

# Appendices

## Engaging the Public in the Fight Against Global Warming:

Public Participation Recommendations  
and a Climate Action Campaign  
for the City of Los Angeles

June 2008

Urban and Environmental Policy Institute, Occidental College

GREEN LA Coalition



# Engaging the Public in the Fight Against Global Warming: Public Participation Recommendations and a Climate Action Campaign for the City of Los Angeles

## Appendices

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The [Urban & Environmental Policy Institute](#) (UEPI) is a community oriented research and advocacy organization based at Occidental College in Los Angeles, CA. UEPI serves as the umbrella for a variety of affiliated programs addressing work and industry, food and nutrition, housing, transportation, regional and community development, land use, and urban environmental issues.

[The GREEN LA Coalition](#) is coalition of more than 100 diverse environmental, environmental justice and community organizations that engage effectively with each other to move sustainable and equitable environmental policies forward in the City of Los Angeles. The coalition includes many grassroots, community-based environmental justice groups working in concert with mainline environmental organizations, representatives of key City agencies, academics and university scholars toward a common vision of Los Angeles as “the cleanest and greenest big city in America.”

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## APPENDICES

### A1. GREEN LA: An Action Plan to Lead the Nation in Fighting Global Warming. Summary of Actions.

SUMMARY OF ACTIONS  
Set forth in  
GREEN LA:  
An Action Plan to Lead the Nation  
In Fighting Global Warming

#### Energy

##### **Green the Power from the Largest Municipal Utility in the United States**

- Meet the goal to increase renewable energy from solar, wind, biomass, and geothermal sources to 20% by 2010;
- Increase use of renewable energy to 35% by 2020;
- Let contracts for power imports from coal-fired power plants expire;
- Increase the efficiency of natural gas-fired power plants; and
- Increase biogas co-firing of natural gas-fired power plants.

##### **Make Los Angeles a Worldwide Leader in Green Buildings**

- By July 2007, present a comprehensive set of green building policies to guide and support private sector development.

##### **Transform Los Angeles Into the Model of Energy Efficient City**

- Reduce energy use by all city departments to the maximum extent feasible;
- Complete energy efficiency retrofits of all city-owned buildings to meet a 20% or more reduction in energy consumption;
- Install the equivalent of 50 “cool roofs” per year by 2010 on new or remodeled city buildings;
- Install solar heating for all city-owned swimming pools;
- Improve energy efficiency at drinking water treatment and distribution facilities; and
- Maximize energy efficiency of wastewater treatment equipment.

##### **Help Angelenos Be “Energy Misers”**

- Distribute two compact fluorescent light (CFL) bulbs to each of the 1.4 million households in the city;
- Increase the level and types of customer rebates for energy efficient appliances, windows, lighting, and heating and cooling systems;
- Increase the distribution of energy efficient refrigerators to qualified customers; and
- Create a fund to “acquire” energy savings as a resource from LADWP customers.

## Water

### **Decrease Per Capita Water Use**

- Meet all additional demand for water resulting from growth through water conservation and recycling;
- Reduce per capita water consumption by 20%; and
- Implement the city's innovative water and wastewater integrated resources plan that will increase conservation, and maximize use of recycled water, including capture and reuse of stormwater.

## Transportation

### **Lower the Environmental Impact and Carbon Intensity of Transportation**

- Require 85% of city fleet to be powered by alternative fuels;
- Convert 100% of city refuse collection trucks and street sweepers to alternative fuels; and
- Convert 100% of Metropolitan Transportation Authority (MTA) buses to alternative fuels.

### **Focus on Mobility for People, Not Cars**

- Complete the automated traffic signal synchronization and control system (ATSAC);
- Expand flyaway shuttles serving Los Angeles International Airport (LAX) and other regional airports, and convert existing flyaway buses to alternative fuels;
- Make transit information easily available, understandable, and translated into multiple languages;
- Expand the city employee rideshare program;
- Promote walking and biking to work, within neighborhoods, and to large events and venues; and
- Expand the regional rail network.

### **Create a More Livable City**

- Promote high-density housing close to major transportation arteries;
- Promote and implement transit-oriented development (TOD);
- Make available underutilized city land for housing and mixed-use development;
- Make available underutilized city land for parks and open space;
- Clean up brownfields sites for community economic revitalization projects and open space; and
- Make available underutilized city land within 1,500 feet of transit for housing and mixed-use development.

## Waste

### **Shift from Waste Disposal to Resource Recovery**

- Recycle 70% of trash by 2015.

## Port of Los Angeles

### **Green the Port**

- Fully implement the San Pedro Bay Port Clean Air Action Plan (CAAP).

- Complete strategic plan for the Port of Los Angeles, including sustainable and green growth options.
- Complete economic development plan for the port, identifying opportunities to link the port's investment in green growth to new economic opportunities in the green sector.

## Airport

### **Green the Airports**

- Fully employ the Sustainability Performance Improvement Management System as requested by the City Council and developed by Los Angeles World Airports (LAWA) to track and improve sustainability initiatives;
- Develop and implement comprehensive policies to green Los Angeles airports to meet green building specifications, improve recycling, use alternate fuel sources, use recycled water, employ water conservation methods, reduce energy requirements, and reduce GHG emissions; and
- Evaluate options to reduce aircraft-related GHG emissions.

## Open Space and Greening

### **Unpave Paradise/Create New Paradises**

- Create 35 new parks by 2010;
- Revitalize the Los Angeles River to create open space opportunities along the 32-mile corridor within the city of Los Angeles;
- Plant 1 million trees throughout Los Angeles;
- Identify opportunities to “daylight” streams;
- Identify and develop promising locations for stormwater infiltration to recharge groundwater aquifers; and
- Collaborate and partner with schools to create more parks in neighborhoods.

## Green Economy

### **Create Demand and Catalyze Growth of the Green Economic Sector**

- Leverage city policy, purchasing, and regulation, and deepen local university partnerships, to promote local research, development, and production of green technology and products;
- Strengthen global economic relationships to promote investment in Los Angeles's green sector and help local environmentally focused companies penetrate both local and foreign markets;
- Identify and promote locations for green businesses;
- Develop targeted programs to train residents of low and middle income communities for jobs in the green economy;
- Collaborate with the private sector to offer effective incentives for the growth of local green businesses; and
- Collaborate with local educational institutions such as universities, community colleges, and adult education programs to create more curricula that provide city residents with the skills and knowledge to work for competitive green businesses.

## Adaptation

### **Climate Proof Los Angeles**

- Improve capacity to respond to an emergency through education and outreach;
- Develop comprehensive plans to prepare for climate change effects on the city, including increased drought, wildfires, sea level rise, and public health impacts;
- Review current zoning and building codes to minimize climate change impact; and
- Reduce the heat island effect by planting 1 million trees throughout the city and increasing open space.

## A2. List of Interviewees

Interviews conducted by last name

- David Abel                                      Principal                                      Abel and Associates
- Joe Ahn    Corporate State Government                                      Northrop Grumman  
Relations Specialist
- David Allgood                                      SoCal Director                                      League of Conservation Voters
- Martha Arguello                                      Executive Director                                      Physicians for Social  
Responsibility-LA
- Katherine Attar                                      Health and Environment                                      Physicians for Social  
Program Associate                                      Responsibility-LA
- Michael Backes                                      Scientific consultant to film                                      Friends of the Los Angeles  
industry & screen writer                                      River
- Shelly Backlar                                      Executive Director                                      Los Angeles Unified School  
District
- Ron Bagel    Director of Real Estate                                      US Renewables Group
- Lee Bailey    Managing Director                                      West Angeles Community  
Development Corporation
- Dr. Lula F. Bailey Ballton                                      CEO                                      Los Angeles Alliance for a New  
Economy
- Flor Barajas-Tena                                      Policy Analyst                                      Idea Lab/ El Solutions
- Andrew Beebe                                      President                                      TreePeople
- Edith Ben-Horin                                      Associate, Natural Urban                                      USC Energy Institute  
Systems Group
- Mark Bernstein                                      Managing Director                                      Warner Brothers
- Shelley Billik                                      Vice President of Environmental                                      Initiatives
- Johanna Blakley                                      Deputy Director, Norman Lear                                      Annenberg School of  
Center                                      Communication, USC
- John Boesel    CEO                                      CalStart/Westart
- Alina Bokde    Deputy Executive Officer                                      San Gabriel and Lower Los  
Angeles Rivers and Mountains  
Conservancy
- Claire Bowin    Planner                                      Planning Dept.
- Anne Bray    Executive Director and Secretary                                      Freewaves
- Tim Brick    Chairman, Board of Directors                                      Metropolitan Water District
- Randy Britt    Director of Sustainability                                      Los Angeles Unified School  
District
- Elizabeth Brown                                      Senior Counsel                                      Northrop Grumman
- Tsilah Burman    Executive Director                                      Los Angeles Neighborhood  
Land Trust
- Julie Butcher    Regional Director for L.A. Cities                                      SEIU
- Campus Climate Summit                                      Campus Climate Summit                                      Cal Poly Pomona
- D. Malcolm Carson                                      Commissioner                                      Los Angeles City Transportation  
Commission



