

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



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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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Executive Summary

Mayor Antonio Villaraigosa, in his inaugural address, set forth a bold environmental agenda as one of the primary goals for his mayoralty. Summoning Angelenos to “join me in making L.A. the greenest big city in America,” he explained that “improving our quality of life” meant improving air and water quality, reducing traffic, and shifting to renewable energy.

An important step toward realizing the Mayor’s vision occurred with the release of the Green LA Climate Plan in May 2007. The City of Los Angeles acted boldly. It set the ambitious goal of reducing greenhouse gas emissions 35% below 1990 levels by 2030.

The solution, however, does not lie with the government alone. Recognizing the importance of public participation, the Green LA Climate Plan placed emphasis on “Taking Climate Action Together.” EnvironmentLA (formerly named the Environmental Affairs Department) contracted with the Urban & Environmental Policy Institute of Occidental College (UEPI) and the Green LA Coalition to develop a strategy for public participation. Research for this report focused on two areas. First, we interviewed 159 Angelenos about their concerns and knowledge about global warming and their views of what the City of Los Angeles should do on the issue. Second, we reviewed best national and international climate change public engagement practices.

With leadership from City Hall and commitment from Angelenos, Los Angeles can become a model of sustainability for the 21st century city. Angelenos are unanimous in their belief that action by the City of Los Angeles is essential if we are to successfully tackle the challenge of climate change. Angelenos are optimistic and confident that we can meet the challenge. There is a broad consensus that we have the knowledge, technology, and will to reduce the City’s carbon emissions. There is also widespread agreement that the measures needed to address climate change will have added benefits and significantly improve the quality of life in Los Angeles. In sum, if we act to tackle the climate change crisis, we can look forward to new economic opportunities, cleaner air, more open space, more opportunities for healthy recreation, less traffic, and a more vibrant cultural and civic life.

Key Findings

- **The time is ripe for action on climate change.** The people of Los Angeles are eager to lend their talents and energy to a citywide campaign to tackle climate change. Angelenos are very concerned about global warming and view it as a defining challenge for this generation; they are optimistic that we have the solutions in reach.
- **The Mayor has the power to summon Angelenos to action.** Angelenos unanimously agree that, as a City, we can have a real,

positive impact in reducing our carbon emissions and solving the climate crisis. People want the Mayor to capitalize on his popularity and to use his bully pulpit to provide bold, direct, and committed leadership on the issue. The Mayor has a critical role to play in inspiring Angelenos and calling us into common action.

- **Government is a key part of the solution.** Governmental regulation and individual and collective voluntary efforts go hand-in-hand. Solutions don't rest with the city government alone, nor with the private sector alone. There is strong support in Los Angeles for the Mayor and the City Council to enact robust, effective, and sensible governmental regulation and to provide a Climate Action Campaign with the resources and capacity required to succeed.
- **Fund for success.** The only way the city can rise to the challenge presented by climate change, the only way it can successfully make the transition to a green economy, the only way it can adapt to reduced water supply is to dedicate significant resources to a Climate Action Campaign. Shortchanging climate action today will cost the City dearly in the future. Reducing emissions upfront is sound fiscal management. As the City needs the public's help in reducing energy and water consumption, a robust public engagement plan needs to be well-funded and the City department leading the campaign needs sufficient resources and capacity to accomplish its additional tasks.
- **Motivate Angelenos to act by sparking civic pride.** A bold communications campaign is one of the keys to motivating Angelenos to take personal action. The problem cannot be solved by government alone. All Angelenos will need to take personal and collective action to solve the climate change crisis. The City can play a critical role in mobilizing the civic participation that will be required to meet the challenge of climate change. Respondents widely agree that a City-sponsored communications campaign, addressed to individual and business behavior, is as important as its policy-making on climate issues. An innovative, bold, and Los-Angeles focused communications campaign can make the critical difference. By sparking civic pride, the campaign can inspire Angelenos to take personal action that will both improve the quality of life and reduce the City's overall carbon emissions.
- **Many Angelenos are ready to act.** Los Angeles's diverse communities taking action will result in a synergy that can make Los Angeles a global leader in climate action. Angelenos are convinced that we can make progress most rapidly by tapping into the diverse talents, knowledge, and specialties of LA's multiethnic population. Angelenos want to contribute their ideas, talents, and time to solving the climate crisis. They want to be part of the decision-making, and they want to work together, with each other and with the City, to take action.

- **Taking climate action will enable LA to seize the opportunity and assure equity in the emerging green economy.** There is enormous excitement about the opportunities available for Los Angeles businesses and workers in the emerging green economy. Businesspeople and labor unionists were as likely as environmentalists to extol the virtues of the rising green economy. They all see that climate action will stimulate the LA economy as we move toward a green economy. To take advantage of the opportunities, early action is key. Economic opportunities are those first in the field. All groups are looking to the City to capitalize on the economic opportunity and their desire to work together to gain a win-win for the local economy and the local environment. Equally, there is unanimity that the City give priority consideration to matters of equity in its climate action policies.
- **Harness youth activism.** Youth and young adults are leading the way on climate action in Los Angeles. The most commonly offered recommendation for reaching Los Angeles adults and having the message take effect was to take advantage of the leverage their children hold over them. There is a new trend among the city's twenty and thirty-somethings -- a deep concern about environmental issues and a commitment to personal action and sacrifice. It is an opportune time to integrate this youth activism and leadership on climate change into the broader mechanisms of civic engagement in the City of Los Angeles.
- **One size does not fit all.** There needs to be a mass marketing campaign geared to Los Angeles residents and businesses as consumers, that seeks to influence them to change their personal behavior. But the messages and the techniques for getting the message out must be tailored to Los Angeles's diversity. To reach all the communities of Los Angeles, inspire them, and motivate them to action, the mass publicity campaign is necessary, but not sufficient. In addition, innovative community-based outreach, education, and incentive programs will be necessary.

Redesign the current system of public participation in policy review by tapping lessons from successful processes of public participation and policy review. Across the board, Angelenos do not think that many of the conventional forms of public review and participation will be effective for the most urgent tasks related to climate change. It is important that conventional public processes be preserved and improved for formal public review of official city plans. This report, however, cautions that the conventional large public participation meeting should only be a small facet of a much broader and more innovative climate action public engagement campaign. When it comes to public review and participation in policymaking, there are best cases examples from City and regional governments that can serve as models for including the public in policy review and policy formulation.

Los Angeles Leading the Way: The Climate Action Campaign

To achieve the goals of the Green LA Climate Plan, the conclusion of this investigation is that the City of Los Angeles should launch a Climate Action Campaign.

The main goals of the Los Angeles Climate Action Campaign are threefold:

- 1) To attract the active involvement of Los Angeles's civic leaders in climate action.
- 2) To motivate all Angelenos to take personal climate action and to participate in the Los Angeles Climate Action Campaign.
- 3) To provide the opportunity for Angelenos to participate meaningfully in the review and formulation of climate change policy.

The Climate Action Campaign should be composed of three related, yet distinct parts, each keyed to one of the goals above:

- 1) Mayoral Summits
- 2) A Communications Campaign
- 3) Public Engagement in Climate Policy

The report provides recommendations for the key actions for each component of the Campaign, and includes a section detailing the implementation of the three part campaign.

Introduction

Mayor Antonio Villaraigosa, in his inaugural address, set forth a bold environmental agenda as one of the primary challenges and goals for his mayoralty. Summoning Angelenos to “join me in making L.A. the greenest big city in America,” he explained that “improving our quality of life” meant improving air and water quality, reducing traffic, and shifting to renewable energy.

An important step toward realizing the Mayor’s vision of transforming Los Angeles into the cleanest and greenest big city in America was realized in May 2007 when the City of Los Angeles issued “Green LA: An Action Plan to Lead the Nation in Fighting Global Warming.” The City of Los Angeles acted boldly. It set the ambitious goal of reducing greenhouse gas emissions 35% below 1990 levels by 2030.

The solution, however, does not lie with the government alone. LA’s carbon footprint will shrink only if Angelenos begin to make the personal choices to reduce our individual energy use and fuel consumption. Recognizing the importance of public participation, the Green LA Climate Plan placed emphasis on “Taking Climate Action Together.” The Green LA Climate Plan identified EnvironmentLA (formerly named the Environmental Affairs Department, or EAD) and the Environmental Affairs Commission as the lead on community outreach and participation. In order to design an effective participation effort, EnvironmentLA contracted with the Urban & Environmental Policy Institute of Occidental College (UEPI) and the Green LA Coalition to develop a strategy for public participation.

This report represents the first step in the City of Los Angeles’s commitment to engage all Angelenos in a campaign to reach the City’s ambitious goals for reducing our carbon emissions.

In this study, we sought to provide EnvironmentLA and the City of Los Angeles with recommendations about the best and most effective ways to involve all Angelenos in meeting the challenges posed by climate change. Specifically, our charge was to scope a plan to achieve “meaningful public participation and stakeholder involvement in the implementation of the Mayor’s Green LA plan.” All Angelenos will need to understand the impacts of climate change and know the specific actions they can take in their everyday lives to reduce their carbon emissions. Equally important, there will need to be substantive ways for the public to be involved in the development, implementation and monitoring of public policy that addresses climate change.

Research for this report focused on two areas. First, we interviewed 159 Angelenos about their concerns and knowledge about global warming and their views of what the City of Los Angeles should do on the issue. Second, we reviewed best national and international climate change public engagement practices.

Angelenos are optimistic and confident that we can meet the challenge posed by climate change. The interviewees were unanimous in their belief that action by the City of Los Angeles is essential if we are to be successful. There is a broad consensus that we have the knowledge, technology, and will to reduce the City's carbon emissions. There is also widespread agreement that the measures needed to address climate change will have added benefits and significantly improve the quality of life in Los Angeles.

In sum, if we act to tackle the climate change crisis, we can look forward to new economic opportunities, cleaner air, more open space, more opportunities for healthy recreation, less traffic, and a more vibrant cultural and civic life.

