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MEMORANDUM

TO: Board of County Commissioners; Gary Schmidt, County Administrator
FROM: Cheryl Bell; DTD Assistant Director, Development
DATE: October 12, 2021
RE: Performance Clackamas Strategic Plan Update and Project Milestone Acknowledgements / Climate Action Plan

This is an update to the Board on the work of developing a Climate Action Plan, pursuant to the Board's goal: ***By 2023, the Climate Action Plan is adopted for our community with specific recommendations to reach the goal of being carbon neutral by 2050.***

Implementation Team Update

The Performance Clackamas goal to develop a Climate Action Plan by January 2023, with specific recommendations to reach the goal of carbon neutral by 2050, is part of the Board's priority to ***Honor, Utilize, Promote and Invest in our Natural Resources.***

Attachment A, the Implementation Team update, summarizes recent progress on the project. A primary focus has been the Community Advisory Task Force (CATF) meetings. The CATF held meetings #1-#5 where the task force formed, reviewed and provided feedback on prioritization criteria and the engagement plan. They also received presentations on the Business as Usual trajectory for our greenhouse gas emissions, and began the work of laying out target outcomes and high level actions to reach the 2050 carbon neutral goal. This remains a highly complex project—our community task force members are working very hard to develop a meaningful plan for the Board's consideration in 2022.

Additional Project Updates and Deliverables

Extended Timeline and Upcoming Contract Amendment

In a future Issues session with the Board, staff will introduce an amendment to the contract with Sustainability Solutions Group, to extend the project timeline and add resources for extended project management and engagement. This will align the contract with the Board's decision to extend the project to January 2023, provide more time for community engagement, allow implementation of the Community Engagement Plan including additional Task Force meetings, and compared with the original scope, additional focused engagement with rural community members, businesses, and youth.

Prioritization Criteria

The project's Scope of Work identified Prioritization Criteria (shown in Attachment B) as a deliverable for Board review. These criteria will help evaluate, compare, or refine and improve potential strategies to reduce our carbon footprint and build a more resilient community. This will be done with input from the Community Advisory Task Force and project management team, as

they use these criteria to evaluate the forthcoming potential actions and strategies. The criteria are both quantitative and qualitative, allowing flexibility in their use.

These ten criteria have been vetted by the Community Advisory Task Force (CATF), shared with the BCC liaisons, and Implementation Team.

Prioritization Criteria	
<ul style="list-style-type: none">Greenhouse Gas Mitigation (i.e. reduction)	<ul style="list-style-type: none">Expected Timeline
<ul style="list-style-type: none">Financial Impacts (Costs & Savings)	<ul style="list-style-type: none">Equity Impacts
<ul style="list-style-type: none">Compatibility with Other Initiatives	<ul style="list-style-type: none">Technology Availability
<ul style="list-style-type: none">County Influence over Implementation	<ul style="list-style-type: none">Associated Benefits or Harms
<ul style="list-style-type: none">Resilience	<ul style="list-style-type: none">Breadth of Support

Community Engagement Plan

Another important deliverable identified for the project is a Community Engagement Plan (CEP) that identifies engagement principles, approach and tools (see [Attachment C](#)). This plan was developed by our consultants, with review and input from staff, the CATF, Implementation Team and BCC liaisons.

Action Requested from the Board

After review of the Prioritization Criteria and Community Engagement Plan staff are here to request board acknowledgment of these deliverables and respond to any questions, concerns or comments the Board may have.

ATTACHMENTS:

- A. Performance Clackamas Implementation Team Update Form
- B. Proposed Climate Action Plan Prioritization Criteria
- C. Draft Community Engagement Plan

Attachment A: Performance Clackamas Review Implementation Team Update Form

Strategic Result(s)

By 2023, a Climate Action Plan is adopted for our community with specific recommendations to reach the goal of being carbon neutral by 2050.

Team Members/Department (*Chair)

<i>Department</i>	<i>Team Members</i>			
Transportation and Development	Dan Johnson *	Cheryl Bell	Eben Polk	Sarah Allison
Public and Government Affairs	Sue Hildick	Tonia Holwetzki	Ellen Rogalin	
Disaster Management	Daniel Nibouar	Molly Bradley		
Water Environment Services	Greg Geist	Ron Wierenga		
Business and Community Services	Sarah Eckman	Tom Riggs		
Finance	Elizabeth Comfort			
Health, Housing, and Human Services	Dr. Sarah Present	Abe Moland		
Board Representative	Kimberlee DeSantis			
MFR Partner	Kathleen Rastetter			

Key Strategies

Development of a comprehensive climate action plan (CAP), including three 2-year work plans
Community engagement and outreach related to CAP development (including a project task force, and engagement with traditionally underrepresented communities)
As part of the CAP, develop a climate lens for County activities beyond those included in the climate action plan (for use by the Board and departments)
Implementation of interim carbon reduction measures to reduce greenhouse gases while developing Climate Action Plan
Pursue strategies for additional avenues of funding to implement Climate Action Plan

