

Climate Action Plan - Community Advisory Committee Q3 Meeting

August 29, 2019 12:00 – 2:30 pm; 300 Laporte – CIC Room

Anticipated Meeting Results: CAC Members will...

- Receive an update on the 2018 inventory and understand the implications on the 2020 goals;
- Provide feedback on a potential tool for applying an equity lens to CAP Strategies (short-term) and begin thinking about how these strategies could evolve for more equitable processes and outcomes (long-term)
- Provide feedback on the community stakeholder groups whose engagement should be prioritized for the first phase of Our Climate Future (updates to Road to Zero Waste, Energy Policy, & Climate Action Plans).

Agenda

11:45 – 12:00 *Room open to get lunch and parking passes*

12:00 – 12:10 **Introductions and Updates (*Inform*)** (*Chris Hutchinson, Lindsay Ex, CAC Members*)

- Introductions and ground rules reminder
- Impact of CAC Feedback from May and anticipated impact at this meeting (*Lindsay*)

12:10 – 12:30 **Inventory and Projections Update (*Inform*)** (*Michael Authier*)

- Receive updated information on the 2018 community carbon inventory and the implications for achieving the 2020 goals
- **CAC Feedback will:** Be useful in communications with individual stakeholder groups and guide the development of Our Climate Future strategies

12:30 – 1:40 **Equity Lens Application – Energy Efficiency and Transportation Initiatives (*Involve/Collaborate*)**
(*Lindsay Ex, Brian Tholl, Paul Sizemore, CAC Members*)

- Re-ground on the equity work that was completed in May and the CAC's feedback
- Share best practices for how cities evaluate climate action strategies from an equity lens
- Test one tool on two separate CAP initiatives – Efficiency Works Homes and Transportation Demand Management – to provide feedback on the tool itself, the individual initiatives, and longer-term implications for Our Climate Future (strategy development, metrics, etc.)
- **CAC Feedback will:** Support staff's evaluation of the tool, inform strategy selection and design for Our Climate Future, inform future applications of the tool

Assignment 1: (1) Review the best practices summary for how cities are applying an equity lens to their climate action strategies; (2) Select either the energy efficiency or transportation initiative (or both 😊) and respond to the discussion questions outlined on page 2

1:40 – 1:50 **Break**

1:50 – 2:20 **Stakeholder Mapping for Our Climate Future (*Involve*)**
(*Jensen Morgan, DeAngelo Bowden, CAC Members*)

- Share out of staff's process to date for identifying stakeholder groups and provide feedback on groups that staff has identified whose voices should be heard in the first phase of Our Climate Future
- **CAC Feedback will:** Help identify additional stakeholder groups that have not historically engaged in climate action planning efforts

Assignment 2: Review the process to date and identified groups; respond to questions on page 10

2:20 – 2:30 **Next Steps (*Collaborate*)** (*Chris Hutchinson, Lindsay Ex, CAC Members*)

- Start, Stop, Continue; Q4 2019 Meeting Date and Preview
- **CAC Feedback will:** Guide the CAP CAC activities and how meetings are designed

Assignment 1: Equity Lens Application – Energy Efficiency and Transportation Initiatives

Description

At the May 2019 CAC meeting, members asked staff to continue the conversation on equity at each meeting and to consider evaluating existing strategies from an equity lens.

Since that meeting, staff has researched how other communities approach applying an equity lens to their climate action strategies. One key finding from that work, as noted below, has been that if a framework can be applied to address racial inequities, it will be replicable to other dimensions of equity as well, e.g., if we improve outcomes for people of color we can translate those tools to improve outcomes for others e.g., socio-economic status, age, etc. A way to frame this approach is “equity for all, leading with race.”

Other communities have also found the [GARE equity lens application tool](#) to be the easiest tool to use and most impactful for strategy evaluation. Thus, at the August meeting, staff will test the use of this tool with the CAP CAC to determine if this tool might be valuable for the Our Climate Future planning process.