The conclusion reached by this study is that, in order to meet the carbon reduction goals set forth in the Green LA Climate Plan, the City should undertake an ambitious Climate Action Campaign. Doing so will make Los Angeles a leader in climate action, and in the process, fulfill the promise of making Los Angeles the "greenest big city in America." This report presents recommendations on designing and implementing this campaign.¹ It addresses:

- How initiatives by the City and Mayor can gain the participation of Angelenos in climate action.
- How the public will be inspired, informed, motivated, and recognized in the City's climate action campaign
- How City government at all levels can meaningfully include Angelenos in forging policy solutions

¹ While the scope of our research and report was to focus on participation and not policy, it is necessary to integrate meaningful public input into the development of important policy frameworks and directives that will be critical to addressing climate change. For purposes of this report, we use a definition of public participation that refers to the securing of a broad range of stakeholders in decision-making and action. Such participation encompasses input into formal decision-making structures. It also refers to the process of widespread public engagement in activities that demonstrate new forms of collective behavior that ultimately reduce the overall carbon footprint. This definition of public engagement and public participation guided our research into best practices as well as our interviews with stakeholders.

Los Angeles and Climate Change: *The Problem, The Solution*

“Warming of the climate system is unequivocal, as is now evident from observations of increases in global air and ocean temperatures, widespread melting of snow and ice, and rising global average sea levels.”

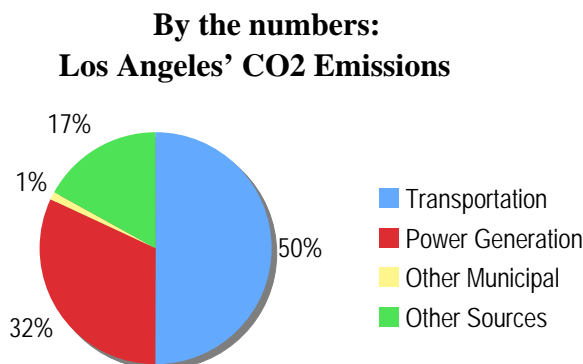
– *Intergovernmental Panel on Climate Change, “Climate Change 2007: Synthesis Report.”*

The United States, with only 5% of the world’s population, is responsible for 25% of the world’s greenhouse gas emissions to date.

Climate change, or global warming, is caused by the build up of heat-trapping (or “greenhouse”) gases like carbon dioxide (CO₂), methane, and nitrous oxide in the atmosphere. The leading cause of climate change is the human use of fossil fuels. Human activity has increased the amount of carbon dioxide in the atmosphere by more than a third since the beginning of the industrial revolution. Eleven of the last twelve years have been the hottest since recordings of temperatures began over 150 years ago.

Scientists project that by the end of this century, we could see temperatures rise by more than 7°F if we do not take significant action to reduce carbon emissions. Temperature increases in the United States are projected to be approximately 30% higher than the global average. Associated with this warming, the sea level could rise by 1.6 - 4.5 feet this century.² To put this in perspective, the difference between average global temperatures today and during the ice age was only about 9 degrees.

In Los Angeles, global warming will result in longer and hotter summers, more devastating wildfires, and shortages of water that threaten public health and our economy. Scientists predict that the number of heat wave days per year could double, rising sea levels could dramatically impact coastal neighborhoods and the Port, and changing rainfall patterns could make severe droughts routine. There will likely be increased incidence of heat stroke and respiratory ailments.



Source: City of Los Angeles, Office of the Mayor. *Green LA: An Action Plan to Lead the Nation in Fighting Global Warming*. May 2007.

² “Sea Level Rise- The State of the Science,” Pew Center on Global Climate Change, <http://www.pewclimate.org/global-warming-basics/slr.cfm#4>

Nearly half of Los Angeles' estimated 51.6 million metric tons of GHG emissions comes from transportation, primarily cars and trucks.

The City of Los Angeles owns the largest municipal utility in the nation. Power generation by the Department of Water and Power (LADWP) accounts for 98% of the City government's GHG emissions and nearly a third of total citywide emissions.

While all residents in Los Angeles face these increased environmental and health risks, low-income and communities of color suffer disproportionate exposure to environmental hazards, a function of higher rates of poverty among people of color, and the concentration of industrially-zoned land uses and facilities that emit toxic air pollutants (e.g., refineries), and a greater proportion of public schools and homes located near hazardous facilities. In addition, these communities have fewer health facilities and lower rates of health insurance coverage, important safety nets that help address the health effects from toxics and also global warming. These communities are highly vulnerable to unmitigated poverty, pollution and also to impacts of global warming.

The City of Los Angeles, with a population of 4 million people, is responsible for 0.2% of global greenhouse gas emissions worldwide. That might not seem like a lot. But that is roughly equivalent to the emissions of the entire nation of Sweden.

Shrinking Our Carbon Footprint: Los Angeles as a Model of Innovation and Urban Sustainability for the 21st Century

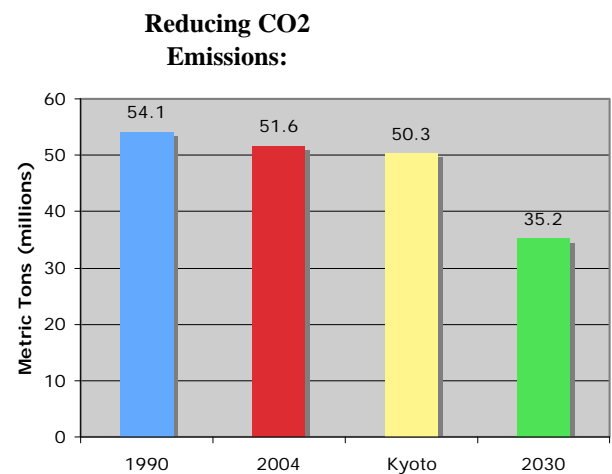
“The success of our efforts to create a sustainable Los Angeles will be measured by our children. It is with them in mind that we act today. Together we will transform Los Angeles into the cleanest and greenest big city in America.”

– *Mayor Antonio Villaraigosa*

Mayor Antonio Villaraigosa has committed the City of Los Angeles to an ambitious plan to confront climate change, with a goal of reducing GHG emissions 35% below 1990 levels by 2030. That’s 5% better than what New York, Chicago, Seattle and other American cities plan to do.

The good news is that Los Angeles is on the right track. Emissions today are below what they were just a few years ago, even as LA’s economy and population have grown.

LA is more than halfway toward meeting the reductions outlined by the Kyoto Protocol, and is on track to meet or beat Kyoto by 2010. Per capita CO2 emissions in Los Angeles have declined 13% since 1990.



Source: City of Los Angeles, Office of the Mayor. *Green LA: An Action Plan to Lead the Nation in Fighting Global Warming*. May 2007.

From energy to transportation, from economic development to transportation, the City’s Green LA Climate Plan, ([Green LA](#)), sets out ambitious goals and innovative solutions to tackle the problem. Key goals include:

- Generating 20% of LA’s Department of Water and Power (LADWP) energy from clean, renewable sources by 2010, and 35% by 2030
- Creating 35 new parks, planting 1 million trees, and revitalizing the LA River
- Implementing the Ports’ Clean Air Action Plan
- Promoting transit-oriented development and public transportation
- Conserving water and expanding water reclamation projects
- Recycling 70% of all trash by 2015
- Converting the City fleet, trash trucks, street sweepers, and MTA buses to alternative fuel
- Mandating green building standards for public buildings
- Catalyzing the Green Economy, by forming partnerships with business, communities, and local educational institutions

The Kyoto Protocol commits developed countries to reduce their GHG emissions. All countries except the United States and Kazakhstan have agreed to Kyoto. It would have required the U.S. to reduce its emissions 7% below its 1990 emissions by 2012.

Los Angeles is also working with other cities to share strategies for confronting climate change. The City is a charter member of the California Climate Action Registry.³ It is a signatory to the [U.S. Conference of Mayors Climate Protection Agreement](#) and a member of the [C40 Cities Climate Leadership Group](#), an association of large cities dedicated to tackling climate change.

³ The City is a member of the Climate Action Registry's working group developing a local government operations protocol for greenhouse gas emissions inventories. This working group also includes ICLEI (the International Council for Local Environmental Initiatives), the California Air Resources Board the national Climate Registry.

Solving the Climate Change Crisis - Angelenos are Ready to Act: *Analysis of interviews, surveys, and best practices research*

Meeting the challenge of climate change in Los Angeles requires bold public engagement and innovative methods of public participation. Our purpose in interviewing Los Angeles residents was to understand the current level of knowledge and concern about climate change and to elicit their ideas for mounting an effective public engagement campaign. The purpose of such a campaign is twofold: to educate, inspire, and motivate people to take climate action, and to meaningfully include the public in the development, implementation, and monitoring of Los Angeles's climate change policy and programs.

We interviewed 159 Angelenos. They represented a wide diversity of neighborhoods, sectors, and stakeholder groups in the city. We spoke to labor leaders and business executives; high school students and leaders of religious organizations; neighborhood council members and community group volunteers and leaders; artists and government employees; scientists and private equity managers. Our interviewees lived in every part of the City and ranged in age from 15 to 85. We talked to immigrants from Asia and from Latin America, to newcomers, and to Los Angeles natives whose families have lived here for generations. Our interviews drew on an extensive range of ethnic, racial, and income groups.⁴

We embarked on this project with the expectation that we would find sharp differences of opinion in Los Angeles. But the interviews quickly revealed that Angelenos share many views about the need for action to address climate change. Interviewees were almost unanimous that we must take action collectively, as a city, and that we can make a real difference if we do so. Only one respondent expressed the opinion that global warming didn't concern him much at all, and only one said that she did not believe that global warming was real. The majority of interviewees said they were "very concerned" about global warming and thought it was "very important" for the city to take action. The remaining were concerned and thought it was important.

Many Angelenos we talked with are already taking personal action on climate change. Most of the men, women, and youth interviewed know the basic facts about global warming and some basic measures they can take to shrink their own carbon footprint. For example, a business leader in the Valley reported that many businesspeople—who are not professionally involved in green industries—are driving hybrid vehicles or voluntarily adopting green building standards in their real estate developments. Many people have become what might be called informed laypeople on climate change solutions. In their professional and personal lives, Angelenos are sharing their knowledge and

⁴ See Appendix A4.

forging innovative solutions. They show that climate action is not only for the scientists, the technology gurus, and environmentalists. Provided with relevant information on climate change, leadership from the Mayor and City Council, and commitment from all levels of the city government, ordinary Angelenos can become leaders in our community and in the nation.

This observation applies equally across class, race, ethnicity, and national origin. The only significant difference we observed broke down by age. Youth and young adults know more, do more, and show much greater resolve to act than do adults over the age of 35. There is an enormous opportunity to cultivate youth and young adult leadership on climate change to prepare the next generation of Los Angeles leaders.

