

Generating Change:

How Boston Transitioned from Municipal to Community-Wide Climate Planning



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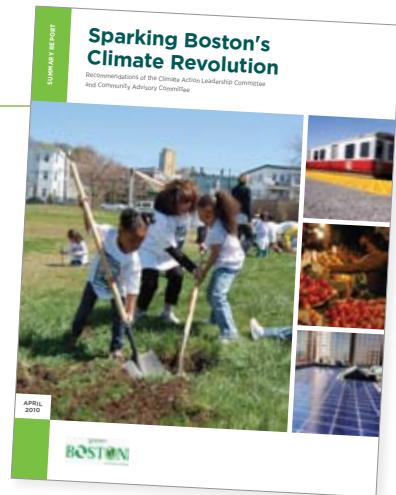
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Introduction

In March of 2010, a broad coalition of business leaders, residents, non-governmental organizations, policy advocates and technical experts delivered a powerful set of recommendations for Boston's municipal government to move Boston's Climate Action Plan to a new level. The recommendations, formally submitted as the report *Sparking Boston's Climate Revolution*, set a new and broader stage for climate action with an ambitious target of 25% reduction in greenhouse gas (GHG) emissions by 2020. The recommendations move aggressively beyond the limitations of municipally controlled actions, calling for specific, yet, broad-based community initiatives to drive climate mitigation and adaptation. The recommendations challenge Boston to recognize that the only way to succeed at climate mitigation and adaptation is to ensure the effort is broadly shared and the benefits delivered equitably. The recommendations filter potential actions through a lens of economic development, pushing Boston to leverage climate action as a tool to secure a more prosperous future.



The report was the result of a year-long consensus building process. Led by a Climate Action Leadership Committee appointed by Mayor Thomas M. Menino, this process engaged stakeholders from across Boston to identify and assess actions the City could take to reduce GHG emissions. The process resulted in a portfolio of mitigation strategies that could result in \$2 billion of savings to Boston businesses, government and residents. The deep community engagement embedded in the process also resulted in partnerships and networks that will play a vital role in implementing the report's recommendations.

The story of how these stakeholders came together and reached consensus across such broad sectors is itself a critical element on Boston's path to success in climate action planning. This story offers lessons for engaging on future issues that require community-wide commitment, as well as a blueprint for other communities seeking to move their climate efforts to a new level.

This report, *Generating Change: How Boston Transitioned from Municipal to Community Wide Climate Planning*, documents Boston's climate action planning process. We briefly explore the history of how Boston came to this

place at this moment. We then examine the critical success factors of the process from design to execution, the central players, and the adjustments made along the way.

While the City was embarking on the Climate Action Planning process, it was also engaged in the planning of a new city-wide energy efficiency program called Renew Boston. While the Renew Boston planning was a parallel process, it engaged many of the same stakeholders and will play a large role in the City achieving its GHG reduction goals. The timing, and many if the key players were shared with the climate planning process, making it is impossible to tell the story of the climate planning process without reviewing the Renew Boston process.

The information in this report is based on a robust effort, including surveys, interviews and direct observation, to elicit feedback from stakeholders and participants. An assessment team asked participants to reflect on the climate action planning process and to identify the elements that most contributed to its success as well as those that presented challenges. Their voices and perspectives are presented collectively by survey data and in their exact words throughout this report.

Setting The Stage In Boston – A Brief History

Beginning in 2000, Boston became one of the earliest cities to join ICLEI-Local Governments for Sustainability's Cities for Climate Protection Campaign. In 2001, an Energy Advisory Committee was formed to advise Boston's Mayor and City Council on ways to reduce energy consumption in municipal facilities. By 2003, the City had completed its first municipal green building and convened a Green Building Task Force to identify opportunities for the City to be a leader in green building. This Task Force effectively engaged a broad group of stakeholders — including real estate developers — and it garnered support for zoning code changes and for development of the City's first municipal green building ordinance. In 2005, Boston completed its Integrated Energy Management Plan for 362 municipal buildings, which identified over \$4 million in savings opportunities. That same year, Mayor Menino joined mayors from across the nation as one of the early signatories to the U.S. Mayors Climate Protection Agreement, committing the City of Boston to meet or exceed the Kyoto Protocol emissions reduction target. Boston continued to make strides in its climate change initiatives, and in 2007, published its first Climate Action Plan.

Between 2000 and 2007, the City of Boston made considerable strides towards its climate objectives. The City had demonstrated in visible and measureable ways its commitment to climate action by taking action to reduce GHG from its own operations and where it had direct levers of influence.

The majority of Boston's GHG emissions are produced not from government operations, but from the community as a whole. Having made progress on municipal emissions, the City understood that in order to tackle Boston's communitywide GHG emissions, they needed to expand the effort beyond City operations. To be successful would require engagement and sustained action by multiple sectors of the Boston community.