Instructions & Homework

- (1) Review the summary and Washington, D.C. case study for how other communities are applying an equity lens to their climate action strategies.**

Staff summary: Creating a process that is more racially equitable and discussing racial equity while developing recommendations are goals that helped shape planning efforts in other municipalities like Portland, Providence and Washington D.C. What we’ve learned from many of these conversations is that deploying racial equity tools and models does not necessarily ensure that plans or policies will more equitably distribute benefits and burdens in the future, or that they will correct past harms or prevent future inequities. However, if municipalities intentionally address racial equity, a model can be part of a larger project to normalize race in conversations and build the capacity of people of color, and thus all people, to have a meaningful voice in government and policy making.

A case study that sheds more light on best practices when adapting the racial equity toolkit to project design in local government, comes from [Washington D.C.](#) (along with staff’s notes to provide additional clarity) and the creation of an Equity Advisory Group from their Ward 7 community.

- (2) Then, select either the energy efficiency initiative (see page 4) or the transportation initiative (see page 5) and review staff’s draft responses on Steps 1-3 of the tool. Respond to the questions regarding below for the discussion at the CAP CAC Meeting.**

- Which initiative did you select? _____
- What questions do you have about staff’s initial responses to the worksheet?
- How easy is it for you to understand the tool? What could have been improved?
- How would you respond to Step 4 of the tool? Enter answers here or in the worksheet below.

- i. Given what you have learned from research and stakeholder involvement, how will the proposal increase or decrease equity, and racial equity in particular? Who would benefit from or be burdened by your proposal?
- ii. What are potential unintended consequences? What are the ways in which your proposal could be modified to enhance positive impacts or reduce negative impacts?
- iii. Are there complementary strategies that you can implement? What are ways in which existing partnerships could be strengthened to maximize impact in the community? How will you partner with stakeholders for long-term positive change?
- iv. Are the impacts aligned with your community outcomes defined in Step #1?

(3) **Optional:** Review the [GARE Framework](#) in its entirety for deeper grounding on this work, which includes a glossary of the terms used in the worksheets.

Assignment 1: Energy Efficiency Option – Efficiency Works Homes

Step #1 What is your proposal and the desired results and outcomes?

- 1. Describe the policy, program, practice, or budget decision (for the sake of brevity, we refer to this as a “proposal” in the remainder of these steps)**

The Efficiency Works – Home (EW-H) is an incentive-based home efficiency and education program that focuses on helping Utility customers save energy and improve indoor air quality. Assessments are conducted at homes to collect data used to make recommendations on improvements in the home, and incentives and a pool of contractors are provided to help the home-owner complete upgrades. This is one specific program in a portfolio of energy and water efficiency programs that is designed to offer customers a variety of options for optimizing their energy use with their Utility. EW-H was designed to specifically address 1) concerns from homeowners regarding trust of contractors and the quality of work and 2) the challenges of navigating the choices and information related to complex and expensive home upgrades.

- 2. What are the intended results (in the community) and outcomes (within your own organization)?**

The programs goals are primarily energy savings based through upgrading the building envelope and mechanical systems, as well as behavioral education. The upgrades can increase the quality of the indoor environmental conditions of a home, which in turn can improve occupant health, safety and comfort. The contractors participating in the program have been trained using installation guidelines outlined by the program to ensure quality assurance. Utility-sponsored efficiency programs have generally been shown to have a local economic impact for both the homeowner (resulting from decreased energy burden) and trade organizations from increased installations/home upgrades for contractors. Funding for the program comes from electricity rate revenue and must align with the charter of the municipal electric utility.

- 3. What does this proposal have an ability to impact?**

Children and Youth

Community Engagement

Contracting equity

Criminal justice

Economic development

Education

Environment

Food access and affordability

Government practices

Other _____

Health

Housing

Human services

Jobs

Parks and recreation

Planning / development

Transportation

Utilities

Workforce equity

Step #2 What's the data? What does the data tell us?

