

Climate Plan



Strategic Plan 2018

Acknowledgments

Thank you to ClimatePlan’s steering committee (listed at right). Your leadership, insight, and hard work were critical in putting together this strategic plan to meet our shared goals for a better California.

Thank you to our funders; you make all this work possible.

Funders:

(Anonymous)
The California Endowment
The William and Flora Hewlett Foundation
The James Irvine Foundation
Resources Legacy Fund

Thank you to our partners for all you do to improve California, and for your input in helping shape this plan.

Partners:

American Farmland Trust
American Lung Association in California
Breakthrough Communities
Breathe California of Los Angeles County
California League of Conservation Voters
California Pan-Ethnic Health Network
California ReLeaf
California Rural Legal Assistance Foundation
California Walks
Catholic Charities Diocese of Stockton
Center on Race, Poverty & the Environment
ChangeLab Solutions
Circulate San Diego
Clean Air Now
Coalition for Clean Air
Environmental Council of Sacramento
Endangered Habitats League
Environment Now

Fresno Metro Ministry
Friends of Harbors, Beaches, and Parks
Greenbelt Alliance
Housing California
Human Impact Partners
Leadership Counsel for Justice and Accountability
League of Women Voters of California
Local Government Commission
Los Angeles County Bicycle Coalition
Move LA
Natural Resources Defense Council
The Nature Conservancy
Pacific Forest Trust
Planning and Conservation League
Physicians for Social Responsibility – Los Angeles
PolicyLink
Prevention Institute
Public Advocates Inc.

Public Health Institute
Sacramento Housing Alliance
Safe Routes to School National Partnership
Sierra Business Council
Sierra Club California
Sierra Nevada Alliance
Smart Growth America
San Francisco Planning and Urban Research (SPUR)
TransForm
The Trust for Public Land
Urban Land Institute San Francisco
Unitarian Universalist Legislative Ministry California
Urban Habitat
Valley Improvement Projects
WALKSacramento
Western Center on Law and Poverty

Many thanks to Odin Zackman of DIG IN (digin.org) for his planning facilitation and guidance.

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Letter from the Steering Committee

ClimatePlan's 2018 Strategic Plan arrives at a time of great urgency and great promise.

As we write amid one of California's worst droughts on record, the need to act to protect the health of our climate and our communities is clearer than ever.

When ClimatePlan was founded in 2007, eleven organizations came together around three beliefs:

1. California's greatest source of greenhouse gases is transportation. Because of this, California's goals to fight climate change cannot be achieved without a transformation in planning for land use and transportation.
2. This transformation can also improve opportunities for people of all incomes, preserve California's iconic landscapes, and improve public health.
3. To achieve this transformation, we must work together as a strong, diverse, and inclusive statewide movement.

We believe in these ideas, and the potential for this transformation, more strongly than ever.

Thanks to our strong network of advocates, ClimatePlan has already achieved policy victories—see **Milestones**—in fighting climate change and improving California communities.

This plan lays out ambitious goals to build on these victories, to fight climate change, improve public health, preserve our state's lands and water, and bring more equity and opportunity to all parts of our communities.

To do this, we will bring more voices together to call for this transformation. Every ClimatePlan partner organization has an important role in accomplishing our collective vision. The network we have built, collaborating and strategizing together, is powerful. Together, we can make California a national leader in planning for prosperous, just, healthy communities.

We thank our current partners, welcome new allies, and look forward to the work ahead.

“ If you want to change a policy, start a campaign. If you want to change a system, start a network. ”

— June Holley,
The Network Weaver Handbook

Stuart Cohen, TransForm
Amanda Eaken, Natural Resources Defense Council
Chione Flegal, PolicyLink
Veronica Garibay, Leadership Counsel
for Justice and Accountability
Bonnie Holmes-Gen, American Lung Association
in California
Elyse Lowe, Circulate San Diego
Jeremy Madsen, Greenbelt Alliance
Liz O'Donoghue, The Nature Conservancy
Gloria Ohland, Move LA
Julie Snyder, Housing California
Sam Tepperman-Gelfant, Public Advocates



Executive Summary

ClimatePlan is leading the charge to transform California's growth to become truly sustainable and equitable. This massive undertaking requires a broad network of partners to change land-use and transportation patterns across the state.

