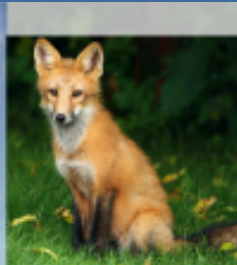




# Connecticut Department of Energy and Environmental Protection



Connecticut Department of  
**ENERGY &  
ENVIRONMENTAL  
PROTECTION**

# Leadership, Accountability, and Engagement Working Group

December 9, 2015  
2:00—4:00 p.m.



Connecticut Department of Energy and Environmental  
Protection

# Agenda

**2:00**

Welcome and review of agenda

**2:05**

Summary of the December 2nd Stakeholder Engagement Workshop and next steps

**2:20**

Preliminary report from the Yale team

**3:00**

LAE working group planning for 2016

**3:15**

New items

**3:30**

Pubic Comments

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# What is this workshop about?

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Identify critical stakeholders now and into the future



Explore strategies for effective communication and engagement

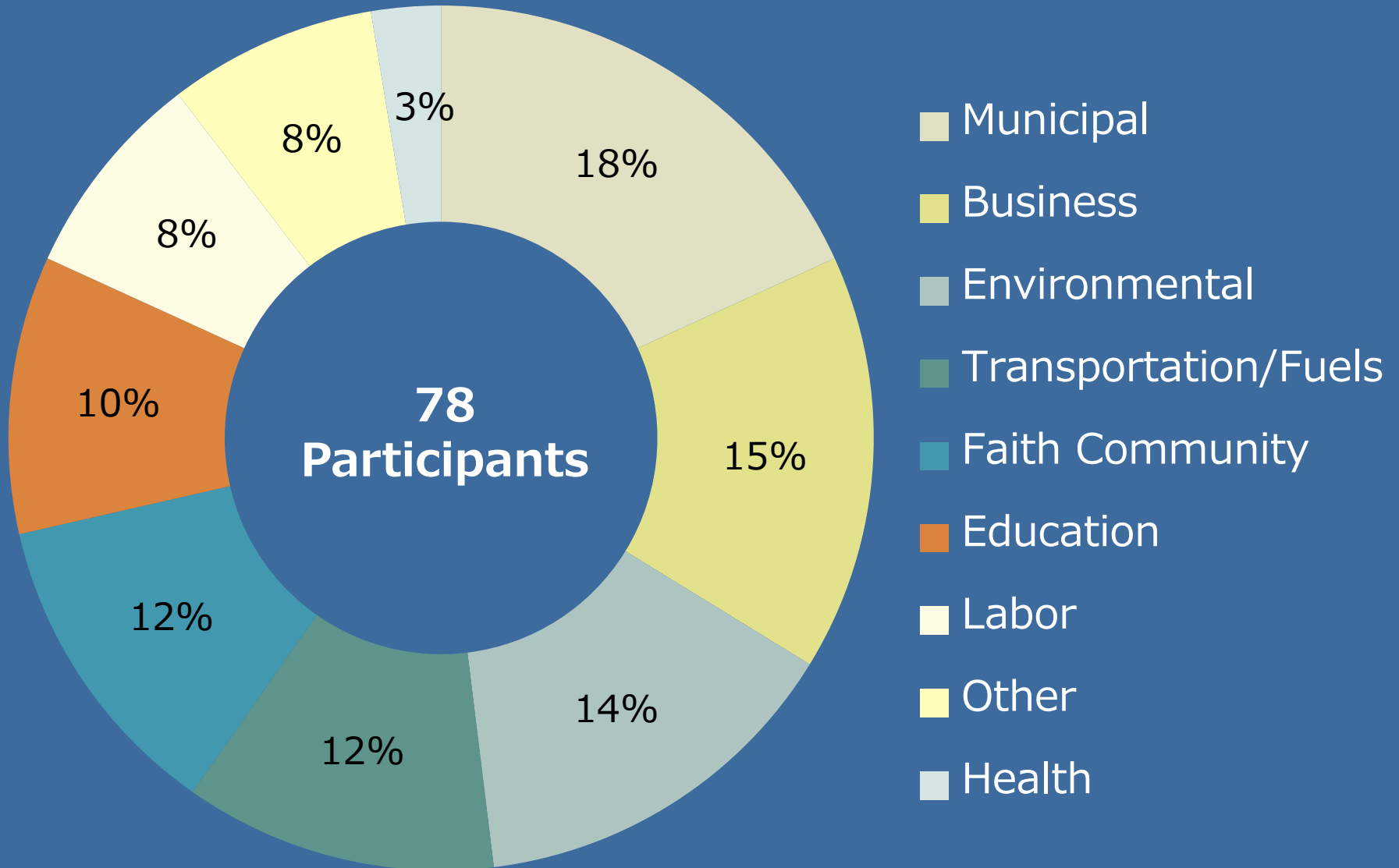


Generate ideas on how to ensure accountability and transparency



Determine tactics or approaches to inspire ongoing engagement

# Stakeholder Engagement Workshop Participant Mix



## Table Discussion Questions & Format

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The participants engaged in small group discussions around four questions and provided additional written comments and suggestions on those questions and several others.

1. What are the indicators and consequences of not engaging stakeholders effectively?
2. What could the Council/DEEP do that would enable you to feel fully engaged and energized to participate over time?
3. What will help ensure accountability and transparency of the future stakeholder engagement process?
4. How and to what degree are the stakeholders you are aware of most likely to participate and track the work and implementation of the Governor's Council on Climate Change? What is the best way to reach them?

# Key Stakeholder Feedback

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**Diversity** of stakeholders and engagement mechanisms is essential to success.

- **Stakeholder** diversity should ensure geographic and demographic breadth.
