheaper than in Oregon. And, while Oregon produces high quality agricultural products, many processors are buying lower quality products from other areas and relying on chemical additives to enhance their flavor and color.

In addition, much of the profit in agricultural production is the result of processing and marketing. The money generated by “value-added” processing and marketing does not usually go to the primary producers unless they are directly marketing their products.



High production costs contribute to state and national producers’ inability to compete with a global market. High production costs reflect, in part, the cost of labor, the cost of energy and fuel, and the cost of regulatory compliance. Agriculture labor costs are higher in the United States than anywhere else in the world. Labor costs in Oregon

average \$9.00/hour. Energy and fuel costs have been high and Oregon's energy and fuel costs are some of the highest in the nation. State and federal regulations – environmental, health and safety, interstate and international trade regulations – increase the cost of doing business. High production costs also reflect increasing competition for increasingly scarce resources. As pressures from urban centers increase, land, water and other environmental amenities will become increasingly expensive for agricultural producers.

The small and medium processors that once serviced Oregon's agricultural community have all but disappeared, victims of the global consolidated market. Three processing coops have gone bankrupt in the last four years (Agripak, Agrilean, Agribiotech), unable to pay farmers for crops already sold. Many farmers suffered large financial hits. More than 40 percent of the US market is controlled by six retail food chains, making local marketing options harder to find. Many of these retail chains are involved in contract farming operations as well as processing. As the agricultural sector becomes increasingly vertically integrated, fewer and fewer companies are doing more and more of the production, processing, transportation and sales of food and other agricultural produce.

Demographics

- Poultry: Ten companies produce more than 90 percent of poultry
- Hogs: Two percent of farms produce more than 46 percent of hogs
- Dairy farms: 600,000 in 1955 to 160,000 in 1989
- Beef feedlots: 121,000 in 1970 to 43,000 in 1988
- Groceries: Six grocery chains control over 60 percent of groceries

The current agricultural economy leaves farmers wondering what to grow and to whom to sell whatever they decide to grow. According to many, agricultural producers have only two options if they want to remain in

business on the land. One option is to stay competitive by getting bigger; getting bigger spreads costs by producing a lot more while spending only a little more. The chief drawback to this approach is that producing a lot can flood the market and lower prices dramatically. A second option for producers is to develop a "niche market" strategy, producing a very specialized product and marketing that product to local and/or specialty markets. In some cases, this strategy has prompted some producers to start their own processing, packaging and marketing systems, which allows them to bypass the usual agricultural markets.

C. LEGAL AND REGULATORY CONSTRAINTS ON AGRICULTURE

There are a staggering number of state and federal laws and regulations governing the agriculture industry. They address issues such as labor, worker health and safety, water-related issues, land use laws, live-stock, hazardous waste, farm vehicles, taxes, and crop production. The regulations are complex and often uncoordinated, with different agencies assigned the implementation and enforcement of various laws or regulations. A single Oregon producer may be involved with up to 25 different agencies, each agency administering one or more of the regulations effecting the producer's operation.

A comprehensive listing of all the laws and regulations to which agricultural producers are subject is beyond the scope of this paper. Some understanding of the extent of the state and federal regulatory environment can be gleaned from this list. Agricultural producers must:

- follow the same labor laws that govern other employers with a few more thrown in such as the Agriculture Workers Protection Act and laws that oversee farm labor camps,
- comply with worker safety laws such as OSHA, the Worker Protection Act governing pesticide use and the Field Sanitation Standards for employees engaged in hand labor,

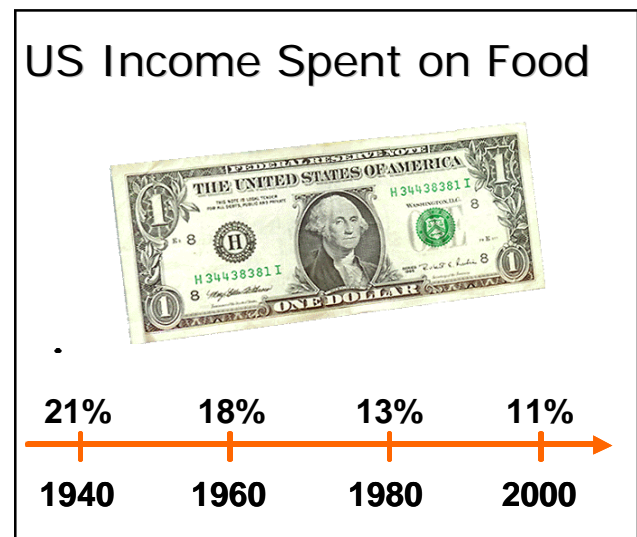
- comply with and participate in water management plans, obtain water rights, acquire permits for altering waterways or wetlands, and not alter or block movement of migratory fish,
- follow land use laws dictating how their land can be developed,
- comply hazardous waste material laws for storage tanks, agricultural composting, waste tire usage and disposing of solid waste,
- properly license farm vehicles and acquire the necessary permits for their use,
- comply with laws and regulations governing the importing and exporting of seed, the licensing of nurseries, implementation of pest control technologies, grain inspection and field burning, and
- comply with laws affecting dairy licensing standards, confined animal feeding operations, interstate movement of cattle and the disposal of dead animals.

