

# Regional Collaboratives for Climate Change — A State of the Art



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## THE KRESGE FOUNDATION

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# INTRODUCTION

**Bound together by a shared focus on place, Regional Climate Collaboratives (RCCs), are harnessing the power of networks to build resilience to climate impacts and, in some cases, to reduce the emissions driving those impacts.**

Over the past decade, a new form of networking for local climate change action has emerged at the metro-regional scale within the United States. Bound together by a shared focus on place, Regional Climate Collaboratives (RCCs), are harnessing the power of networks to build resilience to climate impacts and, in some cases, to reduce the emissions driving those impacts.

To support these regionally-oriented initiatives, the Institute for Sustainable Communities (ISC) – an active participant in, and proponent for, metro-regionalism for nearly a decade – offers this report. We are building upon the existing RCC case study literature to offer a theoretically-grounded evaluative framework that can be used by RCCs to track progress over time. For this purpose, we've applied the Plastrik-Taylor functional network typology to RCCs, and used this typology to structure our inquiry, offer our initial hypotheses, and detail our findings and analyses.<sup>1</sup> Using survey and interview data, we specify a current baseline – a state of the art – for 15 of the 17 RCCs that were operating in the United States throughout 2018. We seek to better understand their challenges, successes, and lessons learned in order to develop collective recommendations that inform and inspire existing and new RCCs. It is our hope that this report will be useful for policymakers, funders, service providers, RCC coordinators, member jurisdictions and non-government organizations, as well as RCC partners across all existing and emerging regions. It is important to note that our purpose in conducting this research is not to compare the success of any one RCC against another. Instead, we seek to provide insight into how RCCs are working today and how they could work together to advance our collective understanding of the utility of metro-regional networks as new and powerful nodes within the established international and national networks advancing subnational climate action.

In a sense, one could argue that the idea of regionally-oriented networks is old wine in new bottles. Cities are no strangers to the strategic use of networks to advance policy priorities. And the idea of working across jurisdictions at the metro-regional level has been asserted repeatedly for decades on issues ranging

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<sup>1</sup> Plastrik, Peter, and Madeleine Taylor. 2006. "Net Gains: A Handbook for Network Builders Seeking Social Change." <https://networkimpact.org/downloads/NetGainsHandbookVersion1.pdf>.

from transportation to economic development. In response, we argue in this report that Regional Climate Collaboratives represent an innovative sub-field of local climate action worthy of closer examination. We focus first, however, on sorting out the wine and the bottles.

### Local Governments – Inveterate Networkers?

In December 2015, representatives from the 196 nations party to the United Nations Framework Convention on Climate Change (UNFCCC) adopted the Paris Agreement to guide future international collaboration on global climate change. Remarkable on many counts, the Paris Agreement – for the first time in the nearly 30-year history of the UNFCCC – recognized the importance of subnational actors as partners to nation-states seeking to limit warming below 1.5°C.<sup>2</sup> The ascendancy of subnational recognition within global climate policy was facilitated by multiple networks operating at national and international scales over nearly 30 years. The first three transnational municipal networks formed in 1990, preceding the establishment of the UNFCCC itself.<sup>3</sup> Following the U.S. withdrawal from the Kyoto Protocol in 2001, Seattle Mayor Greg Nickels organized the U.S. Mayors Climate Protection Agreement, which ultimately attracted signatures from 1,060 U.S. mayors, to catalyze local government emission reduction actions that would enable the nation to meet international Kyoto targets.<sup>4</sup> In the 2000s, more national and transnational networks launched, such as the C40 Cities Climate Leadership Group, and the Urban Sustainability Directors Network (USDN).<sup>5</sup> As climate change adaptation grew in climate policy salience in the last decade, resilience-focused national and international networks such as Mayors Adapt, 100 Resilient Cities, and Future Cities emerged to support adaptation efforts at the local scale.<sup>6,7</sup>

The Boston University Initiative on Cities (2018) examined 15 distinct city-to-city networks, 10 of which are focused on climate-related issues. Regardless of network design, all of the examined networks “have a core set of common activities: they build and complement local capacity around specific issues through technical assistance, knowledge dissemination, and advocacy.” They found that the most frequently cited reasons for joining these networks include “the opportunities to amplify their message by uniting around a common cause, to signal to local constituents that they share a particular priority, and to exchange best practices or other information.”<sup>8</sup> These findings support other research arguing that international networks of subnationals are contributing to the creation of “polycentric governance” for the global commons and are acting as a necessary catalyst toward binding action at national scales and at the global scale among nation-states.<sup>9,10</sup>

The Trump Administration’s 2017 announcement that the U.S. intends to withdraw from the Paris Agreement has magnified the role of subnational actors within the context of U.S. climate action and networks are being leveraged anew in response. Rallying under #wearestillin and other related calls to action, elected officials representing states, counties, and municipalities as well as business leaders and nonprofit organizations have signed on to numerous pledges and commitments at multiple high profile convenings since the June 1, 2017 announcement by the Trump Administration. Absent federal action, these efforts are important. The Rhodium Group Taking Stock 2018 report notes that current policy, technology, economic trends place U.S. emissions on a trajectory towards a 12 – 20 percent reduction by 2025

2 UNFCCC, 2015 – pg 2 - [https://unfccc.int/sites/default/files/english\\_paris\\_agreement.pdf](https://unfccc.int/sites/default/files/english_paris_agreement.pdf)

3 Bulkeley, Harriet. 2010. “Cities and the Governing of Climate Change.” *Annual Review of Environment and Resources*, 229–55. <https://doi.org/10.1146/annurev-environ-072809-101747>

4 Gore, Christopher, and Pamela Robinson. 2009. “Local Government Response to Climate Change: Our Last, Best Hope?” *In Changing Climates in North American Politics - Institutions, Policymaking, and Multilevel Governance*, edited by Selin, Henrik and Stacy D. VanDeveer, 142.

5 Bulkeley, Harriet, and Michele M. Betsill. 2013. “Revisiting the Urban Politics of Climate Change.” *Environmental Politics*. <https://doi.org/10.1080/09644016.2013.755797>.

6 Busch, Henner. 2016. “Entangled Cities: Transnational Municipal Climate Networks and Urban Governance.” Lund. <https://doi.org/10.1080/19463138.2015.1057144>.

7 <https://www.100resilientcities.org/>

8 Lusk, D. and Funkel, N. *Cities Joining Ranks: Policy Networks on the Rise*. Boston University Initiative on Cities. 2018

9 Darsch, M. and Flachsland, C. “A Polycentric Approach to Global Climate Governance.” *Global Environmental Politics*. Vol. 17, Issue 2, 45-64, May 2017.

10 Ostrom, E. “A Multi-Scale Approach to Coping with Climate Change and Other Collective Action Problems.” *Solutions Journal*. May 2010

**The challenge of working beyond administrative boundaries and tiers of governance is precisely the purpose of the Regional Climate Collaboratives that interest us.**

below the U.S. Paris commitment range of a 26 – 28 percent.<sup>11</sup> Other analyses support the importance of state, local, and private sector efforts to reduce greenhouse gas (GHG) emissions. In a report prepared for the Global Climate Action Summit, Data Driven Yale (2018) estimates that the total contribution of U.S. subnational pledges (subnational governments and companies) to date would narrow the projected 2025 Paris commitment gap by half if fully realized.<sup>12</sup>

Networking strategies among local governments have successfully raised both the profile and importance of local governments within the realm of global climate change response. Ironically, perhaps, the UNFCCC recognition of local governments in the Paris Agreement comes at a moment in which the effectiveness of local climate action is most urgently needed, particularly in the United States. An extensive literature examining the opportunities and the challenges of local government climate action exists (see for instance Betsill & Bulkeley, 2007; Measham et al, 2011; Schreurs, 2008; Betsill, 2001; and Betsill & Bulkeley, 2003) in which questions about the limits of local authority feature prominently.<sup>13 14 15 16 17</sup> As Anguelovski and Carmen (2011) argue, one critical challenge local governments face is “when climate action extends beyond the boundaries in which the city can exercise its authority and when officials are constrained by geographical scales and tiers of governance.”<sup>18</sup> The Innovation Network for Communities (INC), in its 2017 report, names “intergovernmental alignment” as one of the seven essential capacities for climate adaptation, and describes how “few, if any, cities can go it alone to achieve effective climate adaptation. At the same time, it is likely that climate changes will impact the ecosystems that a city depends on—watersheds and coastal areas, for example—and these often extend beyond the city’s boundaries, yet another reason that alignment with other jurisdictions is essential.”<sup>19</sup>

This challenge of working beyond administrative boundaries and tiers of

11 Rhodium Group, *2018 Taking Stock 2018*. June 28, 2018 <https://rhg.com/research/taking-stock-2018/>

12 Data Driven Yale, NewClimate Institute, PBL 2018: Global climate action of regions, states and businesses. Research report published by Data Driven Yale, NewClimate Institute, PBL Netherlands Environmental Assessment Agency, prepared by project team of Angel Hsu, Amy Weinfurter, Andrew Feierman, Yihao Xie, Zhi Yi Yeo, Katharina Lütkehermöller, Takeshi Kuramochi, Swithin Lui, Niklas Höhne, Mark Roelfsema. Available at <http://bit.ly/yale-nci-pbl-global-climate-action>.

13 Betsill, Michele, and Harriet Bulkeley. 2007. “Looking Back and Thinking Ahead: A Decade of Cities and Climate Change Research.” *Local Environment* 12 (5): 447–56. <https://doi.org/10.1080/13549830701659683>.

14 Measham, Thomas G., Benjamin L. Preston, Timothy F. Smith, Cassandra Brooke, Russell Gorddard, Geoff Withycombe, and Craig Morrison. 2011. “Adapting to Climate Change through Local Municipal Planning: Barriers and Challenges.” *Mitigation and Adaptation Strategies for Global Change* 16 (8): 889–909. <https://doi.org/10.1007/s11027-011-9301-2>.

15 Schreurs, Miranda A. 2008. “From the Bottom Up.” *The Journal of Environment & Development* 17 (4): 343–55. <https://doi.org/10.1177/1070496508326432>.

16 Betsill, Michele M. 2001. “Mitigating Climate Change in US Cities: Opportunities and Obstacles.” *Local Environment* 6 (4): 393–406. <https://doi.org/10.1080/13549830120091699>.

17 Bulkeley, Harriet and Michele M. Betsill. 2003. *Cities and Climate Change: Urban Sustainability and Global Environmental Governance*. *Cities and Climate Change*. London: Routledge. <https://doi.org/10.1080/09644010500418845>.

18 Anguelovski, Isabelle, and JoAnn Carmin. 2011. “Something Borrowed, Everything New: Innovation and Institutionalization in Urban Climate Governance.” *Current Opinion in Environmental Sustainability* 3 (3): 169–75. <https://doi.org/10.1016/j.COSUST.2010.12.017>.

19 The Innovation Network for Communities. 2017. “Essential Capacities for Urban Climate Adaptation: A Framework for Cities,” 72. <https://www.saenv.com/wp-content/uploads/2017/03/City-Adaptation-Essential-Capacities-Final-Report-03.17.pdf>.

governance is precisely the purpose of the Regional Climate Collaboratives that interest us here. And as will be examined below, the RCCs are bringing a tested tool – local government networking – to bear on this problem.

## Regional Climate Collaboratives - Defined

Metro-regional collaboration is asserted by proponents to be an efficient means for adjoining local governments to collaboratively extend beyond their respective boundaries by working together to share best practices, resources, and information; align their respective initiatives and efforts; and co-produce assessments, public policy interventions, and other materials beyond the scope of any one single partner.<sup>20</sup> To address this challenge, a small number of metropolitan regions in the U.S. have been employing networking techniques via RCCs for nearly a decade. Since their emergence in the late 2000s, RCCs have been working to bring practitioners, elected officials, and leaders from a variety of sectors together on both climate adaptation and mitigation issues. By mid-2018, 17 RCCs in metropolitan and rural regions were working to connect and transcend local jurisdictional boundaries to collectively address climate impacts and reduce GHG emissions.

