

## CPC Public Involvement Matrix

Draft – 6/01/2021

Involvement Mode	Complexity	Community Impact	Degree of Special Interest Impact	Outcome
None	Low	Very Low	Very Low	Recommendation to Council
Stakeholder Meeting	Low	Low	High	Refinement of Action
Stakeholder Interviews	Medium	Moderate	High	Refinement of Action
Public Hearings	Medium	Moderate	Moderate	Solicit Public Input on Proposed Action
Open House	Medium/high	High	Low to High	Share Concept
Public Workshop	Medium/high	High	Low to High	Develop Concept
Sustained Public Engagement	High	Very High	Low to Very High	Development of Strategy

It is important to note that all of the above would be complimented by both digital and traditional media outreach.

The matrix suggests that different community involvement methods are needed depending upon the perceived complexity, and the impact on the community and special interests.

It bears noting that the City Council is in the process (or has approved) wildfire building code updates which were preceded by a single Zoom stakeholder meeting sponsored by the city’s Fire Department and (presumably) a Council work session. [NOTE: this is my understanding, based upon the staff report, of the process that was used by the city’s Fire Department].

Below are examples of different public involvement processes and an associated CPC issue that could be addressed using that involvement method.

**No CPC Sponsored Public Involvement** – Prohibiting the use of fossil gas in new city buildings. A municipal code amendment prohibiting the inclusion in the city’s biennial budget, or an amendment thereto, of funding for the construction of a new city building of facility that uses fossil gas.

**CPC Sponsored Stakeholder Meeting** - Phase out of gas-powered blowers. The CPC could hold a stakeholder Zoom meeting with landscape businesses (those who have a city business license) to secure their input and, based upon that one engagement effort, forward to the Council an ordinance phasing out the use of gas-powered blowers by commercial landscape businesses.

**CPC Sponsored Public Open House / Public Hearing** - CEAP Implementation Plan / CEAP Update will need to utilize one or more open houses which would be followed by a public hearing.

**CPC & CCOC Sustained Public Engagement** – The phase-out of fossil gas to heat buildings and water is an example of an issue which may be appropriate to employ sustained public engagement. The process could explore issues, identify constraints and opportunities, and set priorities among many other topics.

To: Climate Policy Commission  
Conservation and Climate Outreach Commission  
Transportation Commission  
From: Rick Barth, Tonya Graham, Stu Green, Becs Walker, Lorrie Kaplan  
Re: Update on the development of the Ashland Climate Coalition  
Date: June 3, 2021

At the May Climate Policy Commission (CPC) meeting, we provided a memo laying out the rationale for a proposed Ashland Climate Coalition to complement the work of the CPC and other commissions. This Coalition would be focused on achieving the goals of the Ashland Climate and Energy Action Plan (CEAP) by increasing the engagement and leadership commitments of key Ashland organizations, the community at large, and other stakeholders. We presented that memo in the interest of transparency and collaboration, and to seek your input as colleagues on the local climate action front.

We appreciated the input and questions raised in the meeting and we offer this memo to address what we heard and further elaborate on the proposed coalition concept. Questions included (with their short answers here):

- 1. Are there real-life examples of coalitions such as these working in other cities?** *Yes. A comprehensive spreadsheet of organizations was provided with our May memo. In this memo, we've added more details about three organizations.*
- 2. Who would convene the Coalition?** *We're exploring how best to convene the coalition to secure meaningful commitments and action. We value your input.*
- 3. What would be the relationship of the Coalition to the CPC, CCOC, and the Transportation Commission?** *The Coalition would complement the role of the commissions in the areas of engaging and securing commitments from the leadership of key local community organizations; engaging and mobilizing the public on key issue areas; and providing education, information and resources. Our goal is that the commissions would see the Coalition as a key partner in achieving Ashland's climate goals and would value the input of each of the commissions on how best to collaborate.*
- 4. Would the Coalition develop implementation plans for strategies and actions laid out in the CEAP?** *Yes, when community leadership and engagement is critical to accomplishing the strategy.*
- 5. Would these community-developed implementation plans be part of any CEAP update to the City Council?** *As the Coalition develops implementation plans these would be shared with the Commissions and the City Council as appropriate for input and to maximize collaboration.*
- 6. What are some examples of issues that the Coalition would work on?** *Initial dialogue will focus on building electrification and multimodal transportation.*

