



Climate Action Plan 2.0

Appendix 9

CAP 2.0 Project Plan



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PROJECT SUMMARY

In 2016, the Eugene City Council updated the Climate Recovery Ordinance (CRO) to include targets and benchmarks for reaching the 2014 CRO adopted goals, as well as, added a new annual greenhouse gas (ghg) emissions reduction target of 7.6%. During the past year, the City has initiated the development of departmental ghg emissions reduction strategies to address the CRO's internal goal, yet the primary plan for addressing community-wide emissions is the community Climate and Energy Action Plan (CEAP). Completed in 2010, the CEAP has guided a number of City, community based, and local partner agency efforts over the past seven years. As part of the direction from City Council in 2016, the City identified updating the CEAP as an organizational priority.

The focus of this CAP2.0 Proposal is to continue to foster the actions of the City as well as our community's agencies, companies and organizations in moving toward carbon neutrality, reduced fossil fuel use, and adapting to climate change. The project is predicated on a Triple Bottom Line (TBL) approach to include elements of environmental, social equity, and economic sustainability. The TBL serves as a link to the Eugene City Council's goals and vision for a healthy and vibrant community by incorporating a wide breadth of values and perspectives into community wide plans. The TBL priorities which the CAP2.0 incorporates include: 1) increased community understanding of the impacts of climate change and greater involvement in the development and implementation of adopted actions; 2) addressing social equity concerns as they relate to the impacts of climate action; and 3) providing a 'business case' economic assessment to evaluate the cost and benefit for adopted actions.

APPROACH

CAP2.0 focuses on identifying the appropriate organizations, community entities, and companies – we shall deem these 'large-lever shareholders'. Large-lever shareholders are organizations in Eugene who have significant oversight and impact on community-wide fossil fuel use and ghg emissions or have the ability to effect or alter systems that will enable the community to adapt and prepare for climate change.

Large-lever shareholders will be asked to lead on actions that their mission and programs already deliver, identify additional efforts that they can contribute, and help coordinate across the community to implement in an efficient manner. This approach understands the urgency of the topic and is predicated on the requirement that the final updated CAP2.0 will include the actions, the responsible parties, and the secured commitments of resources to implement the identified strategies. This approach is called 'Strategic Doing' and will be modeled throughout the project.

The project team consists of staff from the City Manager's Office, including representatives from the Human Rights and Neighborhood Involvement team, a representative from the City's



Sustainability Commission, as well as consultants from Good Company, program staff and students from the University of Oregon's Community Service Center and Community Planning Workshop, and topical experts and community leaders from across the community as necessary.

This Project Proposal is broken into two stages. The Mitigation and Adaptation Stage focuses on the development of mitigation and adaptation actions with large-lever shareholders. The Individual Action Behavior Change Program Stage is a process to develop a community-wide behavior change program which focuses on neighborhoods and households.

- The **Mitigation and Adaptation Stage** is focused on mitigating emissions and fossil fuel reductions as well as adaptation to climate change. This stage delivers on the requirements to meet the community-wide goals within the CRO. In addition, this stage includes actions that will build community resiliency with a focus on the economic and equity impacts of a changing climate.
- The **Individual Action Behavior Change Program Stage** includes the Mitigation and Adaptation Stage and advances the development of a community-wide behavior change program to raise awareness and promote individual and collective action to mitigate emissions and adapt to a changing climate.

The **Mitigation and Adaptation Stage** incorporates the necessary items to update the six chapters of the CEAP 1.0 including what's required to meet the CRO goals by mitigating ghg emissions and fossil fuel use and actions that are geared toward adapting to our changing climate. Three chapters will focus on mitigating the effects of climate change: Buildings and Energy Sourcing; Materials Management (which is an enhanced chapter as part of an Oregon DEQ grant); and Transportation and Urban Form – Long range planning. The project team will quantify the projected ghg emissions and fossil fuel reductions for existing community-wide actions (e.g. food waste composting program, bike/ped plans), and additional commitments that are developed through the project process. All actions will be assessed at the appropriate jurisdictional scale (e.g. City of Eugene, Metro Area, Lane County, state, etc.).

Three additional chapters will focus on climate adaptation: Urban Natural Resources, Food and Agriculture, and Health and Social Services. These chapters aim to increase understanding and clarify actions to prepare for both the acute and chronic effects of climate change, such as flood, drought, or food instability, and the long term community impacts based on population growth and scarcer resources. Again, the invited parties will be the organizations already doing some or all of this work that are able to expand their efforts.