Critical Success Factors

LEAD FROM THE TOP

Make it official. Mayor Menino began the transition to broader inclusion in climate action planning with the issuance of the Mayor’s 2007 Executive Order Relative to Climate Action in Boston, which sought to engage a Community Climate Action Task Force. The Executive Order outlined the following responsibilities for the Task Force:

- Review the City’s Climate Action Plan and make any appropriate recommendations;
- Complete a community-wide GHG emissions inventory and set goals for community-wide reductions;
- Make recommendations to the Mayor and the community concerning actions necessary to meet climate action goals and to take advantage of associated opportunities;
- Prepare educational materials for households and businesses in Boston describing global climate change and climate actions they can take; and
- Identify economic and workforce development opportunities associated with climate action and the clean technology sector.

“First I would recommend strong leadership. Create an environment of understanding. Push for participants to hear all sides and have empathy. Choose people from all sectors that have an open mind.”

— Stakeholder Interview remarks on what aspects of the process he would recommend



Mayor Menino, Former Vice President Al Gore and Boston Environment Chief Jim Hunt at the March 30, 2009 announcement of the Climate Action Leadership Committee

Even as the Mayor laid this groundwork for expanding engagement in climate planning and action, he and his team resolved to take aim at one of the biggest barriers facing residents and businesses who want to make their buildings and homes more efficient – namely the confusing matrix of building energy assessments, contractors, financing and incentive programs. They wanted to create a “one stop shop” to help residents and business owners navigate the process. They called the idea, “Renew Boston” and began developing the concept. In early 2009, Boston was awarded federal funding through the American Recovery and Reinvestment Act and Energy and Environmental Conservation Block Grant program. These new resources accelerated the Renew Boston development process, just as the Mayor’s climate planning process had its official launch in the spring of 2009.

PUT A TEAM ON THE FIELD

On March 30, 2009, the Mayor launched the Climate Action Leadership Committee to carry out the Executive Order. He appointed 22 leaders from multiple sectors to the Climate Action Leadership Committee, including representatives from area businesses, universities and nonprofits.

The City simultaneously impaneled an Advisory Group of City of Boston staff, representatives from the Massachusetts Department of Energy Resources, local utilities, and nonprofits with a particular focus on energy efficiency, community development and environmental justice. The group was tasked with planning for Renew Boston. The members of the Renew Boston Advisory Group were specifically identified because they had a role to play in the development and the implementation of the Renew Boston program. Renew Boston sought to coordinate and enhance the uptake of existing energy efficiency programs, making it essential that the people running the existing programs were at the table. (See Appendix C)

“ [I] saw in this process that all parties had come to the table with patience and an open mind.”

— Survey Respondent

100% of survey respondents said they would participate in this or a similar process again.

BUILD STRONG INFRASTRUCTURE

Cultivate support from vested stakeholders. The City recognized the need for external support for the planning process. Turning to foundations committed to both the City and environmental issues, the City sought and secured substantial resources from the Barr Foundation and the Boston Foundation. With this funding, the City was able to hire professional facilitation and content consultants for the climate action planning process and to engage technical experts for the Renew Boston planning process.

“ I feel the facilitators were skilled in ensuring that all voices were heard, and I felt that the other committee members were generally very respectful of each other’s perspectives.”

— Survey Respondent

Bring your own stakes to the table. The Mayor chose to commit significant City staff time to support this process and asked for considerable commitments from those invited to participate in the process as volunteers. In several stakeholder interviews, the staff and consultants were praised for moving the conversation forward. Before each meeting, committee members received detailed agendas and background information. As a result of this level of support and preparation, volunteers felt their meetings were efficient and effective.

Use both process and content experts. Impressed with the strength and complementary skills of two firms submitting bids for the facilitation of the climate planning, the City chose to hire both and asked them to work collaboratively. The Facilitation Team was led by Dr. Jonathan Raab of Raab Associates and Cynthia Silva Parker of Interaction Institute for Social Change.

During this time, Renew Boston also secured the professional services of consultants. Throughout the year, the City staff and Renew Boston Consulting team’s efforts on Renew Boston supported and informed the climate change planning process. The Facilitation Team worked collaboratively with the Renew Boston consultants to

30% of the survey respondents said they spent 10-25 hours each over the year; 32% spent 25-50 hours.

When asked what part of the process you would recommend that other local governments’ follow, 94% indicated “Support of Mayor and City Staff” was critical.

calculate the projected energy savings from improving energy efficiency in existing buildings, as well as from several other building related strategies (such as building codes, building labeling, and retrofit ordinances).

The Facilitation Team brought skill in facilitation and process design, and expertise in the fields of energy and climate change. The Renew Boston Consulting team had strong content knowledge in energy efficiency and renewable energy. This allowed the robust development of both the process structures and the support of content that allowed the committees to work effectively.

89% of survey respondents recommend, and 55% “strongly recommend,” a “Team of Consultants” to other local governments.



Facilitators Cynthia Silva Parker and Dr. Jonathan Raab

DESIGN FOR INCLUSIVENESS AND BROAD REPRESENTATION

Structure for the most representation. To support the climate action planning process, the City set up two separate committees with distinct responsibilities and constituents: a Leadership Committee and a Community Advisory Committee. The Leadership Committee focused on the development of mitigation measures, while the Community Advisory Committee reviewed those measures and designed community engagement strategies for implementing them.