In addition, agricultural producers can participate in many voluntary incentive programs, such as CREP (the Conservation Reserve Enhancement Program), which entail compliance with yet another set of rules or guidelines, as do certification programs for particular farming methodologies, such as the ones administered by The Food Alliance or Oregon Tilth.

The average agricultural operation does not employ either a personnel director or an environmental regulation coordinator. Assuring regulatory compliance usually falls on the shoulders of the producer. Because laws and regulations are constantly changing as scientific knowledge expands and social values transition, agriculturists cannot simply comply with a given regulation and forget about it. Regulatory and programmatic compliance requires constant and ongoing review and revision of existing methodologies and technologies, as well as the frequent addition of new and different ones. This can make compliance a costly, frustrating, and very time-consuming process for producers.

D. CULTURAL/SOCIAL CONSTRAINTS ON AGRICULTURE

Modern agricultural practices have freed most people from having to grow their own food. Research and development in the agricultural sciences and supporting technologies have been directed at producing large amounts of cheap, easily available food and agricultural products. The globalization of agricultural markets and the vertical integration of agricultural production, processing, distribution and sales has given the American public access to an unprecedented selection of agricultural products — with few, if any, seasonal variations in availability — at amazingly low prices. In the 1940s, Americans spent nearly 21 percent of their earnings on food; today they spend less than 11 percent on food, and that includes visits to fast food outlets as well as restaurants.



Unfortunately, the general public lacks an understanding of the physical, economic and regulatory challenges American agricultural producers face. Today, agricultural operations are beyond the ken of most Americans. Fewer and fewer people are involved in agricultural production in this country. As the U.S. has become an increasingly industrialized nation, the number of people working in agriculture has dropped from between 30 and 40 percent to less than 2 percent.

Fewer US dollars are spent on food than ever before, and fewer Americans work in agricul-

ture than ever before. However, more Americans than ever before are voicing concerns about the relationship between agricultural production and practices and environmental degradation. Concerns over the human health and water quality impacts of pesticide and herbicide use are heard in every state and at the federal level. People perceive agricultural practices as threatening native species of wildlife and plants, and so being destructive of ecosystem stability and resilience. Another area of rising concern is the health, the financial security and the social stability of agricultural workers. These concerns have led to changes in social values, and those changes have led to changes in the ways agricultural producers are allowed to do business.

These trends in consumer spending, agricultural employment and social expectations have contributed to the current agricultural crisis. While the public expects, even demands, cheap food, it also wants food produced in a way that has little environmental impact and is “socially responsible.” This creates a tension in the marketplace, for the cost of environmentally and socially responsible practices means that it is more expensive to produce agricultural products in the United States than in countries where environmental or labor laws are more lenient or non-existent.

APPENDIX B:

A REPORT FROM OEC AGRICULTURAL OUTREACH WORKGROUP 24 NOVEMBER 2001, BEND, OR

On 24 November 2001, the Oregon Environmental Council (OEC) hosted a meeting in Bend to discuss OEC's agricultural outreach program. Of the 25 people interviewed for the project, 20 are agricultural producers. Twelve of the 20 attended the Bend meeting and participated in a facilitated workshop led by Bob Chaddwick.

The workshop broke down into three parts:

1. a discussion of the outreach interview process and results;
2. a discussion of the key and/or underlying issues behind the interview results;
3. an exercise in imagining worst and best outcomes for agricultural producers and environmentalists if they work collaboratively to address mutual concerns; and
4. a discussion of possible bridge-building projects and mutually advantageous policy collaborations.

THE INTERVIEW PROCESS

Karen Lewotsky of OEC interviewed 20 agricultural producers from around the state to explore their views of the current relationship situation with environmentalists. She asked each person four questions:

1. What are your toughest environmental challenges?
2. How can environmentalists help you with those challenges?
3. What would it take for you to work constructively with environmentalists?
4. What concerns you about working with environmentalists?

A. RESULTS OF INTERVIEW QUESTIONS 1-3

1. Interview question 1: What are your toughest environmental challenges?

A. Physical challenges

- **erosion: water & wind**

- **water availability: where and when**
- **erratic weather**
- **destructive pests/proper use of chemicals**
- **overcoming results of past "mismanagement" practices**
- **restoration of degraded ecosystems**
- **maintaining (ground)water quality**
- **juniper encroachment**
- **noxious weeds/ proper use of chemicals**
- **keeping manure out of streams**

B. Personal challenges

- **time and energy for learning about options/opportunities and figuring out how to incorporate them into practices**
- **responding to legitimate environmental needs**
- **"us vs. them" mentality encouraged by ag publications, associations and organizations**
- **learning to self-police within the ag community for good environmental practices/compliance with regulations**
- **how to respond when "science" changes**
- **educating consumers about the consequences of their shopping choices**

C. Regulatory challenges

- **regulations: costs in time and money of meeting/exceeding environmental regulations**
- **staying economically viable while meeting/exceeding environmental regulations**
- **balancing social and environmental costs with economic profitability**
- **keeping up with changes in agency rules**
- **working together**