There are many Angelenos who do have specialized knowledge about key areas related to climate change and the solutions to climate change. Because one of the goals of the report was to scope the L.A. landscape for best practices, people who specialize in environmental issues or the green economy—in both the private and public sector—are admittedly over-represented in our group of interviewees. There is an enormous breadth and depth in expertise on climate change and the emerging green economy in Los Angeles. The city is home to many pioneers and leaders in alternative energy, green technology, sustainable business, green venture capital, and green collar job development and training. Within this segment of our interviewees, there was almost unanimous interest in participating in collaborative efforts spearheaded by the City of Los Angeles. This group of individuals strongly desires that the city take the lead to convene forums in which their expertise can best be put to the service of a collective community effort to tackle climate change.

Our objective in the interviews was equally to discover the views of the majority of Angelenos who do not specialize in environmental or climate change issues in their professional and community lives. Thus, most of the people we interviewed were not experts in the area. The views expressed by this segment are more representative of the population of Los Angeles as a whole. Focusing on leaders and staff of different types of stakeholder groups, we obtained a better understanding of the barriers to action on climate change. Most of these individuals were personally concerned or very concerned about climate change, but reported that they did not think of themselves as especially knowledgeable about the science of climate change or the solution. They thought that their constituents were generally less knowledgeable and less concerned than they were themselves. In sum, though people were concerned, they thought that climate change was not a top-three priority for their constituents. However, many of these people understood that actions to reduce carbon emissions often had effects in the areas they were most concerned about, and thought their constituents would support actions with these multiple benefits. They strongly favored a city climate action campaign, and insisted that the campaign had to target the message to these day-to-day practical concerns of the diverse communities of Los Angeles.

The other component of our research was that into best practices. We draw on examples and lessons learned from other types of cities: 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.

From our interviews and research into best practices, common themes emerged about how Los Angeles should design and lead a climate action campaign, and about the challenges the City and Angelenos will face in doing so. We discuss these themes in the following section, Key Findings. Our recommendations for a Climate Action Campaign follow (see page 28).

Key Findings

The time is ripe for action on climate change. Angelenos are ready to take action.

The people of Los Angeles are eager to participate in a City-led campaign to tackle climate change. Angelenos are very concerned about global warming and view it as a defining challenge for this generation. They see climate action as essential to improving the quality of life in Los Angeles and to creating a sustainable city and a sustainable planet. Angelenos are optimistic that we have the solutions to the crisis in reach, if only we act.

City government is an important part of the solution.

There is strong support in Los Angeles for robust, effective, and sensible governmental regulation. Because federal leadership has been absent on the climate change crisis, the burden of leadership has fallen to the states and cities. Cities, in addition, are responsible for particular functions, such as land use policy, that have significant climate impact and in which there is opportunity for deep reductions in carbon emissions. Most importantly, cities are where the American population is concentrated. People have a more immediate economic, affective, social, and cultural connection to their neighborhoods and cities. Individual behavior change thus is more likely to be inspired by and sustained by local initiatives.

The City of Los Angeles is already moving aggressively to curb its own carbon emissions, that is, to reduce the greenhouse gas emissions caused by the City government's operations.

Respondents believe that climate action on multiple fronts demands continued leadership from the highest levels of City government. According to the Los Angeles City Charter, the Mayor is the lead policymaker in city government. The issue of climate change cuts across agency, department, and council district, and demands an holistic approach to policy-making. Climate change policy should be spearheaded by the Mayor's office, with clear guidance from the Mayor and Deputy Mayor of Energy and Environment to EnvironmentLA, the City's lead agency on climate change policy. EnvironmentLA, under the policy direction of the Mayor's Office, crafts policy to address climate change, oversees actions to be taken by all other City departments to reduce their carbon emissions, takes the leadership role on many technical fronts related to climate change, and serves as the City's climate change policy representative within many state and regional agencies.⁵

⁵ Through EnvironmentLA, the City has compiled the proposed actions by each of the City's departments to reduce greenhouse gas emissions. The Municipal Action Plan, scheduled to be released shortly, articulates the specific actions each department will take in order to help the City to achieve the goals set forth in the Mayor's Green LA Climate Plan. Through EnvironmentLA, the UEPI, Occidental College | Green LA Coalition

This report recommends that EnvironmentLA undertake additional programs on climate change, namely a Climate Action Campaign. To make this critical campaign a success, the City will need to ensure that EnvironmentLA has sufficient capacity and resources to take on these additional responsibilities.

Fund for success.

Reducing emissions upfront is sound fiscal management.

The only way the city can rise to the challenge presented by climate change, the only way it can successfully make the transition to a green economy, the only way it can adapt to reduced water supply is to dedicate significant resources to a climate action campaign.

Shortchanging climate action today will cost the City dearly in the future. Once a carbon tax or cap-and-trade program is instituted, the City will pay for its greenhouse gas emissions—which will be significant given that the City emits approximately 17 million tons of greenhouse gas per year. (On the Chicago Climate Exchange, the City would pay for these emissions to the tune of \$100 million in 2008.)

The Mayor has the power to summon Angelenos to action.

Angelenos unanimously agree that, as a City, we can have a real, positive impact in reducing our carbon emissions and solving the climate crisis. They are looking for leadership to inspire them and call them into common action.

The Mayor is the key figure, not only in setting policy, but also in inspiring Angelenos to participate and to act. Angelenos believe, to paraphrase Harry Truman, that the buck stops with the Mayor.

The Mayor possesses the power to bring the community together, and mayoral leadership will play a critical role in sparking the public activism that will be needed to tackle climate change. The Mayoralty provides a platform, a bully pulpit, from which to rally the diverse communities of Los Angeles to common action.

In particular, Mayor Antonio Villaraigosa is a nationally recognized leader, enjoys high approval ratings, and is widely viewed as an effective communicator to Los Angeles's diverse communities. He is thus perfectly positioned to employ his personal prestige and the symbolic functions of his office for the purpose of inspiring Angelenos to take personal action on climate change. He also has the ability to persuade individuals and groups who usually do not work together to collaborate on forging climate solutions.

What is a Green Collar job?

A job qualifies as green-collar if it provides high enough wages and good benefits to support a family, opportunity to advance and build a career, and reduces waste, pollution, and other environmental risks. Among the green-collar jobs that are gaining in number and popularity are machinists, technicians, service workers, equipment and installation specialists, construction workers, and managers of all kinds.
—Apollo Alliance

The prestige of the office, however, brings with it a heightened personal responsibility. “Symbolism is important,” in the words of one Angeleno and many Angelenos emphasized that they want to see their Mayor “walk the talk.” The Mayor, and all high level city officials, such as City Councilmembers and high-profile commissioners, should lead by personal example. They should reduce their personal water consumption and energy use, take public transportation, and drive more fuel-efficient vehicles.

The emerging green economy: seize the opportunity, assure equity.

There is enormous excitement about the opportunities available for Los Angeles businesses and workers in the emerging green economy. Many Angelenos responded to our question about the relationship between environmental action and the economy by enumerating the many specific and general economic benefits to be gained by Los Angeles becoming a leader in climate action. An environmentalist noted, “California has demonstrated that strong environmental regulation and a strong economy go hand in hand.” One businessperson insisted, “We understand the economic imperative to be good stewards of the environment.” Many provided specific and general variations on the theme that “the upside is far greater than the downside.” Many noted that an unhealthy, polluted environment is bad for the economy. For example, a labor union leader observed that businesses don’t want to locate to an area with poor air quality and water quality and, in that circumstance, working people are deprived of job opportunities. The reasons for supporting environmental regulation and the nurturance of a local green economy ranged from the belief that going green was great for the bottom line to a broader vision of a new paradigm of “equitable, clean, sustainable economic development.” In short, the terms of debate about the environment have changed dramatically in the last few years. Businesspeople and labor unionists were as likely as environmentalists to extol the virtues of the rising green economy.

Research supports the views of our interviewees that actions taken to address climate change and advance sustainability will have the added benefit of stimulating business growth and job creation. For example, reports by Strategic Concepts in Organizing and Policy Education (SCOPE), the Economic Roundtable, the Los Angeles Community Colleges’ Industry Scan, and others point to green technologies as important contributors to sustainable development in the Los Angeles region and important opportunities for workforce development. They hold out the promise of providing low-income, unemployed, or underemployed City residents with well-paying careers related to environmental sustainability. There is also potential for substantial investment in low-income Los Angeles communities through a variety of projects related to addressing climate change by reducing carbon emissions.

Many respondents, from all sectors, nonetheless acknowledged that there would be costs involved in the transition, and that there would be “winners and losers.” Worry about the personal economic consequences was expressed by individuals in two constituencies: low-income communities and small business. Specific concerns ranged from a fear that the cost of green building standards would be out of reach for affordable housing developers and would depress affordable housing construction, to concern that rate increases for water and electricity would be more difficult for low-income families to manage. Everyone insisted that the City give priority consideration to matters of equity in its climate plan. Many people expressed variants of one environmentalist’s comment, “Any plan should also specifically address issues of economic and social equity. Poor people will be more severely impacted by most changes. Any plan should redress such imbalances.”

All Angelenos will have to participate if Los Angeles is going to achieve its Climate Action goals.

Governmental policy on climate change and individual and collective voluntary efforts must go hand-in-hand if we are to create a climate friendly city. The solution to climate change does not rest with government alone. All Angelenos will need to make changes in their lifestyle—in their energy use, their transportation choices, and their consumption--to solve the climate change crisis.

How can this be achieved? Although knowledge about global warming has been widely disseminated and the public is well aware of the problem, the information in itself has not stimulated individual behavior changes. A feeling of powerlessness in the face of the daunting problem, confusing and conflicting information about what an individual can do—“message overload”, and cynicism about “greenwashing” are preventing individuals from making lifestyle changes to reduce their carbon footprint.

This challenge is being addressed by a new approach to communicating about global warming. A consensus appears to be emerging on the most effective communications strategies concerning global warming. Our interviews with Angelenos, market research, and academic social science research, all point to common conclusions about the most effective methods for motivating individuals to take personal action. These are:

- Branding—creating a specific and unified identity—is necessary to break through the clutter and message overload in our information-saturated age.
- A campaign to encourage individuals to make lifestyle changes must start with easy to take actions that have measurable outcomes that can be easily communicated.
- A positive message about the benefits and ease of individual action and its real contribution to solving the problem is the most effective way to influence people to make lifestyle changes.

- Information about the additional benefits to be gained by taking a particular action is a strong motivator to action.
- Immediate feedback on the measurable impact of a simple action enables people to understand how small steps they take do have a positive impact and will encourage them to continue taking action.
- Individuals can be motivated to act by economic incentives and competitions.
- Different people and groups are motivated to action by different kinds of appeals, and the brand must allow for specific messages to be tailored to fit the audience.

