

THE SPECTRUM OF COMMUNITY ENGAGEMENT TO OWNERSHIP

TOOLSET FOR CCS

COMMUNITY CLIMATE SHIFT

Tools to strengthen community-government partnerships focused on reducing climate emissions through buildings decarbonization & electrification



**Facilitating
Power**



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TRANSFORMATION

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VISION FOR COMMUNITY-GOVERNMENT PARTNERSHIPS TO EQUITABLE EMISSIONS REDUCTION POLICY & PROGRAMS

A key (yet often neglected) element of effective climate action is **a thriving, inclusive, local democracy**. More than voting, this is about the vital role of communities in helping to define the problem and the vision for climate resilience. The groups that make up the Community Climate Shift project envision community-government partnerships that contribute to this strengthening of our local democracies, such that impacted communities are genuinely seen and heard within **collaborative, transparent, mutually beneficial processes to develop and implement climate solutions in the buildings sector**.

Partnerships like these are deliberately relational and benefit from thoughtful communication and pacing to allow for **authentic involvement of impacted communities**. This may mean a greater investment of time at the outset, but ultimately co-governance approaches can be more effective and efficient by engaging a fuller range of perspectives to co-define the problem, and to co-identify the most effective strategies for **reducing emissions in ways that meet actual community needs and strengths**.





PURPOSE OF THIS TOOLSET

The purpose of this toolset is to support community-based organizations, champions for climate equity within local government, equity-driven intermediaries and technical assistance providers to **cultivate and strengthen community-government partnerships focused on community-driven climate solutions, and specifically supporting equitable emissions reduction through buildings electrification and decarbonization.** Climate justice organizations and other community power-building organizations are developing clear visions, priorities, and solution sets to address the causes and consequences of the climate crisis at the local level, and are doing so in ways that meet the needs and strengths of communities directly impacted, fostering democratic participation and advocacy around key community priorities. Local governments have a critical role to play in securing the right policies, programs, and flow of resources to ensure building performance policies and program are able to take hold and scale. Together they can ensure that reducing climate emissions of buildings is carried out in ways that advance the priorities of impacted communities as opposed to contributing to additional harm. And yet, collaboration between governments and communities has been wrought with challenges.

Despite the charge of government to serve the residents in their jurisdictions, there is often a large gap felt by Black, Brown, Indigenous, API, migrant communities, and low-income communities when it comes to the planning and decision-making of government. This *gap* can infer systematic disenfranchisement and harm as well as culture clash and a failure to meet accessibility needs of impacted communities. The Spectrum of Community Engagement to Ownership and this toolset aim to provide **shared language, framework and process points** for community-government partnerships to work together to bridge the gap and **ensure impacted communities have a voice and leadership in ensuring equitable buildings performance.**



The Women's Building, San Francisco

The definitions and acronyms in the following pages are provided to allow for shared language and shorthand for all practitioners utilizing the tools contained within this document. The following **definitions are relevant to this toolset specifically**, and may not apply in all contexts. Included within the definitions are fundamental assumptions inherent in the tools included in this document.

COMMUNITY-BASED ORGANIZATION (CBO)

Whether formal or informal, CBO's are organizations that are rooted in and led by a community that is impacted by the issues and/or policies and programs that the given effort is focused on.

COMMUNITY-BASED POWER-BUILDING ORGANIZATION (CBPO)

CBPOs are CBOs that actively build economic, political, and/or cultural power among members of an impacted community; this is often done in part through:

- Community organizing
- Community leadership development
- Community-driven campaigns
- Community-driven solutions to the challenges the community is facing.

Community power-building is vital to the health of local democracies as it helps to redistribute decision-making power and ensure that key voices are heard and able to influence decisions for the common good.

CLIMATE JUSTICE

The climate justice movement evolved out of the environmental justice movement, led by Black, Indigenous, people of color, and low-income communities directly impacted by economies of extraction, exploitation, and pollution.