- 4. Will the proposal have impacts in specific geographic areas (neighborhoods, areas, or regions)? What are the racial demographics of those living in the area?**

The program is offered to homeowners of single family (attached and detached) homes. Program marketing tactics include general awareness-based marketing (utilities bill inserts, website), but has also included targeted marketing and outreach to neighborhoods that may show high energy use trends and ranges of income (assessor data). The targeted marketing efforts have been focused on achieving energy and participation goals and may not be equitable across the entire community. Due to the relatively high expense of upgrades, this program has generally targeted homeowners with moderate to high income. Analysis has not been conducted to determine specific racial demographics of participants.

- 5. What does population level data, including quantitative and qualitative data, tell you about existing racial inequities? What does it tell you about root causes or factors influencing racial inequities?**

Income and building characteristic data appear more easily accessible to the program team, of which, the program can identify what areas of town typically include higher participation. In the absence of up to date address specific race/ethnicity data, to analyze racial inequity in participants, we could compare program

participation over a given time frame to census block data. Any results would need to be further refined and/or determined to be statistically significant.

6. What performance level data do you have available for your proposal? This should include data associated with existing programs or policies.

For homes that receive an assessment and complete upgrade, Utilities collects electric and natural gas savings data before and after equipment installation. Industry best practice is for deemed (assumed) savings values to assist in providing annual savings estimates. These estimates were confirmed during a 2017 program evaluation through a third-party vendor. Utilities has building characteristics and participant demographics collected from various public resources.

7. Are there data gaps? What additional data would be helpful in analyzing the proposal? If so, how can you obtain better data?

Without collecting racial or other demographic information from the participant, we have been dependent on publicly available data sources which present challenges without address-by-address demographics. Generally speaking, we have detailed information for past participants in the program, but only generalized data for non-participants. Due to the large percentage of rental homes in the community (45% of all residential dwellings) and low historical participation, we would likely need to limit analysis on owner occupied properties.

Step #3 How have communities been engaged? Are there opportunities to expand engagement?

8. Who are the most affected community members who are concerned with or have experience related to this proposal? How have you involved these community members in the development of this proposal?

Generally, homeowners who have the means to invest in their home, and contractors who complete the audits and installations benefit most from the program. Generally, efficiency program portfolios are operated at cost below the wholesale cost of energy from a generation and transmission authority, therefore are a benefit to all rate payers as the community does not need to buy (as many) new resources. This program has historically targeted owner-occupied homes, however, it should be noted that this program has incorporated several strategies to overcome the “split incentive” barrier that was developed with specific a cohort of landlords in a community engagement process. With a high percentage of rental properties in the community, the program has developed a utility-sponsored revolving loan fund for on-bill repayment, as well as other strategies to increase landlord participation. Additionally, other low-cost/no-cost programs are available to those with barriers to participation in comprehensive envelope or HVAC upgrades. Over the 10 year history of this program, numerous surveys and evaluations have informed the detail and structure towards optimizing the results and benefits for the different stakeholders. The program was recently highlighted with a case study of community based social marketing by the Canadian organization Tools of Change (<http://www.toolsofchange.com/en/case-studies/detail/707/>).

9. What has your engagement process told you about the burdens or benefits for different groups?

We have found that the community generally has a very clear understanding that their home, and the associated indoor air quality, has an impact on their health. We have also made several improvements to the process of participation through streamlined to minimize or eliminate customer barriers such as lack of time, lack of knowledge on efficiency, lack of access to qualified contractors, and lack of up-front capital for an efficiency improvement. These processes were informed with support and funding from pilots with the American Public Power Association and the Bloomberg Mayors Challenge. An example is that we have worked with a number of local contractors to develop a standardized pricing structure that eliminates the need for customers to haggle over pricing and/or spend their time coordinating with contractor walkthroughs.

10. What has your engagement process told you about the factors that produce or perpetuate racial inequity related to this proposal?

Our recent efforts to create program offerings which reach the high fraction of our residents who live in rental properties demonstrates that, without focused efforts, this program will not reach participants equitably. While it may continue to provide shared benefits to the community, we better understand the need to be intentional

with seeking constructive community/participant feedback and continue to seek ways for customers to participate. Each change that we make needs to ensure we are not negatively impacting another group of customers. We'll never be done evaluating all factors that produce or perpetuate racial inequity, but this conversation will certainly help get started.