▪ Jeff Catalano	Director of Environmental Policy	Office of Councilmember Jan Perry
▪ Karin Christie	Director of Environmental Business and Neighborhood Services	Environmental Affairs Department
▪ Woody Clark	Founder and Managing Director	Clark Strategic Partners
▪ Katherine Cole	Director of External Affairs	Waste Management, Greater Los Angeles Market Area
▪ Charles J. Corbett	Professor, Decisions, Operations and Technology Management Area Chair	UCLA Anderson School of Management
▪ Glen Dake	Board president	Los Angeles Neighborhood Land Trust
▪ Paula Daniels	Commissioner	Board of Public Works
▪ Brian D'Arcy	Business Manager/Financial Secretary	IBEW, Local 18
▪ Ken Davis	Energy Manager	Los Angeles Unified School District
▪ Lisa Day	Energy Initiative Manager	Twentieth Century Fox
▪ Magali Delmas	Professor	UCLA Institute of the Environment
▪ Jenna Didier	Founder and Co-director	Materials and Applications
▪ Aliss Druffel	Director of Community Services	Holy Family Church
▪ Larry Eisenberg	Executive Director, Facilities Planning and Development	Los Angeles Community College District
▪ Daniel Emmett	Executive Director	Energy Independence Now
▪ Sara Farooqi	Director of Environment	Muslim Public Affairs Council
▪ Christine Fernandez	Secretary	Silver Lake Chamber Of Commerce
▪ Dr. Jonathan Fielding	Director of Public Health Officer	County of Los Angeles
▪ Felicia Filer	Public Art Director	Cultural Affairs Department
▪ Diane Forte	Southern California Director	The Climate Group
▪ Larry Frank	Deputy Mayor	Neighborhood & Community Services
▪ Cole Frates	Principal	Renewable Resource Group
▪ Regina Freer	Commissioner	Los Angeles City Planning Commission
▪ Thomas Gackstetter	Water and Energy Conservation	Los Angeles Department of Water & Power
▪ Angelina Galiteva	Chair	World Council for Renewable Energy
▪ Bill Gallegos	Executive Director	Communities for a Better Environment
▪ Gene Gamachi	Asst General Manager	Information Technology Agency
▪ Michelle Garakian	Director of Policy	Los Angeles Business Council
▪ Arturo Garcia	Organizer	People's CORE

▪ Ron Gastelum	Board Member	Los Angeles Chamber of Commerce
▪ Gary Gero	President	CA Climate Action Registry
▪ Steve Glenn	CEO	LivingHomes
▪ Mark Gold	President	Heal the Bay
▪ Antonio Gonzalez	Executive Director	William C. Velasquez Institute
▪ Hillary Gross	Senior Account Executive	Cerrell Associates, Inc.
▪ Gilda Haas	Executive Director	Strategic Actions for a Just Economy
▪ Shannon Haber	Director of Communications, Facilities Services Division	Los Angeles Unified School District
▪ Fritz Haeg	Artist	GardenLab
▪ Adel Hagekhalil	Asst Director	Bureau of Sanitation
▪ Hamilton High	High School class of Alan Kaplan	Hamilton High
▪ Gretchen Hardison	Air Quality Director	Environmental Affairs Department
▪ Alex Helou	Asst Director	Bureau of Sanitation
▪ Robert Hertzberg	Partner	Government & Global Trade, Mayer Brown
▪ Shabaka Heru	Director	Society for Positive Action
▪ Oliver Hess	Co-director	Materials and Applications
▪ Helmi Hisserich	Deputy Mayor, Housing & Economic Development	Mayor's Office
▪ John Ho Song	Executive Director	Korean Youth and Community Center
▪ Mike Howard	Business Development Manager	Intechra
▪ Brendan Huffman	President & CEO	Valley Industry and Commerce Association
▪ Fran Inman	Senior Vice President Majestic Realty; Vice Chair Los Angeles Chamber of Commerce Board	Majestic Realty & Los Angeles Chamber of Commerce
▪ Cora Jackson-Fossett	Public Information Director	Department of Public Works
▪ Gale Jaffe	Governing Board Member	Silver Lake Neighborhood Council
▪ Beth Jines	Asst General Manager	Environmental Affairs Department
▪ Kim Jones	Governing Board Member	Silver Lake Neighborhood Council
▪ Dan Kalb	California Policy Coordinator	Union of Concerned Scientists
▪ Melody Kanschat	President	Los Angeles County Museum of Arts
▪ Laurie Kasper Gwyn	Policy and Strategy Manager	So Cal Gas Company (SEMPRA)
▪ Therese Kelly	Architect	Rios Clementi Hale Studios
▪ BongHwan Kim	General Manager	Department of Neighborhood Empowerment

▪ Krista Kline	Urban Planning & Design Coordinator Policy Analyst	Mayor's Office
▪ Christopher Knight	Architecture Critic	Los Angeles Times
▪ Mia Lehrer		Mia Lehrer and Associates
▪ Michael Lehrer		Lehrer Architects
▪ Mary Leslie	Executive Director	Los Angeles Business Council
▪ Robert Ley	Professor & Architect	Sci-Arc
▪ Everett Littlefield	Member	Silver Lake Neighborhood Council
▪ Sarah Lorenzen	Professor, College of Environmental Design & Director of the Neutra VDL Research House	Cal Poly Pomona
▪ Los Angeles Leadership Academy	High School class of Mark Campbell	
▪ Miguel Luna	Executive Director	Urban Semillas
▪ Geoff Manaugh	Writer	bldgblog
▪ Jesse Marquez	Executive Director	Coalition for a Safe Environment
▪ Mike Massey	Executive Director	Piping Industry Progress & Education Trust Fund
▪ Guy Mehula	Chief Facilities Executive	Los Angeles Unified School District
▪ Annette Mercer	Board member- Alternate	Westside Neighborhood Council
▪ Ron Milam		LA Urban Rangers
▪ Rusty Millar	Governing Board Member	Silver Lake Neighborhood Council
▪ Vaughn Minassion	Deputy City Attorney	Los Angeles City Attorney
▪ Jon Mukri	General Manager	Recreation & Parks Department
▪ Rich Nielsen		FarmLab
▪ David Nornan	Environment Planning Intern	Office of Councilmember Ed Reyes
▪ Terry O'Day	Executive Director	Environment Now
▪ Veronica Olmos McDonnell	Executive Director	Central City Neighborhood Partners
▪ Barbara Osborn	Strategic Communications Director	Liberty Hill Foundation
▪ Jacki Paddock	Director of Green News and Business Development	CBS Radio 97.1
▪ Joanna Paden	Governing Board Member	Silver Lake Neighborhood Council
▪ Tim Papandreou	Transportation Planning Manager	Metro
▪ Manuel Pastor	Professor	University of Southern CA/Center for Sustainable Cities
▪ Christopher Patton	Environmental Affairs Officer	Harbor Department

▪ Lisa Payne	Policy Director	Southern CA Association of Non-Profit Housing
▪ Joshua Pechthalt	Vice President	UTLA/AFT
▪ Jeff Peltola	Director, Energy Efficiency & Manager, Energy Efficiency	Los Angeles Department of Water & Power
▪ Reina Pereira	Sr. Environmental Engineer	Bureau of Sanitation
▪ Lupe Perez	Special Projects Assistant	Piping Industry Progress & Education Trust Fund
▪ Matt Petersen	President and CEO	Global Green USA
▪ John Picard	Consultant	Creative Arts Agency (CAA)
▪ Stephanie Pincetl	Lecturer	UCLA Institute of the Environment, Planning and Conservation League, ARTSCorpsLA
▪ Alex Pugh	Senior Public Policy Manager	Los Angeles Area Chamber of Commerce
▪ Ed Rendon	Director of Education	Teamsters Local Union 42
▪ Amy Robertson	Architect	
▪ Brett Rohring	Manager of Environmental Policy	The Walt Disney Company
▪ James Rojas	Founder	Latino Urban Forum
▪ Joe Romallo	Public Affairs Director	Los Angeles Department of Water & Power
▪ Renato Romano	Board member	Westside Neighborhood Council
▪ David Rosenstein	President	Intex Solutions
▪ Jennifer Sarnecki	Senior Regional Planner	Southern CA Association of Governments (SCAG)
▪ Richard Slawson	Executive Secretary	Los Angeles/Orange Counties Building & Construction Trades Council
▪ Tom Soto	Managing Partner, Board of Directors member	Craton Equity Partners
▪ Jill Sourial	Council Deputy, River and the Environment	Office of Councilmember Ed Reyes
▪ Gerald St. Onge	Procurement Supervisor	General Services
▪ Terry Tamminen	Advisor	Gov. Arnold Schwarzenegger
▪ Craig Tranby	Environment Supervisor	Environmental Affairs Department
▪ Christina Ulke	Artist	
▪ Todd Ullah	Director of Secondary Science Programs	Los Angeles Unified School District
▪ Sunil Varma		The Walt Disney Company
▪ Matias Viegner	Professor	California Institute of the Arts
▪ Lee Wallace	Regional Affairs Manager–Air Quality	Sempre
▪ Mike Wallace	President	Wallace Partners
▪ Karin Wang	Vice President, Programs	Asian Pacific American Legal

