

PROCEEDINGS FROM THE CLIMATE LEADERSHIP SYMPOSIUM

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# Advancing Climate Action, Sustainability and Community Well-being

GREEN CALIFORNIA SUMMIT  
APRIL 6, 2015 | SACRAMENTO, CALIFORNIA

*Convened by the Institute for Local Government*

# The Climate Leadership Symposium

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On April 6, 2015 the Institute for Local Government convened a unique Climate Leadership Symposium, bringing sixteen respected leaders from state and local government together to discuss the past, present and future of climate action in the state. These leaders were asked to share their insights and recommendations on the following three questions:



Assembly Bill 32 set an ambitious goal to reduce greenhouse gas emissions to 1990 levels by 2020. According to the California Air Resources Board, it looks like we will meet that target. In your view, what are the reasons for our success so far in meeting the 2020 target, and what lessons does that offer for the future?



Addressing the challenge of climate change is a long-term endeavor that will require reducing society's carbon footprint substantially. What actions can we take now to build the public support and commitment that will be required to ratchet down emissions over the long term?

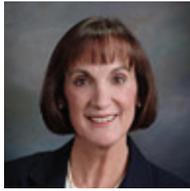


Given the broad needs in local communities for sustainable development and resource stewardship and the competing demands for the limited resources available through the Greenhouse Gas Reduction Fund, how can the state work with local government to ensure that communities from all regions and sectors of the state benefit from the state's investments as the Cap and Trade program evolves and grows in coming years?



*This event and publication were made possible in part through the generous support of the California Endowment.*

# Panelists



**STEPHANY AGUILAR**  
Council Member, City of  
Scotts Valley



**MORGAN GOODWIN**  
Council Member,  
Town of Truckee



**BILL LINDSAY**  
City Manager, City  
of Richmond



**ELIZABETH PATTERSON**  
Mayor, City of Benecia



**ANNA CABALLERO**  
Secretary, California Business,  
Consumer Services and  
Housing Agency



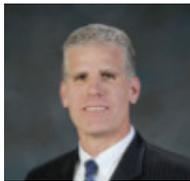
**DAVID HOCHSCHILD**  
Environmental Commissioner  
of the California Energy  
Commission



**JOE LYONS**  
Council Member, City  
of Claremont



**LETICIA PEREZ**  
Supervisor, Kern  
County



**MATT CATE**  
Executive Director,  
California State  
Association of Counties



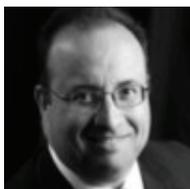
**BRIAN KELLY**  
Secretary, California State  
Transportation Agency



**JIMMY MACDONALD**  
Associate Legislative  
Representative, California  
Special Districts Association



**MATT RODRIGUEZ**  
Secretary, Environmental  
Protection Agency



**MARTIN GONZALEZ**  
Director, Institute for  
Local Government



**JOHN LAIRD**  
Secretary, Natural  
Resources Agency



**CHRIS MCKENZIE**  
Executive Director, League  
of California Cities



**DON SAYLOR**  
Supervisor, Yolo  
County



**MARK WHEETLEY**  
Council Member,  
City of Arcata.

These Proceedings highlight the observations of panelists on a variety of topics, illustrating the diverse perspectives that leaders from state and local government bring to the challenge, while also demonstrating their common concern in creating a more prosperous, sustainable and climate-resilient California.



**STEVE SANDERS**  
Moderator, Program  
Director, ILG

## WHAT CALIFORNIA LEADERS SAID ABOUT...

# California's Responsibility to Tackle Climate Change

### MATT RODRIQUEZ

SECRETARY, CA ENVIRONMENTAL PROTECTION AGENCY

"We're looking at how we can let the world know what California is doing for two reasons: one, we need allies in the fight against climate change, and two, there is great interest in what California is doing, particularly the fact that we've been able to institute a wide number of programs while maintaining a strong economy."

### MORGAN GOODWIN

COUNCIL MEMBER, TOWN OF TRUCKEE

"In Truckee we are concerned about a number of things, not least of which our dwindling snowpack and winter economy. We are worried about possible increases in the number of oil trains chugging up and down our winding tracks. We are taking action – we are over 50 percent in our renewable electric mix, and I'm hoping to spearhead an effort to commit to a carbon neutrality goal and put a climate action plan in place."

### MARK WHEATLEY

COUNCIL MEMBER, CITY OF ARCATA

"One the things we're doing with regard to sea level rise, we're in a unique situation. Humboldt Bay is subsiding even faster than the rest of the coast of California. Humboldt Bay is the largest oyster producer in the state of California, 70 to 80 percent of the oysters grown in California come out of Humboldt Bay. The Arcata marsh and wildlife sanctuary

is our wastewater treatment facility. It restored what was a dump on the shoreline of Humboldt Bay and it has created wetland habitat, ecotourism, and it is our most vulnerable city facility because of its location."

### BILL LINDSAY

CITY MANAGER, CITY OF RICHMOND

"We have the highest single point-source greenhouse gas emitter in the state of California, which is the Chevron Richmond refinery. We feel we have a special responsibility to address climate change."

### BRIAN KELLY

SECRETARY, CALIFORNIA STATE  
TRANSPORTATION AGENCY

"In a world of transportation that has historically had a keen focus on the safety of our system and mobility, period. We now understand that we are in an environment and a climate where sustainability needs to be an equal third prong in our objectives in transportation."

### LETICIA PEREZ

SUPERVISOR, KERN COUNTY

"I hail from Kern County. We are 8200 square miles, we are 75 percent of oil production in the state of California, and before you 'boo' me out of the room, please also recognize that we are, in terms of renewables, ten times more than any other county, ten thousand megawatts, equivalent to the entire state of Texas."

## Climate Change Threatens California's Future

Increases in global emissions of greenhouse gases (GHGs) are leading to higher air and water temperatures as well as rising sea levels, with serious consequences for California. Air temperatures are projected to increase throughout the state over the coming century. Sea level is expected to rise 17 to 66 inches by 2100, and the frequency of extreme events such as droughts, heat waves, wildfires, and floods is expected to increase. Higher temperatures will result in more precipitation falling as rain (and less as snow), diminishing reserves of water in the Sierra Nevada snowpack. Even if all GHG emissions ceased today, some of these developments would be unavoidable because the climate system changes slowly.