2. Interview question 2: How can environmentalists help you with those challenges?

A. Environmentalists can assist:

- **get funding for doing the right thing**

- promote policies supportive of ag doing the right thing
- work together with ag to come to agreement as to what “question” they are trying to answer, what “goal” they are trying to achieve
- influence agencies and others to set environmental objectives/goals and then use local people to come up with local solutions
- seek enforcement of existing regulations, not more regulations
- encourage agencies and regulatory programs to incorporate externalities
- work with ag to develop “self- policing” attitudes and behavior among ag producers
- provide financial and policy support for collaborative processes
- stop removing incentives to do the right thing
- rely less on litigation and regulation, work more on collaboration

B. Environmentalists can educate:

- help generate positive “propaganda”
- publicly support/praise “good” farmers/ranchers (doesn’t mean ignoring “bad”)
- acquire greater knowledge of natural systems in order to have good input
- acquire more technical expertise in order to have good input
- help educate the general public about challenges faced by ag producers
- help educate the general public about the roles played by ag producers
- commit time to being out on the land with people who have a wide array of perspectives
- educate consumers about the consequences of their shopping choices

C. Environmentalists can adjust their attitude towards agriculture:

- focus on accountability and goals
- acknowledge complexity and seek solutions that incorporate those complexities
- abandon “black and white” world view
- take responsibility for the outcome of their (environmentalists) actions

- entertain the notion that they (environmentalists) might be wrong
- participate in open communication between individuals, not just between “groups”
- participate in small, non- threatening dialogues with ag producers
- share different perspectives with ag producers without being judgmental
- stop to consider where their food will come from if ag producers are driven out of business
- remember that (some) problems are older than current practices
- do not condone the destruction of private property
- remember that agricultural producers aren’t intentionally bad, their behavior is the result of economics or a sincere belief that they are doing the right thing

3. Interview question 3: What would it take for you to work constructively with environmentalists?

- honesty
- a willingness to ask tough questions and listen to the answers
- agree to disagree without being disagreeable
- openness
- trust
- demonstrate a genuine interest in each other’s welfare/concerns
- understand that a commitment to conservation requires economic security
- leave urban biases behind
- show a desire for partnership/collaboration by listening and learning about local communities
- articulate their concerns in terms that are accessible
- be less judgmental
- make fewer assumptions about what’s going on and why
- work with facts, not hysteria
- acknowledge that ag is not the enemy
- use normal English, not jargon
- admit when they’re wrong
- respect others’ rights to different beliefs

- come to the table devoid of assumptions about people and their personal beliefs
- come to the table devoid of assumptions about how the answers might look/sound
- less confrontative, more cooperative
- walk their talk
- humility
- remember it's not all about them
- realize that the future will be determined by our ability to work together to solve problems
- don't assume or draw inferences, ask questions
- respect
- allow ag opinions to carry equal weight
- respect everyone's technologies
- accept that everyone pollutes
- accept that we all have major impacts on the environment
- give each person's opinion equal weight and respect
- hold ag responsible for positive change on the land rather than dictating process
- work with "good science"
- prioritize on- the- ground results rather than top down regulations
- frame solutions to benefit all parties
- don't view conversations with ag as one way streets, from them to us
- remember that the person who lives on the land has more knowledge of and experience with that land
- understand that the ag "community" has as much social/political/etc. variability as the environmental community
- get more reasonable
- keep to agreements when they are part of the process
- no blanket laws for pesticides
- non- threatening, cooperative situations

B. IDENTIFYING AND ARTICULATING THE KEY/UNDERLYING ISSUES BEHIND THE ANSWERS TO INTERVIEW QUESTIONS 1-3

The information on interview questions 1- 3 was presented to the agricultural participants during the first part of the meeting. The group then discussed the interview questions one at a time.

Karen presented each question and its answers on a flip chart. She also read aloud the question and answers aloud to the group. The group discussed the answers to each question before moving on to the next. After the three interview questions had been presented and discussed individually, Bob Chaddwick asked each person to present to the group their thoughts on these questions:

- What are the key or underlying issues that are common to the responses of the three interview questions?
- How do you feel about the situation?

After all had spoken, each person recorded on a 3 x 5 card their answers to the questions:

- What are two key issues you heard from others? (answer recorded on one side of the card.)
- What is one issue you presented? (answer recorded on the other side of the card.)

This information is presented below as individual statements. By segregating the individual statements into common groups, Bob Chaddwick created collective statements for the group. (While some basic grammatical alterations may have been made, the collective statement adheres as closely as possible to the original statements and the exact words used in those statements.)

1. Individual statements of the key or underlying issues associated with interview questions 1-3:

- The lack of either side seeing the other as human, getting to know each other.