Related Metrics

By 2023, a Climate Action Plan is adopted for our community with specific recommendations to reach to goal of being carbon neutral by 2050. [DTD]
By 2021, develop a countywide diesel engine replacement program. [DTD]
By 2025, 50% county-owned light passenger vehicles will be hybrids, electric or plug-in hybrids (excluding vehicles owned by the CCSO) [DTD]

Activities Completed to Date

<p>August / September 2021 – Community Advisory Task Force Meetings 2 – 5</p> <p>Meeting #2, August 12, 2021: CATF reviewed equity considerations; received an overview of the Community Engagement Plan; introduced Prioritization Criteria draft and the Business as Usual technical investigation.</p> <p>Meeting #3, August 26, 2021: Continued relationship-building; received presentation on existing and future carbon footprint (i.e. Business as Planned modeling); continued discussion of Prioritization Criteria</p> <p>Meeting #4, September 9, 2021: Introduced planning concepts for the development of climate actions focusing on Target Outcomes and High Level Action; developed and refined these elements.</p> <p>Meeting #5, September 23, 2021: Discussed the concept of ‘just transition’ (in which we acknowledge and account for the impacts of climate change and climate action on vulnerable communities and workers); generating climate strategies to help meet high level actions.</p>
<p>August 2021 – BCC Liaison Engagement</p> <p>Project staff met with BCC Liaisons on August 9 to share draft Community Engagement Plan</p>
<p>July 2021 – Community Advisory Task Force Kickoff</p> <p>On July 29, 2021 the Community Advisory Task Force (CATF) met for the first time. This group consists of 24 community members from a variety of geographic areas, lived experiences and technical areas of expertise. This group will provide critical community insights about the impacts and opportunities around climate action that will benefit the many communities in the county.</p>
<p>April/June 2021 – BCC Climate Liaison Engagement</p> <p>Project staff met with the climate liaisons from the Board of County Commissioners to keep them informed about progress on the climate action plan and to incorporate their guidance into the project development. This includes project prioritization criteria.</p>
<p>March/May 2021 – Clackamas County Coordinating Committee (C4) Engagement</p> <p>The project team presented to C4 twice in the first half of 2021 to confirm that opportunities for cities to engage in the county plan through a cities workgroup and city elected participation in the Community Advisory Task Force (CATF)</p>
<p>March 2021 – Youth Advisory Task Force Kickoff</p> <p>The Youth Advisory Task Force kicked off in March of 2021, with monthly meetings to support a group of 24 youth aged 14-23 in deeply understanding the climate action plan so they can engage meaningfully in its development.</p>
<p>January-July 2021 – Updated Operational Greenhouse Gas (GHG) Inventory</p> <p>Sustainability and Solid Waste staff built off of the 2017 Operational GHG Inventory to identify trends in the County’s emissions and opportunities for action. Data collection and analysis was conducted in the first half of 2021, with a report under development.</p>
<p>January-June 2021 – Climate Action Plan Engagement Foundation</p> <p>The project team developed a strong foundation for community engagement around the climate action plan by interviewing stakeholders from key communities in the county and drafting a Community Engagement Plan, which will be further vetted by the Task Force and the Board of County Commissioners. The team also conducted an application process for two long-term advisory groups (the Community and Youth Advisory Task Forces), explored equity considerations with the Office of Equity and Inclusion and the Leaders in Equity, Diversity, and Inclusion Council (LEDIC), and drafted plans for a Rural Key Stakeholders group to inform rural engagement.</p>
<p>January-June 2021 – Climate Action Plan Technical Analysis</p>

<p>The consultant team conducted extensive data gathering and analysis to understand the baseline conditions around climate change for Clackamas County. This includes expanding the 2018 Community GHG inventory, developing technical reports about anticipated climate impacts and how the county contributes to climate change, and an initial list of climate actions to evaluate through community engagement. The team has drafted prioritization criteria, which will be vetted by the Board of County Commissioners, and which can be used to prioritize, design, or refine potential actions during the development of the CAP or later in implementation planning.</p>
<p>Activities As Presented in the December 8, 2020 Policy Session</p>
<p>December 2020 – Climate Action Plan Presentation + Q&A On December 3, 2020 the contractor, Sustainability Solutions Group (SSG), will present an overview of the project and plan development process, and will answer questions. This event is being held for the County’s executive management team and the Board; a recorded version will be provided to city partners and uploaded to the project website for the public.</p>
<p>October/November 2020 – Climate Action Plan Contract and Kickoff On November 12, 2020 the County signed the contract for the climate action plan with Sustainability Solutions Group (SSG). The project kicked off with the collection and analysis of relevant data, and the development of a community engagement plan.</p>
<p>November 2020 – NACCHO - CDC Climate and Health Demonstration Site Award The County received a funding award to continue climate and health surveillance. Specifically, the funds will be used to support updating health indicators, adding mental health-related outcomes, enhancing statistical analysis and disaggregating data by race, and developing tools to help sectors incorporate climate and health messaging into their work based on our regional data.</p>
<p>August-October 2020 – Fleet Electrification Options The Department of Transportation and Development worked with PGE to analyze the County fleet for opportunities to reduce that carbon footprint through electrification. The report was shared on October 22, 2020. Staff is working with the analysis to plan for future fleet transitions and evaluate other opportunities to reduce fleet emissions.</p>
<p>August 2020- Climate Action Plan Request for Proposals (RFP) On August 3, 2020 the County announced an Intent to Award for climate action plan development with the Sustainability Solutions Group (SSG). The SSG consultant team will provide technical analysis, community engagement, and synthesis with County direction to produce the climate action plan, implementation plans, and supporting documents.</p>
<p>August 2020 – Community Health Improvement Plan In August 2020, Public Health staff proposed a working draft for the following new guiding principle in the <i>Blueprint for a Healthy Clackamas</i>, the county’s community health improvement plan: “Climate-Conscious Strategies: Climate change is increasingly impacting the health of local communities in Oregon. It has been called the greatest public health challenge of the 21st century. Reducing the causes and impacts of climate change improves health outcomes. Identifying and strengthening climate change vulnerabilities within our community reduces health inequities.”</p>
<p>June 2020 – Community Greenhouse Gas (GHG) Inventory The County contracted with Good Company to conduct a greenhouse gas inventory for the community, which was completed in June 2020. This inventory provides a baseline for the estimated emissions of the community in 2018, helps to identify which climate actions have the most potential to reduce our contribution to climate change, and allows us to compare future years against the past so we can track progress on reduced emissions.</p>
<p>May 2020- Renewable Electricity</p>