In the face of these threats, California has taken the lead in global efforts to reduce emissions. Reductions of this magnitude are needed on a global scale to stabilize the earth's climate. California now faces a two-fold policy challenge: finding cost-effective ways to reduce emissions and preparing for the climate changes that are expected even if emissions are successfully reduced.

"California's Future: Climate Change, Public Policy Institute of California, February 2015"

## WHAT CALIFORNIA LEADERS SAID ABOUT....

# Promoting Prosperity and Protecting the Environment for All

### MATT RODRIQUEZ

SECRETARY, CA ENVIRONMENTAL PROTECTION AGENCY

“(We are) keeping an eye on our disadvantaged communities, and making sure that whatever programs we come up with are mindful...that they may impact communities differently, and...make sure we don’t add further to the burdens in these communities.”

### LETICIA PEREZ

SUPERVISOR, KERN COUNTY

“I was going to come here to say a couple of things out of my righteous anger from Kern County, one of them being that 90 percent of the Cap & Trade dollars come from industries like those in Kern County. There are many, many leaders in Kern County who take this issue very seriously...that are working very creatively with our industries to employ innovative technology in how our industries function. Thirty-two million cars in the state of California on the roads – I know the governor has a very ambitious goal of a million electric cars on the road, and I think we are at about 100,000. So we are about 31,900,000 away from our goal. You have an [oil] industry that provides one-third of my general fund. Our 2010 census tracts...show that almost my entire district is literally mired in poverty. Thousands of jobs are tied directly to these industries, and while we know we have to reduce our emissions, we must move in that direction aggressively and proactively...the drop in gas prices has meant a \$61 million hit for our general fund, and we are already the least-literate city over 250,000.”

### JOE LYONS

COUNCIL MEMBER, CITY OF CLAREMONT

“Our plan is really focused on the population that Leticia was aiming at, and that is, ‘how do we best get to our lower-income individuals?’ Non-homeowner low-income individuals, in LA County, that would be 40 percent of the population...If they can be incentivized to do something, they actually will better use the income that is generated as a result of [energy] savings...There are jobs to be created in this process...dedicating resources to those opportunities that come up with water reduction, weatherizing and solarizing homes.”

### ANNA CABALLERO

SECRETARY, BUSINESS, CONSUMER SERVICES AND HOUSING AGENCY

“What we heard over and over again is that it is people of limited means that are taking public transportation that are driving the transportation mode in a way that is very important, but that as you build, you have affordable housing around the transportation modes so that you don’t drive out the very people that are going to take the transportation, so that you have the ridership and the diverse communities together.”

### MORGAN GOODWIN

COUNCIL MEMBER, TOWN OF TRUCKEE

“Places like Kern County and places like Richmond are going to feel the effect of our move away from fossil fuels much more than the rest of us. I’d like to see us continuing to push the envelope in how we can creatively use these funds to demonstrate that this California climate and energy effort is not just a good thing to do for the planet but continues to help these communities.”

### BRIAN KELLY

SECRETARY, CALIFORNIA STATE TRANSPORTATION AGENCY

“We’re going to learn lessons along the way. For example, we did our first round of the Active Transportation Program and at the end of that, while I felt very good about that first round, we had a lot of folks come back and say ‘hey, we could use more in the disadvantaged community area, to make sure those projects are more meaningful directly to those areas. We worked with the California Transportation Commission to rewrite and revise some of the guidelines for the next round.”

### MATT CATE

EXECUTIVE DIRECTOR, CALIFORNIA STATE ASSOCIATION OF COUNTIES

“One of the things we’ve been focusing on lately is how to engage [disadvantaged communities] throughout California, and particularly [those that are] rural, and how do we make sure that those counties don’t get left behind, whether it’s water, or sustainable communities, et cetera”

## WHAT CALIFORNIA LEADERS SAID ABOUT....

# “All of the Above”

## Taking a Comprehensive Approach

### JOE LYONS

COUNCIL MEMBER, CITY OF CLAREMONT

“If we raise the awareness in one area of sustainability, we’re likely to raise the awareness of all issues. Our very robust sustainability plan covers all areas, from social inequity and economic justice through water conservation and energy conservation....This program is comprehensive to allow for self-sufficiency of our community....When you have cities with proven track records that know what they’re doing, that have made investments make sure that you understand exactly what the total benefit of a particular plan can be rather than partially funding certain programs that only get started only to die for lack of nurturing.”

### MATT RODRIQUEZ

SECRETARY, CA ENVIRONMENTAL PROTECTION AGENCY

“Part of California’s success has been encouraging renewables, moving away from fossil fuels, encouraging building efficiency and energy efficiency in our appliances and in our cars, and...changing the way we live, redesigning our cities so that we’ve got sustainable cities... and be able to avoid having vehicle miles traveled. It’s been a combination of all those things, and seeing how they inter-relate with one another.”

### LETICIA PEREZ

SUPERVISOR, KERN COUNTY

“Pretty remarkable, what we are doing to diversify not only our energy portfolio, but also the workforce and the other challenges we face...Our efforts are focused on how our workforce is trained, housed, transported, put in place in areas where we have a denser population, where the public has a transit system that actually works and that is affordable and reliable, and our workforce is trained so that all can be elevated as well as reducing vehicle miles while we are diversifying our economy.”

### ELIZABETH PATTERSON

MAYOR, CITY OF BENICIA

“Benicia shares many of the programs and goals you’ve been hearing. We have a permaculture program through our community gardens and demonstration gardens throughout the city so people can be self-sustaining in food production. We now have a high-speed electric charging station, it is one of the first in the new hybrid program.... Our urban water management plan is required by the state, but I think it should be called an integrated urban water management plan so we can look at stormwater pollution as well as water supply.”

### JOHN LAIRD

SECRETARY, NATURAL RESOURCES AGENCY

“I think for us right now it goes without saying that the biggest thing is health and water.... There’s such a nexus between greenhouse gas emissions and water that anything we conserve is less emissions.”