- The “fear” and “grief.” I need a little time to explain this, but feel there is a lot of this grief issue on both sides.
- Fighting is getting us nowhere fast. There is not a future for our operation.
- We need to have a link between producers and consumers.
- The fear of not being able to carry on a life style.
- Not communicating with people of opposing ideas or views.
- Big Agriculture, banks, food store chains are not good (for agriculture people.)
- The fear that people have; of lawsuits, just being able to stay in agriculture, to keep our families together, etc.
- Not all “environmental groups” are bad, or cannot be worked with.
- We need to resolve these problems together, hopefully.
- Listen to the other persons opinion, both environmental and agriculture before taking it on only your side!
- Don’t take the livelihood out of a person’s business or farm, because they may not be as big as larger business.
- The need for open and honest dialogue.
- Fear.
- A lack of control over a perceived destiny, i.e. a feeling of powerlessness.
- The term “environmentalist” is a hang- up. Centrists should take their movement and their language back from the extremes.
- Fear and lack of trust are genuine barriers that must be addressed, or confronted, not candy- coated.
- The importance of place specificity, including regionalization of food production, consumption and “located” activism.
- The ag community feels misunderstood by the consumer, there is a disconnected understanding of what they do.
- There are large economic factors such as consolidated markets that have a huge effect on Oregon agricultural market.
- We need a new ground where environmentalists and agriculture can come together to problem solve.
- There is a large disconnect between the producers and consumers.
- We are going to have to work together if we are going to survive as a society. Our diversity can make us stronger.
- There is a much larger problem today which is the large institutions, corporations and big business, globalization which may do us all in.
- We have lost the personal touch. We speak in generalities, we tend to clump. We need to get back to a one-on- one on- the- ground.
- Want both environmentalist and ag to recognize and respect the long- term view of most farmers to conserve the land over generations and pass it on as good or better than received...”Stewardship.”
- We do not automatically use the most chemicals, most water, cheapest process and only do good when forced to.
- We have to create new ways top get things done! Agriculture, environmentalists, together.
- Start with what can do easily and move to tougher issues. Globalism, radical capitalism is dis- empowering individuals and communities.
- Things need to be done in specific places, locally, with local folks.
- People will talk about their real fears within their community, not to outsiders.
- Both agriculture and environmentalist folks need to recognize that we need each other, and that need is urgent
- We don’t have institutional ways to have these kinds of conversations and reach agreement, therefore we act out of fear and misunderstanding.
- Organizations created to represent agriculture focus on black and white conflicts.
- We need to create non- threatening situations where landowners and

environmentalists can talk about issues on the land.

- Time element: there is going to be change, has to be fast enough for fish, slow enough for people.
- We need to find new ground, we can't go back. Agricultural and environmental interests can unite around a changed context, the process of industrialization, consolidation, and globalization.
- People are reacting to change with a sense of loss and fear and a sense of helplessness.
- People are reacting in counterproductive ways, looking to others for solutions, and demonizing those with whom they disagree.
- We must demand of ourselves the same respect for environmentalists that we expect of them. To listen with respect, allow their opinions to carry equal weight, etc.
- Do this, one-on-one "on-the-ground."
- Jack said that someone else can always play the "trump" card, federal intervention, injunctions, etc.
- Peter said that we must find a way to develop a system that allows society to "buy" some of the attributes that they want to have on the land.
- We need a new model of food and fiber production that rewards the producer for conservation and sustainable production.
- We may need to buy the things we want agriculture to do for us.
- Can we live up to the things we are asking of environmentalists?
- Big agriculture is not necessarily good agriculture.
- There is a level of distrust from both sides of each other.
- Globalization is driving fears for both environmentalist and ag.
- The trump card of litigation can be utilized by a disenfranchised few.

2. A collective statement of the key or underlying issues associated with interview questions 1-3:

Bob Chaddwick combined the individual statements into a collective statement.

People are reacting to change with a sense of loss and fear and a sense of helplessness.

Fear and lack of trust are genuine barriers that must be addressed, or confronted, not candy-coated. People will talk about their real fears within their community, not to outsiders.

The fear that people have; of lawsuits, just being able to stay in agriculture, to keep our families together, etc. The fear of not being able to carry on a life style. A lack of control over a perceived destiny, i.e. a feeling of powerlessness. There is not a future for our operation. Don't take the livelihood out of a person's business or farm, because they may not be as big as larger business.

The "fear" and "grief." I need a little time to explain this, but feel there is a lot of this grief issue on both sides.

There is a level of distrust from both sides of each other. Not communicating with people of opposing ideas or views. Organizations created to represent agriculture focus on black and white conflicts. As Jack said, someone else can always play the "trump" card, federal intervention, injunctions, etc. The trump card of litigation can be utilized by a disenfranchised few. Fighting is getting us nowhere fast.

People are reacting in counterproductive ways, looking to others for solutions, demonizing those with whom they disagree. The lack of either side seeing the other as human, getting to know each other. The term "environmentalist" is a hang-up. Centrists should take their movement and their language back from the extremes.

We have lost the personal touch. We speak in generalities, we tend to clump. The importance of place specificity, including regionalization of food production, consumption and "located" activism. We need to get back to a one-on-one on-the-ground.

There is a large disconnect between the producers and consumers. The agriculture community feels misunderstood by the consumer, there is a disconnected understanding

of what they do. We need to have a link between producers and consumers.

Globalization is driving fears for both environmentalist and agriculture. Globalism, radical capitalism is dis-empowering individuals and communities.

There is a much larger problem today which is the large institutions, corporations and big business, globalization which may do us all in. Big agriculture is not necessarily good agriculture. Big Agriculture, banks, food store chains are not good (for agriculture people.) There are large economic factors such as consolidated markets that have a huge effect on Oregon agriculture market.

We want both environmentalist and agriculture to recognize and respect the long-term view of most farmers to conserve the land over generations and pass it on as good or better than received..... or “Stewardship.” We do not automatically use the most chemicals, most water, and cheapest process and only do good when forced to.