Climate justice is grounded in an understanding that the climate crisis is a manifestation of racial capitalism evolving out of a legacy of indigenous land theft and the enslavement of African people, and can only be adequately addressed through direct climate action advanced through the economic, political, and cultural power of impacted communities and grassroots leadership.



DEFINITIONS OF KEY TERMS CONTINUED...

CLIMATE EQUITY

Equity involves the redistribution of resources and power to balance political, economic and social systems. The climate crisis and disproportionate climate impacts are the result of imbalances in power and in resource distribution. Government and larger NGOs can practice climate equity by working within mainstream institutions to redirect resources and redistribute decision-making power to support community-driven climate solutions. Two components are critical to equitable climate solutions: 1) they address the causes and/or consequences of the climate crisis within impacted communities while working to rectify persistent inequities, and 2) they involve the voice, power, and leadership of impacted communities.

COMMUNITY-DRIVEN SOLUTIONS

When impacted communities drive their own solutions (through community organizing and/or community-driven planning in which community members develop their own analysis of the problems they face, identify or develop solutions that meet their needs, and build community economic, political and/or cultural power to advance those solutions), equity is inherent to the process, and solutions are most relevant to impacted communities.

COMMUNITY OWNERSHIP

The key to achieving equitable outcomes in communities persistently impacted by the causes and consequences of the climate crisis is increasing community decision-making power over what we need to live and thrive. Community ownership includes two important forms:

- 1) Community power driving the processes by which we identify and advance climate solutions (resulting in a sense of ownership over the process and the solutions)
- 2) Community-governed vehicles for managing community solutions and ensuring that any resources generated by given solutions are reinvested into the impacted community. Vehicles for community ownership may include: community land trusts, community-driven funds, worker-owned cooperatives, etc.



DEFINITIONS OF KEY TERMS CONTINUED...



COMMUNITY VOICE & POWER

Community voice refers to the collective analysis, priorities, needs, and strengths expressed by members of the impacted community who have had the opportunity to articulate, discuss, and align on what they share to influence the direction of climate action.

Community power refers to the collective political, economic, and/or cultural power exercised by the impacted community involved in the effort to advance solutions rooted in the common good.