Share leadership roles. The Climate Action Leadership Committee was co-chaired by two professionals, one internal to the City of Boston and one external: James Hunt, the Chief of Environmental and Energy Services for the City of Boston and Mindy Lubber, the President of Ceres (a national network of investors and environmental organizations working to incorporate sustainability into capital markets). This arrangement of co-chairs allowed a sharing of leadership between the City and an external partner, further demonstrating the commitment to a broader, more open process.

“It was indicative of the inclusive process and a thoughtful touch.”

— Stakeholder Interview, commenting on the Mayor’s selection of a student representative to the Leadership Committee

Solicit community input. While membership of the Leadership Committee represented a cross section of Boston’s major sectors — business, nonprofit, higher education — the Community Advisory Committee was designed to reflect the diversity of Boston’s communities and neighborhoods. A call for nominations was sent out to the community. Over 70 nominations came in from Boston residents interested in serving, and 36 individuals were chosen by the Leadership Committee Co-Chairs to serve on the Community Advisory Committee.

CREATE OPPORTUNITIES FOR ENGAGEMENT

Create an effective working structure. The breadth of work before the Leadership Committee and Community Advisory Committee was significant. The issue areas were complex both on technical and policy levels. The Facilitation Team designed a structure of working groups to allow additional experts to join Committee members and City staff for more in-depth examination of issues.

This allowed much of the detailed work to be discussed in working groups. Working group meetings, led by facilitators and City staff, were widely acknowledged as the spaces where recommendations really took shape. When issues were brought back to the full Committee, they were well formed and ready for the Committee to act upon within the time frame of the process. The working groups also created another important vehicle for broadening the group of stakeholders engaged in the climate planning process. Working groups were created first for Buildings and Transportation and later for Adaptation. Working groups consisted of members of the Leadership Committee, City staff and external experts. (See chart on pg. 10)

86% of respondents felt engaged/empowered by the process, with 50% feeling “very engaged/empowered”



Community Advisory Committee meeting

“I can’t imagine we would have had many concrete recommendations if not for the working groups.”

— Survey Respondent

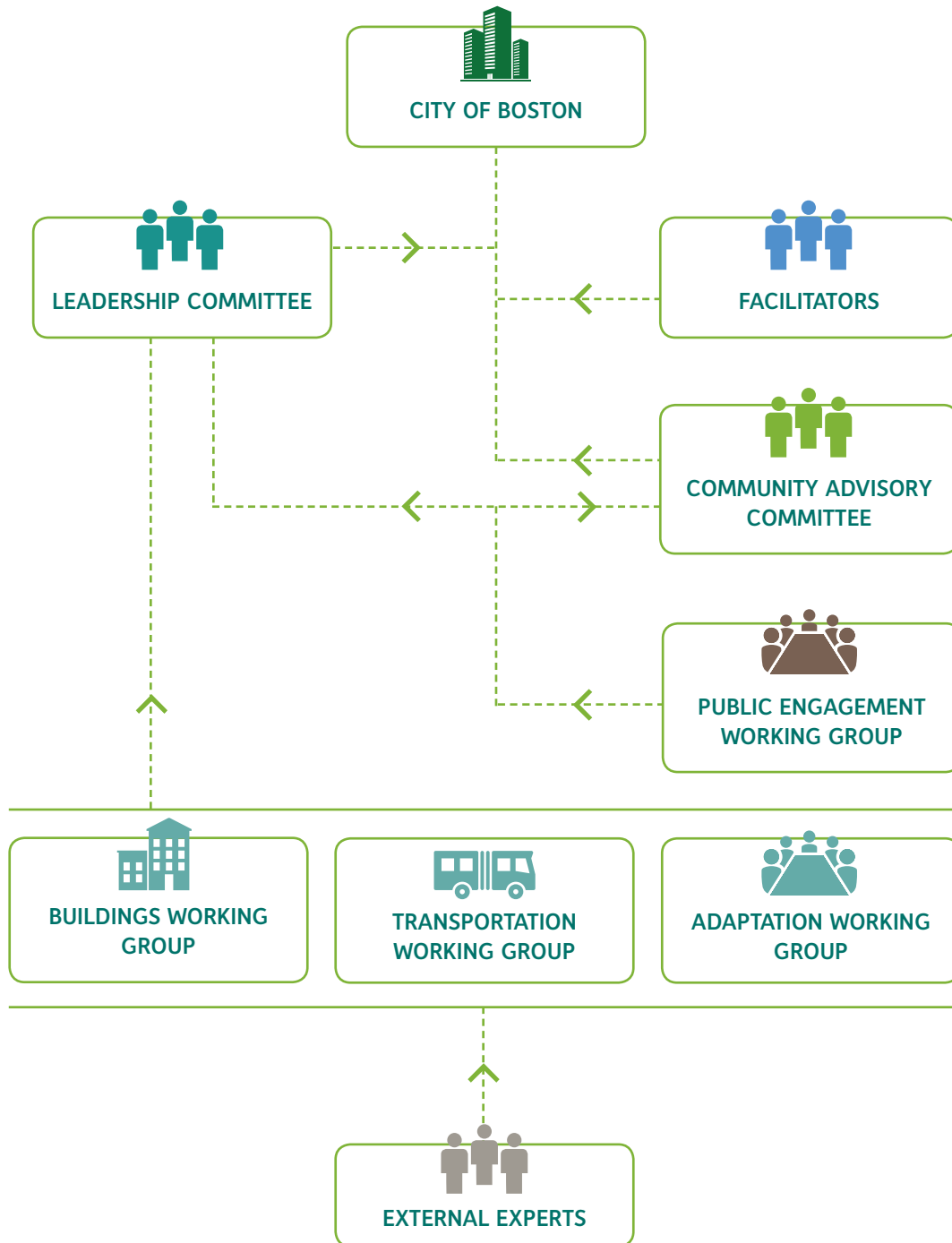
“The (Renew Boston) Monday Morning meetings with internal stakeholders were considered a breakthrough in communication for the City. The collaboration could be a legacy of the project.”