There is a need for open and honest dialogue. Listen to the other persons opinion, both environmental and agriculture before taking it on only your side! Not all “environmental groups” are bad, or cannot be worked with. Can we live up to what we are asking from environmentalists?

We need to create non-threatening situations where landowners and environmentalists can talk about issues on the land. We have to create new ways to get things done! Agriculture, environmentalists, together. We must demand of ourselves the same respect for environmentalists that we expect of them. To listen with respect, allow their opinions to carry equal weight, etc.

The time element is important: there is going to be change, it has to be fast enough for fish, slow enough for people. Start with what can do easily and move to tougher issues. Things need to be done in specific places, locally, with local folks. Do this, one-on-one “on-the-ground.”

We need a new ground for environmentalist and agriculture can come together to problem solve. We don't have institutional ways to have these kinds of conversations and reach agreement, therefore we act out of fear and misunderstanding. We need to find.....new ground, we can't go back. Agriculture and environmentalist interests can unite around a changed context, the process of industrialization, consolidation, and globalization.

We are going to have to work together if we are going to survive as a society. We need to resolve these problems together, hopefully. Both agriculture and environmentalist folks need to recognize that we need each other, and that time is urgent. Our diversity can make us stronger.

We need a new model of food and fiber production that rewards the producer for conservation and sustainable production. Peter said that we must find a way to develop a system that allows society to “buy” some of the attributes that they want to have on the land. We may need to buy the things we want agriculture to do for us.

C. INTERVIEW QUESTION 4

Interview question 4 was presented separately from the other three interview questions. There was no discussion after the presentation. Bob Chaddwick combined the individual responses to the interview question into a collective statement.

1. Interview question 4: What concerns you about working with environmentalists?

- I am afraid of litigation/prosecution.
- I feel vulnerable.
- I feel paranoid — how will anything I say or do be used against me or against other agricultural folks.
- I feel environmentalists are agenda driven with no concern for people.
- I believe that not all parties have a vested interest in considering themselves part of the problem.
- I am concerned there are unforeseen consequences of working with environmentalists.

- I am concerned that working with environmentalists opens the door to scrutiny/further regulation.
- I think environmentalists have closed minds.
- I think environmentalists have a narrow focus.
- I think environmentalists have a small set of tools in their tool box (litigation, regulations).
- I think environmentalists are not willing to achieve goals through cooperation.
- Ag can't satisfy environmentalists.
- Environmentalists are hard to trust.
- Environmentalists don't care about ag folks as people.
- Environmentalists don't consider/understand economic considerations.
- Environmentalists don't understand the time it takes to do it right.
- Environmentalists spend too much time focused on defining differences, and not enough time acknowledging commonalities.

2. A collective statement developed from individual answers to interview question 4:

Bob Chaddwick combined the individual statements into a collective statement.

I am concerned there are unforeseen consequences of working with environmentalists. I am concerned that working with environmentalists opens the door to scrutiny/further regulation. I feel vulnerable. I feel paranoid — how will anything I say or do be used against me or against other agriculture folks? I am afraid of litigation/prosecution.

I think environmentalists have a narrow focus. I think environmentalists have closed minds. I feel environmentalists are agenda driven with no concern for people. I think environmentalists have a small set of tools in their tool box (litigation, regulations).

I think environmentalists are not willing to achieve goals through cooperation. I believe that not all parties have a vested interest in considering themselves part of the problem. Environmentalists spend too much time

focused on defining differences, and not enough time acknowledging commonalities.

Agriculture can't satisfy environmentalists. Environmentalists are hard to trust. Environmentalists don't care about agriculture folks as people. Environmentalists don't consider/understand economic considerations. Environmentalists don't understand the time it takes to do it right.

AN EXERCISE IN IMAGINING OUTCOMES

After going over the results of the interviews and discussing our thoughts and reactions to them, the group did an exercise in imagining outcomes. In this task, we explored the fears and the hopes of the participants. Because fears are uppermost in the minds of those who are apprehensive, uncertain and/or unwilling, it is very important in this exercise to explore people's worst fears before exploring their best hopes.

According to Bob Chaddwick, it is normal and often appropriate to fear the worst outcome of any situation. As an example, think of a time when you were sleeping and the phone rang early in the morning. What did you think? How did you feel?

Or, how about the time you saw a child run toward the road? How did you react? Did you want to yell to him and demand he stay away from the street? Even though there are no cars there, you experience the worst possible outcome — **THE CHILD IS BEING HIT BY THE CAR!** Not only that, you feel the potential emotion of that moment just as if it happened.

In such a way, people fear the worst outcome of any situation, and operate emotionally out of that fear just as if it were really happening. This is a major motivator for most conflict.

According to Bob Chaddwick, once a person's fears have been adequately expressed, then their hopes seem more possible, easier to express and believe. Exploring hopes after fears also leaves the images and words of the

best hopes in the minds of all the participants. This is the image that guides their thoughts and behaviors during rest of the workshop.

All events/issues have a potential worst or best outcome. Either is possible. Typically, some of us choose to focus on either the worst or the best outcome (Pessimists and Optimists). When these views become pitted against each other, we tend to see the worst outcome or the best outcome as the exclusive possibility. This results in polarization of views.