IMPACTED COMMUNITIES

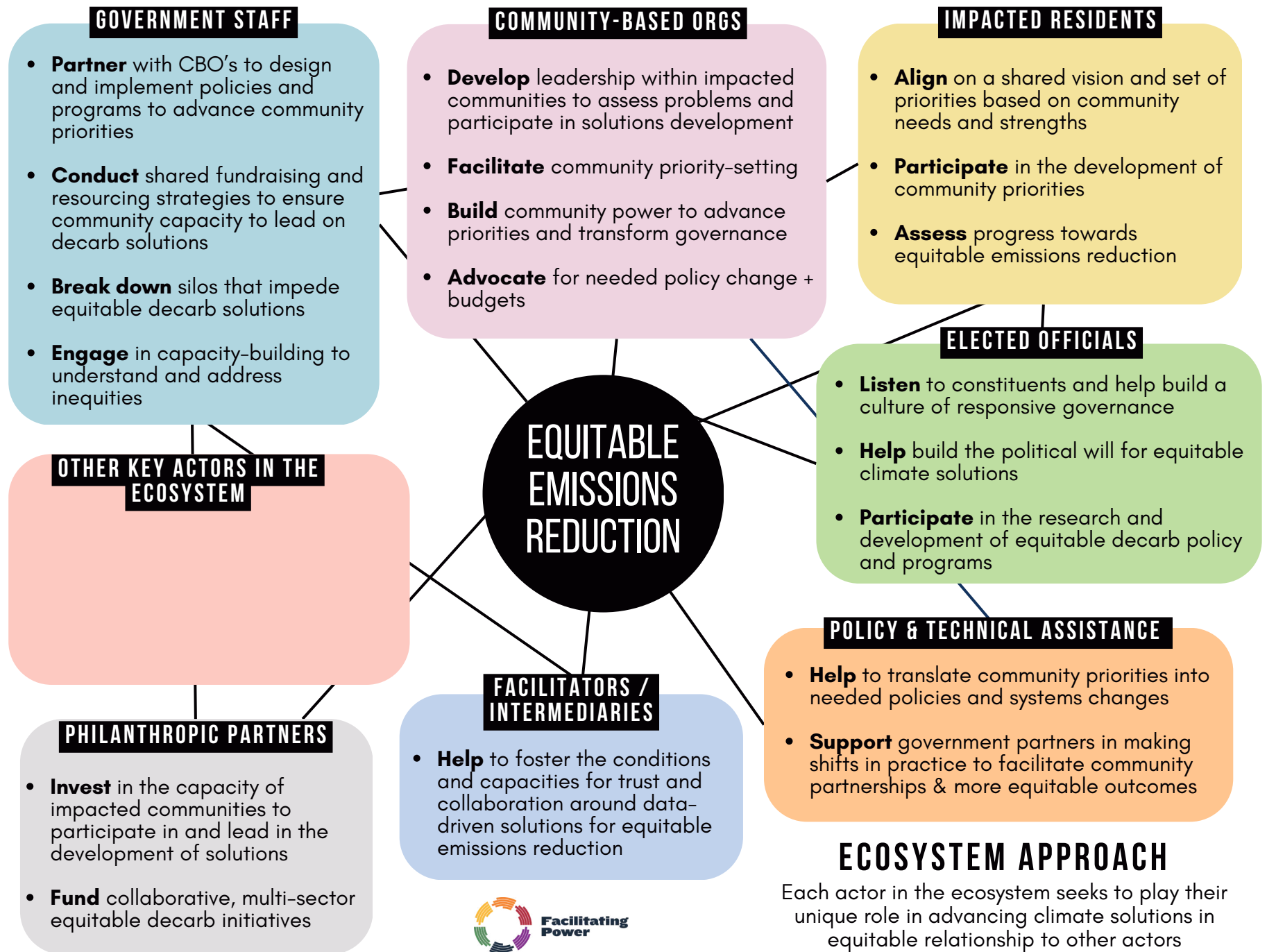
Different terms are used to refer to communities affected by the intersections economic exploitation, resources extraction, pollution, and structural racism (i.e. the compounded effects of colonization and white supremacy baked into the interconnected institutions that govern our lives from government to media, medicine, education, finance, etc.) In this toolset, the term “impacted communities” is used to refer to communities directly impacted by the political, economic, and environmental causes and consequences of the climate crisis. Living at these intersections, impacted communities are uniquely positioned to identify and develop comprehensive solutions.

Impacted communities are uniquely positioned to develop more comprehensive solutions that address the multiple issues we face.

ECOSYSTEM APPROACH

Taking an ecosystem approach means decentering our own agendas and instead focusing on the unique role our organization or agency plays in advancing equitable climate solutions, honoring the roles of other actors in the field, and seeking to play our role in healthy relationships with them.

For a social change ecosystem to thrive, it is important to attend to the relationships between key actors, which can mean acknowledging and addressing past harms, redistributing resources, and balancing uneven power dynamics that inhibit collaborative approaches to climate action. Communities directly impacted by the political, economic, and environmental causes and consequences of the climate crises and who have been historically left out of public planning and decision-making have a vital role to play in the climate action ecosystem, and special attention must be paid to ensuring impacted communities have the resources and support needed to organize and play leadership roles in solutions development and implementation.