- Deborah Weintraub Chief Architect Center  
Engineering Bureau
- Dan Weiss Co-Founder Angeleno Group
- Thomas William Davis CEO Southern California Public  
Radio
- Lynn Winter Gross Sustainability Coordinator, Facilities Planning and  
Development Los Angeles Community  
College District
- Kent Wong Director UCLA Labor Center
- Michael Woo Commissioner Los Angeles City Planning  
Commission
- Will Wright Director of Government and Public Affairs American Institute of  
Architects-LA
- Lisa Wunder Environmental Affairs Specialist Harbor Department
- Robert Wyman Partner Latham & Watkins
- Elva Yanez Director Audubon Center at Debs Park
- Sunyoung Yang Organizer Bus Riders Union &  
Labor/Community Strategy  
Center
- Laura Zahn Bohnett Fellow Mayor's Office
- Denny Zane Executive Director Move LA Coalition
- Paul Zimmerman Executive Director Southern CA Association of  
Non-Profit Housing

### A3. Best Practices Summary

#### **Public Participation and Climate Change Best Practices from Other Cities**

*Research Findings: June 2008*

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##### Introduction

##### Input: getting public feedback and buy-in

- Public meetings and on-line comments
- Involving diverse and under-represented communities
- Linking Climate to other topics

##### Partnerships: involving the public in implementing climate action plans

- Stakeholder committees
- Public-private partnerships

##### Outreach: educating and inspiring the public to act

- Identifying awareness and barriers
- Outreach campaigns
- Online portals
- Advertising and media
- Reaching vulnerable and diverse/ under-represented communities
- Neighborhood level outreach & funding

## **Introduction**

Cities throughout the country and across the world have begun to take action on global warming. Cities large and small are committing to cut greenhouse gas emissions from their own municipal operations, to encourage and inspire residents and businesses to change behaviors that contribute to climate change, and to adapt their operations and infrastructure – and prepare their populations – for the challenges and impacts of a warmer planet. Municipal attention to the issue has been critical in innovating solutions at the local level where people live and work. Urban commitment and coalitions have also helped build a consensus for policies to address global warming, particularly in the United States where federal level policies have lagged. Cities have created climate action plans at the local level and joined regional, national and international collaborations like the Clinton Foundation’s C-40 Climate Leadership Group<sup>1</sup> and ICLEI (Local Governments for Sustainability).

In involving the public in implementing its climate action plan, the City of Los Angeles can draw upon the best practices of other municipal efforts. This section summarizes some of the most promising programs and structures that cities have adopted to ensure that all sectors of society are engaged in reducing emissions, adapting to climate change, and building greener cities and economies. These public participation measures can be fit into three broad categories: *Input*, *Partnerships*, and *Outreach*. The first category, *Input*, addresses how members of the public can provide feedback and input on municipal climate action plans. Involving the public in this way allows policy makers to draw upon the breadth of expertise embodied in individuals, organizations and businesses. People who have been consulted about a topic are also more likely to buy in to the recommendations of a climate action plan and associated outreach messages. The second category of *Partnerships*, covers structures through which community leaders can be tasked to help guide a city’s climate change implementation efforts through advisory groups, task forces, and public-private partnerships. The third category of practices and policies, *Outreach*, focuses on the critical task of informing the public how their daily choices impacts the climate – and inspiring individuals and organizations to adopt more environmentally friendly patterns of commuting, consuming etc. In a city as diverse as Los Angeles, reaching people of all areas, backgrounds, and income levels will be key to inclusive and meaningful public participation and engagement. For this reason, we have highlighted a number of subcategories that deal with outreach strategies targeted to specific geographies and constituencies.

### **I. Input: Getting public feedback and buy-in**

#### **Public meetings and on-line comments**

Cities have traditional processes for allowing interested residents to comment on proposed actions and policies. Because of the scale of the climate change challenge and because solutions will involve all sectors of society and crosscut many government programs and agencies, municipal feedback processes related to climate change have not typically been channeled through formal committee or agency hearings. To meet the public participation challenge of climate change policy and decision-making, cities have used flexible combinations of public forums, in-person consultations, on-line comments, and outreach to traditionally marginalized constituencies.

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<sup>1</sup> <http://www.c40cities.org/>

New York City's feedback process provides one example of such a multi-pronged approach.<sup>2</sup> In New York, the draft climate change action proposals were part of a package of the Mayor's "10 Goals for 2030." The Mayor's Office of Long-Term Planning and Sustainability was tasked with getting comments from the public on these draft goals. Between December 2006 and March 2007, the office held five Town Hall meetings in separate boroughs. The City's website states that the City "sent invitations to more than 5000 community leaders, public officials, and clergy, who were encouraged to bring their constituents or other acquaintances. Approximately 600 people attended the meetings." The Mayor's Office also "conducted 6 community leader meetings in the Bronx, Brooklyn, Queens, Staten Island, Upper Manhattan and Lower Manhattan. [It] invited 885 community leaders and over 300 attended the meetings. At both sets of meetings, city staff collected comments on the draft plans during small group discussions. City representatives also presented the draft goals to approximately 50 organizations and "solicited comments through the PLANYC website<sup>3</sup> from the general public." More than 2000 online comments were collected; "each was read by at least 3 members of the PLANYC staff."

In March 2007, the City of Toronto released its climate change initiative, "Change is in the Air", which was described as a "Framework for Public Review and Engagement" on climate change and clean air issues.<sup>4</sup> The framework was based on an initial presentation of seven experts to the City's Executive Committee. To seek broader public comments on the framework's recommendations, the city held a Climate Change Action Forum on April 29, 2007. Facilitated small group discussions posed two questions to the more than 200 participants:

1. "Thinking about the 27 potential actions outlined in *Change is in the Air*, what do you like? Is something missing? Should anything be changed?"
2. "How can the City of Toronto help you to live a more environmentally friendly lifestyle?"

Attendees were encouraged to write suggestions on a "Best Idea" board and choose the idea that most appealed to them. Besides the Forum, several hundred comments were also "received via telephone, email and the City's online comment card. In addition, several smaller forums were held with various communities and stakeholders."<sup>5</sup>

Turning overseas, the City of Paris took a somewhat different approach to public input. Rather than compile an initial plan or framework on which to seek public comment, Paris held public consultations starting with a forum in the summer of 2006 and continuing with panel discussions on various climate-change related topics, held in different city districts and at City Hall. The city also sought public comments on the issues through its website. The Paris municipal government then developed its White Paper based on a "synthesis of these discussions, exchanges and workshops."<sup>6</sup>

### Involving diverse and underrepresented communities

Since mitigating and adapting to climate change will require the participation of all communities and will impact people's health and how they live and work and get around, it is critical to engage all residents, especially those who have been historically underrepresented in city

<sup>2</sup> <http://www.nyc.gov/html/planyc2030/html/heard/heard.shtml>

<sup>3</sup> <http://www.nyc.gov/html/planyc2030/html/home/home.shtml>

<sup>4</sup> <http://www.toronto.ca/changeisintheair/change.htm>

<sup>5</sup> <http://www.toronto.ca/legdocs/mmis/2007/pe/bgrd/backgroundfile-4988.pdf>

<sup>6</sup> [http://www.paris.fr/portail/Environnement/Portal.lut?page\\_id=8413](http://www.paris.fr/portail/Environnement/Portal.lut?page_id=8413)



decision making. In Toronto, the Toronto Social Development, Finance and Administration Division was tasked with conducting “additional consultations with several of Toronto’s priority neighbourhoods” (predominately low income areas, somewhat similar to empowerment zones). The Division developed a survey tool and recruited youth from the priority neighborhoods to talk to residents about clean air and climate change and what could assist them in living a more environmentally-friendly lifestyle. “In most instances, the youth spoke to the residents and then filled in the survey on their behalf, which allowed for greater verbal translation into other languages.”<sup>7</sup>

### Linking climate to other topics

In seeking feedback on policies to address climate change, many cities, such as Seattle, Paris, Vancouver, and London, have chosen to focus on climate change as a distinct category for discussion and policy development (albeit with obvious links to energy, transportation, housing etc.) It is interesting to note that New York City and Toronto, two of the cities that have undertaken the broadest outreach for comments on their draft policies, integrated climate with other issues. New York City’s PlanNYC 2030 process included ten issue areas organized under themes of land, water, transportation, energy, air and climate change. And Toronto’s “Change is in the Air” plan explicitly connects climate change to local clean air issues.