Motivate Angelenos to act by sparking civic pride. A bold communications campaign is one of the keys to motivating Angelenos to take personal action.

The City can play a critical role in mobilizing the civic participation that will be required to meet the challenge of climate change. Respondents widely agree that a City-sponsored communications campaign, addressed to individual and business behavior, is as important as its policy-making on climate issues. An innovative, bold, and Los-Angeles focused communications campaign can make the critical difference. By sparking civic pride, the campaign can inspire Angelenos to take personal action that will both improve the quality of life and reduce the City's overall carbon emissions.

In a city renowned for its entertainment, media, and technology industries, it is not surprising that Angelenos have hundreds of ideas for framing and delivering the message about climate change in a way that will be effective locally. In a city with unparalleled diversity and thousands of active community groups, it is not surprising that there is a body of expertise about how to reach people in a meaningful and effective way. For example, some motion picture and TV studios indicated they would be willing to allow their intellectual properties to be used as part of the City's climate change communications campaign. Activists in low-income communities explained that people were most concerned about parks, public transportation, air and water pollution, public health, and jobs, and suggested ways that messaging and outreach could show how climate action could improve quality of life in all of these areas. Angelenos in all sectors, regions, and communities thought that a campaign that spoke to local pride, focused on the quality of life in our city, and made practical connections between basic needs and climate action would be the most effective at motivating Angelenos to take personal action.⁶

Harness youth activism.

⁶ The recommendations emerged primarily from our interviews. They give empirical confirmation to the theory of community-based social marketing: a technique that seeks to influence action based on the target audiences' own values and perceptions, and that recognizes that diverse audiences do not have uniform perceptions.

Across the board, respondents volunteered that public engagement must centrally feature schoolchildren and youth. In numerous interviews, parents confessed that it was their six-grader who persuaded them to recycle their trash. The most commonly offered recommendation for reaching Los Angeles adults and having the message take effect was to take advantage of the leverage their children hold over them. Specifically, many people thought that by working through the schools, with an enhanced environmental curriculum on subjects like energy efficiency or water conservation, the City could see significant behavior change from its adult population. Many also felt strongly that a substantive environmental education would help prepare the next generation for the difficult days ahead when climate change will affect every household.

Schools are today tasked with solving many of society's problems. This report does not recommend further burdening teachers with yet another mandate – especially in light of the severe budget cuts underway. There are however exciting initiatives that promise to weave environmental lessons into existing curricula. The Education and the Environment Initiative (EEI) is currently being developed by the California Department of Education, Resources Department, and CalEPA. These state guidelines are however two years away from being formally promulgated in K-12 education. Interviewees are excited about this initiative, yet hope that we can take action to engage youth immediately. There are some openings for that already in place. Currently, six grade teachers may include conservation in their curricula. Southern California Edison and Sempra provide teaching plans and materials on energy efficiency and water conservation to sixth grade classrooms within their service area. Local environmental groups – such as TreePeople, Heal the Bay, LA Conservation Corps, and Global Green USA – have vigorous (albeit limited) programs in LA schools. LADWP has also established a Los Angeles Infrastructure Academy with LAUSD. These efforts are good starting points for collaboration with LAUSD, and provide some models for the participation of schools in the Climate Action Campaign.

Los Angeles' youth culture is profoundly influential – its culture goes well beyond state lines. Punk rock, hip hop, rap, skateboarding, even graffiti, have deep roots in Southern California. Interviewees observed a new trend among the city's twenty and thirty-somethings – a deep concern about environmental issues. Youth also highly value personal action and sacrifice. There is a sizable youth subculture engaged in bicycle activism. They want to “take back the road” from cars and create safe pathways for commuting via bicycle. Youth are also experimenting with urban agriculture, witnessed by the popularity of FarmLab, community gardens and the Fallen Fruit project. These “urban homesteaders” point to the “Victory Gardens” of World War II. They believe a similar program – one that calls on sentiments of civic pride and patriotism to engage in a noble purpose – are needed to combat global warming. It should be noted that many of these young activists, although numerous and enthusiastic, have felt disaffected from government and have been relatively removed from the sphere of politics. This is changing, with the excitement over the presidential campaign and its direct appeal to the young, and it is thus an opportune time to harness this youth activism to action within their home city.

Taking action together.

Angelenos are convinced that we can make progress most rapidly by tapping into the diverse talents and knowledge of LA's multiethnic population. Angelenos want to contribute their time, talents, and ideas to solving the climate crisis. They want to be part of the decision-making, and they want to work with each other and the City in ongoing partnerships.

New strategies for public engagement and participation are necessary. Respondents were unanimous in the need for the City to "think outside of the box" to come up with public engagement processes that reflect and engage the City's ethnic, age, income, and language diversity. In defining city-wide public participation approaches, "one size does not fit all".

Many people, particularly in the communications, entertainment, green technology, and investment fields and among environmental program heads in other government entities, thought that there could be fruitful public-private collaborations on the issue of climate change. There were many permutations in the types of collaborations proposed; some focused on business, others on community groups, and others on foundations and universities. The overarching objective of these collaborations would be to plan and implement substantive climate actions to reach the city's overall goals, as envisioned in Mayor's Green LA Climate Plan, and to design programs and communications aimed at Angelenos' personal behavior.

There is a missing mantra on climate change and global warming coming from City Hall.

There was widespread agreement that climate change and global warming are critical concerns to the health, safety, and sustainability of all Angelenos. Yet, many noted that the City is slow in articulating its operations in terms of climate change and global warming, particularly related to critical City services such as water and energy. Some respondents noted that public information and messaging from the Department of Water and Power could do far more to link existing and future local programs and policies to climate change and global warming. There is a caveat to this as some others noted. That is, adding a new term to the already crowded lexicon of environmental terms and concepts might deaden the public response to such a critical set of issues. Instead, framing climate actions in terms of sustainability or in terms of even specific strategies, such as 'water conservation' or 'energy efficiency' will engage and motivate a public that may not be familiar with the debates on climate change.

There is a need for innovation and restructuring of City public participation methods.

Through our interviews, we heard nearly all our respondents note that the current participation opportunities offered by many City departments and the City as a whole could be vastly improved. They suggested the following as ways to strengthen the City's conventional public participation methods.

Look to examples within the City as alternative opportunities to engage with the public. While formal participation strategies such as the “notice a meeting and they will come” approach received critique, many noted that it was important to capitalize and improve on examples of positive ways that the City interfaces with the public. For example, many suggested that engaging the public could be done through City staff that represent field offices (in the case of Councilmembers) or those that function as outreach staff, such as in the case of community planners who work closely with community organizations and residents in the formation of Community Plans. These “field staff” play important roles in serving as a conduit between communities and City Hall to raise visibility of City efforts to address climate change and to elicit public input on proposed actions.

Collaborate and partner with key stakeholder organizations. Many noted that policy development and program implementation went far more smoothly and were ultimately more successful when the City collaborated with organizations and institutions already engaged in the work. This requires the City to recognize the key institutions and leaders in the various constituencies and communities.⁷

Partnering with community-based organizations that have already established trusted relationships within neighborhoods helps ensure cultural competency, addresses the need for multi-lingual interpretation. Find the business organizations and “engage them when the plans come out; this will end up with a far more implementable plan”. Many of the interviewees from the business sector appreciated the City's effort to take leadership on policies related to green buildings.

However, City partnerships with stakeholder and community organizations face bureaucratic challenges. The Million Trees Initiative for example, recognized the value of having community partners assist in raising awareness of the benefits of tree planting and providing assistance to communities in selecting and planting trees. However, respondents noted that despite the willingness of the City and the CBOs to work together, the limits of City contracting policy prevented the City from formally partnering with these important community resources.

⁷ Seattle, San Francisco and London have all developed productive partnerships with large private employers to small local companies. See full descriptions in the “Summary of Best Practices” included in the Appendix.

City best practices exist: Tap lessons from successful public participation processes

Our respondents were skeptical of the ability of existing public participation approaches to educate and engage the public at levels necessary to meet the City's goals. Despite dissatisfaction with some of the City's past public participation avenues, respondents offered a set of best practices for ways the City could productively engage the public in the review of its Climate Municipal Action Plan.

Environmental justice leaders involved in participation processes designed by Caltrans around the expansion of the 710 Freeway, pointed to the two-tiered participation strategy as useful and productive. In this effort, Caltrans established a two-tiered Advisory Committee which provided community input to the policy-setting Oversight Committee. Together with a Technical Advisory Committee (comprised of city and county staff members, representatives from the two Ports, Metro, Caltrans, SCAG, the California Highway Patrol, the Federal Highway Administration and the South Coast Air Quality Management District), the two tiers of Advisory Committees ensure that residents' concerns are reflected in the freeway expansion study. Community input came from the Tier 1 stakeholder group which consisted of representatives from 6 different communities that lie adjacent to the freeway. The Tier 2 group, a 34-member committee appointed by the Oversight Committee, discussed key local and regional issues identified by Tier 1 community advisory committees to bring before the Oversight Committee. Importantly, the Caltrans retained its participation consultants and continue to work with the Advisory Committees in the outreach for the project EIR.⁸

Many respondents also saw successes within the City. Many pointed to the recently adopted Green Building program as a successful collaboration between the City's Planning Department, nonprofit advocacy organization Global Green USA, and organized groups working on issues of green building and housing. Other community organizations have been engaged in City processes through the Million Trees Initiative.

The City's approach to public participation to engage input into the City's Solid Waste Integrated Resources Plan, known as "SWIRP" also received praise. This plan seeks input from stakeholders representing a broad section of the community to provide input into the development and implementation of a 20 year master plan for the City's solid waste and recycling programs. Many respondents discussed in length the earlier successful effort to engage a wide public in the development of the Integrated Resource Plan (IRP) and saw it as an important case study for understanding factors necessary for meaningful public participation on climate change.

⁸ For more information, refer to the MIG website: www.mig.com
UEPI, Occidental College | Green LA Coalition

Case Study: The Integrated Resource Plan

Initiated in 2002, the Integrated Resource Plan (IRP) represents a product developed through an intensive, but innovative and successful, public engagement process that pushed the City to 1) adopt an integrated approach to resource management that incorporating wastewater, stormwater and runoff, and recycled water management into a single strategy; and 2) develop productive working relationships with key stakeholders within the City as well as the public at large.