Step #4 What are your strategies for advancing equity, including racial equity? (For Discussion)

- 11. Given what you have learned from research and stakeholder involvement, how will the proposal increase or decrease racial equity? Who would benefit from or be burdened by your proposal?**
- 12. What are potential unintended consequences? What are the ways in which your proposal could be modified to enhance positive impacts or reduce negative impacts?**
- 13. Are there complementary strategies that you can implement? What are ways in which existing partnerships could be strengthened to maximize impact in the community? How will you partner with stakeholders for long-term positive change?**
- 14. Are the impacts aligned with your community outcomes defined in Step #1?**

Note: Staff is not completing Steps 5 (Implementation) or Steps 6 (Accountability, communicate, and evaluate results) at this stage of testing.

Assignment 1: Transportation Option – Travel Demand Management

Step #1 What is your proposal and the desired results and outcomes?

15. Describe the policy, program, practice, or budget decision (for the sake of brevity, we refer to this as a “proposal” in the remainder of these steps)

Travel Demand Management (TDM) is a set of tools that can be used by local governments and other agencies to make more efficient use of existing transportation infrastructure. This is accomplished by “managing demand” for roadway capacity, using diverse techniques from incentivizing bike and transit use through employers, to providing easy access to carpooling connections or telecommuting options. The City currently engages in many activities that could fall into the category of TDM- but does not strategically coordinate these activities within a TDM framework.

With the adoption of a new City Plan and Transportation Master Plan earlier this year, there are now specific policies and recommendations to initiate TDM programming. This proposal would specifically plan, organize, and implement existing and new TDM tools in a strategic way. Currently, staff is scoping out a small study to be completed by the end of this year to analyze existing TDM-related resources and programming in use by the City, identify gaps, and recommend an approach to filling those gaps and providing overarching strategic guidance. This process is intended to help inform the development of budget offers for next year’s Budgeting for Outcomes (BFO) process.

16. What are the intended results (in the community) and outcomes (within your own organization)?

The ultimate goal of TDM programming is to reduce total vehicle miles travelled (VMT). Ancillary benefits include reduced traffic congestion, increased use of public transit and active modes, and the ability to defer or avoid construction of new transportation infrastructure by making more efficient use of existing capacity.

17. What does this proposal have an ability to impact?

Children and Youth

Community Engagement

Contracting equity

Criminal justice

Economic development

Education

Environment

Food access and affordability

Government practices

Other _____

Health

Housing

Human services

Jobs

Parks and recreation

Planning / development

Transportation

Utilities

Workforce equity

Step #2 What’s the data? What does the data tell us?

18. Will the proposal have impacts in specific geographic areas (neighborhoods, areas, or regions)? What are the racial demographics of those living in the area?

TDM programs are generally operated city-wide. Because commute trips are a primary target of TDM strategies, many activities are directed at employers in order to impact employee commute patterns. This makes the geography of TDM employment centers as well as neighborhoods where workers live. At this time, Transportation staff have not investigated how particular racial demographics might be impacted by TDM programming. Interesting considerations might include whether TDM could potentially have adverse impacts on specific populations, but also whether it can be a tool to improve access to services and transportation options and actually reduce existing inequities. This may be an area for further research.

19. What does population level data, including quantitative and qualitative data, tell you about existing racial inequities? What does it tell you about root causes or factors influencing racial inequities?