We define regional climate collaboratives as network entities focusing on strategy development and implementation for climate change mitigation (GHG emissions reduction) and/or adaptation, encompassing three key criteria:

- **Contiguity:** participants share adjacent and/or overlapping administrative boundaries within a defined region for purposes of administering individual or collective legal authority;
- **Shared Systems:** participants share the benefits from, and are collectively responsible for, the natural, social/economic, and built systems that support their individual jurisdictions and institutions. Such systems include transportation, energy, and water conveyance infrastructure; watersheds; workforce commuter-sheds; and housing markets; and
- **Local Leadership:** participant leadership emanates from locally-oriented institutions and governments; while state and/or federal government engagement may be present, the initiation of regional action arose from local concern rather than fiat from higher levels of government.

These three criteria distinguish RCCs in both form and function among other local government networks. Contiguity and Shared Systems distinguish RCCs from sub-national networks (e.g., the Southeastern Sustainability Directors Network or the New England Municipal Sustainability Network) in their ability to go beyond the sharing of best practices toward coordinated, collective actions to reduce emissions and climate risk within the systems they share. Local leadership distinguishes RCCs from mandated regional institutions (e.g., air quality management boards or metropolitan planning organizations) imposed by higher levels of government in which the scope of concern and operations are far more prescriptive. We note, however, that some RCCs receive backbone services from such regional institutions, but do so voluntarily.

The work and progress of specific RCCs have been documented in case studies that alternatively focus on best practice documentation, functions and operations, and governance issues.<sup>21</sup><sup>22</sup> The Georgetown Climate Center's (GCC) 2017 report, *Lessons in Regional Resilience*, uses in-depth case studies from six collaboratives across the country to illustrate why and how these networks formed, the ways in which they have chosen to govern or structure themselves, and strategies for funding regional collaboratives.<sup>23</sup> In California, home to six RCCs, the Local Government Commission

20 Institute for Sustainable Communities. 2015. "Regional Resilience Primer." <http://us.iscvt.org/resource/regional-resilience-primer/>.

21 ibid

22 Institute for Sustainable Communities. 2016. "Regional Governance for Climate Action." <http://us.iscvt.org/resource/regional-governance-for-climate-action/>.

23 Bennett, Annie, and Jessica Grannis. 2017. "Lessons in Regional Resilience Case Studies on Regional Climate Collaboratives Lessons in Regional Resilience: Case Studies on Regional Climate Collaboratives." Georgetown Climate Center. <https://www.georgetownclimate.org/reports/lessons-in-regional-resilience.html>

(LGC) worked with the Governor's Office of Planning and Research and the Alliance of Regional Collaboratives for Climate Adaptation (ARCCA), which serves as a "collaborative of the collaboratives," to create a Regional Collaborative Toolkit to convey best practices and lessons learned by the California RCCs.<sup>24</sup> This toolkit provides expertise on a range of RCC activities including effective communication strategies, fundraising approaches, work planning, and partner engagement.

The literature from GCC, ISC, LGC and ARCCA underscores that there is no one model by which all regional climate collaboratives could function and grow – particularly given the range of contextual factors that make each of these networks unique: their annual budget; the age of the RCC; the diversity of local culture, history, and politics; as well as the climate impacts their regions face. Many face the reality that their state's priorities do not include climate change issues, while others operate in politically supportive state government conditions. RCCs have emerged in both urban and rural areas to provide services such as trainings and capacity-building events, data sharing and joint research procurement, regional emission inventories, regional climate action planning, and in some cases joint advocacy to influence state and federal legislation. Some RCCs limit participation to local governments while others open membership to NGOs, universities, and the private sector.

The RCC case study literature also includes an important contribution by Linda Shi (2017) who examined five urban RCCs and concluded that voluntary, collaboration-based approaches represented by the RCC model do not sufficiently recognize the unpredictable nature of climate change or the extent to which climate impacts will transform familiar geographies and communities, effectively "mask[ing] the need for more transformative development and governance paradigms."<sup>25</sup> The RCC approach, she argues, with its conflict-avoiding strategies and focus on local government efforts, fails to respond to difficult questions around regional land-use planning and development, nor does it adequately address issues of social justice and systemic inequities. Without structural reforms of local and regional governance capable of compelling action, regions will not fully address climate change impacts. Shi concludes that regions with stronger regional planning institutions are better positioned to generate more effective regional adaptation plans, and that the authority of these institutions matters – particularly when it comes to conflict resolution, the distribution of resources, and the degree to which collaboratives can enforce their climate plans. She suggests that RCCs reconsider the critical role regional planning and governance institutions can play in transforming long-term regional development.

The questions raised by this RCC literature are important for policymakers and practitioners: how can locally-oriented climate action be organized regionally to extend beyond individual jurisdictional boundaries? Are voluntary entities like RCCs capable of achieving policy outcomes absent of a more compulsory regional authority? What outcomes and impacts have the existing RCCs achieved over the past decade? How might RCCs play a more constructive role in addressing climate injustice at the local and regional scales within metropolitan areas? Before turning to what can be said about these questions, one must first place regionally-oriented climate action in the historical context of metro-regional governance.

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24 Alliance of Regional Collaboratives for Climate Adaptation. 2014. "Regional Adaptation Collaborative Toolkit." 2014. <http://arccacalifornia.org/toolkit/>.

25 Shi, Linda. 2017. "A New Climate for Regionalism: Metropolitan Experiments in Climate Change Adaptation." MIT.



## RCCs in Context: Regionalism as a Governance Paradigm

It is important to stress again that metro-regionalism is an old (and not uncontroversial) idea. The history of metro-regionalism as an idea tracks relationally with the history of a changing American urban geography, developing apace as U.S. cities grew more suburban and more highly fragmented.<sup>26 27 28</sup> An extensive literature documents the history of suburbanization in the United States following World War II, and the many federal and state policies that drove the proliferation of suburban and exurban municipalities around historic core cities, all too often sorting cities by race, class, and access to opportunity.<sup>29 30</sup> Regionalist reformers, for over a century and half, have grappled with the fact that, as Wheeler (2009) puts it, “problems with regional governance are institutional and political in nature and stem from the position of regions in the hierarchy of governmental institutions, the fragmentation of jurisdictions and communities within the region, and fierce political resistance to many forms of planning, especially those involving land use, within capitalist economies.”<sup>31</sup> Putting a finer point on Wheeler, the degree of municipal fragmentation within a metro area – the number of individually incorporated cities and towns within an urban region – and the dispersion of public spending across those jurisdictions has increased substantially over the past 70 years. The Greater Miami-Fort Lauderdale-West Palm Beach urban region of Southeast Florida contains 109 municipalities across four counties while Los Angeles County alone contains 88 municipalities.

Wallis (1994) usefully describes three waves of regionalist reform thinking in American urban thinking.<sup>32</sup> The first wave of regionalist reform centered on the question of whether “the demands placed on the public sector to support a large concentration of population and provide necessary infrastructure... are best met by creating a single governmental structure,” and focused primarily on various approaches for consolidating local government jurisdictions where politically possible, or creating regional single-purpose service districts for issues such as parks or air quality where it wasn’t.<sup>33</sup> A second wave, “focused on procedural reforms designed to improve program coordination and comprehensive planning,” emerged in the early 1960’s driven largely by a growing body of federal grant-in-aid programs requiring state and local coordination that went from “nine in 1964 to 160 in 1977.”<sup>34</sup> The principal regionalist mechanisms of the second wave – the regional planning councils and councils of governments – proliferated from the first in Detroit founded in 1954 to over 660 by the late 1970’s.<sup>35</sup>

Both of the first two waves of regionalism lost momentum in due course to the institutional and political problems noted by Wheeler. First wave consolidation lost momentum as suburbs gained the power to block annexation by central cities and second wave procedural efforts lost momentum with the decline of federal funding for local governments and as focused pressure against regional growth management and land use planning gathered force. Notable second wave institutions in Metro Portland and the Metropolitan Council of the Twin Cities continue to thrive, offering a wide range of common services across multiple cities and counties backed by state legislative authority and dedicated funding sources. Interestingly, the Met Council, along with the regional planning councils in greater Boston and Northeast Florida, and the Metropolitan Washington Council of Governments, now serve as the backbone entities for their respective RCCs.

26 Mitchell-Weaver, Clyde, David Miller, and Ronald Deal. 2000. “Municipal Governance and Metropolitan Regionalism in the USA.” *Urban Studies* 37 (5–6): 851–76. <https://doi.org/10.1080/00420980050011127>.

27 Wallis, Allan D. 1994. “Inventing Regionalism: The First Two Waves.” *National Civic Review* 83 (2): 159–75. <https://doi.org/10.1002/ncr.4100830210>.

28 Stephens, G. Ross, and Nelson Wikstrom. 2000. *Metropolitan Government and Governance: Theoretical Perspectives, Empirical Analysis, and the Future*. Oxford University Press. New York.

29 Nicolaidis, Becky and Andrew Wiese. 2017. “Suburbanization in the United States after 1945.” *Oxford Research Encyclopedia of American History*. <https://dx.doi.org/10.1093/acrefore/9780199329175.013.64>.

30 Carruthers, John I. 2003. “Growth at the Fringe: The Influence of Political Fragmentation in United States Metropolitan Areas.” *Papers in Regional Science* 82 (4): 475–99. <https://doi.org/10.1007/s10110-003-0148-0>.

31 Wheeler, Stephen. 2011. “Regions, Megaregions, and Sustainability.” *Regional Studies*. 43:6, 863–876. <https://doi.org/10.1080/0034300701861344>

32 Wallis, Allan D. 1994. “Inventing Regionalism: The First Two Waves.” *National Civic Review*. Spring/Summer 1994. <https://doi.org/10.1002/ncr.4100830210>

33 Ibid

34 Ibid

35 Ibid

**Third wave regionalists use approaches that “stress development of governance capacity rather than expansion of government and they employ facilitated processes to develop a shared vision and means of collaboration.**

A third wave of regionalism (the new regionalism) emerged in the 1990s in recognition of the growing importance of metro-regions within a rapidly globalizing, post-industrial service economy.<sup>36 37 38</sup> Wallis (1994b) observed that these third wave regionalists use approaches that “stress development of governance capacity rather than expansion of government; they are led by coalitions of interest groups which are often cross-sectoral (nonprofit, private and public); they focus on areas of substantive strategic concern; and they employ facilitated processes to develop a shared vision and means of collaboration.”<sup>39</sup> We found no better description of what a Regional Climate Collaborative represents within the RCC case study literature.

While this brief history of regionalism within the U.S. suggests a certain uniformity of experience across state boundaries, one must consider that within U.S. federalism, the 50 states each govern local government creation as well as the powers, duties, and functions that local governments enjoy. According to the so-called “Dillon’s Rule,” local governments can engage only in those activities expressly granted by state legislatures. However, local governments within “home rule states” are granted authority under state constitutions to essentially govern themselves as they think appropriate. In practice, most local governments within the U.S. operate under more nuanced conditions than this simple polarity suggests.<sup>40</sup> Anecdotally, this issue of local authority is a major point of consideration by practitioners considering whether and/or how to spur a regional climate collaborative process for their metro area.

In locating modern RCCs within this history of metro-regionalism – of shifting meanings and changing fortunes as idea in good standing among public administrators – one gains new perspective on the challenging circumstances into which the existing RCCs have been born and perhaps, some insight into why RCC’s aren’t more numerous after a decade since they first began.