The City tapped the Director of the Bureau of Sanitation to serve as the point City staff responsible for leading the overall IRP process. She served as the point staff person responsible for overseeing the consultant team, and holding stakeholders as well as City participants accountable to collectively defined goals and agreed-upon tasks.

Development of the IRP includes three levels of public involvement (see box), each with differing roles and time requirements. These three levels varied in their role and their commensurate levels of commitment.

The key to the process was the Steering Group Members who worked closely with City staff and the consultants in the important first phase of the

IRP Tiered Participation and Commitment Levels

Steering Group Members

Who: Representatives of community groups, environmental and business organizations, regulatory agencies, contract cities and policy makers including several City of LA Council Offices.

Role: Two basic roles. 1) Provide regular and ongoing input on technical, environmental and financial development of the project; and, 2) Review of key project issues, such as facilities location, implementation risks, and acceptability of costs that will invariably arise during the project.

Commitment:

- Full participation in 13 half-day workshops,
- Review materials members reviewed materials provided in preparation for workshops.
- Actively and directly participate in detailed planning and alternatives development, which ultimately resulted in an Approved Alternative and the associated Capital Improvements Program and implementation plan.
- Serve as informational ombudspersons to inform their colleagues within the organizations, companies, and agencies they represented to spread information about the major milestones and recommendations of the planning efforts.

Advisory Group Members:

Who: had a high level of interest in the IRP and committed to Advisory Group members shared ideas and concerns about the alternatives, and provided advice and feedback to the Steering Group.

Role: Participate and contribute neighborhood input at a series of meetings to provide input to the process.

Commitment: Advisory group members took part in a series of quarterly, two-hour meetings within their communities. Advisory Group meetings were conducted at seven locations, four times between February 2003 and April 2004.

Information Group Members

Who: Interested parties invited to stay informed of the facilities planning effort.

Role: Members of this group received periodic newsletters to inform them of major milestones and recommendations of the IRP effort.

Commitment: Ability to read public materials as a source of information.

Source: *Integrated Resource Plan website*
www.lacity.org/SAN/irp/Getting_Involved.htm

project focused on:

- Define the future vision for the City by developing a set of guiding principles to direct future, more-detailed water resources planning.
- Develop a consensus report that included a facilities plan, environmental impact report and financial plan.

Public engagement in this phase produced a number of positive and productive outcomes. A higher level of understanding and literacy about how to manage water in the City, new working partnerships between City and government staff with the broader public; and a fundamental shared understanding of the public infrastructure that exists through out the City to tackle water challenges. Most importantly, the relationships and the increased share understanding of interrelated issues, resulted in the political cohesion of groups that led to the successful passage of Proposition O. Because so much ground work had been done to establish a shared understanding of water resource management, the broad set of stakeholders, including the Howard Jarvis Taxpayers organization united to pass Proposition O. Similarly, the Seattle Neighborhood Planning Collaborative found that significant city investment in planning staff that operated like community organizers to facilitate neighborhood planning efforts, laid important infrastructure and trust relationships so that voters later passed a \$200 million bond for libraries; a \$470 million bond for parks and open space, and \$86 million for low-income housing.⁹ Lesson learned: the passage of significant environmental policy emerged from investment into public participation processes; conversely, bad policy often gets made in the absence of public participation, monitoring, and engagement.

Unfortunately however, despite the robust public participation and engagement in Phase 1 of the IRP process, the City did not re-engage its stakeholder group following adoption of the IRP. Respondents saw this as a critical missed opportunity to keep a diverse public engaged and losing an organized base of advocates and supporters needed for implementation of the IRP.

⁹ Stephanie Pincetl, Institute on the Environment, UCLA survey; see also Sirianni 2007.
UEPI, Occidental College | Green LA Coalition

Los Angeles Leading the Way: *The Climate Action Campaign*

To achieve the goals of the Green LA Climate Plan, the conclusion of this investigation into the best practices for public engagement is that the City of Los Angeles should launch a Climate Action Campaign.

The main goals of the Los Angeles Climate Action Campaign are threefold:

1. To attract the active involvement of Los Angeles's civic leaders in climate action.
2. To motivate all Angelenos to take personal climate action and to participate in the Los Angeles Climate Action Campaign.
3. To provide the opportunity for Angelenos to participate meaningfully in the review and formulation of climate change policy.

The Climate Action Campaign should be composed of three related, yet distinct parts, each keyed to one of the goals above:

1. Mayoral Summits
2. Communications Campaign
3. Public Engagement in Climate Policy

Climate Action Campaign, Part 1: Mayoral Summits

Mayoral leadership is a key element in the mobilization of Angelenos to take personal action on climate change and to gain the commitment of civic leaders in this critical area. By virtue of the ceremonial functions of the office, the Mayor has the ability to bring the diverse communities of Los Angeles together, and thus to harness individual actions into a collective civic effort.

To kick off Los Angeles's Climate Action Campaign, the Mayor's office should hold a series of summits, as described below. The purpose of the summits would be to: enlist Los Angeles civic leaders in the Climate Action Campaign; link leaders of different sectors together to take joint action; identify experts in various fields who can assist the City in the components of the Climate Action Campaign; and lay the groundwork for continuing public-private collaborations.

Following these Summit discussions, work groups will recommend to the City specific action and in turn reach their constituencies to advance climate actions. Summit participants and work group members may also participate in

the Stakeholder process described in Campaign Part 3 (see pg 40), to help the City implement its policy goals.

Goals

- Employ the symbolic and institutional power of the Mayoralty to rally Los Angeles residents to engage in a civic effort to meet the challenge of climate change.
- To foster collaboration among the City, the private sector, nonprofit, educational, labor, faith-based, and community institutions
- To build public awareness about climate change and support for public policy and personal and business action

Key Actions

1. Launch Climate Action Campaign with Mayoral Summits

Summits will be organized by topical area. Each summit will bring together stakeholders and experts in Los Angeles, from diverse constituencies, to engage in substantive discussion about climate change, and to explore specific actions the group could take to support Los Angeles's climate protection goals. The Mayor's Office, with key planning and staffing support from EnvironmentLA, will plan and lead the Summits. Invitations to the Summits will come from the Mayor, and the Mayor will lead the summits. City Councilmembers will also participate in the Summits.

Given the diversity and size of Los Angeles, the scope and purpose of each summit should be specifically designed to most effectively draw on the talents and expertise of the participants and to address their specific concerns about Climate Action.

There are many possible topic areas for Summits. Five Summits are described in detail below.

Climate Action and the Green Economy

- *Participants:* business leaders, labor leaders, economists, technology, and public policy experts from area think tanks and institutions of higher learning, workforce and community development specialists in nonprofit sector, representatives of low-income community-based organizations.
- *Subject:* Opportunities and challenges in the emerging green economy. Discussion of policies that will stimulate green economy and about measures to assist the businesses, workers, and consumers that will have difficulty in the transition. What works and what doesn't? What technologies are promising, and which of them will have multiplier effects in Los Angeles, such as job creation? How can City policy be shaped to achieve climate protection goals and green economic development for all together? What workforce development policies will

be needed to enable Los Angeles residents to succeed in the new green collar workforce?

Protecting the Planet: The Moral Challenge

- *Participants:* Religious leaders and lay-leaders of Los Angeles faith-based institutions, educators and ethicists from Los Angeles institutions of higher learning.
- *Subject:* Discussion of ways religious leaders could educate and motivate members of their congregation about climate change. Can religious leaders speak from their pulpits about climate change and the moral imperative to address it? Are there insights from the City's diverse religious communities and the City's ethicists that can shape the Climate Action Campaign? Are there ways that the City can support their efforts with technical assistance?

Emerging Leaders: Harnessing Youth Activism

- *Participants:* School youth, and young adult leaders, aged 15-30, with focus on emerging leaders, activists, and artists in sustainability, climate change, and environmental issues.
- *Subject:* Youth are leading the charge on climate change solutions and frequently educating their parents and elders. Youth communities are seedbeds of innovation. A Youth Summit will focus on discussion of what the City can learn from the diverse activities of high-school and young adult Angelenos on climate action, and ways in which the city can support their efforts and foster this emerging leadership.

Using Culture and Entertainment to Mobilize Angelenos to Take Climate Action

- *Participants:* Leaders in Los Angeles' entertainment, media, advertising, and communications industries.
- *Subject:* Discussion of best techniques and best new technologies for communicating about climate change to the public. No other city in the nation has a higher concentration of media, entertainment, and communications experts, and the City should capitalize on the resources accumulated in one of LA's most important economic sectors. Are there for collaborative efforts between the City and the entertainment industry, and what would they entail? What role could these industries play in making Los Angeles's Climate Action Campaign a global model for catalyzing action?
-

Philanthropy and the Climate Crisis

Participants: Southern California Grantmakers (SCG) would be the lead organizing institution, inviting their member organizations. SCG may wish to co-sponsor the event with the Environmental Grantmakers Association and/or invite national grantmakers such as The William and Flora Hewlett Foundation, the Richard and Rhoda Goldman Fund, Rockefeller Family Fund, David & Lucile Packard Foundation, Bank of America, Energy Foundation, Surdna Foundation, Rockefeller Brothers Fund, and the Robert and Patricia Switzer Foundation.

Subject: Discussion between the City, philanthropists and foundations about how global warming impacts the issues they work on, and what kinds of Climate Action work they are supporting in Los Angeles. At this forum, the City could further explore opportunities for collaborative partnerships with foundations where seed funding could stimulate climate action.

Beyond the Car: Alternative Forms of Transportation

Participants: Transit professionals, developers and the region's multifarious transit and housing and land use advocates.

Subject: Help Angelenos find alternatives to the car. In this Mediterranean climate, are there ways to encourage walking and biking? Can we help Angelenos overcome the stigma of taking the bus? Can we change the way people think about LA? Not a lattice of freeways. Not the smog capital of America. Not the land of road rage and gridlock. What are the innovations that the City could utilize to make it easier for Angelenos to use public transit? The committee would be tasked to find ways to present the City in maps and signage that allows people to navigate the City without a car.

Climate Action Campaign, Part 2:

Communications: Framing the Message, Delivering the Message

The programs recommended in this section provide the components involved in mounting a communications campaign to support Los Angeles's efforts to become the cleanest, greenest city in America.