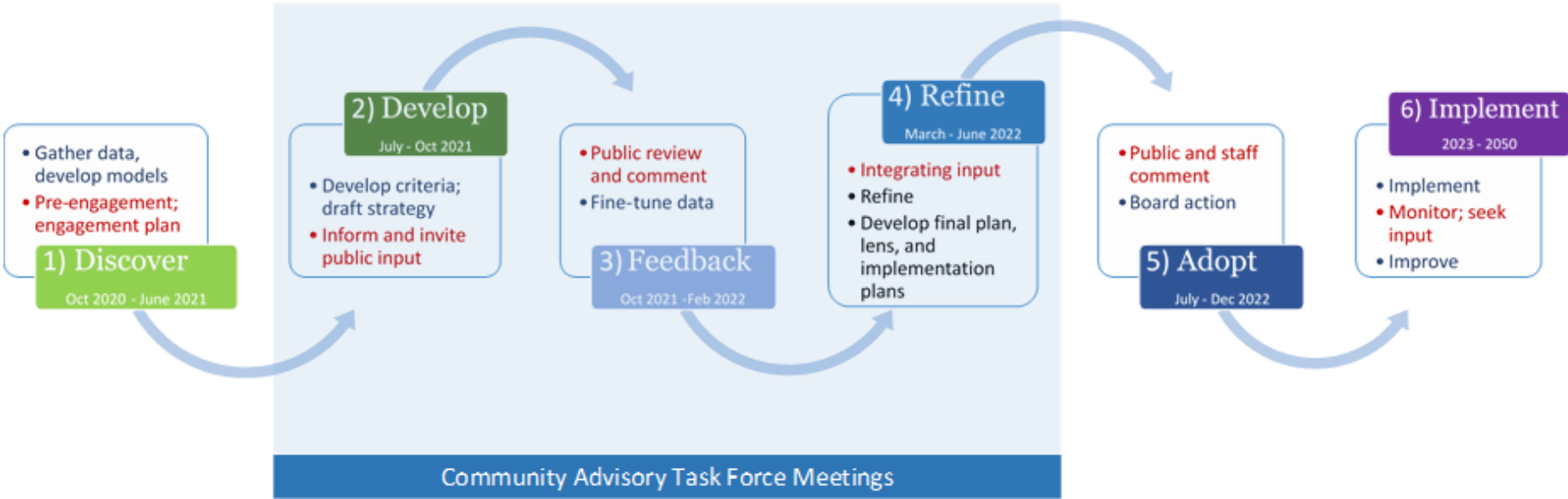
<p>In May 2020, the Board supported a strategy to purchase carbon-free electricity through a combination of tools to minimize the cost. Since May, staff purchased renewable energy certificates (RECs) for the 2019/20 fiscal year, and with Procurement staff, completed a bidding process for community solar to reduce the cost of renewable electricity for the County.</p>
<p>April 2020 – Established a Climate Action Plan website</p> <p>In April 2020, the County published a website for community members to find information on the climate action plan project (https://www.clackamas.us/sustainability/climateaction). This website shares information about upcoming events and engagement opportunities, milestones in the climate action planning process, a sign-up for our mailing list, and information on how climate action aligns with the Performance Clackamas priorities.</p>
<p>2019- Operational Greenhouse Gas (GHG) Inventory</p> <p>As a baseline for understanding the greenhouse gas emissions that County operations produce, Sustainability and Solid Waste staff conducted an operational GHG inventory for County operations for the 2017 calendar year. The results of this inventory help identify types of actions that can best reduce the County's carbon footprint. While purchased goods and services are by far the largest contributor to the County's carbon footprint, actions to reduce that footprint are more complex than many other actions and will likely take longer to implement.</p>
<p>2019 – Release of the Regional Climate and Health Benchmark Report</p> <p>Partners from the Tri-County Public Health Authorities created an indicator report of 12 health outcomes related to the climate change events (heat waves, severe weather, vector exposure, and poor air quality) over the past 10 years. This is the first report that quantifies health impacts associated with climate factors driven by greenhouse gas emissions in Clackamas County. This work lays the foundation for interdisciplinary action and funding strategies with the health sector to improve health and well-being through climate action.</p>
<p>2019 – Development of the Climate Exchange Steering Committee</p> <p>This small, focused group of Climate Exchange members provides direction and produces work products in support of the climate action plan. This group serves as the core project management group for the climate action plan.</p>
<p>2018- Development of the intradepartmental Climate Exchange</p> <p>In 2018 this group of staff members from across County departments began meeting monthly to support the development of the climate action plan and to facilitate greater coordination between departments on climate action. As of August 2020, six departments participate in the Climate Exchange: Transportation and Development (DTD), Water Environment Services (WES), Health, Housing, and Human Services (H3S), Disaster Management (DM), Business and Community Services (BCS), and Public and Government Affairs (PGA). This group produced a lunch and learn series in 2019 to share how different departments are grappling with climate change, and provided significant input into the climate action plan scope of work.</p>
<p>2017- Board of Commissioners Resolution Reaffirming Clackamas County's Commitment to Combat Climate Change</p> <p>On July 6, 2017 the Board of Commissioners issued a resolution to:</p> <ul style="list-style-type: none">• Reaffirm the goals and actions in the previously-approved Resolution for a Sustainable Clackamas County, Action Plan for a Sustainable Clackamas County, and Resolution Adopting a County Energy Policy and Goals,• Renew its commitment to policies and practices, both within county government and throughout the community, that respond to the need to combat and adapt to climate change, for the sake of the future of our residents and our economy.• Support efforts to encourage the use of new lower-emission technologies in public buses such as those operated by transit agencies and school districts.
<p>Ongoing – Engagement</p> <p>Engagement, both internally and externally, is a critical part of this project and is occurring in multiple ways, with many stakeholders.</p>