## Metro-Regional Dimensions of Racism and Climate Inequity

Finally, we must consider the single most challenging issue facing locally-oriented climate policy through the regionalist lens: structural racism in American cities. As locally-oriented climate efforts have developed over the past three decades, issues of social injustice, growing income and wealth inequality, and long-standing disparities in access to economic opportunity have become widely recognized barriers to the reality of sustainable, resilient cities shared

36 Wallis, Allan D. 1994b. “Inventing Regionalism: A Two-Phase Approach.” *National Civic Review*. Fall/Winter 1994.

37 Mitchell-Weaver, Clyde, David Miller, and Ronald Deal. 2000. “Municipal Governance and Metropolitan Regionalism in the USA.” *Urban Studies* 37 (5–6): 851–76. <https://doi.org/10.1080/00420980050011127>.

38 Stephens, G. Ross, and Nelson Wikstrom. 2000. *Metropolitan Government and Governance: Theoretical Perspectives, Empirical Analysis, and the Future*. Oxford University Press. New York.

39 Op. cit. note 36

40 U.S. Advisory Commission on Intergovernmental Relations. 1981. “Measuring Local Discretionary Authority.” USAICR, M-131. Washington.

and shaped by all. Existing social and racial inequities have created frontline communities within cities that are more vulnerable to climate impacts such as extreme heat, sea level rise, and flooding events as they intensify and increase in frequency.<sup>41</sup> Within the urban U.S., many of the federal, state, and local policies and private sector actions that created municipal fragmentation did so with great harm to communities of color. Haas Institute Director John A. Powell (2000) notes that “segregation and concentrated poverty are not self-induced... nor did these problems arise by accident: they were generated by and perpetuated through governmental policies, institutional practices, and private behaviors.”<sup>42</sup>

In the 20th century, federal housing and transportation policy consistently worked against central cities by encouraging suburban growth.<sup>43 44 45</sup> FHA’s preference for new construction over the purchase of existing units served to subsidize white residents to leave the inner cities for the suburbs.<sup>46 47</sup> The Interstate Highway System, initiated to facilitate national defense in the 1950s, became increasingly important for travel between growing suburbs and commercial cores. The outward flow of white and more affluent residents from central cities to suburbs persisted through the early 1990s, but began to slow and reverse itself due to structural changes in the U.S. economy and changing tastes for urban amenities.<sup>48</sup> This “urban resurgence” is now rapidly changing the regional geography of inequity and poverty, with gentrification and displacement occurring in long established central city neighborhoods that are historically home to people of color. The National Association of Counties (NACO) reported that suburban counties experienced a 64 percent increase in the low-income population between 2000 and 2015.<sup>49</sup> The suburbanization of poverty, exacerbated by the Great Recession of 2007-2009, is placing increased service burdens on jurisdictions lacking the tax base to meet new needs.<sup>50</sup> Access to employment, education, and other opportunities is the linchpin for success.<sup>51</sup> Less-resourced residents who reside in the outer suburbs are often denied these opportunities due to inadequate transportation options, less access to social services, and minimal attention from their city government, which may simply lack the tax base to provide for large numbers of residents living at or below the poverty line.<sup>52</sup> Statistics on commuting to and from the outer suburbs now show a heavy dependence on expensive, long-distance car travel, a new fact of life for many suburban poor.<sup>53</sup> Likewise, smaller, less-resourced jurisdictions are least able to prepare for climate impacts due to their lack of financial and technical capacity to address these issues.<sup>54</sup>

While anti-regionalist policies and practices have created many of the challenges that the nation’s cities now face, might metro-regionalist approaches serve as a remedy? It perhaps depends upon which wave of regionalism one is proposing. Powell (2001) notes the “surprising, at least initially,... resistance from minority communities at the urban core” to regionalism “often based on non-economic concerns: the loss of political control and cultural control or identity.”

41 Shi, Linda, Eric Chu, Isabelle Anguelovski, Alexander Aylett, Jessica Debats, Kian Goh, Todd Schenk, et al. 2016. “Roadmap towards Justice in Urban Climate Adaptation Research.” *Nature Climate Change*. <https://doi.org/10.1038/nclimate2841>.

42 Powell, John A. 2001. “Addressing Regional Dilemmas for Minority Communities.” In *Reflections on Regionalism*, edited by Bruce Katz. Washington, D.C.: Brookings Institution Press.

43 Rose, Jonathan F. P. 2016. *The Well-Tempered City: What Modern Science, Ancient Civilizations, and Human Nature Teach Us about the Future of Urban Life*. HarperCollins.

44 Moore, Steven A. 2007. *Alternative Routes to the Sustainable City: Austin, Curitiba, and Frankfurt*. Lexington Books.

45 Schill, Michael, and Susan M. Wachter. 1995. “Spatial Bias of Federal Housing Law and Policy: Concentrated Poverty in Urban America.” *University of Pennsylvania Law Review* 143: 1285–1342. <https://doi.org/10.3366/ajicl.2011.0005>

46 Op. cit. at note 42

47 Op. cit. at note 42

48 Polese, Mario. 2014. “Why (Some) Downtowns Are Back: Lessons from the Urban Resurgence.” *City Journal*. <https://www.city-journal.org/html/why-some-downtowns-are-back-13622.html>.

49 Kneebone, Elizabeth; Murray, Cecile. 2017. “What the Suburbanization of Poverty Means for U.S. Counties” National Association of Counties. Accessed October 8, 2018. <https://www.naco.org/articles/what-suburbanization-poverty-means-us-counties>.

50 Maciag, Mike. 2013. “Governments Resisting the Urge to Merge.” *Governing.Com*. <http://www.governing.com/topics/mgmt/gov-governments-resist-urge-to-merge.html>.

51 Porter, Michael. 1997. “New strategies for inner-city economic development.” *Economic Development Quarterly*. 11, 1 (February): 11-17.

52 Kneebone, Elizabeth. 2009. “The Suburbanization of American Poverty.” Brookings Institution. <https://www.brookings.edu/opinions/the-suburbanization-of-american-poverty/>.

53 Schafran, Alex. 2012. “Mapping the Suburbanization of Poverty.” *Smart Cities Dive*. Accessed October 8, 2018. <https://www.smartcitiesdive.com/ex/sustainablecitiescollective/mapping-suburbanization-poverty/64151/>.

54 Op. cit. at note 41

Discounting these concerns “is a serious mistake, because it underestimates the value of identity and makes regionalism feel like another solution imposed on people of color by whites who ‘know better.’”<sup>55</sup> Both Powell and Wallis note the case of the 1970 merger of the City of Indianapolis and Marion County, initiated to preserve federal funding following white flight, as such an instance in that “at one level it appeared to be designed to assure that the state’s largest city did not fall under black control.”<sup>56</sup> Powell argues for a “federated regionalism,” noting the “primary attraction of a regional approach is the possible economic benefit to communities of color” in reconciling “mobility” and “in-place” strategies for addressing racial segregation and concentrated poverty.<sup>57</sup>

Pastor, Benner, and Matsuoka (2009) see much promise in “a new thread running through many local efforts: a perspective and politics that emphasizes ‘regional equity.’”<sup>58</sup> This thread, they argue,

*“operates at three levels. Analytically, it takes as a bedrock principle that many of our country’s most challenging urban problems are created by our patterns of metropolitan development, particularly the spatial configuration of cities and suburbs. Practically, it suggests that new metropolitan strategies – on housing, economic development, and workforce – are crucial to tackling these problems and may be more effective at generating equitable outcomes than either traditional community development efforts or broad national policy. Politically, it suggests that the region is a productive place for new progressive organizing, partly because it is on the regional scale that many problems are experienced and partly because a confluence of interests make it possible to create new sustainable coalitions among unlikely partners.”*<sup>59</sup> (emphasis original)

Citing regional equity organizing efforts around the country, Pastor et al. assert that this “regional equity perspective also pays attention to issues of economic competitiveness and sustainability in ways that appeal beyond the usual low-income constituencies.”<sup>60</sup> And further, this regional equity perspective:

*“has its analytical roots in three strands of research and action, each with its own particular set of emphases, messages, and strategies. The first strand is the ‘new regionalism,’ which argues that the metropolitan region has emerged as the preeminent sphere for economic prosperity and that social equity is an important factor in regional competitiveness. The second is the ‘new community development,’ which suggests that older ways of focusing on the revitalization of poor neighborhoods need to be supplemented with an ‘outside game’ that connects to regional opportunities. The third is the ‘new organizing,’ which looks to the region explicitly to understand and leverage power in the interests of lower-income and minority communities.”*<sup>61</sup>

To borrow from Pastor et al.’s title and Steve Allen before them, this could indeed be the start of something big. As local social justice, climate action, and economic prosperity converge within the third wave of regionalism to “stress development of governance capacity rather than expansion of government;... led by coalitions of interest groups which are often cross-sectoral (nonprofit, private and public);... focus on areas of substantive strategic concern; and... employ facilitated processes to develop a shared vision and means of collaboration,” one begins to appreciate the promise that RCCs can bring to the repertoire of city networking toward effective, prosperous, and just local climate action.

55 Op. cit. at note 42

56 Op. cit. at note 32

57 Op. cit. at note 42

58 Pastor Jr., Manuel, Benner, Chris, and Matsuoka, Martha. 2009. *This Could Be the Start of Something Big: How Social Movements for Regional Equity Are Reshaping Metropolitan America*. Cornell University Press. Ithaca, New York.

59 ibid

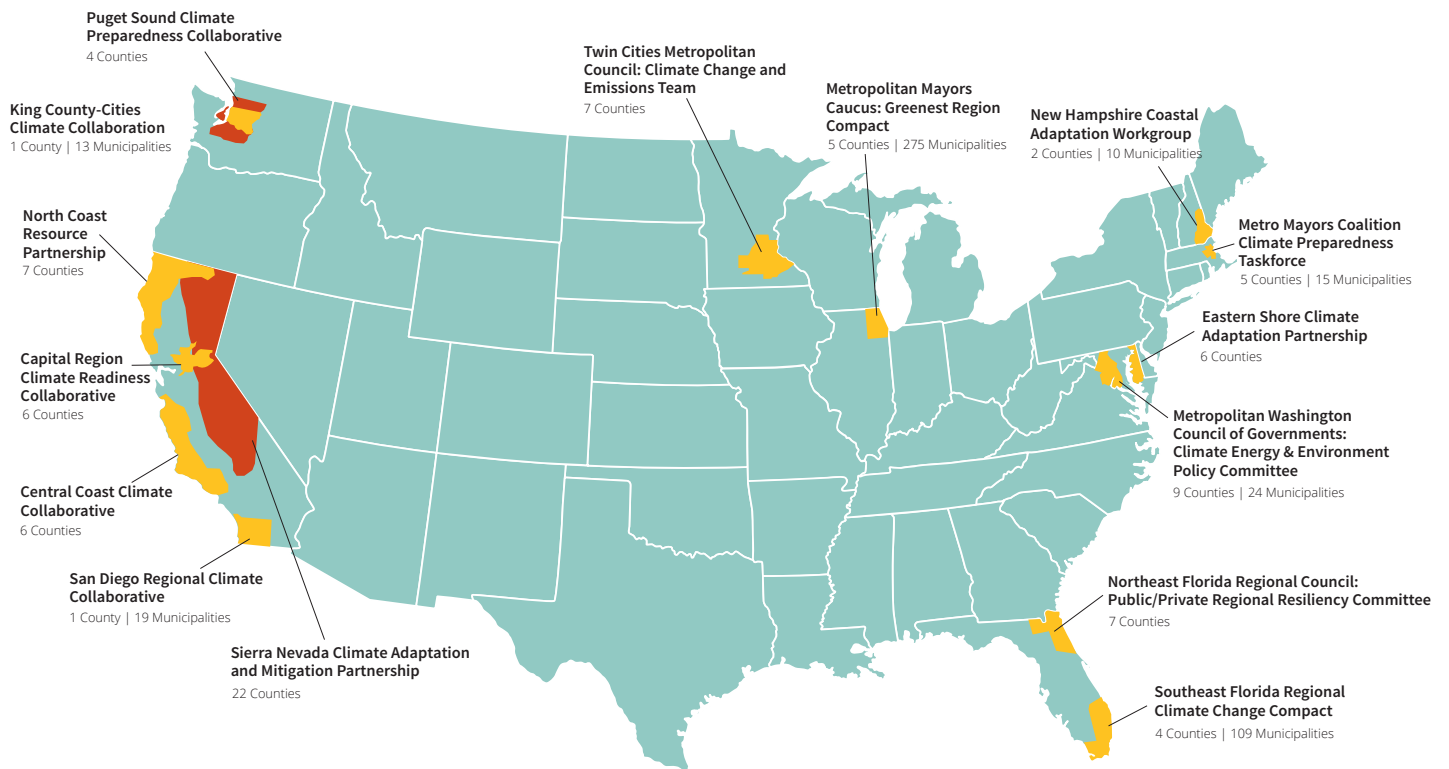
60 ibid

61 ibid

We turn now from what has been and what might be to an examination of what is. We close with recommendations and thoughts for further consideration.