### MATT RODRIQUEZ

SECRETARY, CA ENVIRONMENTAL PROTECTION AGENCY

“Felicia Marcus, the head of the State Water Resources Control Board, was asked ‘what do you do about the drought?’ ‘Well, there are a number of options, and I think the one that we need to take is all of the above.’ I think that captures what we’ve been doing on energy and climate change as well. The message that I always take to other jurisdictions is ‘don’t be afraid of being bold.’ There are a number of ways of dealing with climate change and reducing emissions, and California being California, we’ve done them all.”

### BILL LINDSAY

CITY MANAGER, CITY OF RICHMOND

“We’ve had bond programs where we’re capturing energy savings. We were able to use that to replace our entire streetlight system in Richmond. Two benefits: one is energy savings, or at least energy reductions, but also, it brightened up our neighborhoods. From a public safety perspective, that was very important to our police department.”

# Sustainability Best Practices Framework



## About ILG's Sustainable Communities Program

The Institute's Sustainable Communities program helps local officials and staff identify and apply policies and best practices that support sustainable communities — places that foster and maintain a high quality of life for their residents on an ongoing basis. [www.ca-ilg.org/Sustainability](http://www.ca-ilg.org/Sustainability)

## Sustainability Best Practices Framework: Options to Consider

The Institute for Local Government's Sustainability Best Practices Framework offers options for local action in ten areas. They are drawn from practical experiences of cities and counties throughout California. The options vary in complexity and are adaptable to fit the unique needs and circumstances of individual communities.

Local officials and staff may use the framework in a variety of ways, including to:

- Generate ideas about programs and policies to pursue;
- Inform a comprehensive climate action planning process; or
- Integrate sustainability into general plan policies.

Many of the activities can lead to multiple benefits, including:

- Reduced greenhouse gas emissions;
- Energy, water, fuel and cost savings;
- Improved health; and
- Increased resilience to climate change impacts.

## WHAT CALIFORNIA LEADERS SAID ABOUT...

# Meeting the Needs of Rural Communities and Small Towns

### **JIMMY MACDONALD**

LEGISLATIVE REPRESENTATIVE, CALIFORNIA SPECIAL DISTRICTS ASSOCIATION

“As you know, like the state, special districts are very diverse. Some are incredibly sophisticated, others maybe in smaller rural areas, not so much. Part of the problem is ensuring that they’re competitive in the grant process for any funding that is available. Some of our smaller districts may not be as technically savvy. In a poor area, or not a big population, some of these agencies may not have the resources to go through the extensive requirements of applying for these grants. We saw the water board just recently streamline some of their application processes, so if streamlining is possible, taking into account the health and welfare of our residents, it’s very helpful, especially for the smaller communities.”

### **LETICIA PEREZ**

SUPERVISOR, KERN COUNTY

“Not all counties in California are created equal. We know that competing for these dollars is tough. I’m hopeful we can get more, but the truth is that smart growth policies and infill development don’t always benefit communities like mine.”

### **MARK WHEATLEY**

COUNCIL MEMBER, CITY OF ARCATA

“Yes, rural counties have challenges and we have little capacity...you need to set the framework, you need to set those goals, but local government is the implementer of those goals. That is where the heavy lifting gets done. The feds can’t agree on the time of day. We’re fortunate here in California to have a lot of very effective leadership but it is local government that is actually really doing the projects on the ground.”

### **ANNA CABALLERO**

SECRETARY, BUSINESS, CONSUMER SERVICES AND HOUSING AGENCY

“Transit-oriented development and the infrastructure grants, for the most part have gone to big cities...As a recovering local government elected, I’m here to say that we have a real serious commitment to rural California because unless they are at the table talking about how they can participate in greenhouse gas reduction programs, we’re not going to be able to do what we need to do in order to get a real buy-in from the community...We have taken this commitment very seriously, and I think you’ll see in terms of how the grants roll out that it includes a number of very innovative programs, including programs in rural California.”

### **MORGAN GOODWIN**

COUNCIL MEMBER, TOWN OF TRUCKEE

“In Truckee, a very small town in a very rural part of the state, we have a project that’s currently in the second round of approvals for AB 32 funding. It would build \$8,000,000 worth of housing, retail and industrial development in downtown Truckee. Phenomenal, it’s also the only project in the Sierra and I believe the only project north of Sacramento in the state. Regional diversity is one of the factors we should keep in mind, as well as health impacts and local economic impacts. Keep these small towns that don’t have resources, even as much as Truckee has, to get a project like that to the point of being shovel-ready, keep them in mind. Make the program accessible – make it have different scales and stages of funding to help get shovel-ready, because that is what small, rural communities need.”

## Prosperity and Resource Efficiency in Rural Communities

The nature of rural economies and the challenges and opportunities rural communities face require new ways of thinking about resource management and economic development. The State's rural communities and working landscapes contribute over \$2 trillion to California's economy annually, supporting job creation and economic growth based on construction, agriculture, forestry, fisheries, renewable energy, the emerging bio-based economy and other industries tied to natural resources. Rural towns and recreational amenities contribute significantly to California's tourism industry, the state's second largest economic driver. These areas also provide vital ecosystem functions essential to the state's economy, including clean water and air quality.



Rural communities can benefit from a variety of sustainability practices that reflect their unique economic circumstances. By supporting the economic vitality of existing town centers, protecting open space and working landscapes, and using natural resources efficiently, communities are able to build upon their unique character. This enables them to better market themselves to businesses and residents. Coupled with targeted investment in new, vibrant neighborhoods, rural communities are able to create places that attract and retain residents, while prompting positive environmental, social and financial impacts.

### STEPHANY AGUILAR

COUNCIL MEMBER, CITY OF SCOTTS VALLEY

"I see an element of disadvantaged communities in rural communities where they cannot compete, so you could have small communities collaborate and go in for a grant together and look at the reduction of greenhouse gases within those projects...Small communities are not able to administer grants or apply for grants because they don't have the resources or the funding or the personnel. That would be something that could assist small communities, if we could have administrative assistance in applying for these grants that are very crucial to achieving our goals."