The City of Los Angeles should mount a communications campaign on two complementary yet distinct levels. One, there needs to be a mass marketing campaign geared to Los Angeles residents as consumers, that seeks to foster behavioral changes that will reduce carbon emissions. Two, messages must be

tailored with Los Angeles's diversity in mind. Different communities will be persuaded and motivated by different messages.¹⁰

Goals

- Build citywide awareness of our individual and collective contribution to climate change
- Create and launch communications campaign, the goal of which is to motivate, inspire, and enable individual Angelenos to make the personal lifestyle changes, and businesses to make operational and infrastructural changes needed to reach the City's carbon reduction goals.
- Disseminate information about climate change and actions to solve it to every community, sector, and neighborhood in Los Angeles
- Provide community leaders with the resources and the tools to educate, motivate, and lead in their own communities on climate action
- Employ community-based outreach to reach Los Angeles's diverse communities

Key Actions

1. Launch a citywide mass publicity campaign

Awareness about climate change has not translated into significant personal behavior changes among the general population of the city. To inspire, motivate, and incentivize personal action that will reduce Los Angeles's carbon emissions, the City should sponsor a mass publicity campaign to encourage climate action.

The main frame of this campaign should be that Los Angeles is a great place to live, and can be even greater, if we take action now.

The scale of this campaign is beyond the capacity of the City's various communications employees to undertake. Therefore, the City has two options. The City can actively participate in existing mass communications campaigns spearheaded by national nonprofits and partner with those groups to tailor messaging to Los Angeles. The second option is for the City to contract with a professional communications firm to design, launch, and manage its Climate Change communications campaign.

The components of such a campaign are:

- **Branding.** A specific identity or a brand, helps break through the clutter in our information-saturated age, and is critical to Los Angeles's climate change communications campaign.
- **Narrowcasting:** Los Angeles is extraordinarily diverse, and specific messages within the brand must be tailored to the many audiences in Los Angeles. Geography, ethnicity, language, and income level should be

¹⁰ There is a rich and expanding set of literature and resources in the field of social marketing and community-based social marketing. We drew on this literature and present key components of messaging and outreach strategies based on understandings of barriers to action. For resources, refer to the Reference list.

considered in developing targeted messaging. For Valley residents, the link between air quality, traffic, and climate action will be effective. For low-income communities, information about green economy job opportunities and incentive and rebate programs will be effective.

- Positive Messaging. A sense of efficacy and civic pride are spurs to action. Positive messages that connect personal actions to a broader vision of improving the quality of life in Los Angeles and to multiple personal benefits have been proven to work.
- Advertising incentives, rebates, competitions, and prizes. Reducing the cost of acting green, making the effort entertaining and enjoyable, and recognizing achievement will motivate and help spread behavior changes.¹¹
- Offering Easy, Practical Tasks. Individual behavior change starts with small, easy steps. The communications campaign should have a strong focus on the link between easy to take actions and their measurable results.
- Making the Connections. An understanding that many actions we can take to reduce our carbon emissions have multiple quality of life benefits will motivate action. Energy conservation saves money; increased use of public transportation will improve air quality and reduce traffic; walking and bike riding improve health and fitness; creating parks and planting trees provide more open space.
- Providing mass and individualized feedback. Concrete measurements of the impact of specific actions demonstrates the value of the individual's contribution and motivates further action.
- Reframing city programs and city successes in areas with climate change impact.
- Creating a physical Los Angeles Climate Action toolkit, including basic education on climate change, City's messaging and action recommendations, and information about available resources. The toolkit can be distributed at public meetings, cultural events, house parties, schools, and the like, and used by the community-based outreach efforts described in Key Action [#] below.
- Include and convene communications staff from all City departments and agencies in the process to ensure that the City's messaging on climate change is consistent

2. Establish a City of Los Angeles Climate Action Website

The City Climate Action campaign should create a state-of-the-art website that serves as one of the central hub for information about climate change. Designed as part of the larger communications campaign, it would serve as a portal into the various programs offered by the City to support residents' efforts to reduce their carbon emissions. The website should be designed with

¹¹ The Seattle Climate Action Now campaign leveraged the city's department of Transportation, state incentives and business partnerships to offer financial benefits to residents who reduce car usage. People able to document that they are selling their car or parking it for a month in order to use alternative transportation received 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 receive \$50 cash. There is a prize drawing for participants who make smaller cuts in driving or who have already moved to a car-free lifestyle. See "Summary of Best Practices" in the Appendices.

social networking and feedback tools to support positive action by individuals, communities, and neighborhoods.

Some of the integrated features of the website would include:

- A graphical interface user-friendly carbon calculator for households to understand their our carbon footprint
- Separate portals for individuals and for businesses and large institutions, with targeted links
- Embedded [Walk Score](#) widget, and other green interactive services
- Tip of the week: clear action with clear calculation of its environmental and personal economic benefit, in terms understandable to average person.
- One-click link to various incentive and rebate programs offered by city departments and agencies
- Link to [EnvironmentLA website](#)
- Links to Los Angeles green-certified businesses
- Links to resources for taking climate action and education about climate change
- Interactive dashboard: menu of energy saving and climate protection actions designed to give immediate and personalized feedback on outcomes of specific actions.
- Social networking features

3. Partner with community organizations, networks, and programs to conduct Climate Action outreach.

Many Angelenos can be most effectively reached through the community organizations to which they belong, such as unions, churches, issue organizations, and community-based and neighborhood organizations. These groups, in addition, tend to understand not only how to reach the members of their community but also how to specially target the message to greatest effect.

To successfully reach all communities in Los Angeles, especially low-income and immigrant communities, sufficient resources must be committed to this element of the public engagement plan.

The following types of efforts should be priorities in the community-based component of outreach:

- Partner with existing programs focused on health, safety, and the environment, and work with them to incorporate climate change message and education on climate action in their existing outreach efforts.
- Fund hands-on community “clinics” on energy efficiency and water conservation measures, urban gardening, and other practical action-oriented tasks for both small businesses and residences.

Case Studies of Community Outreach and Collaboration

The Healthy Homes Collaborative trained community members as *promotoras* to identify health risk caused by lead exposure and to connect families to the medical and abatement services they needed to eliminate the problem. Promotoras visited homes in at-risk communities and connected individuals to the resources they needed to test for lead exposure and to remove lead paint and other contaminant from their homes.

Working within an initiative established by the City's Environmental Affairs Department, the nonprofit arts – environmental group **Materials & Applications** (M&A) taught workshops to property and business owners on preventing stormwater pollution. They trained people to use their hands to create changes on an existing business property. M&A's design imperative was that each system would provide more than one benefit; doing one thing should always result in multiple benefits or else the design was not ready yet. For example: a rainwater catchment system installed does three things: it prevents stormwater from washing away across the parking lot and into the ocean it provides water later for irrigation, and it provides a thermal barrier along the south side of the building; decreasing their need for air conditioning. Everyone went away having learned not only how to install a rainwater system, but also how to assess the usefulness of any idea they wanted to implement on their property.

Through a grant from Caltrans and support from the City of Los Angeles, **the Central City Neighborhood Partners** (CCNP) engaged 35 residents to survey 977 bus riders and 512 residents in order to develop a community-based plan for an equitable transportation systems in the Westlake-Pico Union neighborhood of Los Angeles. Results from the community-based survey formed the basis of the Central City Community Transportation Improvement Plan which assessed the nearly 400 bus stops in their neighborhood and identified 33 transportation improvement projects.

4. Reach the public through collaborations and partnerships with Los Angeles media and entertainment outlets

Work with Los Angeles-based mainstream, web-based, ethnic, print, television, and radio news media to build awareness of Los Angeles's climate plan. Work with Los Angeles-based entertainment industry and cultural venues to incorporate climate change messaging in their programming.

- Publicize local actions and success stories in Los Angeles media by connecting media outlets with Angelenos and organizations taking climate action.
- Partner with LA entertainment companies to use recognizable popular cultural icons and celebrities to promote climate action
- Work with festival and concert organizers promoters to deliver incentives, giveaways, and information during events.

- Have arts competitions on climate change themes and place winning selections in public venues and billboards.

Some potential media partners include:

- KCAL9 weathercaster Jackie Johnson has a [Go Green](#) weekly feature, in which she dispenses the kinds of practical tips that will be the focus of the City’s overarching publicity campaign
- Huffington Post’s new Green section focuses on environmental news and recommendations for action
- CBS Talk Radio 97.1 broadcasts a “97.1 Goes Green Campaign”, a “Green Minute” and outreach through 420 live events annually
- Southern California Public Radio, KPCC, has offered to broadcast Town Hall meetings on climate change
- Los Angeles Times [Emerald City](#) blog focuses on the LA environment.
- Spanish-language DJs have demonstrated that they can mobilize their listeners to action
- Many social networking sites and blogs have environmental features

5. Highlight positive City actions and policies to reduce carbon emissions in the communications campaign.

The City is already leading by example. It has implemented innovative climate actions and is poised to enact many bold initiatives. These advances should be publicized to the Los Angeles public to help motivate the individual action that will be required for the City to reach its goals. In publicizing these actions and policies, the communications campaign should clearly and simply show how many basic City services—providing water and electricity, disposing of waste—can have climate impacts and how the City is improving the quality of life and taking climate action.

6. Profile personal lifestyle changes made by the City’s political leaders to model climate action

Profile City leaders, the Mayor, City Council, heads of LADWP, Port, and Airport, Public Works, and other city departments as they shrink their personal carbon footprint. Use videos and photographs of acts, such as taking public transportation or driving a zero emission vehicle in billboards, print ads, blog banner ads, street banners, and other public messaging.

7. Use City facilities to provide students with hands-on and experiential learning opportunities about Climate Action.

The City should provide opportunities for school field trips to its facilities where climate action solutions are in place. For example, the Hyperion and Scattergood facilities, illustrate the global warming threats and solutions. City Parks and Recreation facilities are important venues for holding City-sponsored events and festivals to promote climate action. Through these events, students and their families can receive information about climate

actions and City programs. In addition, the City can give away compact fluorescent light bulbs, reusable bags and other promotional products to demonstrate specific ways Angelenos can take climate action.

8. Coordinate communications campaign with messaging emanating from regional governmental entities and regional utilities

- Highlight benefits of water conservation as climate action, and integrate Metropolitan Water District and LADWP coordinated messaging on water conservation in City's overall climate action communications campaign
- Focus on relationship with Metro to develop political support for public transportation infrastructure and publicize Metro transportation incentive programs
- Work with Metro to create effective messaging to lessen the stigma on public transportation among middle- and high-income Angelenos

Climate Action Campaign, Part 3

Processes for Public Engagement in Climate Change Policy

The following section presents recommendations for the City on engaging the public in local climate change policy. We focus our recommendations here in three subareas. The first outlines steps for initiating public review of the Action steps proposed in the City's Municipal Action Plan. The second set of recommendations for approaches the City should take in the future to ensure public engagement in the program and policy development and implementation and monitoring as climate actions are developed in the future.. This set of actions also includes steps to involve City Council in monitoring and public accountability measures, The third set of recommendations focuses on the role of the public and the City actions necessary to develop a plan for climate adaptation.