# ISC'S RESEARCH

To meet the need for a common assessment of RCCs as a group, ISC conducted the first structured analysis of today's regional climate collaborative field. While the history and stories of climate collaboration are well-documented, this research offers a way to examine the current status of RCCs and track changes over time, based on a new common framework of RCC activities and success. Through surveys and interviews, we examined 15 existing collaboratives, asking: how do they collaborate, how effective is that collaboration, and do they see outcomes or impacts of their work? The results are field-wide indicators of the state of regional climate collaboratives, and key trends that span across geography and politics.



## Applying a Network Lens

At their heart, RCCs are networks. They connect local leaders and practitioners across jurisdictional boundaries, and organize activities around a common agenda. Like most coalitions, alliances, or partnerships, RCCs operate as networks, with a particular set of nodes and links that connect member organizations.<sup>62</sup> Various network theories offer a way to understand differences in how RCCs work together. Peter Plastrik and Madeleine Taylor propose a typology of networks based on how network members produce outcomes, through “connectivity,” “alignment,” or “production”<sup>63</sup> (Table 1). This continuum increases in the level of joint production and direct effort required by network members. In **connectivity** networks, members plan and produce outcomes independently, but share knowledge with each other. In **aligned** networks, members develop shared plans together and align their priorities, but produce outcomes independently. In **production** networks, members develop shared plans and priorities, and jointly produce outcomes together. While networks are expected to progress from connectivity to production as relationships strengthen, certain network types might be more appropriate for certain activities. Plastrik and Taylor suggest that networks can choose how to collaborate depending on the outcome that best suits the issue at hand.

**TABLE 1: Regional Climate Collaboratives as Networks**

	Connectivity Network	Alignment Network	Production Network
Definition	Connects people to allow easy flow of, and access to, information and transactions	Aligns people to <b>develop and spread an identity</b> and collective value proposition	Fosters <b>joint action</b> for specialized outcomes by aligned people
Desired Network Effects	Rapid growth and diffusion, small – world reach, resilience	Adaptive capacity, small-world reach, rapid growth and diffusion	Rapid growth and diffusion, small-world reach, resilience, adaptive capacity
Key Task of Network Builder	Weaving – help people meet each other, increase ease of sharing and searching for information	Facilitation – helping people to explore potential shared identity and value propositions	Coordinating – helping people plan and implement collaborative actions

Based on these network descriptions, ISC staff established a few assumptions that shaped the design of our inquiry:

- Each RCC functions differently for different activities. For instance, collaboratives could work together on state policy differently than they organize and conduct trainings.
- With limited resources, RCCs will conduct more activities through the lowest amount of organizing effort (connected) and fewer activities through the highest amount of organizing effort (productive).
- While RCCs may be doing connected and aligned work for different activities effectively, the overall outcomes of regional climate collaboration are best reached through joint production.

<sup>62</sup> Plastrik, Peter, and Madeleine Taylor. 2006. “Net Gains: A Handbook for Network Builders Seeking Social Change.” <https://networkimpact.org/downloads/NetGainsHandbookVersion1.pdf>.

<sup>63</sup> *ibid*

## Evaluative Framework for Regional Climate Collaboratives

In order to pursue a more systemic analysis of regional climate collaboratives, ISC staff developed an evaluation framework based on Plastrik and Taylor’s network typology. The framework gives structure for evaluating what level of network collaboratives conduct activities, the intermediate outcomes of each type of network, the overall outcomes of activities, and the extent of collaboratives’ impact (Appendix A).

<b>ACTIVITIES</b>	The work RCCs conduct together
<b>NETWORK TYPE</b>	How RCCs collaborate to conduct their activities
<b>INTERMEDIATE OUTCOME</b>	How well RCCs collaborate (efficacy)
<b>OVERALL OUTCOME</b>	To what extent did the intended result of activities occur
<b>IMPACTS</b>	How much effect does the RCC have on broader systems

This structure allows researchers to determine how collaboratives conduct different activities, and how members and coordinators see their overall impact across a range of issue areas. ISC established these categories after analyzing collaborative planning and governance documents to find a set of shared activities across collaboratives (Table 2). Full definitions of each activity and impact area can be found in Appendix B.

**TABLE 2: Shared Activities Across Collaboratives**

<b>ACTIVITIES</b>	<b>IMPACT AREAS</b>
Training & Tools	Transportation and Land Use
Raise External Resources	Energy Supply and Demand
State Advocacy	Water Management
Federal Advocacy	Natural Systems
State Engagement	Hazard Mitigation & Emergency Management
Federal Engagement	Public Health
Stakeholder Engagement	Coastal Vulnerability
Public Communication	Economic Resilience
Research & Analysis	Waste Management
Climate Planning	Equity

Establishing standard indicators of regional climate collaboration outcomes and impacts is inherently difficult since each collaborative was established within a specific geographic and political context. For this research, ISC established standards for meeting outcomes and relied on the collaborative coordinators and members to self-report on those standards and gauge their level of impact. While the evaluative framework articulates what an intermediate outcome for every type of network activity would be, this research was structured to ask collaboratives to report on their efficacy of their activities as a substitute.

As the field of regional climate collaboration matures, consensus around standard indicators of impacts and data sources will better enable collaboratives to measure progress (see “Further Inquiry” section).



## State of Regional Climate Collaboratives

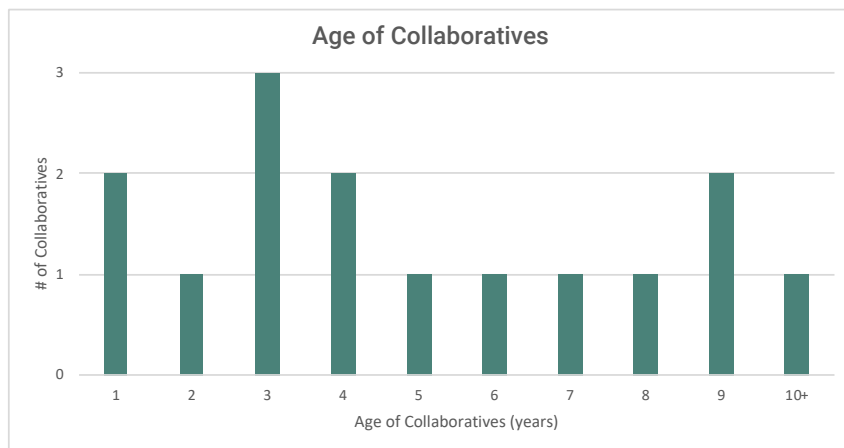
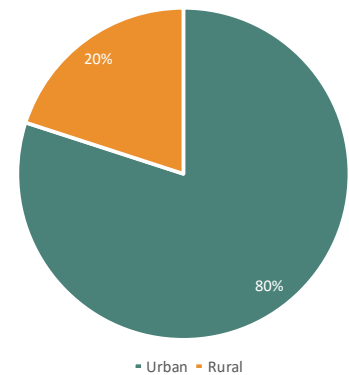
The 15 climate collaboratives included in this research represent most of the existing regional climate collaborative initiatives and a range of geographies, demographic profiles, and cultures across the U.S.

**The majority (80 percent) of these regional climate collaboratives are urban.**

Urban climate collaboratives tend to be geographically centered around a large city, covering the metro-regional area and the economic and environmental systems that surround and support it.

The age of these collaboratives shows that regional climate collaboration is a fairly new practice. Almost all of the RCCs began (or started their focus on climate) in the last 10 years, and **half of the collaboratives were formed in the last four years.**

Geography of Collaboratives



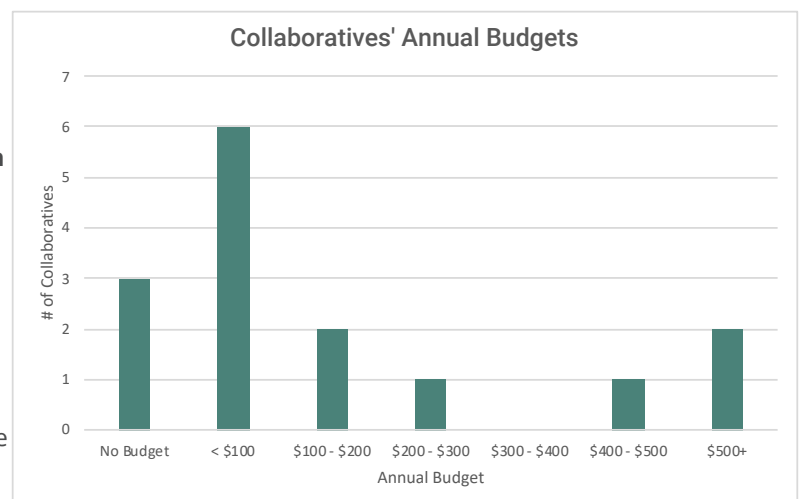
Most of the regional climate collaboratives rely on a backbone organization to provide structure and continuity, although 20 percent do not. The greatest number of collaboratives (33 percent) rely on nonprofit organizations to serve as the backbone organization.

Overall, regional climate **collaboratives report low operating budgets. Half of the collaboratives have an operating budget of less than \$100,000** and three

collaboratives report having no operating budget. Additionally, over 50 percent of regional climate collaboratives are operating with the staff time of one full-time employee or less.

Regional climate **collaboratives are largely driven by local governments.** The most highly represented organizations in the regional climate collaboratives are local governments, regional agencies, and nonprofits. The least represented are tribal governments, social or racial justice organizations, and utilities.

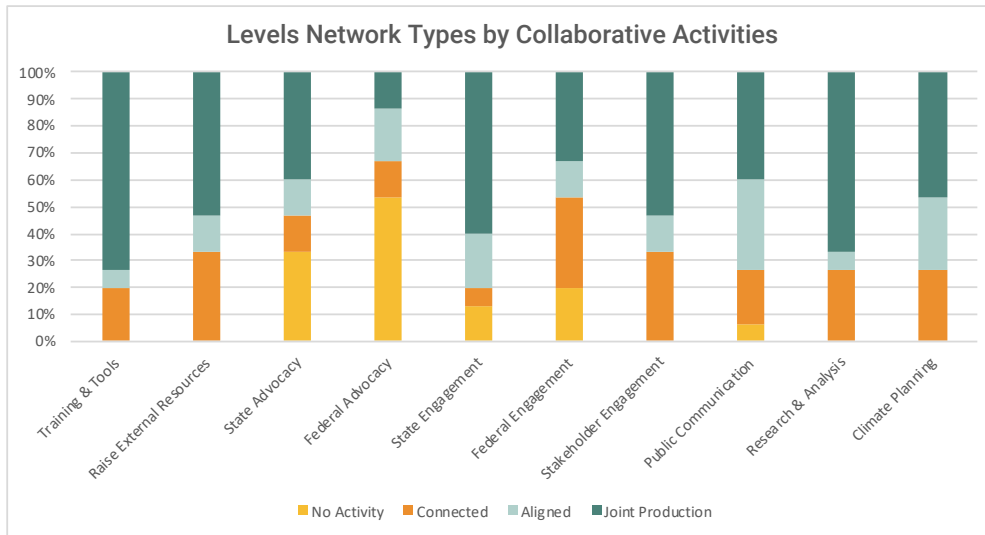
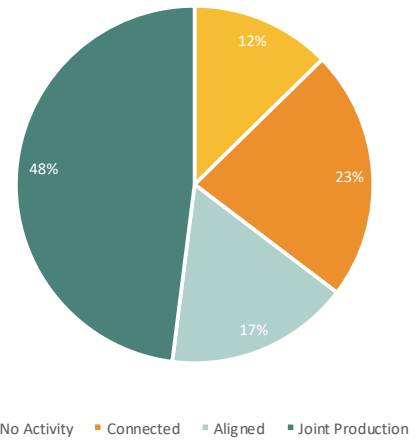
In interviews, collaborative coordinators describe past adversarial relationships between community stakeholders and governments, but **overall, collaboratives have improved relationships with non-governmental stakeholders**, and increased partnerships with academic partnerships and nonprofit groups. As one coordinator described their evolution, "it's been collaborative, especially with our local university and with nonprofits and advocacy groups on climate change issues... What has changed is that the county is working a lot more with the cities and with nonprofits, community partners, and that's part of our commitment to do a better job engaging."