The rest of this document provides longer answers in the following sections:

1. Real-life examples of three peer community-based organizations working to advance and coordinate community climate action in parallel to the city government.
2. A possible framework for the Ashland Climate Action Coalition
3. Potential Initial Action Teams: Building Electrification and Multimodal Transportation

Additional questions and suggestions about the Coalition should be directed to the authors of this memo via Lorrie Kaplan, Chair, Ashland Climate Action at 240-676-0040 or [lorriekaplan@gmail.com](mailto:lorriekaplan@gmail.com).

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## Peer Organization Example One: “[Climate Smart Missoula](#)”

**The Basics:** Founded in 2015 as an initiative of the Missoula Community Foundation, Climate Smart Missoula is now an independent 501c3. The Foundation led the development of [Missoula’s 2015 climate plan](#) with participation from the City of Missoula.

Climate Smart Missoula describes itself as “**A Hub of Community Climate Action:** We collaborate across our community and state, building crucial networks to foster a resilient Missoula and Montana, for this generation and the next. This is a true collaborative, community effort.”

**Mission:** Accelerate collaborative climate solutions, catalyzing efforts to reduce our community’s carbon footprint and build a resilient, equitable Ashland. We engage our community in climate actions, catalyzing efforts to reduce our carbon footprint and build a resilient Missoula. We envision a low-carbon, resilient community that has the networks, knowledge, and capacity to address the climate crisis equitably and sustain a vibrant Missoula that works for everyone.”

**Goals:** CARBON NEUTRALITY; COMMUNITY RESILIENCY; SOCIAL COHESION; INSPIRATION AND RESOLVE; BEYOND MISSOULA

**Board of Directors:** Exec. Dir. of Environmental Stewardship for Providence St. Joseph Health; WGM Group (a local civil/environmental engineering group), Clark Fork Coalition (a nonprofit working to build a healthier Clark Fork watershed through science-driven advocacy, community outreach, and on-the-ground partnerships in restoration); program coordinator for the University of Montana Climate Change Studies program, Director of Impact Market Development for Clearwater Credit Union; President/Owner of Sapphire Strategies, a local strategic communications firm focused on effective constituency outreach.

### Initiatives:

- 1. Increasing Clean Electricity Supply and Options.** Projects include the roadmap to 100% clean electricity; helping pass the **100% Clean Electricity Resolution**; leading the 100% Clean Electricity Ad-Hoc Group; promoting **solar energy** installation; and the annual **Clean Energy Expo**.
  - 2. Reducing Demand for Fossil Fuels.** In addition to increasing clean electricity supply, we also have to change the way we use energy and reduce our demand for fossil fuels. Projects include: the **Building(s) for the Future** initiative aims to reduce lifecycle emissions from the community building stock; developing a new Footprint Fund to help our low income community members reduce energy and save money; **Transportation and Smart Growth:** Changing the way we develop to promote sustainable transportation and meet our mode split goals; **Energy Smart:** Energy conservation efforts at home and work; and **Zero Waste:** We support the Zero by Fifty efforts and work closely with Home Resource, who leads those efforts.
  - 3. Planning, Funding, and Measuring.** All of this work has been the result of careful planning efforts. It will require the continued measurement of progress and development of innovative financing tools in order to be successful. We led the 2015 Climate Smart Community Action Plan, co-authored the 2017 Community Emissions Inventory, and have begun developing **financing tools**.
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## Peer Organization Example Two: The Berkeley Climate Action Coalition (BCAC)

**The Basics:** Convened in 2012 by the Ecology Center (a nonprofit founded in 1969) and the City of Berkeley. The Coalition is “a strong and growing network of local organizations and community members joining together to help implement the City of Berkeley’s ambitious, forty-year Climate Action Plan—including residents, non-profits, the City, neighborhood groups, faith based organizations, schools, businesses, UC Berkeley, and others.”