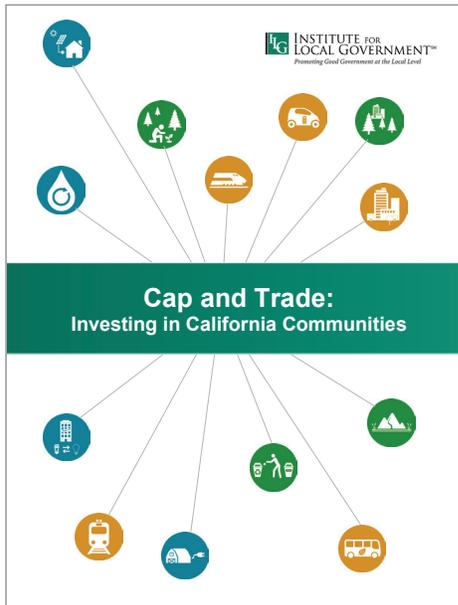
### MATT CATE

EXECUTIVE DIRECTOR, CALIFORNIA STATE ASSOCIATION OF COUNTIES

"So many good ideas around the table, some of which I've heard before, some were really new...but I do hear concerns. I hear concerns about some of our county and local governments feeling like they're maybe not up to speed as others, their projects are not as shovel-ready. Maybe they are going to struggle to be competitive with folks around this table that are right on the cutting edge and doing great things. Not all California communities, if they were here today, would candidly say that they're up to speed."

# Investing in California Communities

## Cap and Trade

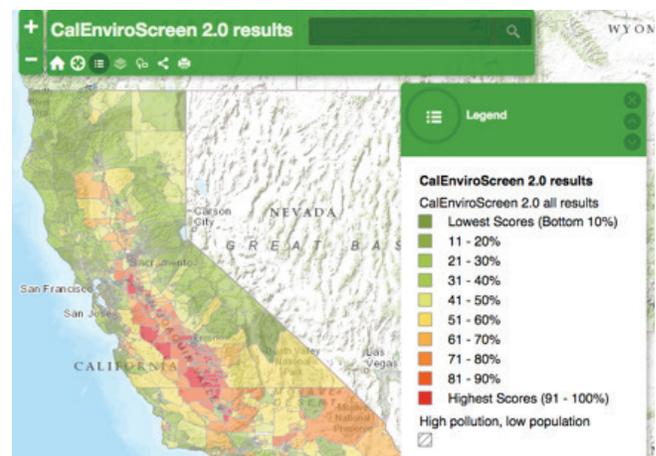


The California Global Warming Solutions Act of 2006, AB 32, is a multi-year program to reduce Greenhouse Gas (GHG) emissions in California to 1990 levels by 2020. One key strategy to achieve this goal is a 'cap and trade' market system. The 'cap' creates a limit on carbon dioxide equivalent emissions, while a corresponding number of allowances within the cap can be 'traded.' The allowances are purchased by utilities and businesses at quarterly auctions. Over time, as the cap lowers, businesses that aggressively reduce emissions can trade their surplus allowances to firms that find it more expensive to reduce emissions.

The auction proceeds are then used to further the goals of AB 32. Cap and trade auctions began in November 2012. The majority of auction proceeds are required by the California Public Utilities Commission (PUC) to benefit ratepayers of investor owned utilities. The smaller 'state portion' of auction proceeds is deposited into the Greenhouse Gas Reduction Fund (GGRF). GGRF investments are primarily targeted at clean transportation and sustainable community plans, corresponding with the impact transportation has on GHG emissions. Improvements to energy efficiency and natural resources management also contribute, but at lesser levels than transportation oriented factors.

The sale of cap and trade allowances generates substantial revenue—estimated at between \$2 and \$3 billion per year – which is dedicated to further reducing GHG emissions and achieving other co-benefits such as pollution reduction, public health improvements, and economic growth. Revenue from cap and trade is allocated by the Legislature to a variety of programs many of which can be an important source of funding for local governments to achieve their sustainability goals. Approximately 60 percent of annual GGRF revenues have been “continuously appropriated” to a variety of state programs; the remaining 40 percent of r GHG and Disadvantaged Communities

## GHG and Disadvantaged Communities



All cap and trade funding programs are required to reduce GHG emissions. Additionally, SB 535 (de León, Chapter 830, Statutes of 2012) requires that 25 percent of all non-utility cap and trade revenues be used to benefit disadvantaged communities (DAC), and 10 percent to be spent within the most disadvantaged. Individual cap and trade programs may exceed or be less than the 25% requirement for DACs, but on average the programs as a whole must meet the statewide requirement. The determination of DAC status is based on the CalEnviroScreen, a model administered by CalEPA that combines economic data with information on pollution and other environmental impacts.

# Cap & Trade... What does it mean for my community?

**\$902M**

Total Funding available in 2013-15

**25%**

Percent of funds allocated to Disadvantaged Communities

**13**

Total State agencies administering programs

And how does Cap & Trade become the Greenhouse Gas Reduction Fund?

### TRANSPORTATION

- Affordable Housing & Sustainable Communities\***  
Housing & Community Development  
\$125M
- Low Carbon Transportation**  
California Air Resources Board  
\$230M
- Transit & Intercity Rail Capital\***  
California State Transportation Agency  
\$25M
- Low Carbon Transit Operations\***  
Caltrans  
\$25M
- High Speed Rail\***  
California High Speed Rail Authority  
\$250M

### ENERGY EFFICIENCY

- Energy Efficiency in Public Buildings**  
California Energy Commission  
\$20M
- Low-Income Weatherization/ Renewable Energy**  
Dept. of Community Services & Development  
\$75M
- Agricultural Energy & Operational Efficiency**  
California Dept. of Food & Agriculture  
\$25M
- Water Energy Efficiency**  
Dept. of Water Resources  
\$30M

### NATURAL RESOURCES

- Sustainable Agriculture Land Conservation**  
Dept. of Conservation  
\$5M
- Urban Forestry & Forest Health**  
Cal Fire  
\$42M
- Wetlands & Watershed Restoration**  
Dept. of Fish & Wildlife  
\$25M
- Waste Diversion**  
Cal Recycle  
\$25M