## COLLABORATIVES' ACTIVITIES

Across all types of activities, **collaboratives most frequently conduct work through production networks**, meaning collaborative members develop shared priorities and implement them together, requiring the most effort from members. Forty-eight percent of all collaboratives' activities are through joint production, compared to the 17 percent of alignment activities and 23 percent of connected activities. This distribution of network activities counters our assumption that because it takes more effort to jointly produce regional outcomes, collaboratives would operate that way less frequently. We would expect collaboratives to conduct activities more frequently at a lower level of effort and less frequently at a higher level of effort. However, the distribution of activities shown in the survey data means more collaboratives are conducting activities with a higher level of effort. Additionally, collaboratives report the least amount of alignment activities, showing a gap in how collaboratives function. Few collaboratives operate in the middle ground of effort between connectivity and co-creation.

Activities by Network Type



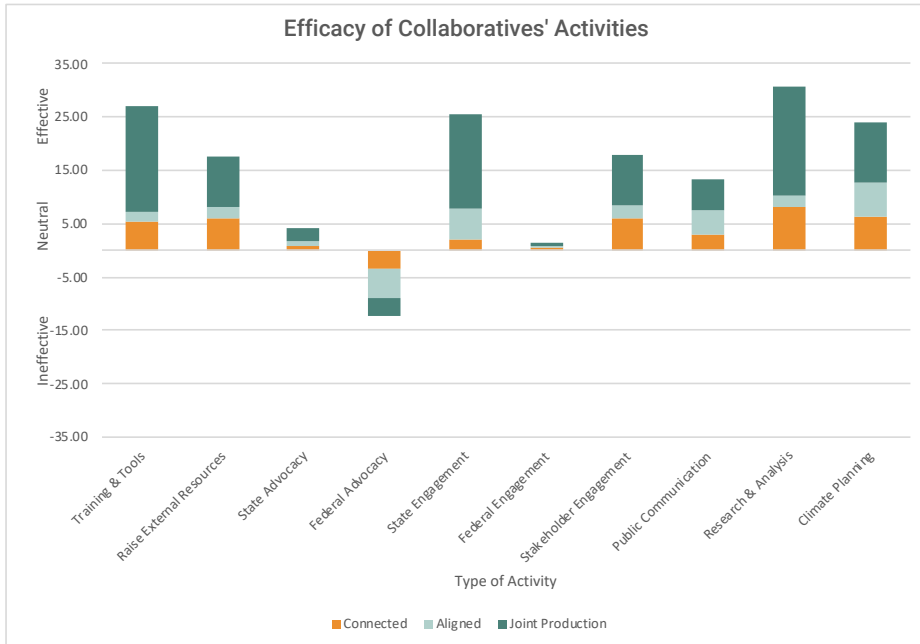
The amount of effort devoted to specific activities **varies by network type**, suggesting that collaboratives conduct activities through different kinds of network types based on the task. Production network activity is most highly represented in training & tools, research & analysis, and state engagement. Alignment network activity is most

frequently represented in public communications. Connected work is most frequently seen in raising external resources and stakeholder engagement.

No matter the network type, collaboratives report the **least amount of activity related to state and federal engagement** and advocacy and **public communications**. Besides the obvious difficulty of working with federal and state agencies in contentious political climates, the lack of state and federal engagement reflects some collaboratives' explicit focus on local action rather than state or federal action.

## CURRENT EFFICACY AND SUCCESS OF COLLABORATIVE ACTIVITIES

Overall, **collaboratives rate "how effectively they are conducting activities" higher than their "level of success in reaching the intended outcome."** While collaboratives are effectively working together and jointly producing outputs, they are not yet meeting the overall outcomes. This suggests there is a gap between efficacy and success;

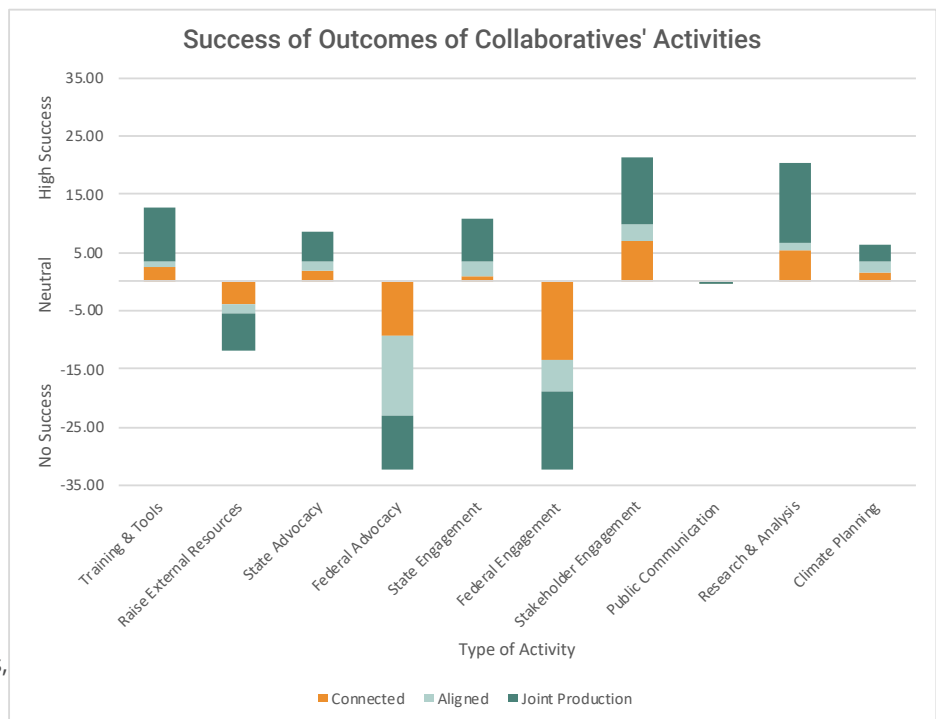


there is still work to be done for collaboratives to meet their outcomes. The dissonance between efficacy and outcomes also may reflect the different perspective of coordinators of collaboratives, and the collective perspective of members. Through separate surveys, collaborative coordinators rated the efficacy and collaborative members reported overall outcomes. Therefore, we could interpret these results to mean that coordinators are confident in how their collaboratives are functioning, while members do not yet see outcomes of those activities fully

realized. This gap could also be explained by the lack of effective monitoring and evaluation in collaboratives. While 10 of the 15 collaboratives reported having a monitoring and evaluation system, only two of the collaboratives had a process that collected data against predefined indicators of success. While collaboratives may be able to directly observe and gauge how well they conduct their activities, they likely do not have the same ability to gauge whether or not change in desired outcomes has been made as a result, without the insight that a monitoring system provides.

**Collaboratives are most effective in conducting research and analysis and developing training and tools.**

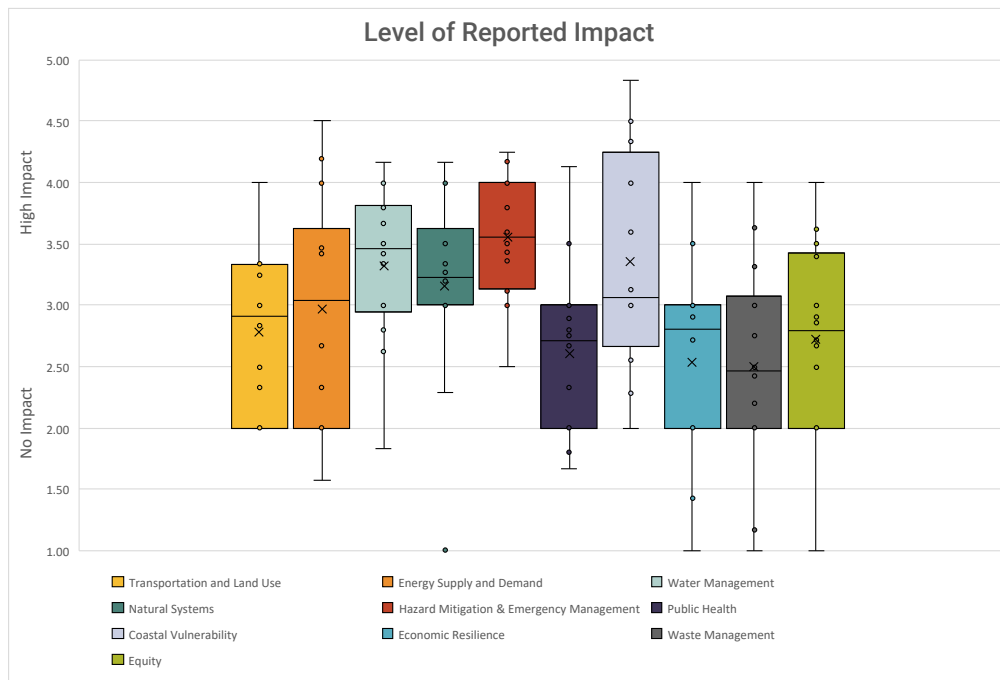
Collaboratives conducting state engagement also report a high level of efficacy in their work, counter to the very low rate of efficacy for federal engagement. Collaboratives report higher efficacy on research, training, and climate planning activities, which appear to be within the job descriptions and training of local government practitioners who make up the membership of most of these collaboratives. Conversely, collaboratives report lower efficacy on advocacy, public communications, and stakeholder engagement, all activities that are not necessarily part of the professional roles of local government sustainability or climate practitioners.



While there are some trends we would expect, such as the low rated outcomes in federal advocacy and engagement that correlate with the low efficacy in that activity, there are a few notable activities where the level of efficacy and outcomes do not seem to correlate. Specifically, **raising external resources, public communications, and climate planning are activities for which collaboratives report outcomes that are much lower proportionate to the effectiveness of their activity.** There could be several explanations for this. Collaboratives are effectively engaging in those activities, but they haven't yet had the time or resources to reach outcomes. Coordinators could also feel confident in how their collaborative is conducting activities, but that tactic is not the best way to reach outcomes. Additionally, external factors beyond collaboratives' activities have a significant impact on reaching outcomes, such as the political climate or willingness of other partners.