## **II. Partnerships: Involving the public in implementing climate action plans**

To allow public engagement that is deeper and more ongoing than one-time consultations, a number of cities have established structures to allow representatives from academia, business, the environmental community, labor, religious constituencies, and other sectors to help shape how the city responds to challenges and opportunities of the climate crisis. These structures have tended to take one of two forms: stakeholder committees with a formal role in developing implementation of a municipal climate action plan; and public-private partnerships focusing on how the private sectors can adapt its operations to become part of the solution. These two models are not an either-or choice. They complement each other and some cities have established both structures as part of their approach to climate issues.

### Stakeholder committees to develop and manage climate action plans

The Cool Vancouver Taskforce, established by the Vancouver City Council in March 2003, is an early example of a stakeholder advisory committee. The Taskforce was charged with providing advice on how the city and its residents could reduce greenhouse gas emissions. The City developed its Corporate (municipal) and Community Climate Change Action plans based on the Taskforce’s work and recommendations. “The individuals on the Taskforce were from a wide range of stakeholder groups in the City of Vancouver and the region,” including environmental and youth organizations, city agencies, businesses, funders and federal agencies.<sup>8</sup> See list below:

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<sup>7</sup> <http://www.toronto.ca/legdocs/mmis/2007/pe/bgrd/backgroundfile-4988.pdf>. 397 surveys were collected from the following areas and events: Regent Park Community Clean-up; Tropicana Jobs for Youth, Scarborough; Second Base Youth Shelter; Malvern Youth Community Employment Program; Toronto Zoo (Malvern Parks, Forestry and Recreation); TCHC Tenants Forum; Weston-Mount Dennis Community Celebration; Malvern Library; East Scarborough Storefront; Students in Steeles-L’Amoreaux (various locations)

• <sup>8</sup> [http://vancouver.ca/sustainability/climate\\_protection.htm](http://vancouver.ca/sustainability/climate_protection.htm).  
• Molson Canada

## The Cool Vancouver Task Force

- Environmental Youth Alliance (EYA)
- Society Promoting Environmental Conservation (SPEC)
- BC Ministry of Water, Land & Air Protection
- Science World
- Vancouver Coastal Health Authority
- Terasen Gas
- Building Owners and Managers Association (BOMA)
- Vancouver Board of Trade
- BC Hydro
- Vancouver Economic Development Commission (VEDC)
- SFU School of Resources & Environmental Management
- Environment Canada
- David Suzuki Foundation
- Vancouver City Planning Commission (VCPC)
- Urban Development Institute (UDI)
- Greater Vancouver Regional District (GVRD)
- Tides Canada Foundation
- Vancouver School Board (VSB)
- UBC Sustainable Development Research Institute
- Centre for Interactive Research on Sustainability (C.I.R.S.)
- TransLink
- Better Environmentally Sound Transportation (BEST)
- Sinclair Environmental Solutions

Like the Cool Vancouver Taskforce, the Seattle Green Ribbon Commission on Climate Protection was primarily established to help develop a climate action plan. Working groups were tasked to examine metrics, energy, transportation, outreach, and freight.<sup>9</sup> Members included representatives from public agencies and utilities, major employers (including a former CEO of Starbucks and a current CEO of REI), environmental justice, and labor.<sup>10</sup>

The Tacoma Washington Green Ribbon Commission on Climate change was created by a City Council resolution to further develop the Mayor's Climate Action plan. The resolution called for two commissions, a governmental interagency group, that was never formed, and a general community commission, which was set up in 2007. There are 25-26 members drawn from master builders, labor, business, environmentalists, regional utilities, etc.

The Commission's mandate was to set reduction goals for 2010/12, 2020, and 2050 and make recommendations on how to achieve these reductions in significant sectors of the economy such as transportation and energy. To get public input into the process, all Commission meetings and the meetings of sectoral subcommittees were open to the public. Staff also held four public forums in different parts of the city to get feedback on the Commission's draft plan, which are

- 
- VanCity
  - Fraser Basin Council
  - Vancouver Board of Parks and Recreation
  - Vancouver Library Board
  - City of Vancouver staff

<sup>9</sup> <http://www.seattle.gov/climate/workingGroups.htm>

<sup>10</sup> <http://www.seattle.gov/climate/bios.htm>

being presented to the City Council in the summer of 2008. \$500,000 in city funds have been appropriated to start early implementation. Some of the funds are likely to be used to create and staff a new office of sustainability and climate. This office is one of the structural recommendations of the Commission, also suggested that the city conduct a public engagement process and set up a stakeholder oversight group with representation from some of the same kinds of organizations that were on the Commission.<sup>11</sup>

The London Climate Change Partnership was established in 2001 to help London adapt to the anticipated impacts of climate change. It coalesced around a small group of researchers and policy makers who produced the 2002 report *London Warming*.<sup>12</sup> Members include “30 key organizations with representation from government, climate scientists, domestic and commercial development, transport, finance, health, environment and communication sectors.”<sup>13</sup> The Partnership has one full time staff to coordinate, paid for by the Greater London Authority. The partnership’s steering group develops a work plan and then tries to raise external funding on a project by project basis. The partnership has submitted comments and recommendations on draft legislations and planning process at the regional and national levels, including London zoning and plans, a code for sustainable homes, coastal erosion prevention strategies, and a review on the economics of climate change.<sup>14</sup> The Partnership has also published materials aimed at the general public (basic brochures and a guide to retrofitting houses) as well as for business sectors (for instance, a report on the financial exposure faced by London’s insurers, banks, and pension and fund managers).<sup>15</sup>

### Public Private Partnerships

Dealing with climate change will require a mobilization of major non-government institutions, as well as a major investment of private funds. To begin to facilitate these commitments, some cities have established public private entities to address aspects of the climate challenge.

#### Seattle Climate Partnership

One of the key recommendations of the Seattle Green Ribbon Commission on Climate Protection was the formation of the Seattle Climate Partnership—a voluntary organization amongst Seattle-area employers to take action to reduce their own emissions, and to work together to help meet the community-wide goal.<sup>16</sup> The partnership involves twelve large area employers: the Port of Seattle, Recreational Equipment Inc., the University of Washington, Starbucks Coffee Company, Urban Visions, Group Health, Lafarge Seattle, Shoreline Community College, Mithun, Garvey Schubert Barer, King County and the City of Seattle. City staff recruited these large, ‘iconic’

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<sup>11</sup> Interview with Gary Kato, City of Takoma Department of Public Works and staff liaison to Green Ribbon Commission, June 2008.

<sup>12</sup> Interview with Andrew Tucker, Principal Policy Officer, Climate Change Adaptation, Greater London Authority, June 2008.

<sup>13</sup> <http://www.london.gov.uk/climatechangepartnership/>

<sup>14</sup> [http://www.london.gov.uk/climatechangepartnership/con\\_res.jsp](http://www.london.gov.uk/climatechangepartnership/con_res.jsp)

<sup>15</sup> Links to publications available at the partnerships main website:

<http://www.london.gov.uk/climatechangepartnership/>

<sup>16</sup> <http://www.seattle.gov/climate/partnership.htm>

employers as initial members. The “founding partners” along with city staff drafted a Partnership Agreement that summarizes the motivations for the collaboration as:

- “Seattle-area employers are in a unique position to contribute to solutions to the climate crisis. Innovation, creativity and entrepreneurial talent—all in abundant supply in the Seattle-area business community—are essential to success. The relationships employers enjoy with their customers, partners and employees are crucial to communicating the changes needed to effect positive change.”
- “Ultimately, businesses and institutions join the collaboration to reduce greenhouse gas emissions because the economic case for doing so is strong. The risks associated with carbon emissions—both environmental and regulatory—have become too high and the economic opportunities presented by technologies that will shape the solution to climate disruption are too great to ignore. Membership in the Seattle Climate Partnership simply makes good business sense.”<sup>17</sup>

There are currently approximately 75 members, that have been recruited through outreach via business organizations like the chamber of commerce. Most of the members have done a carbon footprint analysis of their organizations. Many have followed up with reduction plans, which the employers may choose to maintain as internal documents or to publicize. The Partnership is coordinated by a city staff person, who assists members in following the commitments they made in signing the partnership agreement and also attempts to make it easier for members to access energy efficiency incentives and other government programs.<sup>18</sup>

### Business Council on Climate Change (BC3)

The BC3 is a San Francisco bay area collaboration of approximately 80 businesses, sponsored by the San Francisco Department of the Environment, The Bay Area Council, and United Nation’s Global Compact.<sup>19</sup> Member businesses vary in size from Google, Sun Microsystems, Cisco, and some large construction companies to small services business like head hunting firms. Members sign on to five principles, starting with internal implementation of assessing emissions and setting and meeting reduction targets.