ClimatePlan's 2018 Strategic Plan builds on the victories we've achieved so far and sets three goals to guide the next phase of our work:

GOAL 1: Shape Strong Regional Plans

Fulfill the promise of the state's first round of Sustainable Communities Strategies, and make future plans even better, to achieve more benefits for communities and the climate.

The Sustainable Communities and Climate Protection Act, SB 375, calls on the state's regions to reduce greenhouse gases from transportation. Many have already created plans to do so, called Sustainable Communities Strategies. These can reduce driving by building new homes, offices, and stores closer together, and by investing in public transportation and safe streets for biking and walking.

ClimatePlan will build upon lessons learned from the state's first round of Sustainable Communities Strategies (SCSes). Because even strong plans are only as good as their results, we will monitor the implementation of major regions' SCSes. We will also work to strengthen the next round of SCSes. The test is not only whether California is on track to meet its greenhouse-gas reduction goals, but whether it is meeting the needs of all Californians in promoting health, equity, and sustainability.



San Joaquin Regional Transit District/Flickr

GOAL 2: Improve State Policy and Agency Support around SB 375

Expand and strengthen the Sustainable Communities and Climate Protection Act (SB 375), increase funding for sustainable communities, and monitor state agencies to improve land-use and transportation policy.

ClimatePlan will leverage our network's expertise across issues to craft a shared platform for strengthening SB 375 and expanding its scope. We believe there is significant potential to better address key development-related issues—such as water supply, climate resilience, resource conservation, and economic displacement—in ways that will make the law more effective in reducing greenhouse gases and improving communities.

We will also work with key state agencies, such as Caltrans and the California Air Resources Board, as they allocate resources to tackle these critical goals.



Mike/Flickr

GOAL 3: Broaden ClimatePlan's Network To Increase Impact

Increase ClimatePlan's ability to achieve these goals by engaging new constituencies, building shared leadership, and strengthening communications within and beyond our network.

ClimatePlan will reach out to new strategic allies to inform and strengthen our efforts, and to better amplify the voices of grassroots groups. Our diverse network is what makes us effective; ClimatePlan will continue to bring partners together to increase understanding and build the power of our coalition. We will also continue helping decisionmakers to understand ClimatePlan's work: to see how, while fighting climate change, they can help people of all incomes and backgrounds to live in healthy communities.

“ ClimatePlan shows decision-makers that there's an organized constituency united around a sustainable, equitable, healthy California. ”

— Sam Tepperman-Gelfant,
Senior Staff Attorney, *Public Advocates*

Moving Ahead

California has started on the path to change, with SB 375 and new Sustainable Communities Strategies. Now we put these plans to the test. Will they get us where we need to go? Will we meet our goals to fight climate change and improve communities?

With our 2018 Strategic Plan, ClimatePlan is committed to helping California succeed.

Our Approach

Vision and Mission

We envision a healthier and more vital California that supports sustainable and equitable communities, preserves iconic landscapes, and significantly reduces greenhouse-gas emissions.

Our mission is to advance policies and programs to address the relationship between land-use policy and climate change, and leverage the resources and partnerships necessary to realize more sustainable and equitable development throughout California.

Guiding Principles

In fulfilling its mission and vision, ClimatePlan embraces the following principles to guide this work:

- **Advance Pragmatic Policy Solutions:** Policy solutions should be both visionary and pragmatic, advancing innovative ideas and best practices while being grounded in the reality of existing trends.
- **Find Common Ground:** We believe that focusing on shared priorities and areas of common ground is the best way to achieve our goals. We are committed to bringing together diverse stakeholders around policy solutions that will help all our partners advance their goals.
- **Build a Long-Lasting Movement:** Planning is a long-term endeavor, and all communities and regions should have informed, engaged organizations that are working to monitor and shape growth over the long-term. We will work to build enduring capacity among local smart growth advocates in the regions where we work.
- **Promote Policies that Protect and Improve Public Health:** We will advocate for policies that promote walking, bicycling, and reduced driving, resulting in more active lifestyles, better air quality, safer streets, and reduced chronic illness.