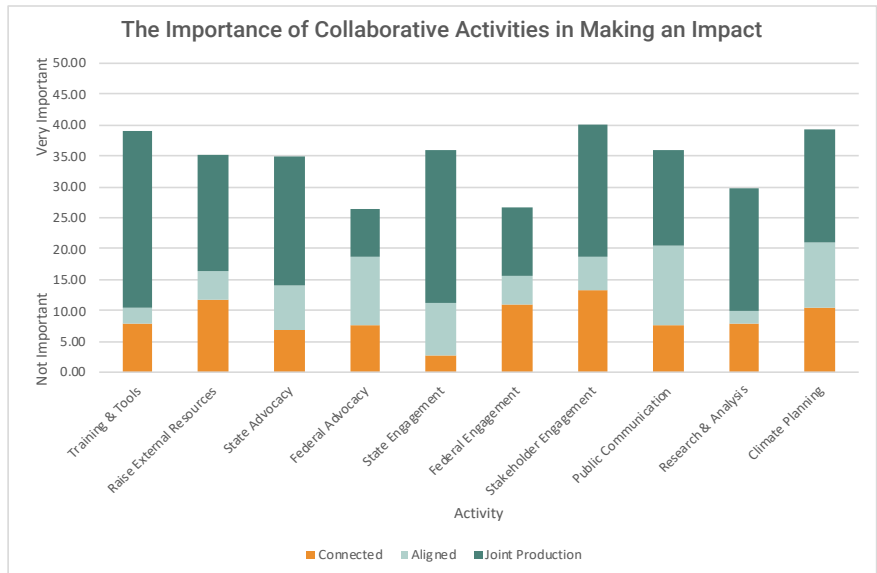
### CURRENT LEVEL OF IMPACT

On average, **collaboratives report a medium level of impact across all topic areas.** While there is a greater range of impact in some topic areas compared to others, there is no impact area where collaboratives are reporting high impact. On a scale between no impact and high impact, the average level of impact across collaboratives are clustered around the midpoint. The topic areas with the **highest rated impact across all collaboratives include hazard mitigation, water management, and natural systems.** The areas with the **lowest rated impacts include economic resilience, waste management, public health, and equity.** Additionally, the lowest rated averages show a greater spread of reported impacts with some points of "no impact," showing that several collaboratives have not made any impact in those areas. The areas where collaboratives have made the most impact are related to physical infrastructure and systems historically tied to risk reduction in the emergency management and climate adaptation fields, while the areas collaboratives made the least impact reflect the areas that are not historically considered in climate work, as climate resilience has been historically focused on physical and infrastructure systems rather than social or human systems. These findings reinforce the well-documented arc of the adaptation field, evidenced in work such as The Kresge Foundation's assessment of the U.S. Climate Adaptation Field.<sup>64</sup>

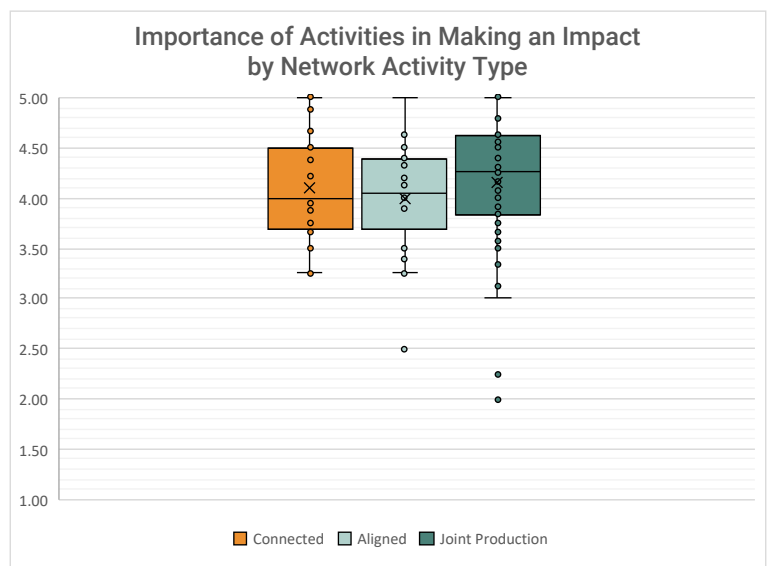


64 Moser, Susanne, Joyce Coffee, and Aleka Seville. "Rising to the Challenge, Together." The Kresge Foundation. December 2017. <https://kresge.org/content/rising-challenge-together>

When examining the role collaborative activities played in making those impacts, we see collaboratives tend to rate the value of all activities fairly high in making an impact. On average, collaboratives rated every activity above the midpoint of the importance scale. Even more interesting is the relative importance of collaborative activities in the eyes of collaborative members—the results show that **federal engagement, advocacy, and research and analysis** were rated the **least important** in making an impact. **Stakeholder engagement, climate planning, and training and tools** were rated the **most important** in making an impact.



We can also look at the relative importance of different collaborative activities by network types. By comparing the importance of activities to how coordinators reported conducting those activities, we can examine a trend of how impactful different network activity types are in collaboratives. From this analysis, we can see the **average impact of activities increases slightly as the level of effort increases toward production network activities**. However, joint production also has a wider range of reported impacts, showing more cases of collaboratives engaging in joint production activities but with low impact than in aligned or connected activities.



## Contexts of Regional Climate Collaboratives

Regional climate collaboratives vary by geographic and political context. As existing case study literature on regional collaboration indicates, the relative challenges, need for, and success of regional climate collaboration varies depending on the level of municipal fragmentation, local political authority, demographic dynamics, and local climate impacts. The collaboratives included in this research also vary in age, size, resources, and structure. Theoretically, all of these context factors would impact how, and how well, collaboratives meet their outcomes and create impact.

To account for the differences in RCCs, ISC gathered data on a wide variety of context factors, such as age of the collaborative, budget, or population for each collaborative and analyzed the outcomes and impacts of climate collaboratives against each. For each scaled context factor, ISC conducted regression analysis to determine if they are statistically significant in the collaborative's efficacy of activities, overall outcomes, and impacts.

Based on this research analysis, we did not find that any of the commonly perceived barriers made an impact on our measures of success. There was no predictive statistical relationship between any context factor data gathered and the efficacy, outcomes, or impacts of RCCs (see Table 3). While this analysis does not show any context factor playing a big role in an RCC's success, it can give insight into the relative importance of different context factors. As discussed in the methodology section, the lack of apparent correlation may be a result of methodological limitations: the small sample size of 15 collaboratives, the design of the context scales, or the self-reporting bias by collaboratives. However, it also opens the possibility that the local context of a collaborative has less of an impact on its success than is widely thought. From this dataset, there doesn't appear to be contextual constraints to developing a regional collaborative. If true, there is even greater potential utility for a common evaluative framework for RCCs.

**TABLE 3: Statistical Significance of Context Factors: R-Squared Values**

CONTEXT FACTOR	EFFICACY	OUTCOME	IMPACT
Authority	0.012	0.015	0.046
Age	0.067	0.011	0.038
Municipal Fragmentation	0.031	0.001	2.4E-07
Budget	0.020	0.001	0.032
Staff	0.003	0.000	0.031
Population	0.001	0.005	0.002
Structure	0.008	0.000	0.009

# RESEARCH FINDINGS

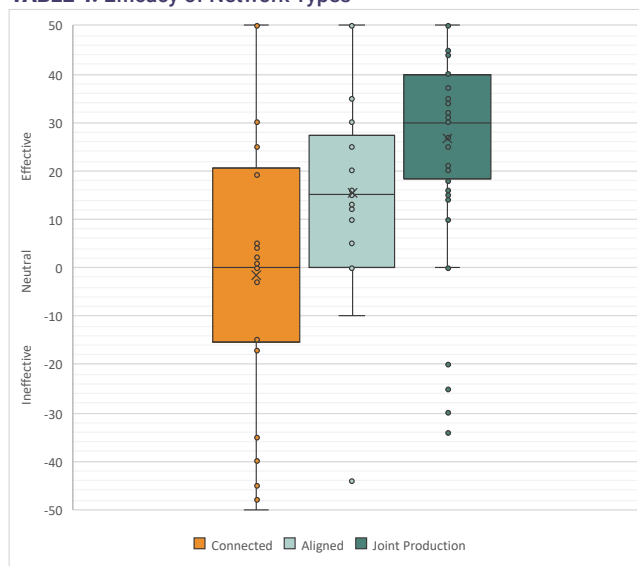
## Factors of Success

1. Directly co-creating regional solutions through joint production.
2. Ongoing engagement with external stakeholders and communities.
3. Ensuring high value in members participating and that members’ participation counts, through tracking progress or evaluating the collaborative’s success.
4. Investing in high-quality training & tools and research & analysis.
5. Organizing around strategic and specific climate plans or goals, and adhering to the collaborative’s priorities.

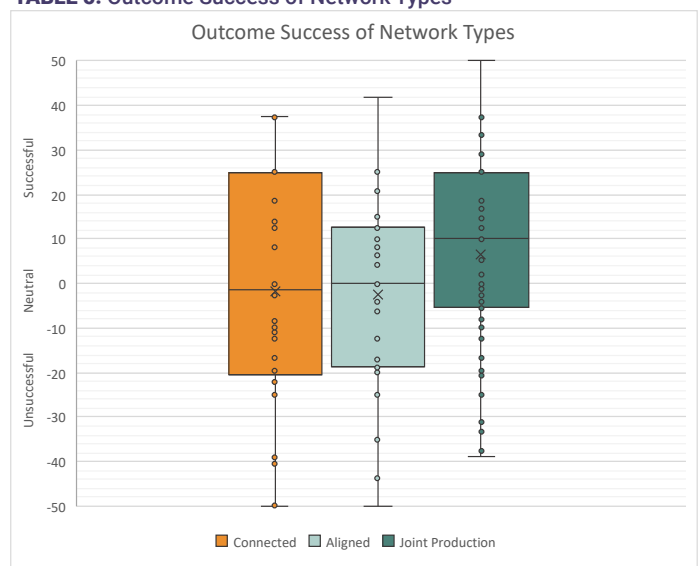
### 1. Directly co-creating regional solutions through joint production

The results show that regional climate collaboratives find the most success when operating as a production network, validating our initial assumption. When regional climate collaboratives reported conducting activities through joint production, they also reported a higher average efficacy and a higher rate of success at meeting outcomes than other network types (as shown in Table 4 & 5). Because the difference of outcome success between connected activities and aligned activities is minimal, RCC’s pathway to success appears to be through regional joint production. Additionally, coordinators emphasized in interviews the importance that collaboration is cross-sectoral.

**TABLE 4: Efficacy of Network Types**



**TABLE 5: Outcome Success of Network Types**



## 2. Ongoing engagement with external stakeholders and communities

Collaboratives ranked stakeholder engagement as the most important activity that played a role in making an impact, and collaboratives report a relatively high ranking of success in conducting stakeholder engagement. A majority of coordinators (eight out of 15) described community engagement, in partnership with member organizations, as a factor of success. Additionally, a third of collaboratives noted they had learned the importance of continued engagement with communities and investing in communication with member organizations. As one coordinator described, “our accomplishments have been one built upon the other: having continued engagement and education across the region, and that means not just doing one-offs. We remain engaged, we build trust and relationships with the communities.” Another coordinator described how relationships with stakeholders are critical for addressing the needs of member jurisdictions and for maintaining continuity: “We can connect [local communities] with the right people because we’ve developed [stakeholder] relationships. We’ve put in face time with communities... and we’ve been sustaining relationships across elections, particularly if there’s a new governor or new council members. If at the staff-to-staff level there are relationships as well as at the nonprofit level, then regardless of politics, the momentum can keep going.” Collaborative coordinators consistently mentioned the importance of external stakeholder and community engagement across all RCCs. This theme was consistent in interviews with RCCs in both rural or urban areas, and all types of RCC backbone organization type (e.g. COG, university, or NGO).

**“Our accomplishments have been one built upon the other: having continued engagement and education across the region, and that means not just doing one-offs. We remain engaged, we build trust and relationships with the communities.”**

## 3. Ensuring high value in member participation through tracking progress or evaluating the collaborative’s success

When interviewed, a majority of coordinators (nine out of 15) described the necessity of developing a high value for participation, either through involvement of decision-making, or getting an output of work in return. When members experience and understand the value of the collaborative, it encourages further engagement. One coordinator described the positive effects of instilling a high value of participation: “Everyone is very engaged and they understand the value of this collaborative, and that it’ll only be as successful as members are engaged. We have the right agencies as part of our collaborative—cities, the county, the air district—and having them offer up time to engage with members directly allows members to see this as a benefit.” Additionally, a third of collaborative coordinators described learning the importance of tracking progress or evaluating collaborative activities. One collaborative cited the direct financial benefits of tracking progress: “Tracking our progress helped us prepare a strong application to be recognized as a White House Climate Action Champion, which led to several grant and technical assistance opportunities to directly support our members.” Others described evaluation as a method for engagement: “We’re

**“Tracking our progress helped us prepare a strong application to be recognized as a White House Climate Action Champion, which led to several grant and technical assistance opportunities to directly support our members.”**



always looking inward to see what's working, what's not, and we have a good feedback loop with our committees.”