The Council is coordinated by a staffer from the San Francisco Department of the Environment, with an advisory group made up of representatives from the council’s working groups, which include best practices, PR, web, membership, and policy. Beyond this staff time, there is no government funding for the council. Some of the business members donate services such as design of the Council’s web site. The three organizing entities recruited an initial forty member organizations before it was launched. There is no marketing budget to recruit new members but word of mouth has kept the Council growing.

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<sup>17</sup> <http://www.seattle.gov/climate/PDF/FinalSCPagreement.pdf>

<sup>18</sup> Interview with Charlie Cunniff, Director, Seattle Climate Partnership, June 2008

<sup>19</sup> <https://www.bc3sfbay.org/page/39>

The Council is working out what the reporting requirements on members should be; for example, whether participating businesses should provide qualitative and/or quantitative information on their efforts. The Council also holds events and seminars of interest to members on such topics as green leases, demand management etc.<sup>20</sup>

In London, the London Climate Change Agency was established as “the primary delivery vehicle for reducing London's carbon dioxide emissions. The objective of the LCCA is to deliver projects that reduce greenhouse gas – mainly carbon dioxide - emissions from London in the sectors of energy, waste, water and transport.”<sup>21</sup> The Agency is a company owned and controlled by the London Development Agency, the regional development agency for Greater London, although it received start-up financial and staffing support from a number of businesses and non-profits and has received ongoing support from foundations and funding agencies. To meet its objective, the Agency has spun off London ESCO, a joint venture with the energy corporation EDF Energy that “designs, finances, builds, owns and operates local decentralised energy systems.”<sup>22</sup> The LCCA has also created The Better Buildings Partnership that brings together large public and commercial property owners and developers to:

“Develop solutions that stimulate and enable the commercial property sector to take up wide spread sustainable building retrofit, and by doing so enhance the visibility of improvements in building portfolio value arising from increasing sustainability:

- Bring together owners and occupiers to stimulate the development of partnership initiatives between them;
- Widely communicate the information and knowledge developed by the BBP; and,
- In respect of their managed building stock, achieve a carbon emissions benchmark for a selected part of their London portfolio.”<sup>23</sup>

### **III. Outreach: Educating and inspiring the public to act**

Cities have tried a number of strategies to educate and inspire members of the public as well as businesses and institutions to alter behaviors so as to reduce greenhouse gas emissions. These can range from broad based ad campaigns to targeted outreach at the neighborhood level.

#### Identifying awareness and barriers

A potential early step towards effective public outreach is identifying baseline levels of awareness of climate concerns and barriers to behavioral changes. In January and February 2008 the City of Austin contracted with a market research firm to conduct a telephone survey of 400 residents on the topic of climate change. “Most residents surveyed believe that individuals have the highest responsibility for lessening the impact of global warming/climate change on the planet. Residents also ranked business and industry the second highest for the most responsible ahead of local, state, and federal government, respectively.” The survey also found that “Most

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<sup>20</sup> Interview with Jamie Burkart, Business Council on Climate Change, June 2008.

<sup>21</sup> <http://www.lcca.co.uk/>

<sup>22</sup> The LCCA is a 19% partner in the venture; the energy company partner owns 81%.

<http://www.lcca.co.uk/server/show/nav.005003>

<sup>23</sup> <http://www.lcca.co.uk/server/show/nav.00500a>

residents surveyed ranked television first and the Internet second for how they get their information about global warming/climate change.”<sup>24</sup> The City of Vancouver is conducting research “to identify key market segments, barriers to beneficial behavioural changes within those market segments, and potential motivators and triggers for change.” Among the barriers identified to date, the most significant are seen as:

- **“Awareness:** Generally low level of awareness by the general public about the connection between energy consumption by individuals in their homes and vehicles, and the resulting impacts on the environment.
- **Cost and Convenience:** Encouraging changes in people’s behaviour in relation to energy consumption and fuel usage faces the real and perceived barriers of cost and convenience (both at home and in their transportation choices).
- **Delayed Gratification:** While these behaviour changes offer many benefits to the individual, as well as society in general, these benefits are often not immediate.
- **Responsibility:** Even when the benefits and ability to change rest directly with the individual, there is often a perception that “someone else” should be responsible for making the change happen.
- **Societal Norms:** Societal norms and practices are still structured in such a manner that some forms of sustainable energy consumption are viewed by mainstream society as marginal or fringe behaviour.
- **Long-term Commitment:** The success or failure of a community outreach program cannot be measured in fiscal years or electoral terms; Vancouver must be prepared to engage in these changes for a minimum of 7 years and a sustainable shift may take a generation or more.”<sup>25</sup>

### Outreach & Social Marketing campaigns

Cities concerned with their climate impacts have recognized that a majority of emissions from within their boundaries or regions come from non municipal operations such as people driving vehicles and power for private homes and businesses. Reaching and inspiring change by local residents and institutions becomes a priority. As Vancouver’s Climate Friendly City plan states, “If we are to achieve our greenhouse gas emission reduction target, Vancouver residents must come to embrace a number of changes in their personal choices. As such, engaging the entire community through outreach efforts by the City, other organizational partners and community leaders is the first and single most important element of this plan.”<sup>26</sup>

The Vancouver OneDay campaign and website are social marketing efforts aimed at changing private behavior. The messaging and branding were developed by a communications firm under a \$200,000 contract, with the initial focus on “getting the brand out there” and initiating conversations on the issue and brand at the community level. The overall approach of the campaign has been to focus on simple steps for saving money, being healthier, and to focus on reaching people in intimate settings like coffee shops, realtors.

The city hired a staffer to lead the social marketing effort. The staff person initially did outreach to 24-30 year olds under the social marketing theory of ‘social diffusion,’ in which early

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<sup>24</sup> City of Austin conducts first survey of residents’ awareness of global warming, March 20, 2008; [http://www.ci.austin.tx.us/news/2008/cpio\\_global\\_warming.htm](http://www.ci.austin.tx.us/news/2008/cpio_global_warming.htm)

<sup>25</sup> Climate friendly city: A Community Climate Change Action Plan for the City of Vancouver. 2005. <http://vancouver.ca/sustainability/documents/CommunityPlan.pdf>

<sup>26</sup> <http://vancouver.ca/sustainability/documents/CommunityPlan.pdf>

adopters spread the message and behavior. In retrospect she thinks that these younger constituencies already were catching on to climate change and sustainable living so the campaign is beginning to focus more on high energy users such as families with young children and older professionals.

Vancouver has a significant Asian population so the campaign worked with consultants to develop Chinese-language materials. These materials were not just translated from English but created anew to focus on messaging that might appeal to the target audience of Asian immigrants. The ads suggest that you're essentially "burning money" if your home isn't energy efficient and encourages residents to take advantage of a federal energy audit and efficiency incentive program.<sup>27</sup>

The outreach plan from the City of San Francisco's 2004 Climate Action Plan suggests that priority activities will be to:

- Establish a volunteer corps, and develop public education materials.
- Develop energy curricula for use in classrooms.
- Develop agreements with business and community organizations for the preparation and distribution of articles, mailings, and for energy information presentations.
- Develop agreements with local media to cover energy related events.
- Develop agreements with City departments to include energy messages in City mailings, in public facilities and on vehicles, and through normal City inspections.
- Identify local examples and prepare case studies of successful energy efficiency education actions.
- Develop an agreement with PG&E's Pacific Energy Center to coordinate training for building management and construction professionals."<sup>28</sup>

Much of the work to date has focused on energy efficiency outreach to heavy users such as small businesses and building owners. City staff conducted focus groups with this constituency and formed a small business advisory group drawing upon the small business commission.