The Mayor's Green LA Climate Plan included the mandate to City departments to identify actions to be taken to reduce carbon emissions attributable to the city's municipal operations. Led and guided by EnvironmentLA each department developed plans to implement the actions set forth in the Green LA Climate Plan. This document, the Municipal Action Plan, outlines the ways that the City plans to reduce the carbon footprint caused by City operations. In addition, the Municipal Action Plan addresses City programs and policies, such as recycling programs, development of new park facilities, the Green Building Ordinance, and transit-oriented districts that will reduce emissions of residents and businesses in the community.

The city's Green LA Climate Plan presents key Actions that departments will take in the following Focus Areas:

- Energy
- Water
- Transportation
- Land Use
- Waste
- Open Space and Greening
- Green Economy
- Proprietary Departments:
 - Harbor Department
 - Los Angeles World Airports
 - Los Angeles Department of Water and Power

These Actions, along with the goals and strategies outlined in the Green LA Climate Plan will be presented to the public for review and input. The Municipal Action Plan states,

“We will soon begin an extensive public participation process that will help refine the actions listed here and new measures that might be feasible. We will proceed with actions that are funded or ongoing, but the action plans will not be finalized until public input is received and incorporated.

The compilation of action plans is a flexible, ‘living document’ that will be amended as departments continue to refine measures, replace those that have proven ineffective, add new measures to reflect new information or the development of new technologies, and modify timelines as a result. We will develop a monitoring process to track our progress on each measure in reducing greenhouse gases emissions in the City.” (Municipal Action Plan – Draft April 2008).

The following section of our report offers insights and recommendations for seeking public comments on Actions proposed in the City’s Municipal Action Plan, the compiled goals and programs developed by each of the City’s Departments and proprietary agencies.¹². We point to specific areas where public engagement, input, and consultation would be most strategic.

Goals

- Elevate the importance and visibility of City Actions to address climate change
- Provide information to the public about specific City Actions to reduce its municipal footprint.
- Provide a place for Angelenos to comment on proposed actions in the City’s Municipal Action Plan.
- Engage the public in policy and program development related to climate change

¹²The Municipal Action Plan includes climate actions from the City’s proprietary departments. The climate action of the Los Angeles World Airports (LAWA) were distilled from the its Sustainability Plan. Actions by the LA Harbor Department were summarized from the Port’s full report, Green LA: City of Los Angeles Harbor Department Climate Action Plan: Strategies for Municipally-Controlled Sources.. The Municipal Action Plan does not include climate actions from the Community Redevelopment Agency (CRA).

- Capitalize upon the wealth and creativity of public input and engagement
- Incentivize collaborations between City staff and the public.

Key Actions: Engage Public in the Review of the Municipal Action Plan

The following are action steps the City should take to solicit public comment and input on the Climate Municipal Action Plan. The purpose of these recommendations is to provide a roadmap for the City to release their Plan and in doing so, begin educating the public about the ways that the City plans to reduce the carbon footprint caused by city operations.

1. EnvironmentLA along with the Mayor's staff will identify priority Actions as outlined in the Municipal Action Plan and organize public meetings by Action or sub-Action topics.

Rather than conduct public hearings on the report in its entirety, consider holding public meetings to solicit public input on specific Action steps identified in the Climate Municipal Action Plan. For example, a public meeting might focus on the Water, or Waste, or Greening the Port. In the case of Energy, which has the largest number of Action items, separate meetings might also be organized focused on similar actions. For example, one meeting might focus on City policies to green buildings and increase energy efficiency in City operations. Another could focus on helping Angelinos become "energy misers".

2. Identify relevant department staff for these Action area(s) to develop and jointly sponsor public hearings on specific Action areas.

EnvironmentLA along with supporting consultants should coordinate this outreach effort to ensure engaged and representative departmental presence at public meetings. Meetings may be held in alternative, non-City Hall venues such as neighborhood homes, parks, churches, and other community venues.

3. Release the Climate Municipal Action Plan to the public with a planned set of public meetings and informational sessions to inform the public on climate change and its proposed actions.

Notifying the public of a series of meetings, rather than individual meetings, will help the public to understand the interconnectedness of the climate actions taken by the City. For example, creating a series of public meetings around similar issues of

energy conservation will educate the public on the connections how the City itself conserves energy and how it will help the public do the same.

4. Plan and conduct participation events in collaboration with a locally-based/constituency-based organization.

Design a meeting format that includes at least the following: a general overview of climate change, presentation of Citywide proposed actions, and time to elicit public input and comment. Work with the organization to develop the public event, Special attention should be paid to: 1) framing of climate change; 2) levels of information necessary to educate the public about the proposed actions; and 3) identifying any specific language, physical access, or additional needs the community may need to fully understand and engage in the public meeting.

5. Adequately notice the public about release of the draft plans.

Departments must provide reports and announcements should use websites – including the Mayor’s website – to distribute the draft report. Create a web space, tied to the web portal at the EnvironmentLA website that will: 1) post the Municipal Action Plan and other proposed City actions that address climate change;¹³ 2) notice public meetings; and 3) receive electronic comment.¹⁴

Key Actions: Seek Public Input in Future Policy Development, Implementation, and Monitoring

This section presents recommendations for key actions regarding the process of public engagement in policy-making more generally.

1. EnvironmentLA will develop a participation stakeholder process, modeled on the IRP process that includes the following key best practice actions:

- Establish tiered levels of participation starting first with an invitation by the Mayor to leaders from key institutions – academic, labor, business, faith-based, community-based, issue-based organizations, foundations – to either directly participate or appoint staff to participate in a Steering Group. Modeled after the IRP process (see box above), this Steering Group will be the agree to actively engaged in the climate stakeholder process by directly participating in planning and alternatives development and serving as informational ombudspersons to inform their colleagues and constituencies about the efforts and recommendations made in the climate stakeholder process. In addition to the Steering Group, an Advisory Group should be established as a

¹³ This may include related programs and policies led by the CRA who does not have a climate implementation plan.

¹⁴ Soliciting input via the web is a tool developed and implemented by the City of New York and also Toronto.

second tier of participation, to share ideas and concerns about proposed actions and provide advice and feedback to the Steering Group. This tiered structure will build a broad base of stakeholder involvement as well as support for future City policies, programs and actions taken by the City.

- EnvironmentLA should continue its efforts to convene interagency GMs and staff to coordinate climate actions within the City and guide the interagency group to work collaboratively with the public stakeholder group. The Mayor, in consultation with EnvironmentLA, should lead, facilitate, and staff the climate change public process.
- Establish a process with clear outcomes.
- Develop a phased process. Organizing the process into smaller phases will maintain focus of participants, allow for changes in organizational capacity and commitment, and ensure that the relevant key leaders and stakeholders are involved in the process(es). Similar to the IRP process, the initial phase should be designed to produce a consensus set of actions for the City to prioritize and carry out in subsequent phases. Public stakeholders should work with the City to define a second phase, the implementation process, that also includes ongoing City-supported public participation following completion of the phase one report.
- Invest in consultants and/or a consulting team that will support City staff. A multi-year consultant contract was given to technical and program management specialists who supported City staff by helping guide the process, keeping it on track, and providing specialized technical expertise.

2. Provide avenues for public input related to AB32, the California Global Warming Solutions Act of 2006.

The City of Seattle developed and implemented a successful collaborative planning approach in the face of contentious neighborhood politics when they developed a citywide comprehensive plan in 1994. Key to the success was the City's substantial investment in neighborhood planning staff who served as organizers and intermediaries between the City and the public.¹

There are multiple debates and discussions underway at the State levels related to the implementation of AB32, the California Global Warming Solutions Act of 2006. While these decisions have not yet been finalized implementation of AB32 will substantively affect important City functions such as planning. As the City engages in the AB32 implementation process, the Mayor's office along with City staff, through EnvironmentLA, should work with the public, particularly organizations who are engaged in these discussions at the state and regional level to ensure that implementation of AB32 involves meaningful public participation in order to incorporate principles of equity and social justice. Environmental justice organizations, labor unions, economic justice organizations, and other community-based organizations working in low-income communities of color, in particular, must be engaged in a process of all City processes to develop a local policy framework and action steps to comply with implementation of AB32.

3. Create incentives for staff to engage with the public in policy development and implementation.

New approaches to public participation will require City staff to change how it engages with the public. Throughout our interviews, we found that innovative ideas were implemented when a staff person was able to work effectively with the public and committed to work collaboratively with the public in the absence of an explicit participation policy. This would require exploring possible incentives for rewarding employees through the existing Civil Service structure.

4. Revise City requirements to remove the structural barriers that prevent nonprofits and small businesses from partnering with the City.

Requirements associated with City contracts often prevent the City from working with and compensating nonprofits, community organizations, and small minority-owned businesses. For example, efforts to engage the public to plant and maintain trees as part of the Million Trees effort were limited because of the restrictive contract language that required contractors to produce high levels of bonding insurance.

5. The City Council establishes an integrated process to review implementation of the City's Climate Plan.

The Los Angeles City Council is currently engaged on crafting and reviewing City policies on global warming. We encourage the Council to raise visibility and City priority on this most important matter. Global warming will likely impact every function of city government. Moreover, the Mayor's Climate Plan tasks nearly every City department to engage in combating global warming. As the City Charter places oversight of "all the functions of the City government" before the Council, it falls to the Council to ensure that the City's global warming plan, including this public engagement campaign, is being enacted.

Whether at the committee level, or by forming a new ad hoc committee, the Council may wish to focus on the following tasks:

- **Analysis:** With the assistance of EnvironmentLA, the Council may wish to compile and maintain an inventory of the City's global warming projects planned and underway. The Council could hold regular hearings – engage relevant departments and public/private stakeholders – to ensure that the City plan on global warming is moving forward.
- **Policy:** The Council may wish form policy to ensure that the City is moving quickly on its global warming goals.
- **Accountability:** The Council can use its powers to investigate, issue subpoenas, and censure to ensure that the global warming plan is being enacted.