- Quarterly Board Liaison updates
- County project website
- Climate action plan mailing list
- Presentations - including outreach to the community (various community presentations provided by staff) and engagement with cities through C4
- Internal engagement – through the Climate Exchange and the 2019 lunch and learn series

Activities Planned for FY 20/21 – Climate Action Plan

Clackamas County Climate Action Plan Project: Phases of Work

Red: outreach and engagement tasks Blue: other project tasks



Additional Activities Planned for FY 21/22

Activity	Q1: July-September	Q2: October-December	Q3: January-March	Q4: April-June
Renewable energy	Purchased 100% renewable electricity for FY 20/21	Track purchase of Community Solar to reduce the cost of renewable electricity	Explore opportunities to offset natural gas emissions	

Fleet electrification options	Explore Fleet Partnership opportunity with PGE	Complete enhanced fleet assessment with PGE	Identify areas for fleet charging infrastructure	Add public and fleet-oriented charging infrastructure
Youth engagement	Youth Advisory Task Force meetings	Youth Advisory Task Force meetings	Youth Advisory Task Force meetings	Youth Advisory Task Force meetings
Monthly Climate Exchange and Steering Committee	Ongoing meetings	Ongoing meetings	Ongoing meetings	Ongoing meetings
Staff and community education	Updates in monthly e-newsletter	Updates in monthly e-newsletter	Updates in monthly e-newsletter	Updates in monthly e-newsletter

Overall Status/Progress

What's Working Well	Barriers/Challenges
Collaboration across multiple departments through Climate Exchange, Steering Committee, and Implementation Team	Delays of kick-off due to COVID-19 limitations, staff involved in wildfire and ice storm response, and concerns about community bandwidth during recovery
Strong turnout for CATF applications and YATF participation	Clearly communicating the distinction between pre-engagement efforts and full community engagement
Early actions taken to reduce County's greenhouse gas emissions with a focus on electricity and fleet	Complexity of the details involved in developing a broad, community-wide project
State actions are underway through Executive Order 20-04, Carbon Policy, that complement County actions	Need for creative funding strategies to implement climate strategies
Engagement with Board of Commissioners project liaisons	

Attachment B: Climate Action Plan – Draft Prioritization Criteria to Design and Evaluate Actions October 12, 2021