A number of tools are available, or under development, that might help inform further research into racial inequities and the role that TDM could play in attempting to address them. Existing citywide demographic data is available in GIS format and was used in the City Plan's Trends and Forces report. Further analysis in this area could begin with Trends and Forces data and be expanded by use of other tools such as these:

- The Housing and Transportation Index Map is one option to display information about housing and transportation costs as a percentage of income by geographic area. <https://htaindex.cnt.org/map/>. This tool shows that the average Fort Collins household pays 48% of its annual income for housing (27%) and transportation costs (21%), above the 45% recommended rate. Additional information would be needed to disaggregate this information by race and ethnicity.
- Another tool under development is a Larimer County multimodal index, being developed by the Larimer County Health Department's Built Environment team. This tool is intended to combine health equity data with access to transit, bikeways, and sidewalks while accounting for barriers. This tool should be available for use by October.
- The majority of people who identified as "some other race alone" on the census (which staff is learning is a category that is selected by the Latinx community) live northwest of Old Town (census tracts 13.04, 13.05, and 13.06), and this is an area where Bus Rapid Transit, i.e., MAX, does not run.

20. What performance level data do you have available for your proposal? This should include data associated with existing programs or policies.

A first step in developing TDM programming is a thorough inventory of existing activities, which will be conducted in the coming months. Once the inventory is developed, evaluation of existing data sources can take place. For example, one important part of TDM programming is business engagement. The City has an existing "transportation badge" for businesses as a part of the ClimateWise program. Data about business participation, types of strategies chosen and implemented, and the impacts of these strategies are available. For example, in 2018, 65 ClimateWise businesses completed the Transportation Badge, resulting in an estimated reduction of 75,958 vehicle miles travelled. These businesses were in a variety of industries from food service to information technology, and of all sizes from a few employees to major employers like CSU. Likewise, for any other existing City programs that exist in this space, there are data sources available about cost, utilization, and other impacts or outcomes. A part of this process will be to gather and organize this data.

21. Are there data gaps? What additional data would be helpful in analyzing the proposal? If so, how can you obtain better data?

A key part of the pending study is a survey of best practices, which will inform the gap analysis. Once a complete best practices inventory is developed, staff will be better able to understand the needs going forward into the BFO process or other competitive grant opportunities.

Step #3 How have communities been engaged? Are there opportunities to expand engagement?

22. Who are the most affected community members who are concerned with or have experience related to this proposal? How have you involved these community members in the development of this proposal?

It is likely that the largest proportion of participants in TDM programming will be people who work outside of the home. City Plan and the Transportation Master Plan did extensive outreach to the Fort Collins community at large, as well as specific efforts to reach minority and traditionally marginalized populations. During this outreach, we did not note objections to TDM-style programming from the populations engaged. Additional work can be done in this area as TDM program plans are developed.

23. What has your engagement process told you about the burdens or benefits for different groups?

Throughout the development of City Plan and the Transportation Master Plan, wide segments of the population were engaged in numerous conversations about the tradeoffs of different transportation and land use scenarios. While the engagement process was extensive, it did not garner information about how these types of programs might benefit some populations, while not being particularly beneficial to others. For example, if programs primarily target workers outside of the house, then self-employed, underemployed, or unemployed people might not experience the same exposure to programs. Alternatively, if TDM programs are appropriately applied,

they may help address existing inequities by helping to reduce transportation costs for populations that are already burdened by high costs. This could be an area for additional research.

24. What has your engagement process told you about the factors that produce or perpetuate racial inequity related to this proposal?

At this time staff has not explored the relationship between racial inequity and TDM activities; however, there is a volume of literature available about inequities inherent in transportation systems generally. Many of these focus on the disproportionate impact that car-centric infrastructure and policies have on marginalized communities, while providing disproportionately fewer benefits to these groups.

Specific feedback from City Plan outreach to Spanish speaking populations also provide insight into some of the key transportation issues facing these segments of the community. Some highlights from this reporting include a desire for greater availability of Spanish language information about transportation choices, as well as better access to transit and other multimodal options from the neighborhoods where they live. In addition to convenience and accessibility, the safety of transit in general is of concern. A majority of the recommendations advanced during these engagement events support greater effort by the City to make materials and information available and easy to understand for people who do not speak English as a first language.

Using some of the tools and resources identified above, it may be possible to explore the impacts of TDM activities on Fort Collins' specific racial demographics and form recommendations for the program to help address existing inequities while avoiding their further perpetuation.