**Projects:** The BCAC initiates projects that address climate change on a wide variety of issues — energy, water, food, waste, the built environment, and transit. The Coalition is organized around several Working Groups, each dedicated to carrying out an action that aligns with the Climate Action Plan. Projects include Electrification of Buildings and Homes and Environmental Health. Members are welcomed and encouraged to join or found a working group, aimed at carrying out at least one action from the Berkeley Climate Action Plan.

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## Peer Organization Example Three: Corvallis Sustainability Coalition

**The Basics:** This coalition was convened in 2007 by local coordinators of [The Natural Step](#), who saw the need to bring together the community working on different aspects of sustainability. A key partner is the [City of Corvallis](#), with which the Coalition has a formal partnership agreement. The Coalition is a network of local businesses, nonprofit organizations, faith communities, educational institutions, and government entities—all committed to creating a community that values environmental quality, social equity, and economic vitality. The Coalition is a 501(c)3 nonprofit organization.

Immediately following its formation, the Coalition asked the Corvallis City Council to adopt a goal related to community sustainability. The Council responded by adopting a goal to “enhance organizational sustainability efforts and begin to develop a community-wide sustainability initiative.” The Coalition was identified as the group to partner with the City of Corvallis on implementation of this Council goal.

**Primary purpose:** fostering communication and collaboration to accelerate progress toward a sustainable future. Our work has built on the efforts and accomplishments of the City of Corvallis and other community groups. Participation is open to local organizations and individuals who support our vision, mission, and goals.

**Steering Committee:** Guides the Coalition—sets policy, develops strategy, and oversees finances. Members serve as action team liaisons and are members of operating committees. Steering Committee members include individuals from OSU, the Corvallis School Board Chair, League of Women Voters of Corvallis, an OSU student, various members at large, the local food co-op, the county sustainability officer, First United Methodist Church.

**Partner Organizations:** Partners represent a diversity of backgrounds and interests, and share a common desire for a sustainable community.

**Action Teams:** Groups of volunteers working together on projects such as: community inclusion; economic vitality; education; energy; food; health and human services; housing; land use; natural areas; transportation; waste prevention; and water.

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## **A Possible Framework for the Ashland Climate Coalition**

Adapting components of the peer organizations to the Ashland context, we sketch out here a draft framework for conceptual purposes. As the coalition takes shape, members will work together to agree on core organizational identity and a strategic plan.

**Goal:** Serve as an umbrella organization for the community to equitably achieve the climate goals established by Ashland's Climate and Energy Action Plan, complementing the work of the City of Ashland and its public commissions.

### **Potential Initial Objectives (2021-2022)**

**Objective 1:** Engage the top leadership of key community organizations in climate action

- Dialogue on key issues, challenges, and opportunities
- Leadership commitment
- Amplifying key climate messages
- Organization
- Leverage organizational purchasing power -- Coalition organizations would be encouraged to develop (singly or collaboratively) sustainability guidelines in purchasing

**Objective 2:** Engage the community in reducing our climate impacts and adapting to climate change impacts already underway

- Dialogue on key issues, challenges, and opportunities
- Education
- Mobilization
- Organization

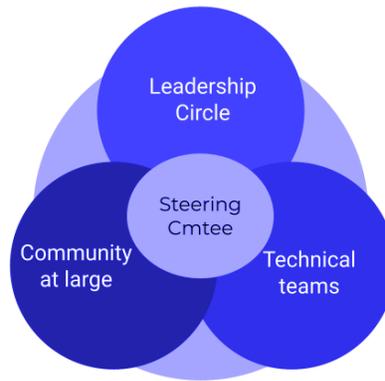
**Objective 3:** Engage local technical experts and professional service providers that are key to climate action (HVAC, electricians, plumbers, builders, realtors, etc.)

- Dialogue on key issues, challenges, and opportunities
- Education
- Technical advisement
- Resource listing

### **Organizational Structure**

The Coalition would initially be informal and with the ability to evolve as needed. It may seek independent 501c3 status in the future if it is determined that this is necessary to achieve our goals and objectives. At a minimum, a steering committee would be needed.

The Coalition would work collaboratively with the City and commissions on prioritization to maximize effectiveness and impact. The Coalition might consider obtaining some form of "endorsement" from or Memorandum of Understanding with the CPC, CCOC, and Transportation Commission, (and others?). We note that in the case of the peer organizations described above, all have a defined relationship with the City. For example, the Corvallis Sustainability Coalition "was identified as the group to partner with the City of Corvallis on implementation of this Council goal" on climate action.