Although two-thirds of collaboratives report having a monitoring and evaluation method in place, the types of activities most collaboratives described are shallow; they do not rely on key indicators or any data collection. Ten of the 15 collaborative coordinators said they had monitoring and evaluation mechanisms in place, but six of those collaboratives described it as annual strategic priority setting. Three collaboratives also described conducting member surveys or interviews for feedback, or conducting surveys after workshops or trainings. Only two collaboratives describe having systematic processes to track projects members are working on, and reported having an evaluative framework of progress and quantifiable indicators and a schedule for reporting progress.

#### 4. Investing in high-quality training & tools and research & analysis

Based on survey analysis, effective work in training & tools and research & analysis have a higher chance of seeing positive outcomes (highest relative correlation), and therefore are areas where collaboratives currently have the capacity and control to do successful work. Comparatively, federal engagement has the lowest relative correlation, meaning the level of efficacy of work does not correlate with the outcomes. Intuitively, we can see that a collaborative's success in doing federal engagement relies far more on political factors at the federal level than the quality of their advocacy.

Training & tools is among the top three activities that collaborative members identified as important to making an impact. Additionally, a majority of coordinators (nine out of 15) described in interviews that the collaborative being a trusted source for useful tools, resources, and products was a key success factor. One coordinator describes creating and gathering tools and conducting training as the link to change on the ground: “Success has been in capacity building, and we continue those efforts and move towards implementation, and success on the ground. This is where we want to go on our successes.” The survey data showed that the most effective training happens through joint production of collaborative members. One coordinator explained, “we learn together, bringing in local experts to train us and teach us how to make these programs happen. Everybody goes back and implements, and then everyone is set up in the same way.”

#### 5. Organizing around strategic and specific climate plans or goals, and adhering to the collaborative's priorities

Collaboratives ranked climate planning—developing goals and recommendations for climate action—among the top three activities that help make an impact. In interviews, a majority of coordinators (eight out of 15) described focusing and planning around a specific program goal (e.g., solar power, energy efficiency, natural resource management) or recognizing a shared vulnerability (e.g., sea level rise), was a key to success. Organizing around a shared vulnerability provides a shared sense of responsibility, as one coordinator describes, “we have a high level of vulnerability, and for folks in local government whose job it is to plan, or who do public health, land use – those staffers have said climate is an issue to plan for, and I haven't had to convince many people that this is important, they have elected to participate and feel it as a responsibility.” Another says, “impact areas are the spaces we've worked well in... two of which are energy efficiency and climate action planning – this was the inception focus of the collaborative, and we've been most impactful there, with utility and local partners... Water management is an area we are just now getting into – especially important in the context of drought, water use, and sea level rise/stormwater management. Looking forward, we'll expand [into] water management and I'm sure we will generate more impact there.”

## Key Barriers and Gaps in Capacity

1. Lack of funding and resources for staffing collaborative work, specifically for direct engagement with stakeholders.
2. Lack of success in public communication about climate issues and collaborative work.
3. Lack of success in integrating climate goals and commitments into operations and investments.
4. Gaps between current research and analysis and the scale needed to make a regional impact.

### 1. Lack of funding and resources for staffing work, specifically for direct engagement with stakeholders

A majority of collaborative coordinators (nine out of 15) cited additional staffing resources or staff time as the biggest capacity need. One coordinator described the difficulty of raising money for collaborative work: “Funders don’t recognize that collaboration takes a lot of money, especially when it comes to engaging with disadvantaged, harder-to-reach stakeholders. These require the most meaningful engagement: time. And the best way to do that is with funding.” About half of coordinators (seven out of 15) specifically cited the capacity need to staff engagement with the public, specifically low-income communities. They described, “[we need funding] to do much more meaningful, direct engagement with communities, and not just regional gatherings, but sub-regional gatherings with an eye towards a regional climate action plan.” Collaboratives rated raising external resources at high level of importance for making an impact, and while they reported a medium-level efficacy of working together to raise resources thus far, they also rated a low rate of success of leveraging regional collaboration to raise funds. Determining how collaboratives can be more effective in raising external resources could lead to more impact.

**“Funders don’t recognize that collaboration takes a lot of money, especially when it comes to engaging with disadvantaged, harder-to-reach stakeholders. These require the most meaningful engagement: time. And the best way to do that is with funding.”**

Weighted Values of Collaborative Activities				
	Average Network Type	Efficacy	Success of Outcomes	Importance of Activities
Training & Tools	2.53	27.1	12.6	28.1
Research & Analysis	2.40	30.7	20.5	9.5
State Engagement	2.27	25.5	10.8	22.1
Raise External Resources	2.20	17.7	-11.7	20.5
Stakeholder Engagement	2.20	17.9	21.2	30.0
Climate Planning	2.20	24.0	6.3	28.9
Public Communication	2.07	13.2	-0.1	22.1
State Advocacy	1.60	4.2	8.6	19.7
Federal Engagement	1.60	1.5	-32.3	3.1
Federal Advocacy	0.93	-12.3	-32.2	2.6

All three rural collaboratives said they needed more funds to engage with, and further assist, member jurisdictions with local implementation while just four of 12 urban teams mentioned this theme. Similarly, all five California-based collaboratives described wanting more funding for local community engagement, as opposed to just two of 10 teams in other regions of the country. Since three of the five California-based collaboratives we surveyed collect member dues to fund activities, it is possible that this funding model inspires member jurisdictions to want even further engagement in their own communities. All six predominantly public-sector collaboratives mentioned needing additional staffing, resources, or time as opposed to just three of the nine teams with more open membership structures. It is possible that the former have less ability to pursue fundraising outside of established public sector funding flows.

## **2. Lack of success in public communication about climate issues and collaborative work**

Collaboratives rate public communications as important to making an impact, but have not been successful in fully communicating to the public about climate issues and their work. Collaboratives reported low success in reaching the overall outcomes of public communications, despite coordinators reporting a medium-level of efficacy. This indicates a gap in collaboratives' capacity. Collaboratives also rated public communications as highly important for making an impact, so addressing this gap in capacity could help collaboratives make a greater impact. A third of coordinators also described the need for funding specifically for messaging or communicating climate risk.

## **3. Lack of success in integrating climate goals and commitments into operations and investments**

A majority of coordinators (eight out of 15) described collaboratives organizing around strategic and specific climate plans or goals, and adhering to the collaborative's priorities, as a key to success. Collaborative members rated climate planning as the second most important activity contributing to impact. However, collaboratives rated a relatively low rate of success in meeting the overall outcomes of successfully integrating climate goals and commitments into the operations and investments of relevant entities in the region. While collaboratives have found success in effectively developing strategic climate plans, they have been less successful in operationalizing climate plans and goals into other entities across the region.

## **4. Gap between current research and analysis and the scale needed to make a regional impact**

While the survey data showed collaboratives have been highly effective at research & analysis, almost half of coordinators (seven out of 15) described technical assistance, data, or research as one of their biggest capacity needs. As one coordinator described, more comprehensive research is needed to implement their climate plans: "It's a process of reaching overarching climate targets through additional technical assistance and policy analysis. We have pieces of this, specific studies around what it'll take to reach 90 percent renewables, and recommendations for the state and local level, but we could benefit from piecing together that with other parts of the climate action story in a more comprehensive way. I'm hoping we can make progress on [our] action plan with not just technical assistance, research, and data, but [with] a combination of technical analysis and policy discussion." Based on survey responses, collaboratives have successfully supported regionally relevant research and analysis needed for local action with effective collaboration on research and analysis; however, collaboratives did not rate research and analysis as highly contributing to their overall impact. This could mean that the current research and analysis being produced is potentially not focused on the right topics or at the right scale to make an impact regionally, or not presented in ways that fully support the policy process.

## The Role of Regional Climate Collaboratives in Equity

1. Collaboratives have not yet made high impact on addressing equity issues, but most are aware of its importance.
2. Collaboratives see themselves as well-positioned to address inequities in their region.
3. Representation of social justice organizations in collaboratives' membership relates to overall equity impacts.
4. Most collaboratives need technical expertise or assistance and funding to do equity work regionally.

### 1. Collaboratives have not yet made high impact on addressing equity issues, but most are aware of its importance.

Collaboratives report that work to address equity issues achieves mid-range impact—equity ranks seven out of 10 across all issue areas. As shown in the spread of impact scores (page 20), there is a wide range of responses from collaboratives about the level of impact made on equity—no collaborative member rated high impact, and several rated no impact. While collaboratives have not made a huge impact on equity thus far, most do recognize the importance of the issue. In interviews, a majority (10 out of 15) of collaboratives described how low-income residents and people of color were the most vulnerable or exposed to climate impacts. Many coordinators articulated the relevance of equity in their climate work: “A lot of impacts [of global climate change] will be disproportionately impacting previously marginalized communities and communities of color. How we talk and work with those communities around reducing emissions is different. The solutions are different for different communities.”

Coordinators described how they are considering climate equity issues in both goals and process: “Climate change will be most felt in lower-income areas. One way we are thinking about it is that low-income areas that experience flooding cannot afford to upgrade their infrastructure. Extreme heat is a huge one for us, and if they can't afford AC or insulation, it's deadly. We have a lot of English as a second language speakers... Language can be a barrier, plus the time needed to attend workshops. What's the relevance when we're talking about long-term changes in climate and immediate needs?”

All three rural collaboratives mentioned that rural poverty and/or isolation are issues in their respective regions. Rural teams recognize they have inequities as well – issues they can, and want to, address through regional climate collaboration. Inequities and related challenges in rural areas differ from those in metro-regions and will likely require unique strategies to fully address. One coordinator from a rural collaborative noted, “low-income populations and frontline communities are in more isolated areas of the region—we need to prioritize these first in our planning and where we direct resources. We need to engage them first.”

**“A lot of impacts [of global climate change] will be disproportionately impacting previously marginalized communities and communities of color. How we talk and work with those communities around reducing emissions is different. The solutions are different for different communities.”**

**With forecasting, if you're not including demographics, you're not doing it correctly**

## 2. Collaboratives see themselves as well-positioned to address inequalities in their region.

A majority (11 out of 15) of coordinators do see regional climate collaboratives as well positioned to tackle equity issues. In interviews, coordinators described the opportunity and platform their existing collaborative provides for working with cities and practitioners to improve equity, primarily through staff training or capacity building, and integrating equity considerations into existing plans or projects. As one coordinator described, “we’re uniquely positioned to enhance broader regional capacity and that of members by serving as an extension of each member, and then bringing them all together. There are already a lot of CBOs operating with deep roots in the community who understand, embody, and act on equity principles...our collaborative can play the role of bringing funding to CBOs so they can further their mission. There’s already work being done, we just need funding to scale it up and connect the dots. We are suited to play that role.” Even when collaboratives haven’t worked on addressing equity yet, it is part of a coordinator’s vision for the future: “In [our collaborative] we haven’t made the connection [between equity and climate solutions] yet. But I see that as next phase as how we look at planning. For example, the climate person doing GHG emissions – I want them to look at climate change, but add in the demographic component. With forecasting, if you’re not including demographics, you’re not doing it correctly.”