— Stakeholder Interview

Break down silos. The process to design the Renew Boston program brought together City staff from multiple departments, including representatives from: Boston Redevelopment Authority; Environmental and Energy

Services; Neighborhood Development; and Management Information Systems. This interdepartmental group met on a weekly basis from late September 2009 through March 2010 to develop the strategies and implementation plan for Renew Boston. Their goal was to ensure a complete accounting of initiatives and plans to enhance collaboration, leverage opportunities, and avoid duplication. Recognizing the value of the interdepartmental meetings, meetings continued even after the conclusion of the Renew Boston planning process. The City’s Director of Energy Policy, also met with the consultant team on at least a weekly basis for the majority of the year-long effort. While the entire Renew Boston Advisory Group met as a group only three times, each member had such a deep investment in the Renew Boston program that they met one-on-one with City staff and consultants on numerous occasions. As a result, the Renew Boston program not only included partners input, but actually integrated their organizations in its implementation.

Climate Action Planning Organization & Roles



FOCUS THE PROCESS AND SET A CLEAR END DATE

Concentrate on policy goals not politics. The City of Boston was interested in creating a process that was uniquely Boston’s, consistent with Boston’s priorities and realities. Mayor Menino’s charge to “Be Bold,” to “put everything on the table and think big and broad” helped participants put ambitious ideas forward without worrying about applying a political litmus test. The City of Boston was not interested in merely following the best practices of other cities and adding a few Boston-specific touches. Rather, the Mayor made it clear to the committees that economic development and job growth opportunities were goals on par with GHG reductions. Climate change planning and action involved not only a responsibility to protect Boston’s existing assets, but an opportunity to grow Boston’s economy and share benefits across multiple sectors. These outcomes became a common touchstone throughout the committees’ work.

“We had a deadline and worked back from there. It helped plan out all the meetings. It was an organizing tool, and it helped recruit the Leadership Committee because they knew it wasn’t an indefinite commitment.”

“The guiding principle was how can we meet the goals and make an impact, and we stayed focused on that.” — Stakeholder Interviews

89% of survey respondents said they would recommend the firm deadline to other local governments.

End on time. Together, the Climate Action Leadership Committee and the Community Advisory Committee were charged with developing a set of recommendations for how Boston could effectively and equitably reduce GHG emissions while also enhancing its resilience to a changing climate. The Mayor’s charge to the committees mirrored the tasks laid out in the 2007 Executive Order and held the same one-year timeframe for action. The Renew Boston Advisory Committee also operated under the Mayor’s spring 2010 deadline.

REMAIN OPEN TO NEW OPPORTUNITIES AND COURSE CORRECTIONS

Revisit the goal. While the initial charge to the committees was to focus on mitigation, in time they expanded their work to include adaptation strategies. The committees through their initial work recognized that considerable climate change was already underway. Regardless of Boston’s success in future GHG mitigation, the community would experience a sea level rise, increased heat and cold waves, along with other potential climate change-induced hazards. The committees revisited their original goal, and decided together that securing Boston from harm was every bit as important as supporting its future development. This meant adaptation activities were just as critical to weave into the Climate Plan as mitigation measures.

Consider what’s missing. A second significant change during the process was to actually build a community engagement process into the planning process itself. Initially, community outreach was considered a longer-term strategy that would become a priority during implementation. Yet, as the process unfolded, community response factored into the Leadership Committee’s recommendations. The Community Advisory Committee — itself a testament to thoughtful community engagement — organized five community workshops that were attended by a total of 500 people. Committee members found that organizing the workshops was demanding — a number of them expressed that additional support and resources to more effectively organize and promote the workshops would have been helpful.