- **Engagement mechanisms** suggestions included the full range of facilitated meetings, dialogue and education within various communities and interest areas, and technology (web, social media, email lists, polls/surveys, media outlets, etc.). This will allow people to participate at different levels as their interests and time allow.

**Engaging on substance and implementation** will require:

- Framing the overall issue and message, and data or other information, in a clear and compelling way. The message should then be adapted to the interests and concerns of each stakeholder group.
- Peer to peer learning from success stories and accessible resources, templates and toolkits will ease participation in engagement processes and implementation.



# Key Stakeholder Feedback

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**Trust and credibility** in the process and outcomes will be enhanced by:

- Making information about the work and process of the GC3 available, clear and comprehensible and up to date.
- Involving all stakeholders as early as possible in the process and conveying and celebrating progress whenever possible.
- Reflecting if and how input received influences the plan, how it might influence future decisions and if it was not included, why not.
- Working through trusted stakeholder intermediaries when possible (e.g., religious, professional, business organizations, libraries, health care providers, municipalities and agencies) will involve more people and lend credibility.


## Next Steps

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A summary of the meeting and recommendations are being drafted. The notes from the workshop will be organized into themes and appended to the recommendations.



Provide workshop participants with the summary of meeting notes and recommendations in an effort to be transparent about the workshop outcomes.



Within feasible staffing and financial limitations, design a stakeholder engagement process that incorporates workshop participants ideas and recommendations for 2016 and beyond.



**Continues improvement:** Adjust stakeholder engagement design and process to fit the most current needs and maximizes participation in implementing climate change mitigation efforts.