To outreach to these businesses they send letters and (more effectively) have staff "walk in the door" about energy programs. When they get one business owner to participate in a program they then have more success with others in the same sector because they can use the colleague/competitor as a reference. Staff also do outreach at merchant association meetings and banquets. They offer to have prominent officials such as the Mayor or City Council members green business awards at these events. To evaluate the success of this efficiency outreach, the Department of the Environment and partner utilities keep close track of participants, what energy efficiency programs are being utilized, and the energy and water savings and resulting cuts in greenhouse gas emissions.<sup>29</sup>

Because city staff and agencies have limited resources and may not have connections to all segments of their communities, identifying community partners who can perform or facilitate communication with their constituencies is key to spreading the word widely. Toronto, for example, has listed the following stakeholders as potential partners in outreach:

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<sup>27</sup> Interview with Amy Fournier Community Outreach Coordinator, Vancouver One Day Program, May 2008.

<sup>28</sup> <http://www.sfenvironment.org/downloads/library/climateactionplan.pdf>

<sup>29</sup> Interview with Cal Broomhead, Energy and Climate Program manager, San Francisco Environmental Department, May 2008.

- “Individual residents and employees
- Residents Associations
- Business community (large, medium and small and business associations – Board of Trade, Toronto Industry Network, Toronto
- Hydro Corporation, Enbridge, Toronto Association of Business
- Improvement Areas)
- Institutions (hospitals, universities, colleges and schools)
- Arts and design community – a source of innovation and progressive ideas and strategies
- Environmental organizations
- Builders and developers
- Trade unions
- Provincial and Federal agencies
- Municipal government associations
- Professional associations
- Architects and urban design planners
- Investors, entrepreneurs and the financial community
- Ethno-specific organizations
- Manufacturers of related goods and services
- Scientific community and technology providers.”<sup>30</sup>

### Seattle Climate Action Now

The Seattle Green Ribbon Commission made recommendations for three forms of action: government policies and programs to lower emissions and improve transit, a climate partnership with businesses, and engagement of the public. Public engagement has taken the form of Seattle Climate Action Now (CAN) a campaign to motivate the public and give them tools and incentives to change their behavior and reduce their climate change impacts.

Seattle CAN operates out of the mayor’s office, with funding for the coordinator and some activities coming from the general fund. It connects with other departments like the public utility and department of transportation for program funding and encouraging them to outreach to their customers. Even the library system has been involved, passing out CAN bookmarks. The campaign encourages organizations and businesses to sign on as partners. Partners agree to communicate with their constituencies about climate issues and in some cases there have been joint programs with partners. The Campaign is considering creating a community partner advisory board with draw upon the expertise of environmental organizations, marketing consultants and others.

The campaign launched in September 2007 with plans to tackle home energy use in the fall and winter followed by transportation starting in the spring. The City bought a million compact fluorescent light bulbs, passing many of them on to retailers so residents could buy them for 99 cents and distributing others through partners and outreach efforts. Seattle CAN also created a DVD on weatherizing the home and gave away Home Energy Efficiency Kits containing the DVD, a CFL, a low water shower head, a door hanger reminder to turn down the thermostat at night, and a coupon for discounts on power strips at a local drug store chain.

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<sup>30</sup> <http://www.toronto.ca/legdocs/mmis/2007/pe/bgrd/backgroundfile-4988.pdf>



The transportation component of the campaign launched in May 2008 with a package of incentives to encourage residents to get out of their cars and messaging to “give your car the summer off”. Local cultural and entertainment entities agreed to give \$5 off admission to visitors who walk, bike or take transit to their venue. Some big events like music festivals have agreed to display the campaign icon on their websites and the ‘summer off’ message at the event itself.

Seattle CAN also leveraged the city department of Transportation, state incentives and business partnerships to offer financial benefits to residents who reduce car usage. People pledging to and documenting that they are selling their car or parking it for a month in order to use alternative transportation get a \$200 credit for transit passes, \$100 in grocery deliveries from a local service, and a free membership to zipcar, a carshare/rental program. Those who can show that they are commuting 3 times a week without cars get \$50 cash and there are prize drawing for participants who make smaller cuts in driving or who had already moved to a car-free lifestyle.

To highlight the potential for reduced driving, the city will let neighborhoods close streets for celebrations (waiving the usual fees) and has been closing streets for parts of days in parks, near farmers markets, and along popular bike routes.

To date they have not focused much on the mass media except for some so far unresolved discussions with local radio.

### Online organizing

Some of the most promising climate outreach campaigns utilize websites as online portals for providing information to the public. Web-based campaigns can take advantage of the social networking functions of web 2.0 sites, allowing residents to upload events and share ideas.

Seattle’s Climate Action Now is an outreach campaign centered on the SeattleCAN.org website. “During its first year, the campaign is focused on transportation and home energy actions, Seattle’s two largest sources of climate pollution.”<sup>31</sup> The site includes tips for reducing emissions, an emissions calculator, a guide to coming up with your own personal carbon reduction plan, and calendar of events that the public can post to. Partners gain the right to advertise their events on the website and agree in turn to: Specifically, Organizational partners agree to:

- Promote the messages and actions of the campaign via their events, newsletters, e-mail lists, employee communications, promotions, etc.
- Supply the campaign with current information about the organization's climate-related engagement opportunities, grant the campaign permission to co-promote these activities, and participate in community-wide climate action events.

The Vancouver One Day campaign is a similar web-centered campaign to impact residents’ behavior. Its site relies less on a network of community partners and more on individual posters and visitors. One Day is “about taking small steps to reduce energy use, at home and on the road, to make Vancouver the cleanest, greenest, healthiest city in the world.”<sup>32</sup> The website has action

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<sup>31</sup> <http://www.seattlecan.org/>

<sup>32</sup> <http://www.onedayvancouver.ca/portal.php>

tips, message boards, a community calendar, an ‘ask one expert’ function, and users can sign up to a monthly email list.

After initial enthusiasm for their sites web 2.0 focus, both Vancouver and Seattle are reconsidering their approach. The social networking functions have been informally evaluated as problematic because it mainly engages the same younger crowd who already have a fairly low carbon lifestyle, so it didn’t achieve greenhouse gas reduction priorities. Vancouver is changing the One Day website to be simpler with a focus on easy to access information. Analyses of Seattle’s website has shown that people value the event listing but that visitors have not utilized the social marketing or carbon calculators.<sup>33</sup>

The Burlington, Vermont-based <http://www.10percentchallenge.org/> has a similar focus on encouraging small but measurable changes in residents’ behavior. Salt Lake City’s E2 (environment and economy) site has separate portals for citizens, businesses, and k-12 students.<sup>34</sup>

### Advertising and media

Using the mass media to reach residents can be an effective way to build awareness of the need for action on climate change. Cities have begun to explore how they can use free or paid media to conduct outreach.

Vancouver’s public engagement plan on climate, for example, identifies the relevant goals, to:

- “Develop a name, visual identity, brand and slogan for the Community CCAP that will be applied to all communications and marketing materials. The brand must be bold, memorable and compelling.
- Conduct launch advertising to position the umbrella brand and raise awareness of Vancouver’s commitment to reaching Kyoto targets and reducing greenhouse gas emissions.
- Conduct a coordinated, proactive media relations campaign with mainstream, community and multicultural media to build awareness for the Community CCAP and to highlight successes and action in the community.”<sup>35</sup>

In June 2007, New York City launched a GreeNYC ad campaign in support of the city’s carbon reduction targets:<sup>36</sup> “the campaign will consist of television, radio and print advertisements, as well as street pole banners, bus stop shelters and phone kiosks in English and Spanish. Featuring a signature campaign bird and new GreeNYC logo, the campaign lists ten “Small Steps, Big Strides” that New Yorkers can take to rise to the challenge of creating a more sustainable city.

Overall, more than \$3.2 million in media assets have been committed towards the campaign, including over \$1.5 million in donated ad space from New York’s television stations, newspapers and radio stations. Starting this week, three GreeNYC advertisements will begin running on WNBC-TV, WCBS-TV, WNYW-TV, WABC-TV, WWOR-TV, WNJU-TV, Time Warner Cable and the Discovery Channel. In addition, over the coming weeks, print ads will run in The New York Times, New York Post, New York Daily News, Hora Hispana, New York Observer, and 30

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<sup>33</sup> Interviews with Amy Fournier and Rachel Smith, op cit.

<sup>34</sup> <http://www.slccgreen.com/>

<sup>35</sup> <http://vancouver.ca/sustainability/documents/CommunityPlan.pdf>

<sup>36</sup> <http://www.nyc.gov/html/planyc2030/html/greenyc/greenyc.shtml>

Community Newsgroup publications. Radio ads will also run on WNYC-FM, WLTW-FM, WABC-AM and WQCD-FM.