»»» INCREASED EFFICIENCY AND EFFECTIVENESS IN DECISION-MAKING AND SOLUTIONS IMPLEMENTATION »»»

EQUITY

STANCE TOWARDS
COMMUNITY

IGNORE

INFORM

CONSULT

INVOLVE

COLLABORATE

DEFER TO

0

1

2

3

4

5

IMPACT

Marginalization

**Preparation or
Placation**

**Limited Voice or
Tokenization**

Voice

**Delegated
Power**

**Community
Ownership**

COMMUNITY
ENGAGEMENT
GOALS

Deny access to
decision-making
processes

Provide the community
with relevant
information

Gather input from
the community

Ensure community
needs and assets are
integrated into
process and inform
planning

Ensure community
capacity to play a
leadership role in
decision-making and
the implementation
of decisions

Foster democratic
participation and
equity through
community-driven
decision-making;
Bridge divide
between community
and governance

MESSAGE TO THE
COMMUNITY

*Your voice, needs
and interests do not
matter*

*We will keep you
informed*

*We care what you
think*

*You are making us
think (and therefore
act) differently
about the issue*

*Your leadership and
expertise are
critical to how we
address the issue*

*It's time to unlock
collective capacity
and power for
transformative
solutions*

ACTIVITIES

Closed door meetings
Misinformation
Systemic
Disenfranchisement
Voter suppression

Fact sheets
Open Houses
Presentations
Billboards
Videos

Public comment
Focus Groups
Community Forums
Surveys

Community
Organizing and
advocacy
Interactive
workshops
Polling
Community Forums
Open Planning
Forums with Citizen
Polling
Citizen Advisory
Committees

MOUs with
Community-Based
Organizations
Collaborative
Analysis of Data
Co-Design and Co-
Implementation of
Solutions
Collaborative
Decision-making

Community-driven
Planning, Solutions,
and Governance
Participatory Action
Research
Consensus-Building
Community Land
Trusts
Cooperative
Ownership Models

RESOURCE
ALLOCATION

100% Systems Admin

70-90% Systems
Admin

60-80% Systems
Admin

50-60% Systems
Admin

20-50% Systems
Admin

80-100% Community
partners and
community-driven
processes ideally
generate new value
and resources that can
be invested in solutions

10-30% Promotions &
Publicity

20-40% Consultation
Activities

40-50% Community
Involvement

50-70% Community
Involvement



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STAGES OF PARTNERSHIP

FORMATION

Identifying shared purpose, partnership agreement, relationship-building, alignment of process points

DEFINING THE PROBLEM

Alignment on the challenges faced by impacted communities with regards to improving buildings performance; root cause analysis

DEVELOPING SOLUTIONS

Exploration & alignment on an approach to buildings performance that addresses negative impacts, supports community priorities, and produces equitable outcomes

BUILDING SUPPORT FOR SOLUTIONS

Internal processes to prepare a policy or program for approval, secure resources, etc + external organizing & advocacy to build the political will for equitable approaches

IMPLEMENTING SOLUTIONS

Carrying out initial implementation of solutions, demonstration sites, pilot programs, hiring and training, etc.

GOVERNANCE

Longer-term management + oversight of solutions, tracking outcomes, creating the conditions to scale the solution.

RUBRIC FOR ASSESSING & STRENGTHENING COMMUNITY-GOVERNMENT PARTNERSHIPS

Community-based organizations and their government partners working together as part of the CCS (Community Climate Shift) can use the following rubric for a number of purposes:

- **To inform design of the partnership and key process points** to create the conditions for more equitable outcomes
- **To collaboratively assess the partnership and the process** of developing solutions for **equitable carbon emissions in buildings**

The rubric is not meant to simply be an evaluative tool, but also aid to focused dialogue aimed at strengthening the partnership and the overall effort. It can be utilized for mid-process assessments of community-government collaboration. It is recommended to conduct a mid-process assessment in a facilitated workshop space that will allow for 1) individual reflections/assessments, 2) Shared analysis and discussion, 3) Celebration of progress made, 4) Articulation of existing gaps and challenges, and 5) Identification of clear actions needed to strengthen the partnership and process of involving impacted communities in the development and implementation of solutions.