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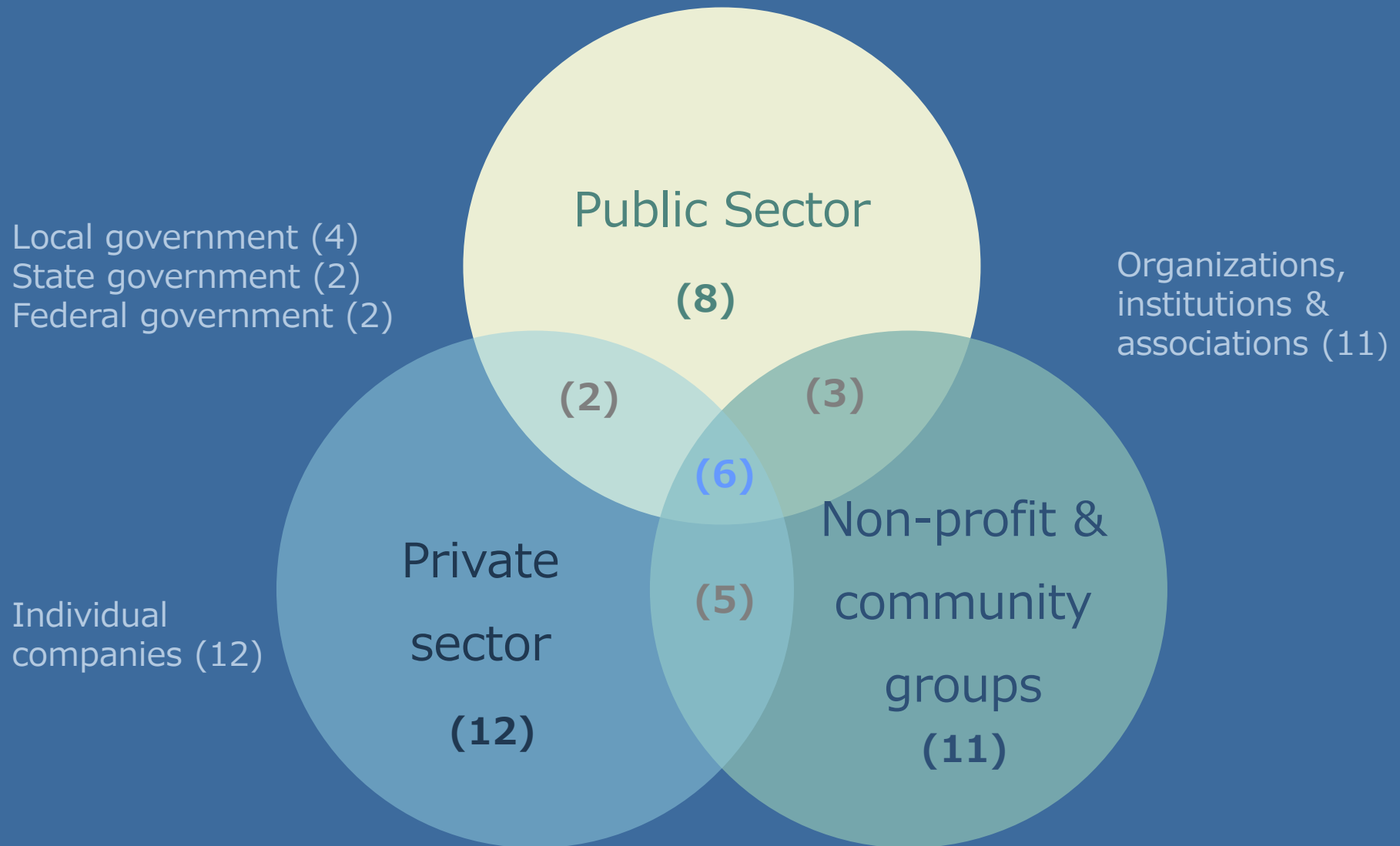
# Yale Environmental Protection Clinic Preliminary Findings and Recommendations

Presented by  
Theresa McCarty  
Monica DiLeo  
&  
Stefanie Wnuck

# Overview of Project

- CT Governor's Council on Climate Change (GC3)
- Yale Clinic Project
- Goals
  - Defining and Identifying Leadership
  - Measuring Performance to Ensure Accountability
  - Facilitating Broad Engagement
- Deliverable