The Coalition structure would offer opportunities for city leaders, residents, businesses, and organizations to actively engage in climate action dialogue and participate actively in achieving climate action priorities. It is also key to involve individuals with relevant expertise and those who provide contracted services locally that are needed to meet CEAP goals -- such as HVAC installers, plumbers, electricians, architects, builders, etc.

### **Key Leadership Involvement**

The Coalition would initially put a top priority on creating a hub for key Ashland organizations to become actively involved in climate action--and hopefully, demonstrate leadership. Participation in the Coalition could include articulating and working toward specific climate commitments; promoting climate action in organizational communications; taking leadership or assigning staff to various action teams and/or technical teams.

*Proposed Coalition Organizational Members:* SOU, Ashland Climate Action Project, Ashland School District, Asante Hospital, Ashland Food Co-op, Oregon Shakespeare Festival, the Chamber of Commerce, and more.

### **Key Issues**

The Coalition could form Action Teams to have focused dialogue, strategy development, and focused commitments on specific climate action priorities identified in the CEAP. High-value strategies that the Coalition could focus on to reduce Ashland's greenhouse gas emission include:

- **Building Electrification:** reduce the use of fossil gas (collaborating with CPC)
- **Multimodal Transportation:** reduce miles traveled by personal motorized vehicles (collaborating with Transportation Commission)

### **Relationship with Other Existing Organizations**

We value the work already underway by existing non-governmental organizations in Ashland (Examples: Recology, SOHEVA [EVs], Emerging Future [food waste reduction], Our Family Farms [regenerative agriculture], Solarize Rogue [community solar development]). The Coalition would not wish to duplicate, diminish, or supplant these efforts. We would hope to offer a venue for dialogue, collaboration, and coordination between organizations and we welcome input on how best to serve in this role.

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## Coalition Action Team Example One: Building Electrification

We propose implementing a focus on “Promoting switching to low and non-carbon fuels.” (CEAP Priority Action BE-1-2). This focus must have a strong equity lens.

### Initial Implementation Plan

1. Connect with and collaborate with other Oregon/PNW communities pursuing building electrification and/or natural gas ordinances
2. Identify large users of natural gas
3. Dialogue with and build relationships with local technical experts and contractors
4. Identify obstacles, challenges, and opportunities of building electrification
5. Dialogue with and establish realistic long-term commitments from leading community organizations
6. Develop educational content on:
  - a. Fossil gas use in buildings and greenhouse gas emissions
  - b. Electric alternatives to gas appliances
  - c. How to make the switch for new buildings and existing buildings
  - d. Local resources
7. Community survey in fall 2021 on community perspectives on solar energy, energy efficiency, and fuel switching (Ashland Climate Action Project with SOU)
8. Advocate to the city regarding appropriate policy strategies and programs to address community needs for electrification

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## Coalition Action Team Example Two: Multimodal Transportation

We propose a focus on advocating for bicycle- and pedestrian-friendly actions in the City's Transportation System Plan (TSP) and Downtown Parking Management Plan (Priority Action ULT-2-1). Action timing would be based on the timeline and public comment opportunities of the TSP update (mid-2021 to end-2022).

**A CEAP Goal** is to reduce community vehicle miles traveled and greenhouse gas emissions.  
**Potential Indicators:** Transportation emissions, community vehicle miles traveled, emissions per mile traveled, average city “Walk Score”, transit and bicycling ridership.

### Potential Implementation Plan

1. **Gain expert advice on appropriate tactics for Ashland (Copenhagenize -- DONE)**
2. **Provide education on strategies, vision, and experiences of other cities**
3. **Form Action Team**
4. **Develop Strategy**
  - a. Identify advocacy opportunities and strategy based on TSP timeline
  - b. Conduct research with city residents using stakeholder interviews or focus groups
  - c. Define specific goals and objectives/Identify specific key priority “asks” for advocacy, with messages and strategies
  - d. Identify potential allies and obstacles
5. **Implement and adjust strategy as needed**
6. **Ongoing monitoring:** hold city accountable, respond to emerging issues