RUBRIC FOR ASSESSING & STRENGTHENING COMMUNITY-GOVERNMENT PARTNERSHIPS

PHASES OF PARTNERSHIP	0 IGNORE	1 INFORM	2 CONSULT	3 INVOLVE	4 COLLABORATE	5 DEFER TO
FORMATION	No community-government partnership is sought. Climate planning consultants are hired without community input.	Community collaborations are established for the purpose of information-sharing.	Community collaborations are established for the purpose of consulting residents.	Community-based Power-building Groups (CBPO's) advocate for authentic involvement of impacted residents.	Community-government partnership is formed to develop equitable climate solutions.	City moves resources to community-driven efforts to develop & sustain climate solutions .
DEFINING THE PROBLEM	Climate issues are defined by big business and government agencies that prioritize the interests of big business.	Impacted communities are informed about the issue in ways that may or may not inform action.	Via consultation efforts, residents provide input into defining the problem.	CBPO's make concerted efforts to define the problem & root causes through active participation of impacted residents.	City staff and CBPO's work together to involve impacted residents in defining the problem and root causes.	CBPO's lead participatory action research efforts to define the problem and share information with city partners.
DEVELOPING SOLUTIONS	Climate 'solutions' are defined by government agencies prioritizing the interests of business. Not clear to the public how climate priorities are set.	Impacted communities are informed of how they can take personal responsibility to address the problem.	Via city-led consultation efforts, impacted communities members provide input into defining the solutions, or setting climate priorities.	CBPO's involve residents in priority setting & solutions development; city is transparent around decision-making & funding available.	City staff and CBPO's work together to involve impacted residents in setting climate priorities and developing equitable climate solutions.	CBPO's lead community-driven planning efforts to set climate priorities and identify and/or develop equitable solutions.
BUILDING SUPPORT FOR SOLUTIONS	Agreements around climate 'solutions' are made behind closed doors or in public meetings mostly inaccessible to impacted communities.	Impacted communities are informed about opportunities to make public comment on proposed plans, programs, and policies.	Impacted community members provide public comment on proposed plans, programs, and policies.	CBPO's involve residents in advocating for equitable climate solutions; champions for racial equity within the city advocate internally	City staff and CBPO's develop inside-outside strategy to cultivate support & capacity for equitable climate solutions.	CBPO's inform partners in government of the roles they can play in supporting community-driven climate solutions.
IMPLEMENTING SOLUTIONS	Policies & programs are implemented without impacted communities &/or discourage participation. Or solutions fail to be implemented due to lack of involvement .	City informs Impacted communities of solutions in implementation phase, potentially informed of how to participate in implementation.	Impacted communities are consulted on implementation of climate solutions, and potentially on how they'd like to participate in solutions implementation.	CBPO's build leadership of impacted residents to participate in the implementation of equitable climate solutions.	City staff and CBPO's develop and carry out implementation plans together grounded in the leadership & participation of impacted communities.	Community-driven climate solutions are implemented through community leadership with the support of partners in government & other sectors.
GOVERNANCE	Climate solutions are managed by government or corporate firms without impacted communities.	City may provide updates on effectiveness of solutions.	Impacted communities are periodically invited to assess effectiveness of climate solutions.	Community oversight committee or other formation is established to monitor impact.	City staff and CBPO's develop collaborative governance plan to ensure long-term equitable impact.	CBPO's build community infrastructure to govern climate solutions.

ACTIONS ALONG THE CE20 SPECTRUM TO SUPPORT EQUITABLE PARTNERSHIPS & OUTCOMES

Community voice & power is the primary driver of progress towards more equitable climate solutions. Each stage along the spectrum of community engagement to ownership holds keys to unlocking community voice and power and strengthening community-government partnerships. The following actions were generated in part by community partners and technical assistance providers in the Community Climate Solutions initiative through dialogue grounded in the Spectrum of Community Engagement to Ownership., facilitated by Facilitating Power.

These actions can be helpful at **any stage of the community-government collaboration**. In the formation phase partners can use this tool to help clarify roles and responsibilities. Partners can refer to these actions when designing processes for ensuring community voice & leadership in the development and implementation of solutions. And at any phase, partners can refer to this tool for ideas as to how to address any challenges that may arise.