- **Advance Solutions that Increase Social Equity and Environmental Justice:** All communities, particularly low-income communities, must have the opportunity to benefit from California's growth. We will advance policies that address mobility, jobs, and affordability and protect existing residents and local businesses from displacement.
- **Protect Areas Where Growth Should Not Occur:** Forests, agricultural areas, important watershed areas and wildlife habitat should be protected from development. We will promote policy tools that quantify the GHG (greenhouse-gas) benefits of preserving these areas and create incentives for preservation.
- **Increase Community Participation in Planning:** Planning at both the local and regional levels is more effective when there is meaningful community participation throughout all phases of the process. In particular, under-represented communities need to be engaged in long-term planning.

“ ClimatePlan has done remarkably well at straddling the line between playing a leadership role and facilitating a network. It has contributed significantly to public policy, and created a coalition that's greater than the sum of its parts. ”

— Mark Valentine, Philanthropic advisor,
Reframe It

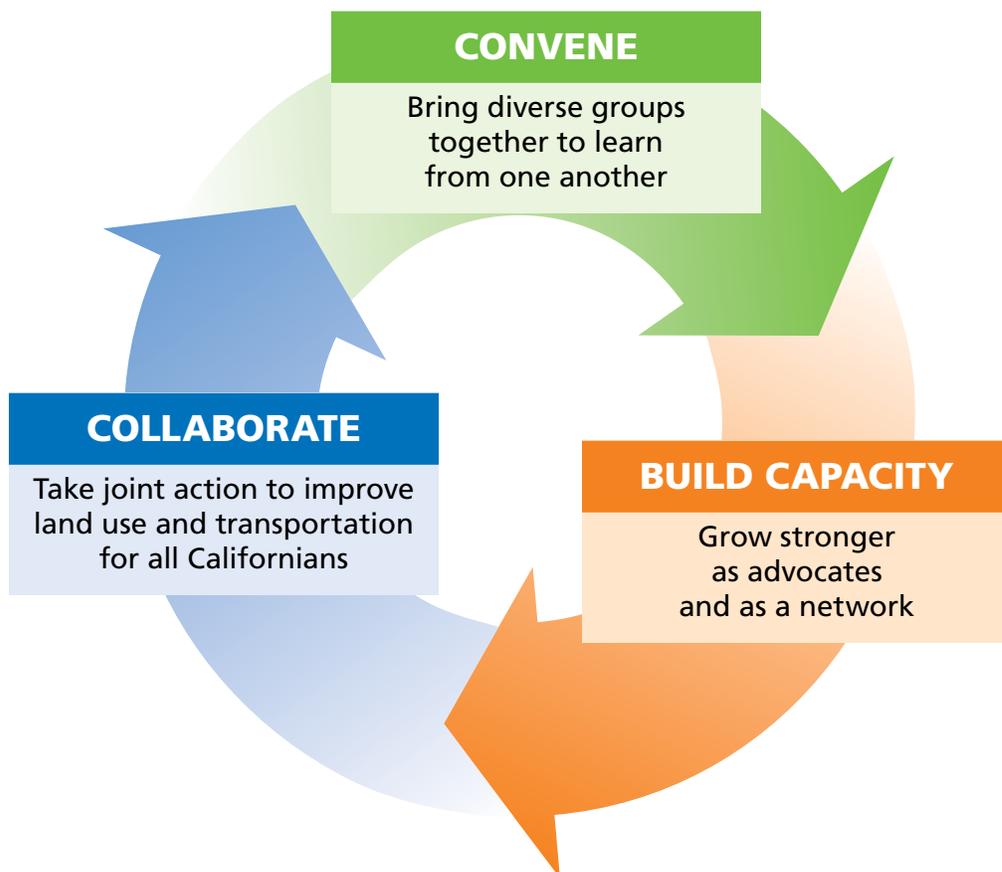
- **Help Local Governments Move Ahead:** Cities, counties and MPOs (metropolitan planning organizations) need financial support to plan and implement VMT (vehicle miles traveled) reduction strategies. We are committed to establishing, restoring, and expanding funding for these efforts.
- **Amplify Synergies:** The linkages between state, federal and regional smart growth campaigns—and the people working on them—have never been stronger. We strive to recognize these connections and utilize them to add value to the work of organizations at all levels, from the neighborhood to the national.