**Key Stakeholders/Decision-makers:** City Council Commissions; City Staff: Adam Hanks, Stu Green, Scott Fleury; SOU; RVTD; Bike shops and bike clubs; Chamber of Commerce

**Key demographics:** school-aged children; young people; parents/families; working adults--commuters to and from Ashland; older adults; vulnerable populations

To: Climate Policy Commission, Conservation and Climate Outreach Commission  
From: Rick Barth, Tonya Graham, Stu Green, Becs Walker, Lorrie Kaplan  
Date: May 6, 2021  
Subject: A Proposal for Reinvigorating Community Leadership and Engagement to Achieve the Goals of Ashland's Climate and Energy Action Plan

Several months ago, the authors of this memo found ourselves engaged in numerous pair-wise discussions regarding how best to accelerate climate action in Ashland in accordance with the 2017 Ashland Climate and Energy Action Plan (CEAP). In the course of these discussions, we focused on various subjects that we believed had the potential for improvement including:

1. Climate action leadership and commitment from prominent Ashland institutions, business, organizations, and other key stakeholders.
2. The need for increased community involvement to address the climate crisis
3. The existence of multiple simultaneous community climate-related communications, some aligned and coordinated with CEAP implementation, and some not
4. A perceived loss of momentum and community visibility of the CEAP since its adoption in 2017.
5. Coordination between the City Council, City Staff, Climate Policy Commission (CPC) and the Conservation and Climate Outreach (CCOC) and other commissions

These shared concerns and the desire to identify solutions inspired us to begin a group dialogue.

We concluded that these issues can and should be addressed simultaneously, and we have since been meeting regularly to develop a concept to present to CPC and CCOC. While this proposal is still in the conceptual stage, with many decisions still to be made, it is now cohesive enough that we are pleased to bring it forward for discussion to the CPC and CCOC. As the public commissioners working most directly on the CEAP, climate action, and outreach in Ashland, we look forward to hearing your perspectives.

Everything that follows is focused on reaching Ashland's adopted climate goals of:

- Community reduction of GHG emissions by 8% on average every year from 2015 to 2050
- City of Ashland operations attaining carbon neutrality by 2030 and reducing fossil fuel consumption by 50% by 2030 and 100% by 2050
- City communities, systems, and resources prepared to be more resilient to climate change impacts

This proposal is based on the assumption that CPC will continue to support city staff with implementation momentum and will present some form of updated CEAP to the City Council in the fall of 2021.

We believe that for Ashland to reach its adopted climate goals the community must do the following simultaneously:

- **Build on existing implementation momentum.** We've made great strides in implementing various CEAP strategies, but action must be accelerated. With an escalated focus on climate action coming from the Biden administration, and significant work being done in Oregon under Governor Brown's 2020 Climate Change Executive Order 20.04, climate action is gaining more visibility than ever. And, since many local, state, national, and global climate goals hinge on reaching certain targets by 2030, a growing sense of urgency is appropriate. SOCAN-Ashland has identified a significant constituency of Ashland residents seeking to play a more active role in achieving community climate goals.
- **Develop a more detailed plan for moving forward.** While there is a section of the 2017 CEAP that is called an "Implementation Plan," we feel strongly that a more detailed implementation plan is required. This implementation plan should clarify, as much as possible, the basic who, what, where, when, why, and how questions that are crucial to the success of any strategic plan. In

some cases, CEAP strategy implementation may be best led by community organizations, whereas in other cases city staff, the CPC, and/or the CCOC, accountable to the City Council, are best positioned to lead implementation. In many cases, success will depend on effective cooperation among multiple parties. An implementation plan, developed with broad community input, can help to re-establish community buy-in, focus communications, and enhance clarity about our community climate priorities and how we are working together to reach our goals.

- **Seek commitment, leadership, and collaboration from key Ashland businesses, organizations, and the community at large.** We have observed that other Oregon municipalities have been successful in engaging and securing commitments from leading organizations in the community. High-level, visible leadership commitments go a long way to communicate the importance and urgency of climate action in our community. Moreover, since major stakeholders can have an outsized impact on whether we achieve or do not achieve our climate goals, their active participation in CEAP implementation is critical.
- **Massively scale up engagement and outreach.** We believe that both community engagement (two-way communication) and outreach (one-way communication) must be quickly and massively scaled up because our existing structure is not nimble enough to accomplish all that needs to be done in the time left to do it. More people need to be involved. Both new and existing people need to be better coordinated. Government structure and process are appropriate when considering compulsory actions and city programs and policies, but they are inefficient for education and voluntary compliance. The Ashland community needs to focus existing political will and build new political will to achieve our high-priority climate goals.