Step #4 What are your strategies for advancing equity, including racial equity? (For Discussion)

25. Given what you have learned from research and stakeholder involvement, how will the proposal increase or decrease racial equity? Who would benefit from or be burdened by your proposal?

26. What are potential unintended consequences? What are the ways in which your proposal could be modified to enhance positive impacts or reduce negative impacts?

27. Are there complementary strategies that you can implement? What are ways in which existing partnerships could be strengthened to maximize impact in the community? How will you partner with stakeholders for long-term positive change?

28. Are the impacts aligned with your community outcomes defined in Step #1?

Note: Staff is not completing Steps 5 (Implementation) or Steps 6 (Accountability, communicate, and evaluate results) at this stage of testing.

Assignment 2: Stakeholder Mapping for Our Climate Future

Description

Background: As discussed at the May CAC meeting, the updates to the Road to Zero Waste Plan, Energy Policy, and Climate Action Plans (collectively called “Our Climate Future”) will be centered in equity, both from a process and outcome perspective:

- Process - ensuring there are opportunities for all residents and businesses to have meaningful opportunities to participate in the planning process
- Outcomes - Ensuring the strategies in the final plan allow everyone to benefit from a carbon neutral Fort Collins

Process to Date: To ensure voices not historically involved in climate action planning are engaged in the Our Climate Future process staff has done the following:

- Established a community engagement team that meets bi-weekly to design the community engagement process for Our Climate Future. This team is comprised of representatives from various departments who have expertise in community engagement and/or expertise in climate action, energy policy, or zero waste policy.
- The team began by leveraging an online mapping tool, developed by Groupmap.com, to identify stakeholders based on their level of anticipated impact from the plan itself and their influence on the process (see graphic below in the homework for examples).
- Using the mapping tool, staff generated a list of 90+ stakeholders with folks from across the City beyond just the community engagement team.
- In this homework, we will focus reviewing stakeholders listed as “Highly Impacted” by the plan and who have “less power/influence” in the planning process. See Question #1 in the homework below for examples.

Importantly, this work of identifying and reaching out to stakeholders is an iterative process, and this list is just an initial list that will be refined over time.

Instructions & Homework

At the meeting, staff will ask CAC members to help identify stakeholder groups that have not been historically engaged (e.g. communities of color or people experiencing disabilities) in climate action work and might be highly impacted by it (see highlighted quadrant below). The homework offers (approximately) the same prompts we’ll use in the meeting.

- (1) **Review the mapping tool to the right that was used to organize stakeholders by impact and influence, including example stakeholders in each quadrant.**

This graphic represents a new way of identifying stakeholders, by impact and influence.

- **Impact** considers whether a stakeholder will be heavily impacted by the results of the Our Climate Future planning process and strategies.
- **Influence** considers whether a stakeholder has traditionally had strong influence in City planning processes and plan implementation.



(2) What do you see as the strengths and limitations of this type of tool?

(3) In the analysis, explained above, staff will prioritize ensuring the voices in the Highly Impacted/Low Influence quadrant (the upper left-hand quadrant) are engaged in the first phase of the process (Understanding Community Priorities). These engagement opportunities will be in addition to traditional engagement opportunities with ALL stakeholders.

Please review the following draft list for this quadrant and consider if you think any stakeholders have been missed:

- Communities of Color
- College Students
- Cultural Centers
- DACA Students
- Documented Immigrant community
- Elderly/Senior
- ESL Residents
- Faith Based Communities
- Eastern Indian Community
- International Communities
- K-12 Students
- LGBTQIA+ Community
- Local Indigenous Community
- Low-income residents
- Minority-owned businesses (Business owned by people of color)
- Muslim Community
- People Experiencing Chronic Health Conditions
- People Experiencing disabilities
- People Experiencing Homelessness
- People who are Undocumented
- Single Parent Households
- Small Business Owners
- Transit Riders
- Women-owned businesses
- Young Adults
- Asian Community

Are there additional stakeholders that you would categorize in the upper left-hand quadrant as highly impacted/low influence or have historically not engaged in climate action efforts?