CRITERIA	DESCRIPTION	PREVIEW OF EXAMPLE CRITERIA SCALE (subject to further refinement with the Community Advisory Task Force)
GHG Mitigation	Contribution of the action towards GHG reductions and carbon sequestration measured as the total tons of CO ₂ e reductions	Scaled from: <ul style="list-style-type: none"> • <1% of needed GHG reduction from 2018 levels • 1-5% of needed GHG reduction from 2018 levels • 5-10% of needed GHG reduction from 2018 levels • 10-15% of needed GHG reduction from 2018 levels
Resilience	Ability of the action to increase capacity to adapt and reduce vulnerability to a wide variety of environmental, economic, and social impacts from climate change	<ul style="list-style-type: none"> • Negligible benefits in reduced vulnerability • Modest benefits in reduced vulnerability • Substantial benefits in reduced vulnerability • Major benefits in reduced vulnerability
Financial Impacts	The net magnitude and timing of costs or savings community-wide	<ul style="list-style-type: none"> • Net cost • Break even • Net savings in the long term • Net savings in the short term
Available Technology	Availability of technology or techniques necessary to implement actions	<ul style="list-style-type: none"> • Available and accessible now • Likely available within time horizon of action • Unlikely to be available within time needed • Not available/needs to be created
Equity Impacts	Degree to which the action increases equitable access to resources and opportunities	Communities most vulnerable to negative impacts of climate change are: <ul style="list-style-type: none"> • Indirectly or directly harmed • Neither harmed nor helped • Modestly helped, but indirectly • Prioritized and explicitly helped
Associated Benefits and Harm (Co-benefits / Co-harms)	<ul style="list-style-type: none"> • Impact on public health (e.g. air quality, chronic conditions) • Impact on land and environment (e.g., soil and water quality, biodiversity, and ecosystems) • Impact on jobs and employment 	<ul style="list-style-type: none"> • Anticipated harms that would need to be mitigated or accepted • No noted benefits or harms • Moderate benefits • Substantial benefits anticipated
County Influence over Implementation	County-level ability to influence the implementation	<ul style="list-style-type: none"> • Depending on others - county has no direct or advocacy role – could educate or endorse • Policy advocacy - county has no direct role, but can advocate to the body with authority • Partnership - county plays a key role, but cannot act independently

		<ul style="list-style-type: none"> • Direct - county has authority to act independently <p>Note: the Plan could include a mix of these types of actions.</p>
Compatibility with Other Initiatives	Synergies and conflicts with existing local, regional, state, or national policies in the near-term	<ul style="list-style-type: none"> • Conflicts with known initiatives • No known conflicts or synergies • Modest synergies • Significant synergies with known initiatives
Expected Timeline	The expected flexibility of timing given the order of operations necessary to achieve the action	<ul style="list-style-type: none"> • Long and rigid timeline • Some limitations on timeline/phasing (must align with other actions/circumstances) • Provides key early action (significant impact or enables other actions) • Flexible timing
Breadth of Support	The level of support from key stakeholders, potentially including local experts, policy makers, business owners, and impacted community members	<ul style="list-style-type: none"> • Opposition • Little/no support • Neutral/mixed • Significant support

Attachment C: Clackamas County Climate Action Plan

Community Engagement Plan

Draft: July, 2021

Introduction

The Clackamas County climate action plan (CAP) will be developed in collaboration with the community across Clackamas County to address the Clackamas County Board of Commissioners goal that: *By 2023, a Climate Action Plan is adopted for our community with specific recommendations to reach the goal of being carbon neutral by 2050.*

A successful CAP will combine energy and emissions scenario modeling with intentional community engagement to drive impactful policies and actions toward meaningful results to meet the goal. It will be:

- *Meaningful* – with implementable, measurable goals, milestones, and actions that will place our community on a path to becoming carbon neutral by 2050.
- *Data-driven* – aligned with best available science; based on an analysis of the county's baseline carbon footprint, community demographics, economy and ecosystems, and the effectiveness, cost-effectiveness, and benefits of mitigation and adaptation actions.
- *Integrated* – with strategies in the work of county departments, and institutionalized through relevant plans and policies.
- *Transparent and accountable* – with community access and input into plan development, implementation, progress reports, and updates.
- *Coordinated* – with interdisciplinary efforts and actions to reduce our carbon footprint and build resilience efficiently and effectively.
- *Actionable* – with some visible actions the county can take quickly, understanding that other actions will take significant time to plan and implement.
- *Equitable* – inclusive, widely sharing the benefits of climate action, and engaging and accounting for those in the community who may be disproportionately impacted and/or have less opportunity to advocate for their own interests.
- *Supported* – by identifying resources needed to implement the plan, and plans and/or actions that may be eligible for federal, state, or local resources.

This community engagement plan (CEP) outlines the purpose, objectives, principles and methods used to share information, and gather input, feedback and ideas from across the county.

This CEP reflects insights gathered through interviews with sector leaders and representatives, community members, elected officials, and youth, and ongoing meetings with Clackamas County staff, combined with best practices regarding how to effectively and inclusively involve and engage stakeholders. The engagement methods and audiences described in this plan are intended to ensure that the unique values, views, and perspectives from across the county are reflected in the CAP.

Communicating and Engaging on Climate Change

The negative economic, social and environmental impacts of climate change are numerous and multi-faceted. There are no prescriptive recipes or formulas to untangle the complexity or guarantee solutions. The definition of the problems and their impacts look different depending on where you are, who you are, and your view of the issue.

The evidence for, and current and potential impacts of climate change, are clearly established, and the 2020 *Climate Opinion Maps* developed by Yale University, UC Santa Barbara and Utah State University¹ show that in Clackamas County there is strong support for many methods of addressing climate change, including:

- incentivizing electric vehicles and solar panels (82%),
- more research into renewable energy (85%),
- treating CO2 as a pollutant (73%),
- greater community action on global warming (61%),
- corporate action on global warming (66%),
- acknowledging that climate change will harm future generations (71%), and
- acknowledging that climate change will harm people in the US (60%).