## ***Options for Moving Forward***

We have explored the strengths and weaknesses of various approaches to scaling up community leadership and collaboration to achieve our climate goals:

1. **Traditional government-led climate action implementation** (similar to status quo)
2. **Integrated commission campaign:** coordinated engagement and outreach efforts initiated by the Commissions
3. **Community Coalition:** development of an organization to promote leadership, commitment, and collaboration in CEAP implementation from community residents and key stakeholders (including businesses, organizations, and community groups).

### ***Option 1. Traditional Government-led climate action implementation***

Oregon cities are required by the state to conduct community engagement. However, in many cases, city-led efforts can suppress community-based leadership and collaboration, and city-led engagement strategies may be insufficient to achieve long-range, large-scale shifts in community norms. In traditional government-led community communication, the engagement process typically flows as follows:

- council delegates policy development to a commission or ad hoc committee
- delegated body drafts a proposal
- feedback is solicited via community meetings, surveys, polls, and email
- delegated body refines the proposal
- council either decides against the proposal or adopts it, possibly after further refinement

This process can be lengthy, frequently months long, and can be as much as a year or more from start to finish. It is usually one-off or episodic; there is not a constant dialogue between government and community with continuous policy refinement. The amount of associated work is large enough that staff or volunteer commissioners cannot reasonably carry the load so paid consultant help is required. This adds to the required calendar time as the government consultant hiring process takes time. Consulting budget may not be available. Once the consultant has finished their expertise and the momentum they

bring to the process are lost. The CEAP adopted in 2017 used this process. That option is not available to us in 2021.

In Ashland, government outreach is conducted via websites, traditional media, and social media. Examples include:

- CCOC Sneak Preview column
- City website, e.g. new climate and energy web pages
- Monthly newsletter, traditionally associated with utility billing

### **Option 2. Integrated Commission Campaign**

This option is described in detail in “Climate Resilient Ashland - A Concept” which is aimed at improved coordination of city and commission outreach to residents on high-profile topics. Here are a few key components of the Integrated Commission Campaign concept:

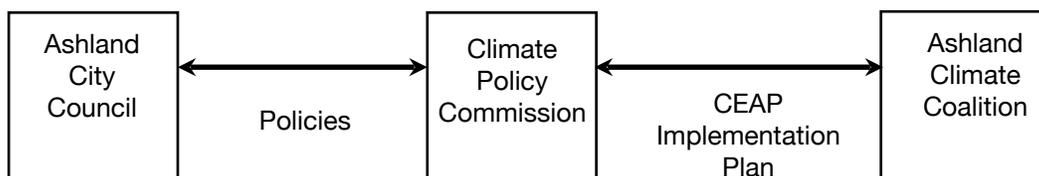
- **Element 1:** An annual outreach calendar with monthly themes on priority public education topics such as wildfire safety, water conservation, climate action, and more.
- **Element 2:** Neighborhood Ambassadors focused on neighborhood outreach and engagement. Since the Community Emergency Response Team (CERT) program already has a neighborhood focus, it has been proposed that these volunteers could possibly serve this function.
  - Neighborhood Ambassadors would require significant additional topical knowledge to have substantive climate change discussions with community members. It is not clear whether these volunteers can be reasonably expected to be skilled in community organization, emergency response, and climate change knowledge.
  - It is unknown whether CERT volunteers will be asked and then adopt the proposed new role of consistent community contact with climate change discussions. Historically they have volunteered to assist episodically with the expectation that their work is associated with low-frequency low-duration high-impact events.
  - Consistent contact between CERT volunteers and their respective neighborhoods should dramatically improve their capacity to act during low-frequency low-duration high-impact events. They will know their neighbors and their needs.
  - The Neighborhood Ambassadors element leverage existing community capacity. City staff manage the program; this city association brings with it city constraints.