Can my community apply directly? Visit: [www.ca-ilg.org/cap-and-trade-resource-center](http://www.ca-ilg.org/cap-and-trade-resource-center)  
\*Ongoing appropriations for Transportation programs

### PROCESS

AB 32 SB 535

State establishes "cap" on emitters → "cap" allowances auctioned to utilities/industry → users reduce emissions → Low emitting users trade with high emitting users → % of auction proceeds deposited in "Greenhouse Gas Reduction Fund" (GGRF) → various State agencies administer programs for GHG reduction, funded by GGRF → AB 32 goals to be met by 2020

**GHG** Current Levels (2006) vs **GHG** 1990 Levels (2020)

## WHAT CALIFORNIA LEADERS SAID ABOUT....

# Accelerating Innovation and Adapting to Change

### DAVID HOCHSCHILD

ENVIRONMENTAL COMMISSIONER, CALIFORNIA ENERGY COMMISSION

“One of the things that I have been most excited about is what is happening with renewable energy in the United States. It really is the energy equivalent of Extreme Home Makeover and it’s working. In 2008 you had 12 percent renewables in the state of California and today we’re at 25 percent. We have the largest geothermal project in the world in Lake County, the largest wind project in the world in Kern County, and...the largest manufacturer of anything in the state of California is an electric car factory, Tesla, that employs 8,000 people....The number one lesson to draw from this success is that you establish a stable, long-term policy...and what can happen as you drive the costs down is that the market can expand to other states.”

### DON SAYLOR

SUPERVISOR, YOLO COUNTY

“One little bragging point - our little Yolo County government is a net energy producer. In the last few years we’ve installed three photovoltaic facilities and we produce more power back into the grid than our government uses. So that’s an example – we hope all of you do that, and we’ll be in good shape.”

### CHRIS MCKENZIE

EXECUTIVE DIRECTOR, LEAGUE OF CALIFORNIA CITIES

“A lot of voluntary actions were underway and will continue to contribute to the achievement of these important goals. There has been a tremendous array of innovative steps taken at the local level. And it wasn’t always just called a response to climate change. Some of our most conservative city officials were embracing this as a way to save money by cutting energy costs, and at the same time, of course, they were cutting emissions.”

### BILL LINDSAY

CITY MANAGER, CITY OF RICHMOND

“We have a project that is coming to Richmond, which is a new international campus of UC Berkeley. They are talking about not just a zero carbon footprint campus; they’re actually talking about a campus that has a negative carbon footprint. Ten years ago that would have been unheard of. As part of the Chevron EIR, they’re going to be installing a 12 megawatt solar plant, among other things, that would serve Marin Clean Energy, and be a power source for them. In the future one thing I’d like to see is more greenhouse gas emissions and reductions built into a pricing mechanism so we can take advantage of things like social impact bonds to really create an effective market.”

### MARK WHEATLEY

COUNCIL MEMBER, CITY OF ARCATA

“It is an adaptive management approach in terms of how we move forward. One of the things we’re looking at doing is a ‘living shoreline’ which is restoring the marsh plain in front of these areas to create habitat and then to lessen the impacts of sea level rise. That’s going to take some flexibility with the existing coastal regulatory world to be able to do those kinds of things.”

### BRIAN KELLY

SECRETARY, CALIFORNIA STATE TRANSPORTATION AGENCY

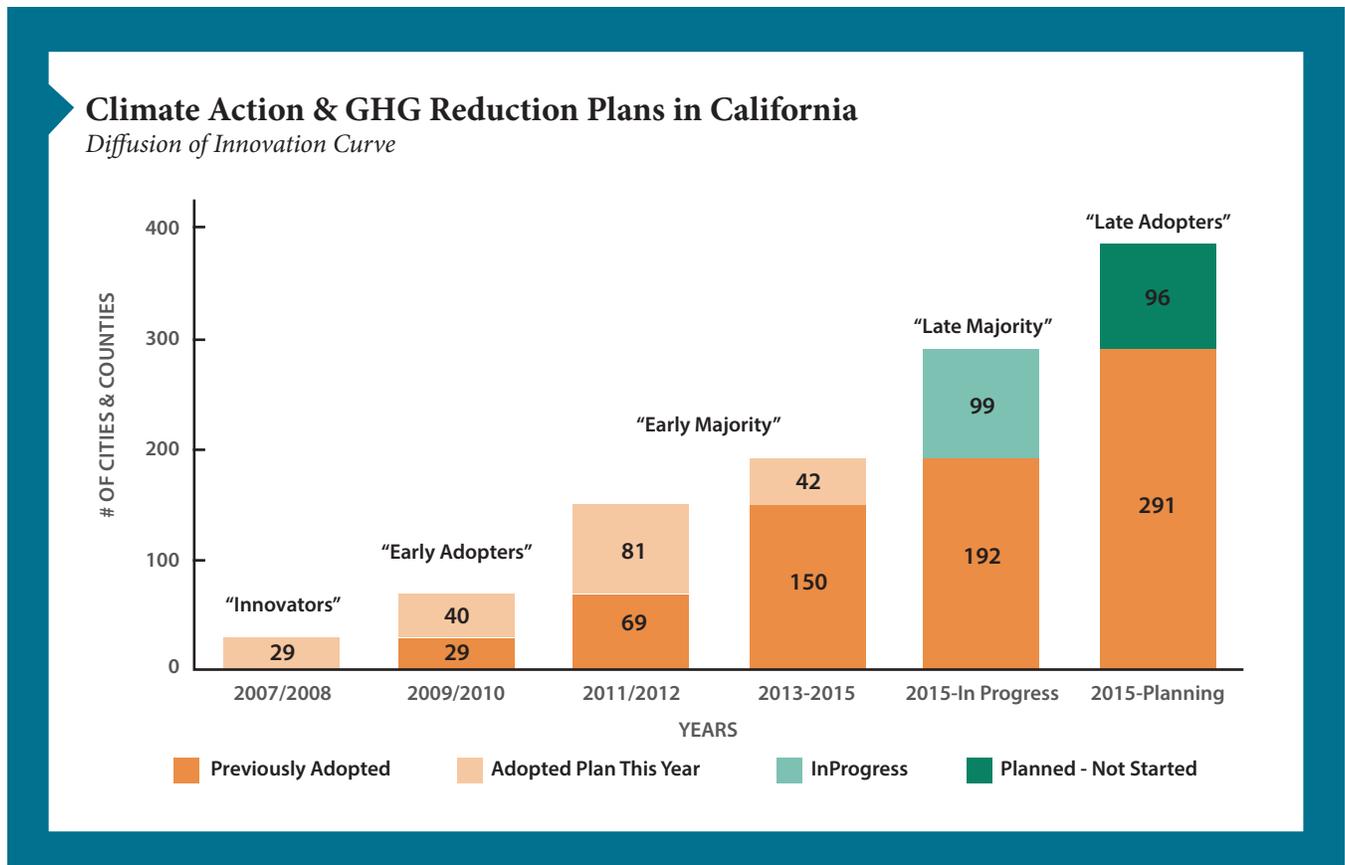
“AB 32 passed and shortly thereafter in 2008 SB 375 passed...and it was largely a planning requirement. Our key challenge is how do you turn those into implementable programs, not just planning documents? Some of it is institutional work that we have to do. I’m spending a lot of time at my agency...to redirect CalTrans as a state department that is not just focused on building highways, but really understanding our assets so that we fix it first and working better and more closely with our locals on community building, and less on sprawl-inducing projects.”