Bank of America and other New York City corporations have sponsored the campaign's street pole banners, bus stop shelters and phone kiosks... Con Edison, in partnership with General Electric, will include a \$1 coupon toward GE Energy Smart, Energy Star qualified compact fluorescent light bulbs (CFLs) in all of their residential electric bills."<sup>37</sup>

The City of San Francisco has been using messaging for two years to help get the public to appreciate the link between climate change and city operations (and public choices) in the area of transportation, waste, and energy. The City's Department of the Environment facilitated a discussion with multiple agencies to figure out common messaging. They recommended a viral, entertainment based campaign but the British agency they considered contracting with proved to be too edgy even for San Francisco. While they are considering next steps on a dedicated media campaign, messaging on climate change per se has been reconfigured as a sort of add-on message to ongoing outreach on energy saving, transit use etc.

Their approach to marketing on the issue is that while people are concerned about climate change, they won't change behaviors based on this concern. So San Francisco's messaging has and will focus on the benefits people get in terms of saving money and time and social recognition from taking steps that *also* have the effect of reducing greenhouse gas emissions.

These efforts have not yet focused on donated or paid media but they get good coverage of events and campaigns. They will soon start doing more marketing online through blogs and other sites.<sup>38</sup>

#### Reaching vulnerable and diverse/under-represented communities

While planning web and media-based campaigns, some cities have made efforts to target outreach to those segments of their public that will be most affected by climate change and/or that have not been effectively included in traditional outreach processes.

#### *Coastal communities/ adaptation*

As referenced above, London's Climate Change Partnership is focused on how the city can adapt to climate change. Toronto is holding Climate Change Adaptation workshops to "seek input on the priorities and proposed actions outlined in Ahead of the Storm: Preparing Toronto for Climate Change."<sup>39</sup> New York City has carried this adaptation focus to the neighborhood level by working with waterfront communities on site-specific adaptation strategies. "To begin addressing these challenges, the City has partnered with Columbia University, UPROSE, and the Sunset Park community to design a standardized process to engage waterfront neighborhoods in conversations about climate change adaptation. We will work with the community to inform them about the potential impacts of climate change and possible solutions—and seek to

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<sup>37</sup> Mayor Bloomberg, Nyc & Company And Corporate And Media Partners Announce Greenyc, The Multimedia Environmental Campaign Of PlaNYC June 25, 2007.

[http://www.nyc.gov/portal/site/nycgov/menuitem.c0935b9a57bb4ef3daf2f1c701c789a0/index.jsp?pageID=mayor\\_press\\_release&catID=1194&doc\\_name=http%3A%2F%2Fwww.nyc.gov%2Fhtml%2Fom%2Fhtml%2F2007a%2Fpr212-07.html&cc=unused1978&rc=1194&ndi=1](http://www.nyc.gov/portal/site/nycgov/menuitem.c0935b9a57bb4ef3daf2f1c701c789a0/index.jsp?pageID=mayor_press_release&catID=1194&doc_name=http%3A%2F%2Fwww.nyc.gov%2Fhtml%2Fom%2Fhtml%2F2007a%2Fpr212-07.html&cc=unused1978&rc=1194&ndi=1)

<sup>38</sup> Interview with Thea Hillman, Communications Manager, San Francisco Environment Department, June 2008.

<sup>39</sup> [Ahead of the Storm: Preparing Toronto for Climate Change](#)

understand their priorities moving forward. By 2008, we will have a process that can be applied to all at-risk neighborhoods across the city, mostly along the waterfront. We must ensure that all new plans consider the effects of climate change and develop strategies that respond to each community's unique characteristics."<sup>40</sup>

### *Diverse & Underrepresented Communities*

In Cities with diverse populations and communities that have not typically participated in standard participation processes, it is critical to be creative in outreaching to all sectors of society. Vancouver, for example, plans to target multicultural communities and youth.

"Over half of Vancouver's population has a first language other than English and, in order to realize widespread shifts in the entire community's behaviours with regard to energy, it will be critical to work with the unique strengths of the multi-cultural communities and communicate with these citizens in an effective way. Similarly, youth offer two unique opportunities. First they can act as powerful influencers in family decisions and behaviours. In addition, facilitating their role in broader community action not only taps into their energy and creativity, but it also prepares the future leaders of tomorrow."<sup>41</sup>

The Toronto CAN campaign started with connections to environmentalists and other early adopters but they are considering how to reach underrepresented communities. They will be linking to service providers who contract with the city and with the city's Office of Civil Rights.<sup>42</sup>

### Neighborhood level outreach & funding

One strategy for conducting outreach in cities is to reach people at the neighborhood level. In Burlington, VT (admittedly a smaller scale town), 'Kitchen Table Collaboratives' "involve neighborhood households coming together as eco-teams to assess their carbon demand, share ideas and encouragement on ways to decrease energy use, and then tracking those changes. The effort is being led by the City's Legacy Project, Seventh Generation, Interfaith Power and Light, and others. There are now 17 eco-teams in Burlington and the goal is a 25% reduction of Burlington's total residential carbon footprint by 2012."<sup>43</sup> New York City's intent that climate adaptation considerations inform local neighborhood land use plans is an example of raising awareness through the policy process.

Toronto has similar ideas for Climate Change Neighborhood Action Plans that the city hopes will "collaborate, as appropriate, with on-going neighbourhood action plans. Grassroots participation can help citizens save energy, cool the climate, improve air quality and introduce green projects at the neighbourhood level across Toronto."<sup>44</sup> The Toronto Solar Neighbourhood Initiative, which launched in the spring of 2008 in the South Riverdale Neighborhood, will supported by a local Community Advisory Committee "to finalize the program design and to identify and integrate other local emission reduction opportunities into the program."<sup>45</sup>

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<sup>40</sup> <http://www.nyc.gov/html/planyc2030/html/plan/plan.shtml>

<sup>41</sup> <http://vancouver.ca/sustainability/documents/CommunityPlan.pdf>

<sup>42</sup> Interview with Rachel Smith, Coordinator, Seattle Climate Action Now, June 2008

<sup>43</sup> [http://www.ci.burlington.vt.us/mayor/letters/mayor\\_letter\\_20080424.php](http://www.ci.burlington.vt.us/mayor/letters/mayor_letter_20080424.php)

<sup>44</sup> <http://www.toronto.ca/changeisintheair/change.htm>

<sup>45</sup> Toronto Solar neighborhood Initiative. <http://www.toronto.ca/taf/solar.htm>



#### A4. Methodology and Interview/Survey Tool

Our research was guided by the following questions: What are the best practices and innovative ideas about how to engage the public in two areas: 1) a public campaign that will change behavior to reduce fossil fuel use and reduce greenhouse gas emissions; and 2) participation in City department plan implementation. What are the public participation structures, processes, and mechanisms that will achieve sustained and widespread public participation and behavior change?

This report represents insights and the innovations and key action steps the City of Los Angeles should take to engage its public in the shared efforts necessary to combat global warming and climate change. Our approach to this public participation strategy is based upon insights and strategies identified by key City departments, the City's foremost environmental and environmental justice leaders, and community, education, labor and business leaders.

Through interviews, focus groups and surveys, we elicited information, insights and opinions from leaders from the public, private, nonprofit sectors in Los Angeles. We surveyed the membership of the GREEN LA Coalition using the web-based Survey Monkey tool ([www.surveymonkey.com](http://www.surveymonkey.com)). We identified key organizations and specific individuals to interview through a series of core interviews we first held with the staff of City's Environmental Affairs Department, the Environmental Affairs Commissioners, and suggestions by members of the GREEN LA Coalition. Through a snowball identification technique, we were also able to identify and interview other key stakeholders. Through interviews, focus groups and surveys, we were able to interview individuals from the following key sectors and constituency groups: environment, environmental justice, private sector (including energy and technology firms and experts), academia, nonprofit community organizations (advocacy, issue-based, and also community-based groups), community development organizations, labor, and environmental justice organizations. We also interviewed individuals from the arts and design field, school children, leaders in the entertainment industry, builders and developers, and energy sector. A list of interviews is attached in the report's Appendices.

Our interviews and surveys targeted key leaders and representatives from important stakeholder and constituency groups that would be impacted by climate change and policy and program responses. These included leaders from environmental, environmental justice, labor, faith-based, educational, business, and regulatory agencies. Our purpose was to elicit their insights and innovative ideas about public participation and engagement a broad public and behavior change campaign and also participation in the specific actions the City will take to reduce its own operations footprint. Our interviews and surveys do not represent an exhaustive set of responses; nor are these findings reflective of a random sampling of these sectors. However, the findings we present here represent important perspectives of leaders of organizations and key engaged stakeholders – individuals who are thoughtful, experienced leaders in their respective fields who can help the City to successfully implement the GREEN LA Climate Action Plan and catalyze and promote new ways to reduce our energy consumption and green house gas emissions.