People in conflict often do not explore the best outcome for a situation because they get focused on talking about the worst possible outcome. Rarely does anyone acknowledge their worst outcome as they can move to the best outcome.

The best outcome is just as possible. It is a way of expressing the potential in any event or issue. It is a goal, a direction, that all can agree to seek. It focuses on the positive efforts of people who are seeking the best. Consensus recognizes the possibility of the worst and the best outcome.

A. WORST/BEST OUTCOMES

- **Worst Outcomes:** These are feared future outcomes, often based on past experience, with presently experienced emotions and physical reactions. When people believe in their worst outcomes, those outcomes affect their perceptions, beliefs, values and strategies. Worst outcomes tend to be self-fulfilling prophecies when strongly held.
- **Best Outcomes:** These are hoped for future outcomes, sometimes based not on previous experiences, but so intensely imagined that they conjure presently experienced emotions and physical responses. When people believe best outcomes, those outcomes affect their perceptions, beliefs, values and strategies. Best outcomes tend to be self-fulfilling prophecies when strongly held.
- **Possibility Thinking:** This is an acknowledgment that both worst and best outcomes

are present and inherent in each moment up to, and often after, the event. This balanced view allows the movement toward desired outcomes.

1. What are the worst possible outcomes for the agricultural community if they work together with environmentalists?

The group shared their worst fears for agriculture and their worst fears for the environment, based on the ongoing tensions and conflicts between the two groups.

2. What are the best possible outcomes for each community if they work together?

The participants next were asked to express the best possible outcomes they wanted for the agriculture community and the environmental community if they worked together. After all had spoken, they were recorded their answers again on 3 x 5 cards, including best possible outcomes with which they agreed but had been suggested by others. Bob Chaddwick developed the individual statements into a collective statement.

- a. Individual statements of the best possible outcomes for the agricultural community if they work together with the environmental community.
 - If I attended another meeting like this, I would get more understanding about trying to work better with environmentalist and agriculture farmers.
 - Expanding consumers knowledge of agriculture in Oregon and the importance of buying local or regionally grown produce.
 - Transform stewardship activities into economic assets, bridging the gaps between the environment and economics.
 - Regional stewardship marketing.
 - A sustainable family wage with sustainable natural resources with the support of the environmental community.
 - Both groups working together for critical mass to gain support of the government and other institutions, stewardship of the land and agricultural economy are not naturally exclusive.

- We improve water quality.
- Poor farm manager would become better managers.
- Hopefully there would be more farm income.
- The legislative sign off agreement
- Able to compete in the world market.
- Society will pay so resources look like they want.
- Have some common with environmentalists.
- Create a new collaborative form of agricultural production that was proactive in dealing with environmental, social and economic problems. Produce food and a healthy environment.
- Economic stability and viability.
- Sense of community, safety and respect.
- A sense of being appreciated.
- Practices are stewardship, with economic returns.
- Changes in policy etc. that make it viable, end economic more profitable.
- To stay on the land and manage it for “sustainability.”
- More allies, more certainty, and fewer conflicts as I try to address environmental
- More public understanding of agriculture.
- That environmentalist felt a vested interest in our operations, that they would invest in them, by food from us, support conservation incentives and talk with us about their concerns.
- Work to keep us on the land.
- That they could drive through Oregon with pride and feel that they had a part in the recovery and would stand with us publicly to defend.
- A future that has thousands of people are living on and managing the land, making a comfortable living producing a portfolio of amenities that society wants and is willing to buy in both the private and public marketplaces.
- Creation of an Incentive_program and model agricultural operations to protect the environment, sustain their operations and provide society with whatever other “amenities” related to the land managed, including creation

of applicable scientific research to maintain and sustain the system.

- Agriculture future sustainability is a primary societal concern both environmentally and economically.
- Farmers had an incentive for conservation that rewards them comparable to productivity of crops.
- Economically sustainable farms and ranchers, using environmentally sound farm management to produce safe, affordable food supplies.

b. A collective statement of the best possible outcomes for the agricultural community if they work together with the environmental community.

Bob Chaddwick combined the individual statements into a collective statement.

A future that has thousands of people are living on and managing the land, making a comfortable living producing a portfolio of amenities that society wants and is willing to buy in both the private and public marketplaces. To stay on the land and manage it for “sustainability.” Agricultural practices are stewardship, with economic returns. Changes in policy etc. that make it (agriculture) viable, and economical, more profitable.

Farmers had an incentive for conservation that rewards them comparable to productivity of crops. We transform stewardship activities into economic assets, bridging the gaps between the environment and economics. Creation of an Incentive_program and model agricultural operations to protect the environment, sustain their operations and provide society with whatever other “amenities” related to the land managed, including creation of applicable scientific research to maintain and sustain the system. Society will pay so resources look like they want.

Economic stability and viability results. A sustainable family wage with sustainable natural resources with the support of the environmental community. Hopefully there would be more farm income.

There is more public understanding of agriculture. If I attended another meeting like this, I would get more understanding about trying to work better with environmentalist and agriculture farmers. Regional stewardship marketing. Expanding consumers knowledge of agriculture in Oregon and the importance of buying local or regionally grown produce. We are able to compete in the world market.