# How the Beacon Program Works to Spread Climate Action Innovations Among Cities and Counties

Effective climate action practices spread through the diffusion of innovation process, which requires four elements: (1) Innovations, (2) communication channels, (3) time, and (4) a social system. Diffusion of innovation proceeds in stages:

- New practices are instituted by Innovators.
- Early Adopters learn of these practices and implement them in their communities relatively rapidly.
- As more and more people learn of the innovation, these practices are put in place and adapted in additional communities, until there is an Early Majority of innovators.
- At this stage, the innovations evolve into Best Practices that attract a Late Majority of adopters.

Only a relative handful of places – termed in the literature as Laggards – have not yet adopted the best practice. For example, there has been rapid diffusion of climate action plans (CAPs) in California since 2007, which is now in the “early majority” stage and reaching a tipping point (see graph). ILG’s Beacon Program is designed to speed up and deepen the natural diffusion of innovation process by providing a systematic way for local officials and staff to learn about, adapt and apply climate action practices in their local communities.



## WHAT CALIFORNIA LEADERS SAID ABOUT...

# Taking Action for the Long Term

### **BILL LINDSAY**

CITY MANAGER, CITY OF RICHMOND

"When I think of AB 32, I harken back to another piece of legislation that was passed back in 1989, AB 939. It established a new direction for waste management in the state, and set up a new mandate for local jurisdictions to meet diversion goals...It said you need to have solid waste diversion of 25 percent by 1995 and 50 percent by the year 2000. When that was initially passed, there was a lot of wringing of hands and everybody said how are we supposed to do this? AB 939 said you need to do a waste characterization study, and you need to put together a source reduction and recycling element. Basically it said, 'these are the goals, these are the targets, local government, now go do it.'

Normally I would react negatively to state mandates, but in this particular case with solid waste, you had state leadership combined with good creativity at the local level. Those goals were able to be met and surpassed, and now we're talking about 75 percent reduction. I think that's a real success story, and if you look at the parallels between AB 939 and AB 32, I think the parallels are real. The mandate was established at the state level, and now it is 'go out and understand the problem, do your climate action plan, do your greenhouse gas emission inventory, understand what the sources are, get a strategic approach in place.'

### **MORGAN GOODWIN**

COUNCIL MEMBER, TOWN OF TRUCKEE

"We feel the effects of climate change viscerally around us, visually and economically, and so I'm here to encourage you to take inspiration from the success we've had and continue to aim really high. What that means for AB 32, and as we look toward the next program, let's imagine a world where we're very rapidly moving away from fossil fuels. In order to keep the global temperature rise below 2 degrees, we know we need to keep four-fifths of the fossil fuel that we know about in the ground. That is one thing the state is not talking about, and most governments are not talking about...we talk about leadership of other counties, we talk a lot about conservation, we talk a lot about mitigation but we don't talk a lot about the responsibility we have to keep a lot of the stuff we know about in the ground."

### **DON SAYLOR**

SUPERVISOR, YOLO COUNTY

"SB 375 has us working regionally to reduce greenhouse gases and to locate jobs near housing. That's beginning to have a benefit. That benefit's going to continue into the future because of market data. Construction activity, much of it focused on smarter growth is going to continue to improve."

### **BRIAN KELLY**

SECRETARY, CALIFORNIA STATE  
TRANSPORTATION AGENCY

"I know it is controversial in different places around the state, but we are moving forward on the High Speed Rail project in a way that is not 'plop it on you' but figure out how to make it work together. The Cap and Trade program is a key element in making that work....The emphasis is on transformational projects that integrate and connect services well."

### **JOHN LAIRD**

NATURAL RESOURCES AGENCY

"When I was elected to city council in 1981, the city manager said to me 'you know, we have just over 20 years life left on our landfill. Maybe if you stay here long enough you'll be dealing with the closure and siting of the next one.' When [AB 939] passed I said, 'great goal, I don't see how it is going to be done.' And now in the city of Santa Cruz in 2015, where we had just over 20 years of life of our landfill in 1981, we have over 30 years life right now, 34 years later...AB 32 was successful because it set the goal and empowered agencies to enforce the goal and raise money, but it didn't have the specific measures in the bill because it never would have passed....The goal was set, and people at the local and other levels took it on, and figured out what to do."

### **ELIZABETH PATTERSON**

MAYOR, CITY OF BENICIA

"The biggest challenge we have is pivoting from dependence on our fossil-fuel economy in the city, which is fairly small with a very large refinery...We want to have a soft landing as the fossil-fuel industry becomes, perhaps, smaller."