How We Work

ClimatePlan was founded with the recognition that no single organization can solve California’s interconnected problems of climate-harming sprawl, gridlock, and inequity. We must work together.

ClimatePlan’s approach has three components that support each other:

- We **convene** groups that are working to create equitable communities and a healthy environment, helping them connect and share viewpoints and information.
- We **build capacity** by offering technical support and trainings on topics from transportation modeling to communications strategy; we also share research, best practices, and the latest news with all our partners.
- When state or regional agencies are poised to take action on high-priority plans or policies, we support advocates to **collaborate** on campaigns to create a better California for all.



Milestones, 2007–2014

2007 With the passage of AB 32, California’s landmark law to fight climate change, **eleven organizations come together as ClimatePlan** to promote sustainable land-use and transportation strategies to reduce greenhouse-gas emissions.

2008 **ClimatePlan hires its first staff person**, Autumn Bernstein, with seed grants from The San Francisco Foundation and the Surdna Foundation.

To achieve AB 32’s goals, dozens of organizations join ClimatePlan in calling for meaningful action to slow the growth in driving. As a result, the **Sustainable Communities and Climate Protection Act, SB 375, is signed into law**, making California first in the nation to establish regional greenhouse-gas reduction targets for transportation.

2009 **Fifty California advocacy leaders gather** at Lake Tahoe around SB 375 implementation to **create ClimatePlan’s first strategic plan**.

2010 After an intensive ClimatePlan campaign, the California Air Resources Board **sets higher greenhouse-gas reduction targets** of 13–16% for California’s major regions, a four-fold increase over earlier draft targets.

A ClimatePlan seed grant and technical support to Move LA help **build a coalition to strengthen Southern California’s first Sustainable Communities Strategy**.





2011 Together with Policy-Link, Public Advocates, and California Rural Legal Assistance Foundation, ClimatePlan leads a successful effort to **protect state funding for disadvantaged communities.**

2012 **Southern California adopts its first Sustainable Communities Strategy.** The plan, if implemented, will meet greenhouse-gas reduction targets,

reduce traffic and air pollution, increase new homes near transit by 60%, triple spending on biking, and increase public transit investment by 13%.

ClimatePlan hosts forums on cap-and-trade; these lead to the formation of the Sustainable Communities for All coalition, which secures \$130 million in 2014 and 20% of future cap-and-trade funds, equaling billions for the Affordable Housing and Sustainable Communities grant program.

In the San Joaquin Valley, ClimatePlan provides seed grants to California Rural Legal Assistance, Inc., the Environmental Justice Program of Catholic Charities Stockton Diocese, and in 2014, the Leadership Counsel for Justice and Accountability, and begins providing facilitation and technical assistance to their growing San Joaquin Valley coalitions.

2013 **ClimatePlan hosts a briefing for the Legislature,** sponsored by Assembly Speaker John A. Perez, to educate new lawmakers; ClimatePlan steering committee members present the benefits of planning for sustainable communities.

ClimatePlan holds a CEQA and Infill Dialogue, co-sponsored with Greenbelt Alliance and the Planning and Conservation League, bringing together environmental, infill, equity, and health leaders around the California Environmental Quality Act (CEQA). The resulting breakthrough spurs SB 743, which **removes CEQA's car-centric requirements.**



2014 **Fresno and San Joaquin Counties adopt new Sustainable Communities Strategies** that greatly improve upon previous plans. The San Joaquin plan reduces spending on new roads by 26%, shifting over \$1 billion to transit funding (+28%) and bike and pedestrian needs (+78%). The Fresno plan more than doubles funding for transit, commits to an infrastructure needs assessment for disadvantaged communities, and creates a new smart-growth grant program.