There are also, however, diverse views and ideas about how to address climate change, informed by strongly held and sometimes opposing values. The County's plan to do its part to address climate change through the climate action plan will benefit by understanding and addressing these differences, and by bringing in a broad range of perspectives to work towards solutions that meet the needs and support Clackamas County values.

Purpose and Goals of the Community Engagement Plan (CEP)

The purpose of the CEP is to share information and gather input from the community related to climate action to help inform development of a climate action plan that will move the county toward the goal of being carbon-neutral by 2050. The goals of the CEP are to:

- Communicate accurate, understandable and timely information to the public throughout the project.
- Help the public understand the need for the climate action plan.
- Actively seek public input from a broad, diverse audience at project milestones to understand the climate action needs and concerns.
- Provide meaningful public engagement opportunities and show how input influenced the process.
- Prioritize the engagement of potentially more affected individuals, neighborhoods, businesses and organizations, including from under-represented communities, low-income residents, non-English speakers and others from diverse backgrounds.
- Ensure that the community engagement process is consistent with applicable state and federal laws and requirements, and responsive to local policies, goals and objectives.

Decision-Making Structure

- The Board of County Commissioners (BCC) is the final decision-maker on the climate action plan.
- The Community Advisory Task Force (CATF) will study and review technical data and community input to provide recommendations to the Project Management Team (PMT) for the climate action plan.
- The PMT, charged with coordinating and guiding the project, will recommend a final climate action plan to the BCC based on the CATF recommendation, technical analysis and community input.

Engagement Principles

Interactive engagement activities will be used to educate, inform, build awareness and understanding, encourage involvement, and gather meaningful, constructive input and feedback to help shape the recommended CAP.

The results of the engagement activities will inform the development of successive project elements, and will:

- **Build collaborative clarity:**

¹ *Climate Opinion Maps. 2020. Yale University, UC Santa Barbara and Utah State University - <https://climatecommunication.yale.edu/visualizations-data/ycom-us/>*

- Be clear about the purpose of engagement and how information gathered contributes to the plan.
- With ongoing groups, establish operating guidelines to provide a framework for our work.
- **Build common ground and understanding based on evidence and the best available science:**
 - Frame issues and options considering values, interests, and lived experience to find areas of agreement and build from a shared vision of what's possible based on evidence and science.
 - Use a collaborative approach to identify and leverage the web of trusted relationships between allies, colleagues and friends to increase awareness and comfort in engaging in public process.
- **Embrace differences:**
 - Expect and welcome differences as a tool for refining thinking and analysis, fostering curiosity and growing mutual understanding.
 - Leverage conflict and resistance as sources of insight and better solutions.
- **Be designed with and for equity and inclusion:**
 - As reported by the Oregon Health Authority, lower-income Oregonians, communities of color, tribal communities and underinvested rural communities face considerable inequities in the social, economic and environmental aspects of life that affect health, otherwise known as the “social determinants of health.” These communities typically do not have the capacity or resources to adequately prepare for or recover from extreme weather events, and they often experience more economic hardship in the wake of climate-related disasters.² These inequities can result in a cumulative impact, increasing risks for developing poor health conditions and widening disparities. This is also true for today’s youth and future generations. Therefore, equity will be meaningfully and intentionally integrated into this project.
 - Aim to involve participants that represent our diverse community at each stage of CAP development.
 - ◆ When selecting participants for interviews, the Community Advisory Task Force (CATF), sub-committees, and other direct involvement.
 - ◆ When crafting interview and focus group protocols, communications used in recruiting participants, selecting engagement methods, and analyzing the findings.
 - ◆ Maximizing accessibility in all engagements to include people of all types and levels of physical ability and people who do not speak English as a primary language through, for example, translation of outreach materials and interpretation at engagement events.
 - Share information in ways that are easily understandable by people of diverse backgrounds, racial and ethnic identity, education, abilities, language, and experience.
 - ◆ Use various methods to encourage participation by those with varying levels of education.
 - ◆ Accommodate translation needs for non-native English speakers.
 - ◆ Ensure key information is easily understandable through visual portrayals.
 - Collaborate with culturally specific organizations, direct service providers, and resources to host engagement activities and support outreach to their audiences.
 - Meet people where they are at by requesting time on their agendas, and using language and framing that resonates with their needs, priorities and values.
 - Apply an Equity Lens -- a set of questions we ask ourselves to facilitate making intentional decisions that ensure more equitable participation and outcomes, equitable distribution of benefits, and mitigation of disproportionate or unintended harm.