For each chapter, "large-lever shareholders" will be engaged to determine:

1. What Implementation Partners and City do already and its effect on mitigation and adaptation goals,
2. What Implementation Partners and City do for citizens through their programs,
3. What residents/households can do,
4. What lobbying efforts – state and federal policy – to support,
5. How to specifically address human rights and equity in each chapter,
6. What benefit the actions will provide towards meeting the goals and targets of the CRO.



The **Individual Action Behavior Change Program Stage** is additive to the Mitigation and Adaptation Stage. The process includes identifying actions, developing the program, and determining the budgetary resources required for implementation of a long term behavior change program that will provide guidance and support for Eugene residents to reduce carbon emissions and adapt to changes at the household and neighborhood levels. This effort will be based on best practices and successful programs that other communities have employed, emphasizing the Community Based Social Marketing (CBSM) approach to behavior change.



PROJECT SCOPE AND DELIVERABLES

STAGE 1 - MITIGATION and ADAPTION

TASK 1: Community Awareness

Goals:

Add to the City's current CRO related communications the following elements:

- Raise awareness about the City's process to update its Climate Action Plan CAP2.0
- Inform the public about opportunities to provide input into the plan
- Learn from the public about their concerns around climate change and the barriers that they see in addressing climate change in their own life
- Create a webpage that serves as the 'landing page' for CAP2.0 related updates, activities, and information

Approach

The team will establish a project webpage hosted on the City's website that will provide information on the CRO in general, the CAP2.0 process, and expected outcomes. It will also include information on how to participate, which will assist in the creation of an interested parties list. The webpage will be the landing site for all CAP2.0 related communications, including meeting notices, agendas and minutes, presentation materials, surveys (identified above), CRO progress newsletters, and draft documents for comment.

The City intends to develop a series of surveys for this project. The initial survey will be used to establish a baseline understanding of climate change and gauge the level of interest and support or opposition to existing actions. The survey will collect information (with approval) on interested parties for future outreach and survey efforts. A second survey can be initiated during the project process to provide the mechanism for community and shareholder input regarding the proposed actions. Lastly, at least 18 months after the CAP2.0 is finalized, a follow-up survey based on the initial foundational effort will be conducted to gauge any change in awareness or interest in approved actions. Demographic information will be collected with surveys with options to opt out for privacy reasons.

The project team will seek to raise awareness about the CAP2.0 project with the community as a whole, placing specific emphasis on raising awareness with local technical experts, members of the business community, NGOs, neighborhood leaders, and representatives of the City's boards and commissions. In addition, the project team will develop culturally appropriate engagement opportunities and materials to raise awareness among more marginalized communities in Eugene.

To develop specific outreach strategies that work best for each of these communities, the project team will consult with the Human Rights and Neighborhood Involvement Office, Planning Department, and the Parks and Open Space Division to identify best practices and lessons learned from other public review processes. In addition, the project team will consult with regional partners in other municipal sustainability offices to learn what outreach strategies have worked for other communities when talking about the climate and energy.



The project team will utilize the CRO communications campaign work to develop key messages and content appropriate for outreach to different audiences.

Deliverables and Timeline: Month 1- End of Project

- CEAP Webpage
- Printed Materials
- Community Survey(s)
- Lists and contact info of interested parties by content areas and participation interest (e.g. volunteer at events, topical expert, etc.)
- Measures of engagement including number of people engaged, and when possible and where appropriate, demographic information

TASK 2: CAP2.0 Plan Development

Goals:

- Complete progress update of CEAP 1.0
- Identify and assess community wide policies that have potential to reduce ghg emissions and fossil fuel use
- Determine ghg emissions and fossil fuel reduction potential of existing community wide policies
- Assess internal City programs, policies, and authorities and recommend changes to meet CRO goals and CAP objectives

Task 2a. Progress Update, Major Plan Review, Determine policy impact

Approach

Review the original CEAP, document progress to date, and prepare for engagement with implementation partners. The information will be built into an Excel-based dashboard for the City to be able to see the CEAP 1.0 and CAP2.0 at a glance and to record progress.