## WHAT CALIFORNIA LEADERS SAID ABOUT....

# The Power of Partnerships

### MATT CATE

EXECUTIVE DIRECTOR, CALIFORNIA STATE ASSOCIATION OF COUNTIES

“What I’m enthusiastic about in this area is partnership. The great thing is that this administration has also demonstrated a great deal of enthusiasm for state and local government partnerships. 2011 brought public safety realignment, in 2012, following the passage of the Affordable Care Act we sat down again and talked about the responsibility of state and local government in caring for our indigent population and those who remained without health insurance. Secretary Laird talked about groundwater; that has quickly become a partnership and counties are now becoming involved at a much greater level. So I think that the hope for success of this program is again in this area of partnership.”

### CHRIS MCKENZIE

EXECUTIVE DIRECTOR, LEAGUE OF CALIFORNIA CITIES

“Whereas we have differences of opinion at times in some areas, this is an area in which there is a tremendous commonality of interest, and we want to continue working with the state on it. It would be great if the state could find a way to reduce the limitations placed on local governments in this area and try to meet them.”

### JOHN LAIRD

SECRETARY, NATURAL RESOURCES AGENCY

“The substantive goal is to make [water] conservation a way of life in California...A perfect example given what Chris [McKenzie] said – there’s an outdoor urban landscape irrigation bill that said cities and counties would enact it within three years the way they think they can best meet the goal. But there will be a model ordinance developed at the state level, and if they take no action they will have the model ordinance imposed on them. It leaves it to the cities and counties to decide how to do it...the locals are given the first crack, because we have to do it because the water isn’t going to be available. How do we work in partnership? The water bond now provides money as does some pieces of Cap & Trade.”

### ELIZABETH PATTERSON

MAYOR, CITY OF BENICIA

“State leadership is powerful, we cannot really operate at the city without that state leadership but yet there must be ability to have that flexibility and agility to do it our way with our community in Benicia.”

### BRIAN KELLY

SECRETARY, CALIFORNIA STATE TRANSPORTATION AGENCY

“In our Active Transportation Program, which is a new and bolstered bike and pedestrian program, we are working closely with locals and regions on project selection, and matching state and local funding for those types of projects. The idea is building communities and not just auto-centric sprawl, which has been the history of the state, and we’re moving away from that.”

### MARTIN GONZALEZ

DIRECTOR, INSTITUTE FOR LOCAL GOVERNMENT

“There’s also a partnership and collaboration between local elected officials and their constituents, and non-profits in their area. What steps are we taking to support these efforts to make sure that there is innovation and leadership and growth? There’s so much leadership and so much innovation occurring throughout the state at every level. What is our effort to gather this wisdom and share it so that it can inspire not only current leaders, but future leaders as well, and provide them with the knowledge...to have success?”

### ANNA CABALLERO

SECRETARY, BUSINESS, CONSUMER SERVICES AND HOUSING AGENCY

“For the first time in the state of California, we have agencies working together that have worked in silos looking at greenhouse gas reductions and trying to put the metrics together in a way that it has never done before. So to have Transportation, with Housing, with EPA, with Natural Resources, it really is an incredible beginning. But it really is a beginning because what we are committed to doing is getting resources out within one year...We recognize that local government is in charge of land use. Bringing the resources together to make that land use development possible is where the state can be a partner with you.”

## WHAT CALIFORNIA LEADERS SAID ABOUT....

# Enlisting Individual Action and Community Support

### **DON SAYLOR**

SUPERVISOR, YOLO COUNTY

“Over the past few years we’ve been harnessing individual actions for collective benefits. AB 32 and SB 375 excited people, inspired them...to reduce their carbon footprint, and that adds up...When we’re talking about harnessing individual actions for collective benefit, we’ve got to keep in mind that we’re not simply doing less, we’re not going to use less, we’re not going to sit in the dark for decades or stop enjoying life; it’s not just less, we’ve got to do better, continue to improve how we do our business and how our lives are led.

There’s a group of us that have started a community action group called Cool Davis that is focused on climate action at a local personal level and community-based level. We also have something called the Yolo Climate Compact that knits together the school districts, the cities, the county with a spotlight on various ways of doing better with energy efficiency and climate action.”

### **ELIZABETH PATTERSON**

MAYOR, CITY OF BENICIA

“Because we were early adopters in a number of these programs, we got early money from grant programs, and that made the city pay attention. Some of the doubters and some of the folks that felt a little threatened because we are a refinery town and a lot of our employment is associated with that in our city and our revenues are very much dependent on that, it was easier to get the programs advanced without as much resistance as you might think. It is a little bit harder now, because some of the lack of access we have to fund because we are not meeting some other state standards.”

### **JOE LYONS**

COUNCIL MEMBER, CITY OF CLAREMONT

“Had it not been for our community-based organization that became known as Sustainable Claremont, we would not have had a general plan that put as its core the principle of sustainability. That spawned the generation of a sustainability plan which then formalized both the city’s and the community’s responsibilities in making sustainability a culture in Claremont as opposed to just a simple buzz word.”

### **MARTIN GONZALEZ**

DIRECTOR, INSTITUTE FOR LOCAL GOVERNMENT

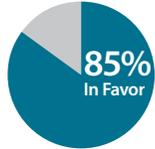
“Our focus is around the Beacon Program, recognizing the great number of champions at the local level, to gather their expertise and showcase it.”

### **CHRIS MCKENZIE**

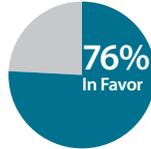
EXECUTIVE DIRECTOR, LEAGUE OF CALIFORNIA CITIES

“We’ve been very supportive of the development of the Beacon Program, a number of cities have been very involved in that, as well as counties. In fact there’s been a competition going on among local governments in this area and whenever we put on programs at our conferences you’ll see that competition come out. They are very proud of their climate action plans and they’ve been pleased to get some support from the state at times, but since then we’ve been in an era where the money is not as plentiful, or its coming in different kinds of stovepipe arrangements that don’t always respond to the need that local officials have to put funding streams together to respond to this.”