Community Workshop

“ [Our] roles and purposes became clearer over time. When designing a new program or initiative things need to evolve based on the realities and objectives of the program. The process evolved with better understanding of the group. ”

— Survey Respondent

“ We received some affirmation on ideas, some pushback, and some new ideas...[and] a good range of responses that [allowed] the committee to make better recommendations. ”

— Stakeholder Interview on the results of the community workshops

Through the workshops, community members were engaged in review of the mitigation and adaptation measures most related to the neighborhoods. The workshops also asked community members to help design the community engagement recommendations. These workshops were praised for being a critical first step in a longer-term community engagement strategy, a testing ground for the evolving recommendations, and a space for residents to offer their perspectives and ideas.

Feedback from the community workshops was presented by the Facilitation Team at the March 23, 2010, joint Leadership Committee-Community Advisory Committee meeting. The slides presented at the workshops, keypad polling results and written comments from roundtable discussions are all available on the City of Boston’s website.

Results

“I could see my ideas reflected in the recommendations.”

— Survey Respondent

“Best piece to come out of the climate action planning process was collaboration – new perspective on why different people/groups do what they do.”

— Stakeholder Interview

The “Sparkling Boston’s Climate Revolution” report offers recommendations in four broad areas: Climate Mitigation, Climate Adaptation, Economic Benefits and Community Engagement. The category of Adaptation was an outgrowth of the climate planning process. The other three areas, Climate Mitigation, Economic Benefit and Community Engagement, were strongly influenced by the process.

Within the Mitigation recommendations, 67% of the decrease in greenhouse gas emissions by 2020 will come from improving the efficiency of Boston’s building stock through the Renew Boston program. The willingness to engage both processes – climate planning and Renew Boston – allowed implementation on the largest source of greenhouse gas emissions as the climate planning recommendations report was being delivered. The research and data to inform the report’s recommendations overlapped with the information needed to build a robust Renew Boston program. While running two processes simultaneously stretched City staff resources and was confusing for some engaged in the climate planning process, it delivered the largest area for immediate climate action with the highest potential payoff of all stakeholders.

The desire for climate action to deliver broader social benefits in the form of economic development and job growth was a common thread from the Leadership Committee to

the community workshops. The realities of limited capital resources hamper the green economy’s economic development opportunities. Much of the conversation centered on the costs of measures, and put constraints on policy options that did not offer more economic benefit than they cost. The final report of recommendations identifies the costs and benefits of each recommendation. The recommendations will offer over \$2 billion back into Boston’s local economy. The bulk of this economic benefit is the result of energy savings by businesses and residents. These “saved” dollars, unlike energy dollars, can be re-invested locally, helping to grow the local economy.

The inclusion of broader community stakeholders forced the dialogue beyond cost effectiveness to a discussion of economic equity. The response to climate change needs to provide greater benefit than cost, and those benefits need to be shared across the community. The report asks the City for a commitment of shared effort and shared benefit from climate change actions. It further suggests that climate action be affirmatively used to reduce economic disparities. Within the economic recommendations section of the report, it states, “as Boston implements its climate action program, care must be taken to ensure that it does not exacerbate existing social and economic inequalities and, whenever possible, contributes to reducing them.”

The tangible application of the Leadership Committee’s call for equity is found in the recommendations for expanding worker and contractor training and databases to connect the workforce and new green economy opportunities. The program design ensures access to these opportunities for underserved populations and those with economic, language or other barriers to participation. The recommendations expand the Boston Resident Jobs policy, which requires preference for Boston resident workers on Boston projects, to climate related projects. Services for small, minority and neighborhood based businesses are a focus of the Renew Boston design. Residential programs in Renew Boston are structured to respond to economic and cultural barriers.

The community workshops demonstrated that a successful community engagement program can leverage existing neighborhood-based knowledge and networks. The community advisory committee members were able to harness their networks and drive a high level of attendance at workshops. The level of commitment by community members to the policy discussion, and to connecting policy to actions within their own neighborhoods and networks, was impressive. This shaped the Community Engagement recommendations of the report. The two top recommendations — 1. Partner with and share responsibility for Boston’s climate goals with community organizations to promote climate action at the neighborhood level, and 2. Encourage community involvement in policy development, program planning, and assessment — garnered the highest response from community members in the community workshops.

The climate action planning and Renew Boston processes fostered new partnerships between and among various groups. Participants clearly valued, as one survey response said, “the communications and collaboration across sectors, between departments, between the different committees and between different groups and organizations.” The climate action planning and Renew Boston processes brought to the table a diverse set of stakeholders and left a legacy of collaboration. New partnerships and collaborative bodies were formed, others were strengthened, and age-old silos were broken down in favor of cross-department, cross-sector, and cross-community work. While the recommendations were the expected result of the year-long planning process, the new partnerships and strengthened networks will be critical for moving the recommendations to action.

38% rated “Consensus Recommendations” as one of the top process outcomes to recommend to other cities.

50% credited “enhanced stakeholder communication” as a good/best outcome of the process.

35% of Renew Boston participants and 25% of Climate Action participants thought the “new partnerships” established during the process achieved the best possible outcome for their process.