Review existing major policies and plans at the appropriate regional scale (e.g. Envision Eugene, Transportation System Plan, Lane County Solid Waste Master Plan, etc.). Document the alignment, gaps, and the anticipated mitigation effects of the policies and plans, if implemented, in rough scale. An initial list of policies and plans will be developed by the project team with input from the Mayor's CRO Ad Hoc Work Group.

Deliverables and Timeline: Months 1-3

- Action Implementation Status Table
- Forecasted ghg emissions reductions for adopted plans
- Identification of gaps and elements to scale for baseline mitigation and adaptation if plans were enacted



Task 2b: Development of internal City CRO Evaluation Procedure and Implementation Recommendations

Develop a procedure to evaluate City programs and processes for opportunities to advance the CRO goals. This procedure will be developed by City staff with input from the project team. It will be made available for other large organizations in Eugene to utilize as a model in identifying key questions and points for evaluation in a variety of processes. Examples of programs and policies that this procedure will be applied to are the City's Capital Improvement Program (CIP) and the forthcoming Transportation System Plan Implementation Project. This procedure will guide staff through a Triple Bottom Line evaluation with emphasis on the CRO but will include equity and economic impacts. CMO staff will work with staff in each department to apply this procedure to a list of prioritized processes and programs. Staff will develop recommendations on items that are evaluated using the procedure and provide those to the City Manager.

Deliverables and Timeline: Months 3-9 or after the CEAP is complete

- CRO Evaluation Procedure vetted by City staff and project team
- City staff recommendations for how to alter existing processes and programs to further implement the CRO

TASK 3: Engage Implementation Partners (Agencies, Corporations, NGOs etc.)

Goals:

- Work with large-lever shareholders to identify and evaluate possible actions to include in the CAP2.0
- Measure the impact of the actions, including the impact on the CRO goals, progress in creating a community more resilient to climate change, co-benefits, social equity implications, and economic impacts
- Secure commitments from community partners for the actions to be included in the CAP2.0
- Work with shareholders to evaluate and incorporate community feedback on actions included in the CAP2.0
- Emphasize social equity in the process of developing each chapter as well as in the actions identified by large-lever shareholders

Approach

This task focuses on partnerships with large-lever shareholders. Large-lever shareholders are organizations in Eugene who have significant oversight and impact on community wide fossil fuel use and ghg emissions or have the ability to effect or alter systems that will enable the community to adapt and prepare for climate change. Additional partners will be engaged on each chapter with the goal of integrating triple bottom line values throughout each chapter's process and outcomes, such as equity advisors and the business community. Equity advisors will include representatives from historically underrepresented populations and others who can provide expertise around social equity during the plan development process.



The large-lever shareholders will produce six themed chapters (Buildings and Energy Sourcing; Materials Management; Transportation and Urban Form; Urban Natural Resources; Food and Agriculture; and Health and Social Services). Large-lever shareholders for each chapter will be brought together three times.

- **Shareholder Meeting 1:** Large-lever shareholders will discuss baseline actions of their organization's operations, programs for community members, and planned actions in the next 5-10 years (programs they can scale up or new efforts).
- **Interim Step.** The project team will conduct the technical and economic analysis for completing the actions between the first and second shareholder meeting, evaluating the impact and cost of reducing fossil fuel use and ghg emissions. Co-benefits, as well as any unintended consequences identified, of each action will also be included in the plan with particular emphasis placed on the economic and social equity implications.
- **Shareholder Meeting 2:** Large-lever shareholders will evaluate the impact these actions have towards reaching the CRO goals and preparing the community for the effects of climate change.
- **Interim Step.** The Community Review process (Task 4) will take place to provide widespread engagement of and input from the Eugene community regarding the planned actions.
- **Shareholder Meeting 3:** Large-lever shareholders will evaluate feedback from the community review process in Task 4.

"Strategic Doing" will be a key guiding principle of the development of these chapters. The process will include securing public commitments from actors to complete specific actions or implement specific policies. The final CAP2.0 proposal will only reflect the actions and policies the shareholders or another community entity has agreed to fulfill.