We also draw on examples and lessons learned from other two types of cities that have initiated policy and public campaigns to address climate change at the local level: the first, focused on large cities (defined by population) such as New York, Toronto, Paris and London. We also explored best practices from smaller cities such as Vancouver, Seattle, Portland, and San Francisco to get a sense of innovations that might have the potential for replication on a large-scale such as in Los Angeles.

By capturing the best thinking and innovative practices underway, our report provides a roadmap and menu of options for the City in order to achieve far reaching and meaningful participation and engagement in the Climate Action plan implementation.

**OCCIDENTAL/GREEN LA INTERVIEW FORM**  
**PUBLIC PARTICIPATION STUDY FOR LA CLIMATE ACTION PLAN**

**INTRODUCTION:**

Thank you for meeting with us today. As we explained when we contacted you, Occidental College's Urban and Environmental Policy Institute and the GREEN LA coalition are conducting a study for the City of Los Angeles related to its plans to address global warming.

The purpose of the Occidental/GREEN LA study is to provide the city with ideas about the best and most effective ways to involve all Angelenos as we move forward to confront global warming.

At this time, we're interviewing people in Los Angeles about how they perceive the specific challenges and opportunities. We are also investigating best practices in cities throughout the world to see if they can provide ideas for Los Angeles.

Our guiding principles in these discussions with you are to build understanding and strengthen collaboration.

**Understanding:** What do LA's diverse communities and stakeholders think about the impact of global warming? What do you think should be done locally?

**Partnership:** What ideas do people have for educating and informing Angelenos about the impact of global warming? What are the best ways to involve the public in evaluating the city's plans to address it? What are the different visions and creative ideas people have about what else to do to reduce LA's contribution to global warming? What are the best ways to create effective and meaningful public-governmental partnerships?

We want to emphasize that this is the beginning stage of a process. As on the issue of global warming itself, we need to know what the baseline is—where are we starting from? We appreciate you giving your time and knowledge. Here we go.



## Part 1: Global Warming

We'd like to begin with some general questions about your views on global warming.

1) Do you consider yourself fairly knowledgeable about what global warming is-- its causes, what its impact is likely to be?

What about your constituents?

2) How about possible solutions and approaches to dealing with its impact—are you fairly familiar with these or not?

What about your constituents?

3) How concerned are you about global warming?  
(*Eg., very worried, not too concerned*)

What about your constituents?

4) Do you currently have any environmental programs or do any work related to global warming? (If yes, what?)

5) Thinking about global warming and other issues you're concerned with or working on, where would you rank global warming in your order of priorities? Is it in your top 5 priorities for example?

6) What are your other priorities—the 2 or 3 top issues-- you and your group think are most important in the city of LA? Why?

7) Your main focus is \_\_\_\_\_. Considering that is your main priority, do you see efforts to address the impact of global warming as either an opportunity or a problem or conflict? In what ways?

8) There is a lot of discussion these days about opportunities for an economic boost from the 'green economy.' Alternatively, some people are concerned that measures designed to protect the environment would hurt the economy. Do you have an opinion on this debate?

## Part 2: The City of LA’s “Climate Action Plan.”

Next, we want to talk to you about Los Angeles’s plans to reduce its carbon footprint—its carbon emissions and its impact on global warming.

9) In your opinion, how important is it for the city government to enact measures to address climate change?

Read choices here. Follow-up questions depend on these answers.

Very Important	Important	Somewhat Important	Not Important	City should not do anything	No Opinion /Don’t Know
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10) Before we initially contacted you to do this interview, were you aware of measures the city government was taking or planning to take to address global warming?

If yes:

In July 2007, Mayor Villaraigosa directed city departments to examine their internal operations and come up with a plan for reducing the carbon footprint of the city’s municipal operations. These drafts are now mostly complete. Although these are only one element of the City’s larger climate action plan, they are nearly ready to be reviewed by the public.

Like many other plans put forward by city departments, these will come up for public review. There will be written reports from departments saying what they plan to do to reduce their carbon emissions, and how they plan to do it. The reports will be available to the public, and the city will take comments from the public. The mechanism hasn’t been determined yet—whether there will be public meetings and testimony, or a way to submit written comments, or both.)

12) Would you (or someone from your group) be interested in looking at the plans and commenting on them?

13) How important is it to you that you have the opportunity to weigh in at this point (on the departmental plans)?

14) Would you or members of your group be more likely to provide comments in writing, after reading the plan, or at a public meeting, where a presentation is given about the plan?

15) Are there particular departments you’re most concerned with? (For example, Public Works, Port, LAWA, DWP)?

16) Are there issues you would be particularly looking at in these departmental plans?

### Part 3: Ideas for public participation

Now we'd like to get your thoughts—and to brainstorm--on the many ways the public can participate in the process of deciding how the city is going to deal with global warming.

- public education: getting the message out about what global warming is and what can be done.
- public participation: providing ways for people to review plans, give their opinion about them, and suggest other ideas for how the city and private groups and individuals can confront global warming.
- partnerships and collaborations: how the city and Angelenos can work together in innovative ways on global warming issues.

17) If the city were doing a public education campaign, would your members attend a public meeting to learn about global warming?

18) What about if the city held meetings to present plans and to get public comment—would they come?

19) What's the best way to get them information about these kind of events? Told about it through their organization newsletter, phone calls, emails, doorhangers, or person-to-person contact, etc.

20) What kind of meeting place do you think would draw the most people? (*give some examples: a university or community college auditorium? The union hall? Local schools? A foundation? A local or central religious institution?*) Would it be helpful for a forum to take place at a regularly scheduled meeting of your group?

21) In your opinion, what are the few most important things that can be done to insure that a public event is successful?

22) From your experience, can you think of any other particularly good methods or activities that might serve as a model?

23) Do you have any advice on what to avoid—have you had any negative experiences in participation activities that you think might be relevant?

24) What is the most effective way to communicate, in general, with you and your members? Do announcements on TV or radio work well? Do people regularly read an email newsletter? Doorhangers, street banners, notices or ads in ethnic language press, popular websites, blogs, or listservs? Detail and specifics are important here.

25) Right now the focus is mostly on what the city can do to reduce its impact on global warming. Looking into the future, as Los Angeles starts to address the impact of the population as a whole, there are going to be more opportunities for public engagement. Do you have any ideas at this moment about innovative ways that the people of Los Angeles can be meaningfully involved on the issue? Do you think the city should participate in collaborative public-private efforts? If so, of what sorts? If not, why not?

**Part 4: Survey type questions**

If you don't mind, we'd like to spend the last five minutes getting your answers to some survey questions. They cover some of the same ground as what we've talked about already. Having them in this form will help the report authors. It'll go quickly.

**CAP Survey and Identification Form**

1) How would you rate your level of knowledge about the issue of global warming?

High                      Medium                      Low

2) What about your constituents?

High                      Medium                      Low

3) How would you rate your level of concern about global warming?

High                      Medium                      Low

4) What about your constituents?

High                      Medium                      Low

5) In general, is it your personal impression that Los Angeles is doing more, doing about the same, or doing less than most cities in its attempt to address global warming?

More                      About the same                      Less                      Don't know

6) In your opinion, how important is it for the city government to enact measures to address climate change?

Very Important	Important	Somewhat Important	Not Important	City should do nothing	No Opinion /Don't Know
<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b>0</b>

7) In your personal opinion, what are the three most important issues that city government should address:

8) How would you rate the importance of the City of Los Angeles conducting a public education campaign on climate change?

Very Important	Important	Somewhat Important	Not Important	Should not be done	No Opinion /Don't Know
<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b>0</b>

9) How would you rate the importance of Angelenos having the opportunity to formally review and comment on any plans the city has to reduce the impact of its own operations?

Very Important	Important	Somewhat Important	Not Important	Should not be done	No Opinion
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					/Don't Know
<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b>0</b>

10) How would you rate the importance of public-private partnerships in Los Angeles's approach to confronting global warming?

Very Important	Important	Somewhat Important	Not Important	Should not be done	No Opinion /Don't Know
<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b>0</b>

**Part 5: Identification information: Interviewee(s) and Interviewers**

Date of Interview: \_\_\_\_\_

Interview conducted by: \_\_\_\_\_

Interview notes taken by: \_\_\_\_\_

Interviewee Name(s): \_\_\_\_\_

Organization: \_\_\_\_\_

Email: \_\_\_\_\_

**Constituency and membership**

1) Do you have members –either individuals or groups? How many?

3) Is membership formal or informal? 4) Who are they (*if this is not obvious, eg. Union members, residents of x neighborhood, etc..*)?