Key Actions: Adaptation

The Green LA Climate Plan calls for development and implementation of a plan to ensure that necessary measures are taken to mitigate against the current and future impacts of climate change in Los Angeles. The Adaptation Plan should include the Mayor's stated objectives in the Green LA Climate Plan.¹⁵

1. Mayor directs General Managers to work with Emergency Services and the public to develop a comprehensive Climate Change Adaptation Plan that:

- Improves capacity to respond to an emergency through education and outreach;
- Develops comprehensive plans to prepare for climate change effects on the city, including increased drought, wildfires, sea level rise, and public health impacts;
- Reviews current zoning and building codes to minimize climate change impact; and
- Reduces the heat island effect by planting 1 million trees throughout the city and increasing open space.
- Includes recommendations on data collection, analysis, and modeling to forecast impacts of climate change and implemented remedies.

Kings County (Seattle) took the Intergovernmental Panel on Climate Change (IPCC) reports and applied scenarios to their own region to model what Seattle would look like in 50 years if no greenhouse gasses were abated, what if 20% abated, what if 50% abated. This effort drew attention of the private sector; an accounting firm provided pro bono services to factor economic impacts to the region based on these IPCC scenarios.¹

¹⁵ The City of London through the London Climate Change Partnership, published a report, "London Warming" in 2002 that led to a broad acceptance of climate risks and the mainstreaming of adaptation priorities into the City's General and local land use plans. See <http://www.london.gov.uk/gla/publications/environment.jsp>

IMPLEMENTATION

Global warming portends to impact every home, every square block and neighborhood within the City of Los Angeles. Global warming will correspondingly affect every department and the core essential services provided by the City. It follows that every department will need to rise to the challenge.

Turning the Mayor's Climate Action Plan into reality -- and this Climate Action Campaign in particular -- falls heavily on the Energy and Environment section within the Mayor's office and the office of EnvironmentLA. These two agencies are able to reach across departments. They are gifted at establishing relationships within the City, and outside the City, collaborating with non-governmental organizations and regional governmental entities. The following chart (see next page) suggests a set of actions and timeline for implementing the campaign. Not all actions are reflected here; the ultimate authority to implement the campaign resides with the EnvironmentLA and the Mayor. We believe this campaign can be managed by the Mayor's office and the office of EnvironmentLA, but it will require financial support, sourcing contracts to communication consultants and in-kind support from local organizations and agencies.

Climate Action Campaign Key Actions	First Three Months By end of October 2008	First Six Months By end of January 2009	Third Trimester By end of April 2009	Within the First Year By end of July 2009
Climate Action Campaign, Part 1: Mayoral Summits				
Launch Climate Action Campaign with Mayoral Summits	<ul style="list-style-type: none"> • EnvironmentLA (EnLA) staff and EnLA consultants draft scope of work and “job description” for each workgroup • select candidates and submit to mayor for approval; including co-chairs and volunteer staff per each workgroup • Mayor briefly welcomes each workgroup • convene a first meetings of each workgroup 	<ul style="list-style-type: none"> • each summit workgroup appoints working subcommittee or executive committee to create actions/tasks for the group • workgroups meet again 	<ul style="list-style-type: none"> • meet again wherein workgroups solidify formal actions/tasks by March • EnLA reviews actions • Mayor convenes a citywide global warming summit of summits in April • EnLA incorporates workgroup actions into City climate action plan 	<ul style="list-style-type: none"> • workgroups report before council • EnLA publishes on-line report on findings and proposed actions by workgroups
Council review of global warming plans	<ul style="list-style-type: none"> • EnLA meets with Council President to help identify best structure and scope of work • Council President sets structure 	<ul style="list-style-type: none"> • council reviews climate action progress 	<ul style="list-style-type: none"> • council reviews climate action progress • Mayor invites council to participate in summit of summits 	<ul style="list-style-type: none"> • council reviews climate action progress
Climate Action Campaign, Part 2: Communications				
Launch a citywide mass publicity campaign	<ul style="list-style-type: none"> • EnLA works with Million Trees LA and Mayor’s Office to establish nonprofit structure to support campaign • City conducts fundraising for campaign • City hires vendor to conduct campaign • Mayor’s office directs participation among city departments and proprietaries • EnLA coordinates with outside/regional agencies (Metro, MWD, Sempra, SCE, County Public Health, LAUSD) 	<ul style="list-style-type: none"> • campaign is launched • campaign contractor presents before council 	<ul style="list-style-type: none"> • second stage of campaign is launched 	<ul style="list-style-type: none"> • third stage of campaign is launched • campaign contractor reports on progress before council

Climate Action Campaign Key Actions	First Three Months By end of October 2008	First Six Months By end of January 2009	Third Trimester By end of April 2009	Within the First Year By end of July 2009
Establish City of Los Angeles climate action website	<ul style="list-style-type: none"> • EnLA coordinates with Information Technology Agency • Task communication workgroup and to engage on website • Task campaign consultants to work on website 	<ul style="list-style-type: none"> • first draft of website is submitted to communication workgroup • soft launch 	<ul style="list-style-type: none"> • second draft of website is submitted to communication workgroup and council committee • hard launch of website in April 	<ul style="list-style-type: none"> • city climate action website is maintained
Partner with community organizations, networks, and programs to conduct climate action outreach	<ul style="list-style-type: none"> • EnLA and the GREEN LA coalition establish a compact of collaboration on global warming • EnLA and its contractors works with GREEN LA coalition to create plan on outreach • campaign consultant works with communications workgroup on plan 	<ul style="list-style-type: none"> • relevant summit/workgroups are tasked with identifying methods of reaching out to constituents and general public 	<ul style="list-style-type: none"> • workgroups disseminate global warming actions/messages 	<ul style="list-style-type: none"> • workgroups continue to disseminate global warming actions/messages
Reach the public through collaborations and partnerships with Los Angeles media and entertainment outlets	<ul style="list-style-type: none"> • Task communication workgroup to create plan on outreach 	<ul style="list-style-type: none"> • campaign consultant works with communications workgroup on plan 	<ul style="list-style-type: none"> • campaign consultant is using plans and industry voluntary efforts to perform outreach 	<ul style="list-style-type: none"> • campaign consultant is using plans and industry voluntary efforts to perform outreach
Highlight positive City actions and policies to reduce carbon emissions in the communications campaign	<ul style="list-style-type: none"> • Mayor’s office and key depts (EnLA, LADWP, Public Works) consult with campaign contractor to establish reporting mechanism and common communication themes 	<ul style="list-style-type: none"> • city website places climate action accomplishments on homepage 	<ul style="list-style-type: none"> • EnLA reports to council on accomplishments • Mayor’s April summit of summits highlights early wins 	<ul style="list-style-type: none"> • EnLA April report on summits highlights early wins
Profile personal lifestyle changes made by the City’s political leaders to model climate action	<ul style="list-style-type: none"> • Mayor’s office identifies areas where they can “green” the Mayor and relevant department GMs • campaign consultant highlight Mayor’s actions in publicity 	<ul style="list-style-type: none"> • GREEN LA coalition encourages each council member to “walk the talk” • campaign consultant highlight council action in publicity 	<ul style="list-style-type: none"> • continue with publicity campaign with campaign consultant with focus on summit of summits 	<ul style="list-style-type: none"> • continue with publicity campaign with campaign consultant
Use City facilities to provide students with hands-on and experiential learning opportunities about Climate Action	<ul style="list-style-type: none"> • Mayor tasks Office of Education, Youth & Families to work with workgroup of the same name to establish plan to work with LAUSD and other relevant agencies 	<ul style="list-style-type: none"> • Education workgroup reports on scope of global warming educational efforts in City of LA 	<ul style="list-style-type: none"> • Education workgroup reports on scope of global warming educational efforts in City of LA 	<ul style="list-style-type: none"> • Office of Education, Youth & Families disseminates findings, recommendations and actions

Climate Action Campaign Key Actions	First Three Months By end of October 2008	First Six Months By end of January 2009	Third Trimester By end of April 2009	Within the First Year By end of July 2009
Coordinate communications campaign with messaging emanating from regional governmental entities and regional utilities	<ul style="list-style-type: none"> • EnLA works with <i>Next Ten</i> on regional collaboration • campaign contractor presents before regional agencies 	<ul style="list-style-type: none"> • EnLA seeks funding to continue staff activity within the regional collaboration 	<ul style="list-style-type: none"> • EnLA promulgates campaign messages before regional agencies • Mayor invites regional governmental leaders to participate in summit of summits 	<ul style="list-style-type: none"> • EnLA continues to promulgate campaign messages before regional agencies

**Climate Action Campaign, Part 3:
Processes for Public Input in Climate Change Policy**

Engage Public in the Review of the Municipal Action Plan	<ul style="list-style-type: none"> • EnLA and Mayor’s staff identify priority Actions in the Municipal Action Plan and organize public meetings by Action or sub-Action topics. • EnLA tasks consultants to create timeline and locations of meetings • Identify relevant department staff for these Action area(s) to develop and jointly sponsor public hearings on specific action areas. • Release the Climate Municipal Action Plan and notice the public of a series of public meetings and informational sessions. • EnvironmentLA develops a participation stakeholder process, modeled on the IRP • EnLA will convene a stakeholder meeting on AB32 	<ul style="list-style-type: none"> • Plan and conduct participation events in collaboration with a local constituency-based organization • Seek Public Input in Future Policy Development, Implementation, and Monitoring 	<ul style="list-style-type: none"> • Second stage of meetings are held 	<ul style="list-style-type: none"> • Third stage of meetings are held
Create incentives for staff to engage with the public in policy development and implementation	<ul style="list-style-type: none"> • EnLA tasks consultants to create a plan to create incentives • A preliminary report is written 	<ul style="list-style-type: none"> • Report is reviewed by workgroups 	<ul style="list-style-type: none"> • Recommendations are acted upon at workgroups and public meetings 	<ul style="list-style-type: none"> • Recommendations are acted upon at workgroups and public meetings
Revise City requirements to remove the structural barriers that prevent nonprofits and small businesses from partnering with the City.	<ul style="list-style-type: none"> • GREEN LA coalition to work with city council to develop policy • Council motion is entered 	<ul style="list-style-type: none"> • Policy is reviewed by council committee 	<ul style="list-style-type: none"> • Policy takes the form of ordinance 	
Adaptation				
Mayor directs General Managers to work with Emergency Services and the public to develop a comprehensive Climate Change Adaptation Plan	<ul style="list-style-type: none"> • EnLA researches a regional emergency management structure on adaptation with Emergency Services and LA County Public Health 	<ul style="list-style-type: none"> • Mayor convenes GMs to attend meeting on adaptation 	<ul style="list-style-type: none"> • Mayor invites regional governmental leaders to participate in summit of summits 	

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