Deliverables and Timeline: Months 3-9

- Chapter shareholders, meeting materials, and best practices
- Mitigation or adaptation actions from large-lever shareholders
- Draft chapters with commitments
- Recommended CAP2.0 implementation and reporting program

TASK 4: Draft CEAP Chapters – Community Review

Goals:

- Inform the community about the actions to be included in the CAP2.0
- Gather community feedback about the proposed CAP2.0 actions
- Respond to feedback in a transparent and systematic way



Approach

The City will embark upon a 3-month long community engagement process to seek input on the DRAFT CAP2.0 actions. Similar to the community awareness outreach outlined in Task 1, the City will seek feedback about the proposed CAP2.0 actions from the community as a whole, placing specific emphasis on soliciting feedback from local technical experts, members of the business community, NGOs, neighborhood leaders, and representatives of the City's boards and commissions. In addition, the project team will develop culturally appropriate opportunities and materials to solicit feedback from more marginalized communities in Eugene.

As in Task 1, expertise from City staff and other partners will be sought to develop a robust community review process. The process will vary by group as the project team seeks to identify the best way to engage with each group. The project team expects to hold some community meetings, provide presentations to some groups, provide opportunities to review and comment on the plan on the website, and provide options for feedback using printed materials.

Summary notes from all meetings will be posted to the website. The project team will respond to comments made in writing as well as the main themes heard in meetings. A draft of the plan with these comments and responses will be posted to the website. Any changes to the CAP2.0 proposal will need to be in alignment with key project principles including making progress on the CRO goals and preparing the community for a changing climate, Strategic Doing, and the Triple Bottom Line values.

Deliverables and Timeline: Months 9-12

- Notes from community meetings
- Comments received in writing and responses to comments provided in a publicly available draft

TASK 5: Complete Final Plan

Goals:

- Finalize plan with large-lever shareholder commitments, public comments, and City of Eugene review
- Present to City Council for formal action

Approach

The project team will complete the final CAP2.0, incorporating findings from the community outreach and city staff recommendations. The Final Plan will be presented to Eugene City Council.

Deliverables and Timeline: Months 12-14

- Final CAP2.0



STAGE 2 – INDIVIDUAL ACTION BEHAVIOR CHANGE PROGRAM

Task 6 – Citizen and Neighborhood CAP2.0 Implementation

The project team recommends using an integrated, inclusive, and community-based approach to engaging citizens in CAP2.0 implementation. Recognizing that traditional outreach approaches do not always engage a broad cross-section of the community, this approach seeks equitable engagement across social, political, economic, and geographic strata. In accordance with the overall project approach, the Individual Action Behavior Change Program Stage seeks to leverage existing resources to implement the CAP2.0 through programs the City and community partners already deliver. The objective of this task will be to identify, develop, assess impact, and determine financial feasibility for engagement activities that result in meaningful behavior change on the part of Eugene citizens. Sub-elements under this task focus on identifying specific, realistic, replicable, and measurable implementation approaches. The task will result in a scaled implementation engagement strategy for the City.

Goals:

- Identify and document current best practices related to sustainable behaviors
- Evaluate gaps in local programs and offerings
- Develop a program to fill gaps

Task 6-A: Identify Best Practices

Review and assess current behavior change programs that are in operation within the community (e.g. Love Food Not Waste, Commuter Solutions, Smart Trips, etc.). This task will engage a core group of program administrators from across the community, mostly from large-lever shareholders, to catalogue citizen-level climate mitigation or adaptation programs in the Metro area. This group will also identify best practices that are occurring in other communities, which will be catalogued by the project team.

Task 6-B: Identify Gaps in Programming

The core group from Task 6-A, working with input from the project team and advisory resources as needed, will evaluate the breadth of citizen-level programs across the city and best practices from other communities to create a framework for action sectors (e.g. energy conservation, food waste prevention, alternative transportation, etc.) that local programs can be indexed against. This process will identify gaps in local programming. The core team will then evaluate the feasibility for addressing those gaps, either within City operations, or through other community partners that are better suited for program deployment (e.g. BRING's RE:Think Business program). The project team will use the core group's recommendations to create a report identifying the primary sectors, programs, and best partners to develop the program.

Task 6-C: Program Development

Should the program fall within the responsibility of the City, or a community partner that the City could support, the project team will work with the core group to develop the framework of a new program and determine: program mission, outcomes, and vision; program operational elements, targeted audiences, key performance metrics, co-benefits and financial estimate for



budgeting purposes. The program will then be evaluated by City division managers and executive directors (as required) to create a 'decision package' and recommendation to be provided as part of the annual budget process for the City.

Deliverables and Timeline: (Months 14-20)

- Report on local programs and best practices from other communities
- Framework and indexing document outlining gaps in local programming
- Recommendations for program development
- Program design and feasibility document that includes co-benefits of the program