We create a new collaborative form of agricultural production that was proactive in dealing with environmental, social and economic problems. That environmentalist felt a vested interest in our operations, that they would invest in them, buy food from us, support conservation incentives and talk with us about their concerns.

Environmentalists would work to keep us on the land. We have more allies, more certainty, and fewer conflicts as we try to address environmental issues. We create an environment to work towards each other and not against each other, then appreciate what one another brings. We have a sense of community, safety and respect. We have a sense of being appreciated.

We have some common vision with the environmentalists. Both groups are working together for critical mass to gain support of the government and other institutions, stewardship of the land and agricultural economy are not naturally exclusive. The legislature signs off on an agreement.

Agriculture future sustainability is a primary societal concern both environmentally and economically. We have economically sustainable farms and ranchers, using environmentally sound farm management to produce safe, affordable food supplies. We can produce food and a healthy environment. We improve water quality. Poor farm managers would become better managers.

- c. Individual statements of the best possible outcomes for the environmental community if they work together with the agricultural community.
- Environmentalists feel they have made a positive impact on the long-term

health of the environment, wildlife and lifestyles of earning a living, recreation, etc.

- See their values and visions respected and implemented.
- OEC has a relationship with agriculture that helps foster One Oregon and can call as allies, agricultural leaders that could convince legislators and regulators of a common vision for the future.
- Confidence that the agricultural community is practicing good sustainable management practices and that we have agricultural producers committed to the long view of working toward conserving our resources.
- A future in which all people are involved in the negotiations of which amenities society will purchase from land managers. Meaningful involvement and influence.
- That environmentalists felt a vested interest in our operations, that they could drive through Oregon with pride and feel that they had a part in the recovery and would stand with us publicly to defend.
- Visible support, political and other wise from agricultural producers for better environmental policies and laws.
- More allies
- More public understanding and support.
- Create an environment to work towards each other and not against each other and appreciate what one another.
- The belief that agriculture remaining viable is environmentally sound.
- Using success to draw unenvironmentally sound ag into the loop.
- Confidence that ag is working with them for common goals.
- Satisfaction with ag.
- Sense of community and accomplishment.
- A sense that the land is being managed well.
- Feel a part of ag in Oregon.

- Work on “thou shoulds” rather than “thou should nots!”
- Knowledge that food production can be part of a healthy and diverse environment.
- They have success locally, state and nationally.
- Could deal with world problems, “be” other countries.
- Feel vested interest in natural resources that management is doing the best job.
- They would be able to see improvement on the land that they could be happy with.
- They would want ag families to have a good income to pay the cost as well as have a living.
- Implementation of a system where farmers are receiving economic benefit for conservation practices that enhance the environment.
- Transform economic activities into ecological assets, bridging the gaps between environment and economics.
- Regional stewardship marketing.
- Proactive involvement and partnership with the ag community to broaden the support, economic and social, for ag economy. The environmental communities to take pride in their success with their new partners.

d. A collective statement of the best possible outcomes for the environmental community if they work together with the agricultural community.

Bob Chaddwick combined the individual statements into a collective statement.

Environmentalists feel they have made a positive impact on the long-term health of the environment, wildlife and lifestyles of earning a living, recreation, etc. They see their values and visions respected and implemented. That environmentalist feel a vested interest in our (agricultural) operations, that they could drive through Oregon with pride and feel that they had a part in the recovery and would stand with us publicly to defend us.

They have success locally, state and nationally. The environmentalist communities take pride in their success with their new partners. They would be able to see improvement on the land that they could be happy with. They are using our success to draw un-environmentally sound agriculture into the loop.

They have satisfaction with agriculture, a sense of community and accomplishment. They have confidence that agriculture is practicing good sustainable management practices and that we have agriculture producers committed to the long view of working toward conserving our resources. A sense that the land is being managed well.

They have confidence that agriculture is working with them for common goals. They feel a part of agriculture in Oregon. They feel a vested interest in natural resources, and that management is doing the best job.

OEC has a relationship with agriculture that helps foster “One Oregon” and we can see them as allies. We create an environment to work towards each other and not against each other and appreciate what one another bring. There is more public understanding and support.

They have agricultural leaders that could convince legislators and regulators of a common vision for the future. There is visible support, political and other wise from agriculture producers for better environmental policies and laws. A future in which all people are involved in the negotiations of which amenities society will purchase from land managers. They have meaningful involvement and influence.

They have the belief that agriculture remaining viable is environmentally sound. They have the knowledge that food production can be part of a healthy and diverse environment. They have proactive involvement and partnership with the agriculture community to broaden the support, economic and social, for the agriculture economy. They would want agriculture families to have a good income to

pay the cost as well as have a living. They support Regional stewardship marketing.

They help transform economic activities into ecological assets, bridging the gaps between environment and economics. Implementation of a system where farmers are receiving economic benefit for conservation practices that enhance the environment. They work on “thou shoulds” rather than “thou should not!”

They could deal with world problems, “be a model” for other countries.

DEVELOPING APPROACHES FOR WORKING TOGETHER

During the individual interview process, project participants provided approaches they would consider possibilities for “bridge-building” with the environmental community, and for policy considerations that they could work together on with OEC.