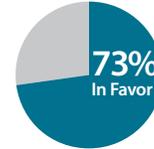
## Californians' Support for the State's Climate Policies is Strong



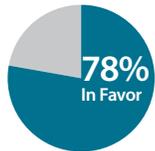
REQUIRING AUTOMAKERS TO SIGNIFICANTLY IMPROVE FUEL EFFICIENCY



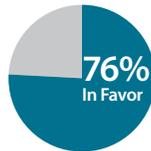
REQUIRING OIL COMPANIES TO PRODUCE TRANSPORTATION FUELS WITH LOWER EMISSIONS



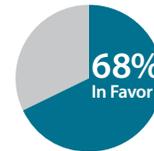
REQUIRING AN INCREASE IN ENERGY EFFICIENCY FOR RESIDENTIAL AND COMMERCIAL BUILDINGS AND APPLIANCES



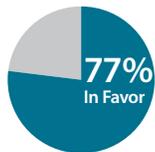
INCREASING FEDERAL FUNDING TO DEVELOP WIND, SOLAR AND HYDROGEN TECHNOLOGY



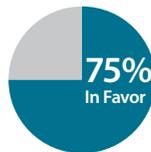
REQUIRING ONE-THIRD OF THE STATE'S ELECTRICITY TO COME FROM RENEWABLE ENERGY SOURCES BY 2020



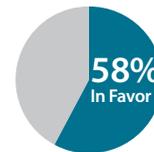
GLOBAL WARMING SOLUTIONS ACT OF 2006



REQUIRING INDUSTRIAL PLANTS, OIL REFINERIES, AND COMMERCIAL FACILITIES TO REDUCE EMISSIONS



SETTING STRICTER EMISSION LIMITS ON POWER PLANTS



IMPOSING A CARBON TAX ON COMPANIES FOR GREENHOUSE GAS EMISSIONS

Mark Baldassare et al, PPIC Statewide Survey: Californians and the Environment, July 2014

### MATT CATE

EXECUTIVE DIRECTOR, CALIFORNIA STATE ASSOCIATION OF COUNTIES

"I do have a sense that in the next phase of this we have to learn from each other in terms of where the gaps are and I know that there are some of my members who are concerned about their ability to get this done and do everything that they would like to do. The responsibility of all of the smarty-pants in the room is to help bring along some of these places where they're not as advanced."

### JIMMY MCDONALD

LEGISLATIVE REPRESENTATIVE, CALIFORNIA SPECIAL DISTRICTS ASSOCIATION

"These local agencies are very in tune with what their communities want and need. Creating community buy-in is a big deal as far as being able to implement these programs and it is these local agencies that are able to have their hands on the pulse of what these local [communities] need. Utilize us – a lot of our agencies, especially in smaller communities, their neighbor might sit on the board. Some other neighbor might be the president. We are uniquely situated to help with this."

# Local Communities are Leading the Way to a Sustainable California

California has received worldwide attention for the state's ambitious efforts to address climate change. With the seventh-largest economy in the world, the state has put aggressive programs in place to reduce greenhouse gas emissions from virtually every major sector of the economy. For this ambitious initiative to succeed, the state has recognized that a robust and effective partnership with local governments is essential.

California's 482 cities and 58 counties are proud of what they have accomplished to help reduce greenhouse gas (GHG) emissions and are eager to do more. Despite limited resources, cities and counties across the state have found cost efficient, innovative solutions that reflect the unique characteristics of their communities. Many have completed GHG inventories, created climate action plans and implemented programs that are significantly reducing GHG emissions. These communities are leaders, setting an example for the state, nation and the world.

As encouraging as these local projects and programs are, many local governments throughout the state would benefit from additional resources to implement measures through 2020 and beyond that build upon the progress achieved to date in reducing greenhouse gases. Local governments receive limited funding from a variety of which typically include restrictions on their use that, inadvertently, place constraints on the scope of planned actions and the capacity of the local agency to have the maximum impact on reducing emissions.

Providing tools and resources to local governments to reduce GHG emissions is critical to meeting the state's ambitious 2030 & 2050 climate action goals. Prioritizing local governments, especially those with disadvantaged communities and those that are behind the curve in addressing climate change, as a key solution to meeting our climate change goals should be a significant element of the state's strategy in designing and funding climate action programs.

# About the Institute for Local Government

The Institute for Local Government is the nonprofit research and education affiliate of the League of California Cities, the California State Association of Counties and the California Special Districts Association. Its mission is to promote good government at the local level with practical, impartial and easy-to-use resources for California communities.

The Institute’s current program areas include:

- Local Government Basics
- Public Engagement
- Ethics & Transparency
- Sustainable Communities
- Collaboration and Partnerships



## The Beacon Program

The Beacon Program was launched by the Institute for Local Government (ILG) in 2009 to mobilize cities and counties to take voluntary action to address climate change. The program helps a growing number of California communities (currently 72 jurisdictions representing more than 25% of the state’s population) to take action and measure their progress in saving energy, promoting sustainability and reducing greenhouse gas (GHG) emissions.

The Beacon Program focuses on five areas of accomplishment:

SPOTLIGHT AWARD AREAS OF ACCOMPLISHMENT	SILVER LEVEL	GOLD LEVEL	PLATINUM LEVEL
Agency GHG Reductions	5% Reduction	10% Reduction	20% Reduction
Community GHG Reductions			
Agency Energy Savings			
Natural Gas Savings			
Sustainability Best Practice Activities	1 in each of 10 categories	3 in each of 10 categories	6 in each of 10 categories
FULL BEACON AWARD	Silver Level Beacon Award	Gold Level Beacon Award	Platinum Level Beacon Award

Participants in the program receive valuable support and encouragement from ILG staff and its nonprofit and utility partners. The team helps local agencies collect and organize data in an effort to support ongoing sustainable actions and advance participants’ achievements within the program. Visit [www.ca-ilg.org/BeaconProgram](http://www.ca-ilg.org/BeaconProgram) to apply and learn more about current participants and program resources.

*Special thanks to the following individuals whose time  
and effort contributed to the Climate Leadership Symposium.*

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