# Methods



# Interviews

- ❖ CA State Agency Greenhouse Gas Reduction Report Cards
- ❖ Carbon Disclosure Project (CDP)
- ❖ Clear the Air Challenge
- ❖ Align
- ❖ Environmental Health Coalition
- ❖ U.S. EPA Green Power Partnership
- ❖ City of Bridgeport, CT, BGreen2020
- ❖ MomentUs
- ❖ SC Johnson
- ❖ CT Roundtable on Climate and Jobs
- ❖ Ceres
- ❖ Sustainable New Jersey
- ❖ Assa Abloy
- ❖ Catholic Climate Covenant
- ❖ Philadelphia Greenworks
- ❖ Boston Green Ribbon Commission
- ❖ Patagonia
- ❖ World Business Council for Sustainable Development
- ❖ Climate Registry
- ❖ Green Justice Coalition
- ❖ We Mean Business
- ❖ The Hartford
- ❖ City of Portland, OR, Equity Work Group
- ❖ King County Cities Climate Collaboration
- ❖ U.S. Conference of Mayors

# Research Findings

- Materiality
- Collaboration
- Accountability
- Corporate
- Communities
- Funding



# Materiality

# Identifying & Understanding Key Drivers

*Motivations and interests for different stakeholder groups regarding climate action*

How are these perspectives similar to or different from the state's GHG reduction goals?

- Critical to communications among diverse stakeholder groups is to tailor messaging that directly appeals to interests.

☑ E.g., US Conference of Mayors Climate Protection Agreement; We Mean Business

# Acknowledging Core Values

*Issues and incentives that are material to different stakeholder groups' value structures*

What do people do and what do they care about?

- Genuine engagement on climate issues requires opportunities for involvement through pre-existing communities.

☑ E.g. Catholic Climate Covenant

# Collaboration

# Promoting Shared Experiences

Highlight successful climate initiatives among stakeholders sharing similar challenges and opportunities can empower groups and foster greater ambition.

- Important to achieve a balanced message that demonstrates stakeholders are not alone in facing their challenges, and explains how others have been able to overcome similar challenges.

☑ E.g., EPA's Green Power Partnership; Sustainable New Jersey; King County Cities Climate Collaborative; We Mean Business

# Accountability

# Accountability

*Meaningful accountability structures are rooted in benchmarking that is material to different stakeholder groups*

Ensuring a high level of accountability may require policy solutions to supplement voluntary actions.

- Stakeholders holding themselves accountable to their stated goals, requiring GHG emission or other reporting metrics through policy measures can level the playing field.

☑ E.g. CA EPA Report Cards; Climate Registry

Corporate



# Competition

*Engage stakeholders to act on climate change*

Fostering competition on climate leadership

- Leadership awards and other recognition strategies can spark competition among groups and lead to increased efforts or ambition in reducing GHG emissions.

☑ E.g., US EPA Green Power Partnership and CDP illustrate this theme in the private sector, whereas US Conference of Mayors demonstrates competition may not be the primary driver for local government climate action

# Commitment

The department or division where climate action and sustainability is housed within a company is indicative of the company's level of commitment to the issues.

- Ownership and involvement of senior level management
- sustainability officers housed within marketing or public relations departments do not have direct interactions and influence with all departments.

☑ E.g., The Hartford, SC Johnson, Microsoft

Corporations tend to set shorter timelines for GHG emission reduction goals than public sector goals.

- 5 year targets, re-evaluate, set new short-term targets.

☑ E.g., SC Johnson, Assa Abloy, most corporations

# Communities

# Incentives

Providing incentives - financial or non-financial - to community groups can help drive sustained community engagement.

- Small amounts of funding, or creative incentives, can be used as a tool to encourage community engagement.

☑ E.g., Environmental Health Coalition's SALTA training; Portland Equity Working Group grant money (\$4,000 for each representative of a community group to participate in an intensive integration of equity concerns into Portland's Climate Action Plan)

# Feedback Loops

*Creating opportunities and space actively to listen to all stakeholders*

Hearing marginalized or underrepresented communities is essential to building trust and long-term support.

- Community groups and other stakeholders need to feel that the State of CT is hearing their needs and concerns. Identifying shared values is critical
- Two-way communication is necessary.