Please note that these actions are **not meant to be comprehensive**, but instead to begin to describe a community-driven, ecosystem approach and to spark ideas among partners that are relevant to their respective contexts.



ACTIONS ALONG THE CE20 SPECTRUM FOR EQUITABLE PARTNERSHIPS & OUTCOMES



COMMUNITY PARTNERS

- **Build** community power & community-derived solutions; assert community vision for climate justice
- **Ensure** communities are able to tell their own stories; invest in local leadership; reclaim language
- **Assess** potential allies, champions for climate equity within government
- **Ensure** government information is accurate
- **Assert** the stories of impacted community members to counter and/or complement data
- **Provide** feedback to city staff & officials regarding inaccessible language, materials, timing, channels
- **Request** the information needed to take action / participate
- **Refuse** to participate in extractive consultation activities
- **Uphold** accountability to impacted communities
- **Set** clear expectations for consultation of impacted communities
- **Acknowledge** when community is negatively impacted
- **Seek** to cultivate trust & accountability
- **Demystify** community organizing as key to democratic participation of impacted communities
- **Organize** a base of impacted residents around a shared analysis of the problem and clear set of priorities
- **Assert** resident voices in decision-making
- **Clarify** what residents need to participate
- **Establish** clear expectations for collaboration
- **Continue** to build power on the outside
- **Engage** community accessible legal education & capacity- building to hold gov accountable
- **Power mapping +** matrix of gov partners so community knows how to organize and hold gov accountable
- **Refuse** powerlessness
- **Organize!** Organize! Organize!
- **Include** impacted residents from the beginning of the process
- **Facilitate** community-driven planning (long-term vision, concrete solutions, power-building strategy)
- **Inform** government partners of how they can support community-driven plans and solutions

GOVERNMENT PARTNERS

- **Seek training** for staff & leadership to understand the root causes of disenfranchisement & disinvestment
- **Use data** to understand which communities are most impacted by energy burden, climate disasters, and displacement
- **Acknowledge** past harms
- **Work to understand** what information communities need in order participate in climate action
- **Identify** CBPOs rooted in impacted communities and seek to understand their mission and roles
- **Work** with CBPO's to utilize existing community information sharing methods
- **Work with CBPOs** to design consultation activities that are relevant, accessible, and life-affirming / joyful with clear feedback loops
- **Cultivate** relationships with impacted communities & acknowledge negative impacts
- **Compensate** people for their time or create other value for participants
- **Practice** transparency around roles, resources, and how community can influence decision-making
- **Work with CBPO's** to convene spaces for authentic participation of impacted community members; include decision-makers
- **Codify** decision-making protocols that foster community leadership
- **Partner** with CPBO from the beginning of the process to co-define the problem, the solutions, and what's needed for implementation
- **Select** consultants with CPBO involvement
- **Understand** role as public servant
- **Compensate** CPBO to facilitate community engagement
- **Seek to understand** and share internally the importance of community-driven solutions
- **Defer to** community-driven plans and requests to support community-driven solutions
- **Move resources** to community-based power-building organizations & to community-governed entities

TECHNICAL ASSISTANCE PROVIDERS

- **Learn** the history of impacted communities & root causes of disproportionate climate impacts
- **Help define** what accountability to impacted communities look like
- **Account** for how money, time, and power are distributed within information-sharing efforts
- **Help assess** the purpose of information sharing, what info is needed for impacted residents to participate in climate action
- **Help document** extractive consultation practices; encourage consultation practices that foster community voice & leadership
- **Help develop** collaborative approach to community consultation
- **Facilitate** processes to ensure community partner voice in defining the approval process
- **Support** the codification process to create continuity when gov admin shifts
- **Involve CBOs** in metrics, reporting, evaluation, data
- **Facilitate** spaces to create the conditions for authentic collaboration, checking habits of exclusion
- **Provide** strategies and frameworks for negotiation
- **Secure** needed legal support
- **Provide T.A.** to development of vehicles for community ownership
- **Coach** government partners to defer to and move resources to community-driven solutions