Renew Boston Advisory Committee meeting

Expectations

“This was a good initiative. Follow through on actions and recommendations are important. The implementation is where the action is required and results can be realized.” — Survey Respondent

“I hope that the city really follows up on the process by keeping members of both of the committees engaged and involved and aware, and more importantly, that they continue to empower the community and emphasize the potential of implementing the recommendations as a chance to build a stronger, healthier, more just Boston.” — Survey Respondent

The *Sparkling Boston's Climate Revolution* report was presented to the Mayor by the members of the Leadership and Community Advisory committees at a public Earth Day event in April 2010. The results of the year-long process were clearly articulated as a set of recommendations, and all parties recognized that the next steps — turning those recommendations into a plan and implementing it — will require the active participation of an even broader network. The two processes — climate action planning and Renew Boston — received substantial financial support from private foundations as well as significant time from City staff and volunteers. Over \$800,000 was spent directly to support this effort. This extensive public engagement process leaves the City poised to utilize the network of hundreds who engaged at various levels in the planning processes. The broad investment of significant amounts of time, energy, and funding by participants at all levels also creates expectation for a similar level of engagement as the process continues.

Participants are now eager and anxious to see how the City will implement the recommendations. After all their work, hopes are high that the City will actively pursue implementation of the recommendations and begin this work quickly. It will be important for the City to tap the excitement and expectations built among the wide network of people engaged in the planning processes to keep the community confidence and commitment to the climate work ahead.



Climate Action Leadership Committee

Conclusion

The City of Boston undertook a comprehensive and ambitious effort in 2009 and 2010 to refine and escalate its efforts to mitigate the threat of climate change. Already a leader in this field at the municipal level, Boston's climate action planning process and the development of Renew Boston has demonstrated how a city can engage residents and leaders from all of its major sectors in the shared work of achieving aggressive GHG reduction goals.

The Barr Foundation commissioned this report to document the core components and outcomes of the process and to identify the challenges that emerged and unanticipated benefits. *Generating Change: How Boston Transitioned from Municipal to Community Wide Climate Planning*, is the culmination of the efforts of the evaluation team. It is clear that the climate action planning process met and, in many cases, exceeded the City's expectations within the designated timeframe. Implementing the Leadership Committee's recommendations will be a massive undertaking for the City. Yet the myriad drivers of success that marked this process – consensus-based recommendations, new partnerships and networks, community engagement, a detailed plan to advance energy efficiency – have helped lay the foundation for an ambitious plan to become reality.

Mayor Menino has accepted the *Sparking Boston's Climate Revolution* report. Now Boston City staff must move forward on the development of an implementation plan to incorporate these recommendations into the City's existing Climate Action Plan. As recommended by the Leadership Committee, the City will incorporate strategies to enhance the City's resilience to a changing climate as part of the updated Climate Action Plan, which previously only addressed reducing GHG emissions.

Once the Climate Action Plan is revised and consistent with the Leadership Committee's recommendations, the hard work of implementation will begin. The City has pledged to establish an inclusive and participatory process for implementation, just as it did for the planning – one that truly shares the effort and benefits across the community. They will enter this critical phase with a community eager to act. And while age-old obstacles such as limited funding and inertia remain, new networks, and new partners that were cultivated during the planning process, are full of energy and excitement to begin.

Indeed, this assessment echoes the closing words of the Leadership Committee's *Sparking Boston's Climate Revolution* report: "With eagerness to learn, flexibility to respond, concern for this generation and those to come, and willingness to share the burdens and benefits of climate action, Boston can – and should – grow, lead, and prosper. In the urgency of this moment – as at other tumultuous and historic times – Boston stands ready to act."

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Community Workshops

Appendix A

BUDGET FOR THE CLIMATE ACTION PLANNING AND RENEW BOSTON PROCESS

The City of Boston was fortunate to have strong financial support from the philanthropic community to engage on both the climate action and Renew Boston planning. This funding allowed additional professional facilitation and consultation to be accessed for the planning processes. The City also dedicated staff time and paid directly for additional pieces of the planning process. Community volunteers donated time as volunteer facilitators for the community workshops. It should be noted that there were considerable additional volunteer hours, not represented in this budget breakdown, spent by the members of the Leadership committee, Community advisory committee and the Renew Boston Advisory Committee.

		Grant Funds	City Costs	In Kind/ Donations	Total
Grants	The Barr Foundation	\$375,000			
	The Boston Foundation	\$250,000			
Total Grant Funding		\$625,000			
Expenses					
Climate Action Planning	Facilitation Consultants and Researchers	\$232,000			
	Report Design	\$18,000			
	Printing		\$4,000		
	City staff time		\$75,000		
5 Community workshops	Facilitation Consultants and Researchers	\$101,000			
	Food& room rental	\$12,300			
	Audio/Video recording and editing	\$4,500			
	Childcare	\$500			
	Keypad polling	\$6,700			
	Translators		\$3000		
	Volunteer table facilitators			\$20,000	
SUBTOTAL Climate Action Planning including community workshops		\$375,000	\$82,000	\$20,000	\$477,000
Renew Boston	Consultant Team	\$250,000			
	City Staff		\$75000		
SUBTOTAL Renew Boston		\$250,000	\$75000		\$325,000
TOTAL Expenses		\$625,000	\$157,000	\$20,000	\$802,000