Goals, Strategies and Outcomes

Goal 1: Shape Strong Regional Plans

Fulfill the promise of the first round of Sustainable Communities Strategies (SCSes), and make future plans even better, to achieve more benefits for communities and the climate.

Key Strategies

- 1a. Capture and communicate progress:** Work with local partners in major regions to annually gather and share data on implementation of key policy and spending commitments from the first SCS round.
- 1b. Create a “Model SCS” toolkit:** Work with partners around the state to produce and widely share a toolkit that highlights best practices from the first SCS round, as well as opportunities to improve the second SCS round.
- 1c. Align regional advocacy efforts:** Host in-person convenings twice a year in major regions to coordinate on significant advocacy campaigns. Spotlight these campaigns in our statewide communications.
- 1d. Support local partners:** As need and resources allow, provide a suite of deeper support to partners working on regionally significant campaigns, such as Round 2 SCSes, 2016 sales tax measures, and major general plan updates. Support may include technical, policy, communications, facilitation, or subgrant assistance. The under-resourced San Joaquin Valley will be our top priority for this support.

Supporting Regional Coalitions

Empower local leaders: To build a strong, sustainable movement for long-term change, our work at the regional level elevates leaders who are based in the community, who determine their own campaign values, policy priorities, and strategies.

Priority regions: In the first round of Sustainable Communities Strategies (SCSes), ClimatePlan focused on two priority regions: Southern California and the eight-county San Joaquin Valley, particularly Fresno and San Joaquin Counties. These areas have much of the state’s population and are growing fast, with few well-resourced organizations addressing land use and transportation.

ClimatePlan’s strategy was to build the capacity of local organizations, regranteeing more than \$800,000 over five years and providing facilitation, technical and strategic support. With hard work by our partners, these efforts succeeded in significantly improving the regions’ SCSes—and hopefully, the future of these communities.

Up next: For the next round of SCSes, ClimatePlan will provide broader support to all regions, with deeper support to specific campaigns, based on resources available, need, and potential for impact. The San Joaquin Valley will remain a priority, where advocates need support as they fight to address some of the state’s toughest challenges around air quality, sprawl, farmland loss, and poverty.



Martin Orozco/Flickr

Outcomes by 2018

- Regions are meeting or exceeding commitments from the first round of Sustainable Communities Strategies. Priorities include increasing funds for transit and active transportation; meeting affordable-housing production goals; achieving greenhouse-gas emissions reduction targets; building more new homes and jobs in High Quality Transit Areas; preserving open space and farmland; and improving data and tools to measure SCS health and equity impacts.
- Future SCSes in major regions improve regional outcomes, address key policy gaps, and replicate best practices from the first round. They address affordable housing and displacement; natural resource, water, and farmland conservation; and the transportation and infrastructure needs of disadvantaged and unincorporated communities. They include more comprehensive and integrated strategies to address climate change.
- Coalitions in all major regions, especially the San Joaquin Valley, sustain their engagement on SB 375 implementation and receive increased support for their work.

Goal 2: Improve State Policy and Agency Support around SB 375

Expand and strengthen the Sustainable Communities and Climate Protection Act (SB 375), increase funding for sustainable communities, and monitor state agencies to improve land-use and transportation policy.

Key Strategies

2a. Expand the SB 375

framework: Convene diverse stakeholders to expand the issues that SB 375 explicitly addresses. Priorities include health, housing affordability, disadvantaged communities, water and land conservation, and climate resilience. In addition, improve opportunities for public participation in SB 375 implementation.

2b. Focus on funding:

Monitor current and new funding sources. Mobilize partners to

help increase funding, grow impact, and achieve more equitable outcomes. Key opportunities include new cap-and-trade-funded grant programs, State Transportation Improvement Program (STIP) reform, a lower voter threshold for local measures, and new financing tools for local governments.