☑ E.g., Environmental Health Coalition (public);  
Ceres (private--building trusting relationship);  
Portland Equity Work Group

# Funding

# Financial Support

Foundation funding often provides essential support for continued engagement of multi-stakeholder coalitions in advocating for climate action.

- Insufficient funding is a limiting factor in many instances, but is especially important when supporting grassroots and multi-stakeholder coalitions.
- Similarly, collaborative initiatives that foster greater ambition in the private sector may also rely on foundation funding to be able to coordinate and work together.

☑ E.g., Green Justice Coalition; City of Portland Equity Work Group; We Mean Business

# Recommendations



# Employ a Values-Based Communications Strategy

When drafting communications, focus on what is meaningful to the day-to-day lives of the target audience.

- “Climate change” as an abstract concept is not necessarily meaningful to individuals
- Create personal narratives instead
- For example, asthma related to air quality (where relevant), weather patterns that affect our communities (like Hurricane Sandy), or discourse of ethics for faith-based communities

Avoid over-sensationalizing claims in order to maintain trust

# Utilize Existing Accountability Structures

Encourage large companies in Connecticut to report their GHG emissions through Carbon Disclosure Project

- Transparency drives action

Encourage (or require) state agencies to register their emissions inventory (i.e. Climate Registry)

- Cover the membership fee to also allow Connecticut municipalities to participate

# Develop Sector-Based Reporting Structures

Different sectors require different types of reporting structures

Develop sets of metrics that can be used for reporting for specific stakeholders. For example:

- GHG emissions reporting for manufacturing
- GHG emissions reporting for municipalities
- Engagement numbers for community-based organizations (Environmental Health Coalition, MomentUs)

# Develop Recognition Program for Climate Action

Create annual climate awards for companies in Connecticut

- Develop criteria such as overall GHG emission reductions, engagement, use of renewable energy, innovation, and inclusivity
- EPA's Green Power Partnership, Climate Leader Awards, and Carbon Disclosure Project

Generate publicity and spur action through competition

Individual recognition trumps company rankings because CT is too small to do sector-based awards for fair comparison

# Create Climate Action Fellows Program

Year-long fellowships targeted at young professionals (or others with time who are interested)

Leadership within each community/sector, “local champions”

- Transportation (1), Youth (multiple in different CT schools), Urban (multiple in major cities; focusing on EJ), Faith, Health, Private Sector
- The messenger on climate change for the constituent group that each represents
- Focus on engagement through a project targeting their community

# Apply an Equity Lens

Develop and apply a series of environmental justice criteria to each specific GHG reduction strategy in developing the climate action plan

Utilize the City of Portland's Climate Equity considerations as a starting point

- A 9-part document that includes standards such as “disproportionate impacts,” “accessibility,” and “relationship building”

# Develop Database of Foundation Funding

Develop a database (or other resource) of potential sources of funding from foundations that can be utilized by CT stakeholders

- To support organizations, multi-stakeholder coalitions, and local governments on climate change initiatives
- Successful interviewed initiatives in these categories consistently relied on foundation funding in our research

# Yale Team Next steps

## New resources for LAE working group

- Will assemble a document with interview data

## Forthcoming report

- December 22 internal deadline



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# LAE Exploratory Report

## Draft

- Yale team and DEEP staff will draft the LAE section of the full GC3 Exploratory report for review by LAE working group members (early to mid- January).

## Finalize

- January LAE meeting to finalize LAE recommendations? Email discussion?

## Present

- Share recommendations with all GC3 members in late January.

# Key Questions to Guide 2016 Planning Efforts

1. Which recommendations from the Yale team research and the stakeholder engagement workshop are actionable immediately? Which are actionable, but longer term? Are any not actionable?
2. Who are the key partners for actionable recommendations? Who should be leading the effort?
3. Should the immediate actions be focused on a particular sector? i.e. transportation?
4. How does the work of the LAE working group align/support the work of the ADM working group?

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