Appendix B

RENEW BOSTON

As Mayor Menino laid the groundwork for expanding engagement in climate planning and action, he and his team took aim at one of the biggest barriers facing residents and businesses who want to make their buildings and homes more efficient – namely the confusing matrix of building energy assessments, contractors, financing and incentive programs. They wanted to create a “one stop shop” to help residents and business owners navigate the process. They called the idea, “Renew Boston” and began developing the concept. In early 2009, Boston was awarded federal funding (through the American Recovery and Reinvestment Act and Energy and Environmental Conservation Block Grant program). These new resources accelerated the Renew Boston development process, just as the Mayor’s Community Action Leadership Committee had its official launch. The Mayor kicked off both efforts simultaneously rather than waiting to plan Renew Boston until the completion of the climate planning process.

The Process – Phase I

To create a robust Renew Boston program, the City embarked on a year-long consensus-based recommendations process which involved an Advisory Group with representatives from the Massachusetts Department of Energy Resources, local utilities, and nonprofits with a particular focus on energy efficiency and/or community development and environmental justice.

The Phase I process to design the Renew Boston program brought together City staff from multiple departments, including representatives from: Boston Redevelopment Authority; Environmental and Energy Services; Neighborhood Development; and Management Information Systems. This interdepartmental group met on a weekly basis from late September 2009 through March 2010 to develop the strategies and implementation plan for Renew Boston. Their goal was to ensure a complete accounting of initiatives and plans to enhance collaboration, leverage opportunities, and avoid confusion or recreating the wheel. Recognizing the value of the interdepartmental meetings, participants have continued holding them even after the conclusion of the Renew Boston planning process. The City’s Director of Energy Policy, also met with the consultant team on at least a weekly basis for the majority of the year-long effort. While the entire

Renew Boston Advisory Group met as a group only three times, each member had such a deep investment in the Renew Boston program that they met one-on-one with City staff and consultants on numerous occasions. As a result, the Renew Boston program was designed in a way that not only accounted for their input, but actually integrated their organizations in its implementation.

The Players & Roles

The members of the Renew Boston Advisory Group were specifically identified because they had a role to play in the development and/or the implementation of the Renew Boston program. Because Renew Boston seeks to coordinate and enhance the uptake of existing energy efficiency programs, it was essential to ensure that people running the existing programs were at the table to offer recommendations to the Mayor on how the organizations and the City could best structure and design this innovative new effort.

As with the Climate Action Planning process, the Renew Boston phase I process relied extensively on City staff and a team of consultants to:

- Lead the weekly engagement meetings and the three Advisory Group meetings

- Facilitate separate meetings with city agencies, utility administrators and ad hoc meetings with outside experts
- Conduct a resource analysis, including an assessment of existing, new and needed resources
- Develop specific participation and energy savings goals based on baseline and projected data
- Review best practices from other cities
- Conduct a tremendous amount of behind-the-scenes research and analysis of utility data, energy policy, and innovative energy efficiency programs that informed the Renew Boston strategy

Game Changers for Renew Boston

When Mayor Menino kicked off the Renew Boston process in early 2009, energy efficiency initiatives were no longer conducted in isolation. In fact, throughout 2009 and into 2010, the federal government programs — through the American Recovery and Reinvestment Act and Energy and Environmental Conservation Block Grants were game-changers for Renew Boston’s formation. At the same time, newly enacted state policies set the stage for utility programs to increase investments in energy efficiency. These opportunities accelerated the development process, allowed them to test concepts, and brought more people and more energy to the table.

Renew Boston Advisory Committee

Kalila Barnett, Executive Director, Alternatives for Community & Environment

Mark Barnett, Co-Chair, Energy Technology and Renewables Practice, Foley Hoag

Lisa Clauson, Executive Director, Community Labor United

Jim Coyle, General Agent, Boston Building Trades

Robert Culver, President and CEO, Mass Development

Richard Dimino, President and CEO, A Better City

Philip Giudice, Commissioner, Massachusetts Department of Energy Resources

Rickie Harvey, Steering Committee Member, West Roxbury Saves Energy

Susan Houghton-Fenton, Sr. Vice President, National Grid US

DeWitt Jones, President, BCC Solar Energy Advantage, Boston Community Capital

Joseph Nolan, Sr. Vice President, NSTAR

John Wells, Vice President of Housing and Energy, Action for Boston Community Development

Stewart Wood, CEO, Veolia Energy North America

Results of the Renew Boston Development Process

Renew Boston will help achieve the Mayor’s goals of reducing energy needs, growing the green jobs economy, reducing greenhouse gas emissions and allowing for city-wide energy savings. To influence the specific goals highlighted in the Sparking Boston’s Climate Revolution report by the Climate Action Leadership Committee, the Renew Boston Team coordinated with the Climate Action Planning Team, calculated current energy usage and examined best practices from across the country. The recommendations from the Phase I planning for Renew Boston’s formation are:

1. Establish strong Renew Boston goals to drive participation and commitment
2. Establish an independent strategy board, community oversight committee and website to drive and enhance communication
3. Select initial outreach priorities both to meet the greatest economic needs and to achieve city-wide energy saving goals
4. Develop five Renew Boston functions to leverage unique City of Boston strengths in constituent service, job creation, and management information systems
5. Establish a Renew Boston office to coordinate city departments, neighborhood groups, and utility program administrators
6. Prioritize the seven implementation steps developed under the Phase I process to accelerate benefits for Bostonians

Appendix C

COMMUNITY WORKSHOPS

The creation of the Community Advisory Committee as a key component of Boston's Climate Action Planning process signaled the commitment of the City and the Leadership Committee to a plan that would engage the full community. Once seated however, the Leadership Committee and Community Advisory Committee both saw a value to not just developing community engagement recommendations but actively including the community in both designing the community engagement recommendations and reviewing the other key recommendations.

This approach required additional resources. The Barr Foundation gave an additional \$125,000 to support this expanded community engagement model. With this financial support and the strong community engagement and process expertise of the consultants, the Community Advisory Committee and the Leadership Committee elected to build five community workshops into the already tight timeline. The goal was to engage residents and solicit feedback prior to the recommendations being finalized and released. The Community Engagement Working Group was specifically created to address concerns that the current structure and process was not engaging the broader community early enough. The role of this working group was to support design and delivery of the five community workshops as a mechanism to educate and solicit feedback on the identified climate protection strategies.

The Community Advisory Committee was designated the lead entity organizing the workshops. It did so with the support of the Facilitation Team and the volunteer Community Engagement Working Group. The design for marketing of the workshops was based on leveraging the networks of the existing Leadership and Community Advisory Committee members. Email blasts were sent around and flyers were posted. The effort to get people to the workshops was a significant task and placed a lot of demands on the Community Engagement Working Group and other partner organizations that volunteered to help. Ultimately, there was a sense that more support for outreach would have been welcome, as the effort was more intensive

and time consuming than members had originally signed up for.

Workshop participants were asked to register ahead of time so that organizers could prepare for language translation and other logistics. Care was taken to make the workshops accessible to residents in all neighborhoods of the city. All of the workshops were held in the evenings, with the exception of the youth workshop, which was held on a Saturday, to give people who work during the day an opportunity to attend. The average attendance at the meetings was approximately 75 people, with the highest attendance of 142 at the youth-centered workshop at the Old South Church.

Each four-hour workshop followed the same agenda, which included:

- Brunch for the youth workshop, dinner for the neighborhood workshops
- A short video on climate change and Boston produced specifically for the workshops
- Short presentations on mitigation measures, Renew Boston, and community engagement strategies
- Two-rounds of small-group facilitated discussion
- Keypad polling

The keypad polling results were projected during the workshops, so that all participants could immediately see the results.

The rooms were organized with tables seating about ten people, with a volunteer facilitator at each table. Volunteer facilitators were given a brief training prior to their workshop. Their instructions were to encourage and guide the group discussion and encourage the free flow of ideas, not to attempt to forge consensus. Participants were randomly assigned to tables, with the exception of those requesting translation. Those requesting a translator were seated at pre-assigned tables with a translator. Chinese and Spanish translation services were utilized at the workshops.

Feedback from the community workshops was presented by the Facilitation Team at the March 23, 2010, joint Leadership Committee-Community Advisory Committee meeting. The polling results and summary of written comments from roundtable discussions are all available in the Appendix section of *Sparking Boston's Climate Revolution* report.

http://www.cityofboston.gov/Images_Documents/BCA_appendix_fl_tcm3-16964.pdf

Community Workshops

CITYWIDE

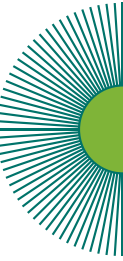
Youth Workshop Old South Church 645 Boylston St. Back Bay	Saturday, February 27	For high school and middle school age youth from all over the city
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NEIGHBORHOOD MEETINGS

Old South Church 645 Boylston St. Back Bay	Tuesday, March 2, 2010	Target Neighborhoods: East Boston, Charlestown, South Boston & Downtown, Chinatown, North End, Leather District, West End
Boston Lodge of Elks No. 10/ West Roxbury Elks Club 1 Morrell St., W. Roxbury	Monday, March 8, 2010	Target Neighborhoods: West Roxbury, Hyde Park, Roslindale, Jamaica Plain
Metcalf Ballroom George Sherman Union Boston University 775 Commonwealth Ave	Wednesday, March 10, 2010	Target Neighborhoods: Allston, Brighton, Fenway, Back Bay/Beacon Hill, Kenmore, South End
Roxbury Center for the Arts Hibernian Hall 184 Dudley St., Roxbury	Monday, March 15, 2010	Target Neighborhoods: Roxbury, Dorchester, Mattapan, Jamaica Plain

Notes

A large rectangular area with a light green border and rounded corners, containing 25 horizontal lines for writing notes.



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