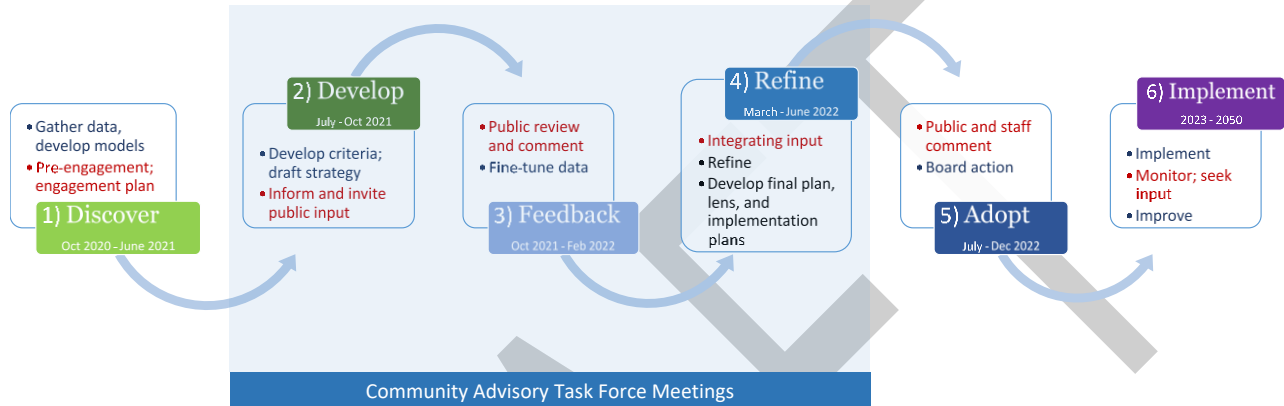
² *Climate and Health in Oregon – 2020 Report*. 2020. Oregon Health Authority - <https://www.oregon.gov/oha/PH/HEALTHYENVIRONMENTS/CLIMATECHANGE/Documents/2020/Climate%20and%20Health%20in%20Oregon%202020%20-%20Full%20Report.pdf>

- Work to account for the digital divide by building awareness around broadband and internet service in rural areas, ensuring all materials are smartphone or otherwise accessible, or available through written materials, and attempt in-person outreach when public health guidelines allow.

Community Engagement Structure

Clackamas County Climate Action Plan Project: Phases of Work

Red: outreach and engagement tasks Blue: other project tasks



The climate action plan has six phases of work (see Figure 1 above). Each phase includes different strategies and tactics for community engagement to complement the technical or strategic project work of that phase. Each phase is described in detail below. The next section lists the engagement tactics that the project team will use across these project phases.

1. Discover (October 2020 – June 2021)

Purpose: Build a foundation of data and understanding of the community to support development of the climate action plan.

Community engagement: Focused on gathering information about the community to plan further engagement, and building a foundation for engagement structures, such as the Community Advisory Task Force (CATF), the cities workgroup and Youth Advisory Task Force (YATF).

Activities:

- Interviews with community members to share specific perspectives from the community, including agriculture, forestry, youth, utilities, and business.
- Draft community engagement plan for the project, integrating information gathered from the interviews.
- Project website to provide up-to-date project information, advance notice of engagement opportunities, and a chance to comment and ask questions.
- Email newsletter to provide updates about the project to interested parties.
- Develop the Community Advisory Task Force (CATF), a group of community members and subject matter experts who commit to working deeply with the climate action plan to provide varied perspectives from across disciplines and lived experiences.
- Develop the Youth Advisory Task Force (YATF), to provide an opportunity for youth up to age 25 to work with the content in an age-appropriate way, learn more about the project and provide input to meaningfully shape the plan.

- Plan for targeted engagement activities for specific communities including rural, business, and culturally specific communities, as well as city governments developed through meetings, planning, and partnership exploration.

Phase result: A strategy for engaging the community, including some early engagement, and a technical foundation for bringing potential actions to the community.

2. Develop (July – October 2021)

Purpose: Combine the technical analysis from Phase 1 with in-depth discussions with the Community Advisory Task Force and targeted engagement to create a first draft of the county’s climate strategy.

Community engagement: Focus on bringing the CATF together as a cohesive group, exploring technical data with the CATF and YATF, introducing the broader community to the climate action plan, and beginning extended engagement with the targeted groups of cities, businesses, the rural community, and culturally-specific communities to identify what climate actions would be most beneficial and address concerns.

Activities:

- The CATF members apply their diverse perspectives to the potential actions in the climate action plan over a series of meetings.
- Discussions of the implications and value of different actions are informed by input from the Youth Advisory Task Force (YATF), and early engagement with targeted community groups.
- Engage the rural community through an extended series of engagement opportunities such as listening sessions, engagement with existing groups like the community planning organizations (CPOs), surveys, presentations and focus groups.
- Engage the business community through an extended series of engagement opportunities primarily composed of interacting with business groups, such as the Economic Development Commission, Chambers of Commerce and Business Alliance, and focus groups to explore specific topics and actions.
- Meetings with staff from cities in the county to explore ways the county-level work can support city-level work, acknowledging that different cities have different capacities to take on climate work, and are at different places in their climate efforts.
- Partnerships with CBOs depending on capacity and interest.
- Presentations to community groups across the county to introduce them to the CAP project and receive feedback and input.
- Project website continues.
- Email newsletter continues.

Phase result: A draft strategy to share with the wider community, and increased capacity of residents, community groups and stakeholders to work with the CAP content.