2c. Watchdog agency policy:

Coordinate workgroups to monitor and take action on SB 375-related policy at the California Air Resources Board, State Transportation Agency, Strategic Growth Council, and Governor's Office of Planning and Research.



El Cobrador/Flickr

Outcomes by 2018

- A broad range of stakeholders engages in dialogue and endorses a shared platform for broadening the scope of SB 375. This results in improved state policy, potentially including new legislation, to support land and water conservation and more equitable, sustainable communities.
- State transportation funds and grantmaking programs increase funding for active transportation, transit operations, and affordable transit-oriented development, particularly in the most disadvantaged communities. These programs also reduce or end support for projects that harm natural lands and resources.

- The Air Resources Board, Strategic Growth Council, and other state agencies adopt policies, targets, and evaluation methods to better implement laws that improve development, fight climate change, and support public health.
- New opportunities to increase funding for sustainable communities are achieved thanks to unified support from ClimatePlan partners and allies.



Alfredo Mendez/Flickr

Governance through Shared Leadership

ClimatePlan began as an ad-hoc coalition; over time, our governance structure has evolved.

Steering Committee: ClimatePlan is governed by a Steering Committee comprised of representatives of partner organizations. The Steering Committee meets monthly and is responsible for big-picture decisions that involve strategic direction, significant policy decisions, and organizational and partnership strategy. The Steering Committee is appointed through a nomination and voting process by the full coalition.

TransForm, a founding member of ClimatePlan, provides fiscal sponsorship for ClimatePlan as well as core support for administration, human resources, and fundraising.

Workgroups: ClimatePlan hosts workgroups that focus on particular campaigns, geographic areas, and issues. Workgroups are where policy positions and strategy are developed and are the vehicle for ClimatePlan's advocacy.

“ ClimatePlan organized public health and social justice groups to come together in a constructive way to provide input on our regional plan. ”

— Andrew Chesley, Executive Director,
San Joaquin Council of Governments

Goal 3: Broaden ClimatePlan's Network to Increase Impact

Increase ClimatePlan's ability to achieve these goals by engaging new constituencies, building shared leadership, and strengthening communications within and beyond our network.

Key Strategies

- 3a. Engage new constituencies:** Bring in new strategic allies, such as agency staff, academics, funders, and infill builders. Reach out specifically to grassroots community organizations. Invite target groups to participate in select ClimatePlan activities, and host events to build diverse partnerships and showcase our shared priorities (for example, biennial legislative briefings).
- 3b. Continue convening partners:** Bring together partners and allies to work towards consensus on critical issues, learn from one another, and foster leadership and collaboration across different issues and regions.
- 3c. Increase understanding and support:** Through our weekly newsletter, blog, website, and social media, increase awareness of sustainable communities efforts across California, their goals, and their benefits. Refine ClimatePlan's brand if necessary to advance a powerful shared vision of sustainable and equitable communities.



Richard Masoner/Flickr

Outcomes By 2018

- ClimatePlan more effectively engages support from our allies in agencies, businesses, and academia to achieve our goals.
- ClimatePlan priorities and policy platforms reflect the perspectives of grassroots organizations.
- Key decisionmakers better understand the connections between ClimatePlan issues and partners, and are more likely to support our shared policy priorities.
- Our partners and allies understand the reach of ClimatePlan's work and increasingly use our online tools and events as a resource for gaining knowledge and building strategic alliances.
- ClimatePlan's work is a model of shared leadership; workgroups facilitate dialogue and fill key leadership roles in the network.

Conclusion

The world is watching California. It's up to us to show that a new kind of growth is possible—one that creates sustainable and equitable communities, preserves iconic landscapes, and starts to reverse our impact on the climate.

The health of our families, our communities, and our planet is at stake.

Together, we have already turned California toward a more sustainable future. We still have a long way to go, but we have momentum now. This plan will take us forward.