### **Option 3. Community Coalition**

Many communities with climate action plans have organized coalitions of institutions, business, organizations, and other key stakeholders to mobilize community leadership, collaboration, and commitments. (See “Oregon Community Climate Coalitions” for examples.) These coalitions also spearhead resident engagement in community-based climate action. These coalitions often complement or augment the work of the city government.

The proposed coalition would be based on the following key elements:

- **Problem:** the current CEAP delivery structure is not sufficiently effective, nimble, or collaborative and ultimately will not be successful
- **Solution:** effective community involvement with an enhanced CEAP implementation plan
- **Relationship:**



- **Purpose:** community leadership and engagement to achieve Ashland's climate goals
- **Expectations of coalition members:**
  - Commit to implement actions within the CEAP
  - Demonstrate leadership in achieving Ashland's Climate goals
- **Using:** CEAP as adopted in 2017 with the addition of a more detailed CEAP Implementation Plan created in 2021 to answer the who, what, where, when, why, how of implementation
- **Priorities** will be aligned with those previously identified by CPC and staff:
  1. Buildings - fossil gas, energy efficiency (start here)
  2. Transportation - electrification and mode shift (close behind buildings work)
  3. Energy Source - integrate considerations of cost, equity, and resiliency
  4. Adaptation
  5. Consumption
- **Representation:**
  - Commissions - CPC, CCOC, Transportation, Wildfire Safety Commission, Forest Lands?, Health and Human Services, others?
  - Council - commission liaisons of above commissions
  - Citizens - robust participation across the community, with an emphasis on achieving diversity and equity
  - Organizations - ASD, SOU, OSF, Asante, Chamber of Commerce, faith-based groups
  - City Staff
  - Climate Groups - SOCAN, Rogue Climate, Pachamama, SOHEVA, Emerging Futures, others
  - Stakeholders - HVAC dealers, plumbers, restaurant owners, retail businesses, architects, ...

### Open issues

- Who should convene the coalition? CPC, a group of citizens, others?
- What is the best structure for the coalition? Many community coalitions utilize concentric membership circles that could include an executive body, core steering committee, and issue- or sector-based action teams or working groups.
- How would commissioners and council liaisons participate? Public meeting requirements for commissioners and city councilors will limit the ability of all commissioners or councilors to attend coalition meetings . These requirements could be addressed by rotating commissioners / councilors / liaisons; appointing representatives / liaisons (assumed above); and/or silent attendance
- What will be the funding needs of the Coalition and how will these be met? Coalition member contributions? Contributions from city residents? City funding? Grant funding? We believe that the Coalition could launch without initial funding but funding needs and sources would need to be explored within the first year to sustain the organization.

### Assumptions

- CEAP implementation does not naturally divide between city government and community. On some issues, it may be most appropriate and effective for the coalition to spearhead a climate strategy; in other cases, it will be more appropriate for CPC or other city organizations to take the lead. This division of labor is expected to be somewhat fluid. The community can provide political will and inform and support personal choices, complemented by supportive city policies and programs, such as on-bill financing, incentive programs, and, ultimately, requirements
- What we're currently doing is not sufficient to achieve Ashland's climate goals. We will be more effective in reaching our climate goals if we involve and engage the entire community.

## ***Recommendation***

We recommend against continuing to rely primarily on Option 1, Traditional government-led climate action implementation due to lack of funding, the necessarily slow associated process, and the communication and decision constraints imposed by that process.

We recommend that CPC and CCOC support Option 2, the Integrated Commission Campaign, as well as Option 3, the Community Coalition.

It seems clear that the proposed Option 2, the Integrated Commission Campaign to coordinate commission outreach should be implemented aside from any more major changes to scale up community leadership in CEAP implementation. Campaign coordination may evolve should such major changes occur.

We believe that scaling up a Community Coalition, complementing the work of the city, the CPC, and the CCOC, is the strategy that will be most successful to accelerate existing climate action momentum; develop and ensure community participation in a detailed CEAP implementation plan; build implementation commitment, leadership, and collaboration from key Ashland businesses, organizations, and the community at large; and massively scale up engagement and outreach.

We look forward to your input on this proposal.