3. Feedback (October 2021 – February 2022)

Purpose: Gather input from across the community on the initial climate strategy.

Community engagement: Focus on reaching as much of the county as possible, through a combination of opportunities intended for broad audiences and targeted opportunities focused on specific communities.

Activities:

- Continued presentations to engage people and groups throughout the county.
- Listening sessions and surveys to gather a wide range of perspectives.
- Focus groups to dive deeply into specific areas or perspectives.

- The targeted engagement continues.
- Continued convening of the CATF and YATF.
- Project website continues.
- Email newsletter continues.

Phase result: Robust feedback to inform refinement of the climate strategy.

4. Refine (March - June 2022)

Purpose: Integrate community input and feedback into an updated version of the county's climate strategy, including the overall climate action plan, climate lens, and implementation plans.

Community engagement: Focus on working through community perspectives with the CATF and other extended engagement groups to finalize the climate action plan.

Activities:

- CATF reviews and incorporates results of the broad community engagement into the draft action plan.
- Continue input from the YATF, rural, business, city, and CBO-led engagement as needed.
- Develop initial proposals for the first three implementation plans.
- Develop draft climate lens for County projects and policies not identified in the climate action plan.
- Project website continues.
- Email newsletter continues.

Phase result: A final draft climate action plan to present to the Board of County Commissioners for action.

5. Adopt (July - December 2022)

Purpose: Work through the CAP adoption process with the Board of County Commissioners.

Community engagement: Opportunities for public comment.

Activities:

- Plan and conduct a public process BCC review and adoption of the plan.
- Provide opportunities for community members to share their perspectives on the plan.
- Adjust the plan, the climate lens, or the implementation plans as a result of this process.
- Project website continues.
- Email newsletter continues.

Phase result: Action on the final climate action plan, climate lens, and a first two-year implementation plan.

6. Implement (2023 – 2050)

The community and stakeholders will continue to be engaged through implementation, evaluation and refinement, be informed about actions taken and the impact of those actions, and involved with development of each additional two-year implementation plan. The project website and email news will continue to keep people informed and provide ways to comment and ask questions.

Engagement Tactics

Over the course of the project, a variety of different engagement tools and tactics will be used at different times and with different audiences, as appropriate. Some tactics help to share information about the project and the

data that it is built on, while other tactics help gather information and perspectives from the community, and still other involve the community in recommending policies and actions. The key engagement tactics are listed below with a brief description and the phase or phases in which they will most likely be used.

- **Articles** – (All Phases) Key milestones and engagement opportunities will be shared in publications such as #ClackCo Monthly and My#ClackCo.
- **Focus groups** – (Phases 2-3) Small groups will discuss issues and action areas relevant to particular communities or areas of expertise for more targeted feedback and input.
- **Interviews** – (Phase 1) Interviews with representatives of key areas stakeholder groups will inform the engagement strategy for the CAP project.
- **Informal community dialogues** – (Phases 2-3) Community members will be asked to discuss their climate change priorities and concerns, and share their insights, feedback and reactions with staff and elected officials.
- **Presentations** – (Phases 1-5) The project team will present project information and gather feedback from community organizations, businesses, and agencies.
- **E-Newsletter** – (Phases 1-5) For interested parties, with information about key milestones, engagement opportunities, and other project information.
- **Social Media** – (All Phases) Key milestones and engagement opportunities will be shared on relevant social media platforms.
- **Stakeholder meetings** – (Phases 1-4) The project team will meet with stakeholders and groups to address specific interests and concerns.
- **Surveys** – (Phases 2-3) Online surveys will gather widespread input on priorities, interests, concerns, and opportunities around climate action.
- **Targeted engagement** – Focused, specialized engagement for key audiences, included businesses and rural residents.
- **Task forces**
 - **CATF** – (Phases 2-4) A group of 24 community members and subject matter experts who will explore and vet CAP strategies and processes and make recommendations to the project team.
 - **YATF** – (Phases 1-4) 24 youth working together to build a foundation of understanding of climate issues, and integrate their input and feedback into the climate action plan.
- **Website** – (All Phases) The project website (<https://www.clackamas.us/sustainability/climateaction>) will host information about the project, including educational materials, project updates, and engagement activities, and feedback opportunities.
- **Workgroups** – groups of specific stakeholders working on focused tasks, e.g., city representatives.

Measuring and Monitoring Engagement Activities

At key milestones, the project team will meet to discuss and assess how well the program is meeting the community engagement goals listed in this plan. While much evaluation of these goals is subjective, the team will also consider measurable objectives including:

- Number and diversity of participants attending meetings or events, or participating in online surveys.
- Participant perceptions of inclusion and collaborative decision-making.
- Number of website hits or downloads occurring during a specific time period and/or on a specific topic.
- Number of people signed up for the project mailing list.
- Number of comments received (phone, email, online, social media responses) and relevancy of the comments to the project (indicates project understanding).
- Modifications of project decisions or recommendations as a result of public input.
- Voice and tone of media stories.

- The degree to which the engagement built community capacity to promote and implement the CAP, as embodied in the principles outlined on page 3.

DRAFT