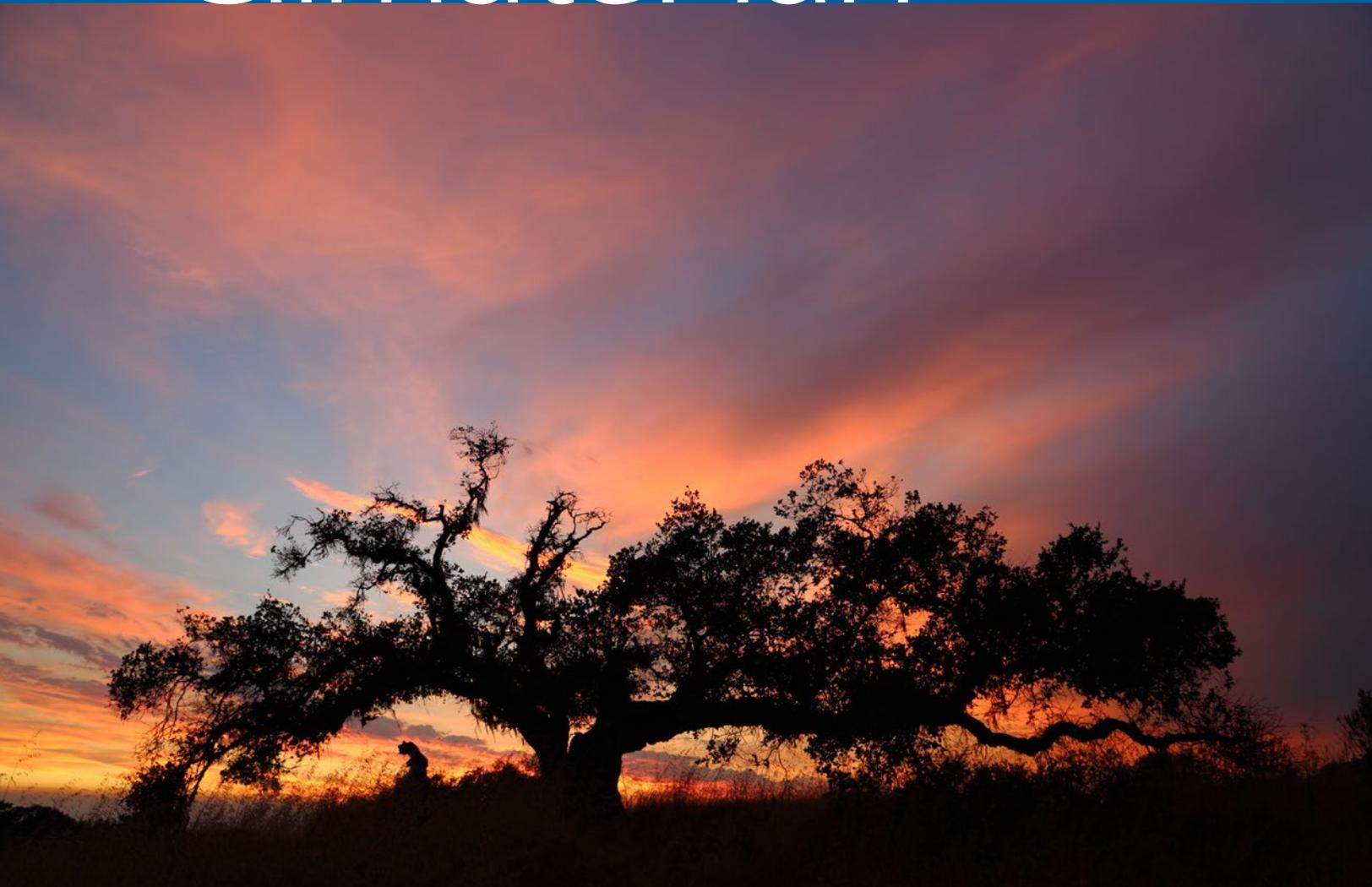
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“ ClimatePlan offers an effective statewide platform to share our best ideas for moving California forward. ”

— Will Wright, Director, Government and Public Affairs, *American Institute of Architects, Los Angeles*

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