Karen shared with suggestions with the working group. Going around the circle, each person discussed the approaches they were willing to take personally and the approaches they would support others in taking. After all had spoken, the advice was recorded on 3 x 5 cards, and developed into a statement in the report. Those who volunteered their names are identified. The other answers are provided in a general list.

A. POSSIBILITIES FOR BUILDING BRIDGES BETWEEN THE AGRICULTURAL AND ENVIRONMENTAL COMMUNITIES

1. general bridge-building

- build personal relationships
- build institutional relationships
- create “safe places” to explore issues, ideas, beliefs
- increase understanding of on- the-ground “realities” from both perspectives
- increase direct communication between all parties

2. Specific bridge-building recommendations

- “get to know the lay of the land” days for environmentalists (visit farms and ranches with time for discussions and walkabouts)
- “get to know the lay of the land” days for ag folks (visit environmentalists offices, visit with groups’ staff and/or Board of Directors (with time for discussions and walkabouts)
- work cooperatively with ag to educate elected officials, local leaders, communities and individuals as to their power as consumers
- work cooperatively with ag to educate elected officials, local leaders, communities and individuals about ag accomplishments, issues and needs
- environmentalist outreach to ag organizations and events
- integration of leadership
- ag folks added to environmental groups’ boards and committees
- environmentalists added to farm and commodity groups’ boards and committees

B. POSSIBILITIES FOR COLLABORATION ON BETWEEN THE AGRICULTURAL AND ENVIRONMENTAL COMMUNITIES ON MUTUALLY BENEFICIAL POLICY ISSUES

1. buy American/Oregonian/Hood River

- country/place- of- origin labeling
- government purchase preferences
- restrictions on food imports
- labeling to show that imported product is grown/produced in compliance with pertinent US laws

2. “show me the money:” amenity farming

- pay “land managers” to provide desired product, which maybe wheat, but maybe salmon habitat or “green” energy
- develop a pot of public money to “buy” management for open spaces
- change the structure of the Farm Bill’s payments
- establish tax credits, low- interest loans, grants, etc. for management practices that promote/preserve/ provide amenities desired by the public

3. promote and support niche marketing/
"de-commodification"

- increased funding for state market development programs, including research and development of products and marketing strategies
- shape extension programs to focus more on profits than bulk production
- support government funding for labeling and preference programs such as the Food Alliance
- work with wholesalers, retailers, restaurant owners, and others to promote local/sustainable preferences

4. work to make regulatory environment more integrated and efficient

- streamline existing regulatory framework
- change existing regulations that aren't giving us what we want
- work with regulatory agencies to level the playing field for those doing "the right thing"
- coordinate regulations across agencies

C. COMMENTS AND COMMITMENTS FROM WORKSHOP PARTICIPANTS

Dale Buck

- Continue to work on the new CAFO rules with both agriculture folks and EPA, ODA and DEQ.
- Continue to work with Tillamook county with: OSU extension and dairy farmers on environmental issues to improve water quality.
- As I have the time, would be willing to work with OEC and others on legislative or environmental issues.

Jack Shipley

- Work with OACD to improve CREP.
- Work with OEC to further this program.
- Outreach to the environmental and agriculture groups in Southern Oregon to promote this.
- Produce the Applegate Safe Harbors document and share it with others.
- Start this conversation with others such as Pete Test (FB0), Terry Witt (OFFS).

• Continue to buy local.

Mike Connelly

- Direct dialogue with hard-core environmentalists.
- Policy brainstorm reference incentives for local, regional marketing and consumption.

Don Wirth

- Work to bring local farmers aware of needs (educate).
- Share as much information with peers as I can get them to look at.

Tom Hunton

- Hold farm tours on my farm.
- Participate in further discussion.
- Meet with other environmentalists and their groups.
- Take today's information home to my local groups.

Jeff Allen

- Put these folks on our e-mail list and newsletter, invite to events, etc.
- Share our priorities and legislative agenda for food?
- Form standing advisors committee of agriculture and listen to them.
- Design and seek money for events, tours, etc.
- Design and implement at least one joint policy project.
- Carry your stories, etc. to other environmentalists and help you do so.
- Speak to agricultural groups, commissions, and meetings.

General Comments

- I will try to add a "conservation" aspect or column to our grower newsletter.
- I will continue to invite school tours for reviewing habitat projects on our farm.
- Attempt to recruit other farmers for similar bridging meetings.
- Meet with Grant County Bird Club reference upland sandpiper habitat.
- Participate in meetings between agriculture and environmentalists.

- Encourage OEC to take bridge- building problem solving approaches.
- Take risks in moving extension to greater bridge- building with the environmental community.
- Sponsor conversations about the future.
- Challenge my organization and others to envision positive outcomes.
- Find mutual goals and work together to achieve them.
- Educate my community about agriculture issues.
- Speak or attend meetings, etc.
- Promote agriculture friendly and environmental friendly policies in concert with agriculture.
- Collaborate with existing agriculture organizations and environmental groups to form a legislative agenda to be sponsored by OEC and other environmental groups, and agricultural groups at the next session.
- Get environmental groups invited to SWCD meetings and Oregon Association of conservation District meetings.

NOTE: The meeting ended early due to snow – lots and lots of snow. Fortunately, everyone made it home safely.