Collaborative coordinators most frequently described the role that RCCs should play as providing staff training and helping members integrate equity into existing projects or plans. One coordinator described the collaborative’s core role as, “integrating equity into climate planning. Some people talk about social justice but it’s conceptual, and it’s difficult for folks to think about how this is carried out on the ground. In the [city-level] social vulnerability work we’ve done, there was a ton of interest. It was a low to no-cost way to look at social vulnerability to climate change.” The high-level support of localized plans reflected some coordinators’ awareness that equity was best defined locally. “One thing we can do is provide high-level guidance... each community has different needs and priorities when you think about environmental justice, and this is hard for someone running a regional collaborative.”

Beyond regional climate collaboratives being well-situated to address equity, a handful of coordinators also pointed to the collaborative’s responsibility to address inequities at a regional scale. As one coordinator noted, “it’s a responsibility for each [collaborative] to figure out what that looks like in each region... this is a huge opportunity to help right some of the wrongs, and an opportunity to fix some of our most egregious problems.”

### 3. Representation of social justice organizations in collaboratives' membership relates to overall equity impacts.

The average rate of impact on equity across collaboratives is higher for those who have social justice organizations in their membership. Additionally, the survey data shows that collaboratives with social justice organizations (three out of the 15) in their membership have a higher rate of impact toward social equity, compared to other impact areas. While we do not have enough data to claim causation between representation of social equity groups and overall equity impacts, it is a logical association. All three of the 15 collaboratives that have social justice organizations in their membership said that RCCs should educate the public on climate impacts or issues.

### 4. In order to do equity work regionally, most collaboratives need technical expertise or assistance, and funding

Technical expertise or assistance and funding, were cited by most collaboratives (eight out of 15) as the most critical types of support needed to make further regional impact on equity. As one coordinator relayed, "I need help. It's an area I don't feel confident in addressing on my own. I could use expertise of someone knowledgeable in that area." Coordinators described the need for technical expertise individually, and for their member organizations and governments: "I enter this space with humility— my expertise is elsewhere. I need to become more adept in this space, and we need external expertise as well. It's going to take time, and it'll be a journey for [our collaborative] to see this as intersectional with their work."

**"I enter this space with humility— my expertise is elsewhere. I need to become more adept in this space, and we need external expertise as well. It's going to take time, and it'll be a journey for [our collaborative] to see this as intersectional with their work."**

# FUTURE INQUIRY AND RESEARCH

This research and supporting framework is a contribution toward a more systemic evaluation of regional climate collaboratives—how they function, what outcomes they reach, and the overall impact they make across a range of topics. As with any new inquiry, the results inspire further questions for future exploration.

Moving forward, the field would benefit from further refining a system to standardize outcomes and impacts. In the future, we envision a common evaluative framework tool, broadly embraced, that allows collaboratives to gauge what impact their efforts to foster cross-jurisdictional work have created, through indicators that can be compared and shared across collaboratives. The apparent lack of correlation between context and successes in this research opens the possibility that particular local dynamics play less of a role than widely thought, and suggests RCCs may be more directly comparable. The evaluative framework started in this research offers an initial tool for collaboratives to engage in co-creating the standards for the field. Ideally, the next phase of structured evaluation and learning for regional climate collaboratives would also serve as a field-building process.

Future research questions to consider include:

- What types of impacts can all collaboratives be measured against?
- Where is the most accurate and standardized source of evidence for those impacts?
- What specific contexts make certain regional climate collaboratives comparable?
- What role do geographic, demographic, and political contexts play in the success of regional climate collaboration?
- How can we compare climate policy outcomes of regional climate collaboration against situations where it is absent?

We see another line of related inquiry around the extent to which RCCs have been successful in aligning and integrating policy responses across jurisdictions at the regional level to solve boundary problems associated with individual jurisdictional policy action. RCCs are unique in this respect among the transnational and national networks that local governments have been participating in for nearly three decades, yet we need more evidence about the extent to which this has, or is, occurring in active RCCs, what strategies are being employed, and what results can be observed on the ground.

# CONCLUSIONS AND RECOMMENDATIONS

This analysis adds to a growing literature around the emergence of RCCs and validates regional climate collaboratives as distinct policy innovation for local government engagement on the wide range of issues that global climate change presents and lays bare. This particular contribution examines the majority of the extant RCCs within a common evaluative framework and provides common baseline indicators for where the RCCs are now: how they organize their activities, how they can articulate expected outcomes accordingly, and how these relate to the various impacts they hope to address. Using survey and interview data, we attempted to put the framework into place to shed light on the RCC community of practice as an innovation—what it has accomplished to-date and how the community can progress in existing regions, scale to new regions, and grow in its impact within the existing domain of local government responses to global climate change. Having done so, we can present several conclusions and recommendations for the community of practice in moving forward:

## Conclusions

- Whether rural, urban, or peri-urban, the geographic contiguity of climate collaboratives is a critical ingredient for networks of practitioners who share systems, political contexts, and vulnerabilities to organize for collective action.
- Joint production of regional scale solutions appears to be the most effective way for regional climate collaboratives to reach outcomes. The principal barrier for this type of work is insufficient resources to fund operations – the “joint production” approach is the most time and cost intensive.
- Current regional climate collaboratives have been particularly successful at building local practitioner capacity through training and tool development, and regional research and analysis.
- Current regional climate collaboratives have several gaps in capacity in areas that would enable them to make an impact: increasing public communication about climate issues and collaborative work, integrating climate goals and commitments into operations and investments, and conducting more comprehensive research and analysis that is tied to implementing change could all make a difference for RCCs impact.
- Regional climate collaboratives’ long term success relies heavily on their ability to create and document meaningful value for regional network members.
- Regional climate collaboratives recognize the importance of racial and social equity in climate work, but they do not currently have clear pathways or technical expertise to make an impact on equity through their existing efforts.



- The field of regional climate collaboration would benefit from further application of and iteration on a standard evaluative framework, and investigating the contexts relevant to success.

## RCC Recommendations

- While connection and alignment between collaborative members lay the groundwork for deeper work, RCCs should strive toward jointly producing strategies, solutions, and tools at the regional scale in order to create greater outcomes and regional impact.
- Based on the role these activities play in making an impact and the current state of activity, RCCs should focus efforts in several areas:
  - Public communication
  - Integrating/adoption of climate commitments into operations and local government investments
  - Improving the specification of research and analysis that better meet the needs of policy development and implementation
- RCCs will be much better equipped to demonstrate one unique benefit of metro-regional networks that transnational and national networks cannot serve by developing, deploying, and sharing policy analysis tools assessing boundary spillover effects in the context of an individual jurisdiction's policy deliberation. Accordingly, RCCs must build planning, budget, and policy analysis tools that work beyond individual jurisdictions.
- In order to start learning how to build more equitable climate action at the regional scale, RCCs must include or expand the representation of communities of color and other historically marginalized communities within a particular region in RCC governance and priority setting. RCCs should look immediately to existing regional social justice coalitions that may already be active within their region.

## Funder Recommendations

- In order to see greater outcomes and impact, funders should provide the level of financial support that gives RCCs staff and management the ability to jointly create regional-scale solutions.
- State and federal policymakers seeking to advance climate action at the local level should likewise consider new funding mechanisms and regional incentives within existing funding mechanisms to support regional collaboration.
- Investing in monitoring and evaluation activities would build the capacity of RCCs to show the value of regional collaboration to members and maintain stakeholder investment, and give RCCs leverage to successfully secure other funding.
- In order to accelerate and support the field of regional climate collaboration, we see the need for investing in a central capacity-building and technical support platform that serves the broader RCC network.
- Because there is not currently a clear path for how RCCs address equity regionally through current objectives, we see the value for the broader RCC network to partner with established organizations focused on social and racial justice to develop that path. By applying principles of local climate equity work to the regional scale in several types of regions, documenting challenges, and co-developing solutions, this partnership would provide the technical expertise that RCCs desire.

First, we observe that the innovation of regional climate collaboration remains within its early stages of formation within the U.S. – half of the RCCs have formed within the past four years – but the idea of creating networks across adjoining jurisdictions to address the challenges of mitigating and adapting to climate change in the context of fragmented

**CONCLUSIONS AND RECOMMENDATIONS**

administrative authority, shared systems, and structural racism has merit as local governments consider how to meaningfully contribute to Paris Agreement goals.

Secondly, while the majority of the RCCs examined serve urban regions, RCC formation has also occurred in rural areas. In the case of California's Alliance of Regional Collaboratives for Climate Adaptation (ARCCA), it links rural and urban regions together in ways that amplify the shared capacity building within individual RCCs and create spaces for local, regional, state and federal collaboration to address larger problems that no one level of government is currently well-suited to solve effectively or efficiently. Contiguity remains a critical ingredient for such cooperation in organizing around the challenges and opportunities in place.

On operational success, key factors among the existing RCCs revolve around wielding the benefits of the regional network structure itself. The survey and interview data suggest that success is found through deeper, more intensive work among core network members with continual external engagement to ensure ongoing value in participation. Co-creation between partners appears to be the most successful ingredient supported by adhering to regional priorities (via RCC strategic plans or regional climate action plans) to retain focus and movement over time on shared goals and/or shared vulnerabilities. We found that the existing RCCs have been particularly effective in using network co-creation strategies for building regional capacity through training, tool development, and commissioned research and analysis at the regional scale.

The principal barrier facing RCCs is insufficient resources to fully fund operations and service delivery. Half of the RCCs reported annual operating budgets of less than \$100,000 and one full-time employee or less. Given these resource constraints, we surprisingly found that nearly half of the RCCs (48 percent) are delivering services using a joint production network configuration which is the most time and cost intensive. We can only assume the existing RCCs are deploying limited resources well in leveraging the in-kind time and funding of participants. Co-creative work is time intensive, and collaboratives struggle to find funding for the processes needed to achieve it. Given these cost and leverage efficiencies, we strongly recommend greater philanthropic support for RCC creation and cultivation as well as state and federal policy and funding mechanisms to support the RCC model. Senate Bill 1072 passed by the California State Legislature in late 2018 is the first state-level legislation to recognize RCCs and authorize a pathway for providing state funding for regional effort.<sup>65</sup> One may argue that local governments are perfectly capable of funding regional collaboration, but the case literature strongly suggests that, given the inward-looking nature of individual jurisdictional budgeting, external seed funding is required first to make the case for the benefits accruing to individual participating jurisdictions. "Providing value to members" was mentioned often by RCC coordinators as a guiding strategic focus.

The activities where collaboratives could focus investment would be in public communication, integrating/adoption of climate commitments into operations and local government investments, and in improving the specification of research and analysis that better meet the needs of policy development and implementation. Each of these activities represent classic collective action problems in that the needs of individual RCC participants in a particular moment can discourage regional cooperation that could generate benefits more broadly. One facet of this problem is the lack of resources at the regional scale. We see two pathways for building the capacity of RCCs to be more effective within their respective regions – greater support directly to each RCC for secretariat services and a central capacity building and technical assistance support platform that serves the entire national RCC network in much the same way that transnational and national networks are supported by philanthropy, NGOs, and members.

As the history of community development and local governance shows, credible efforts to fully center equity within climate mitigation and adaptation policy will require local responses to work across the jurisdictional boundaries that fragment our urban areas. Regional Climate Collaboratives do see themselves as well-positioned to play a role in

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65 SB-1072 Regional Climate Collaborative Program: technical assistance.

advancing racial and social equity, but they have not made great strides to date. The RCCs have been most successful in creating training and capacity building platforms that could certainly be leveraged to train local government staff in how to center equity into their daily work. New and novel uses of the RCC capacity-building platforms could be used to build capacity within communities of color, low-income communities, and others historically marginalized from local government decision-making. Focusing on this may lead to the same sort of improved relationships and the ability to move beyond past conflicts that many RCC coordinators reported. We strongly recommend that RCCs consider including and/or expanding representation by marginalized community leadership in RCC governance and priority setting. Further, we recommend that RCCs seek partnerships with established organizations and networks focused on the nexus between social justice and climate change in order to provide technical expertise, assistance, and training to climate-focused practitioners within local governments.

Our analysis surprisingly failed to provide evidence on the local metro-regional conditions that serve as effective barriers for RCC formation. Applying indicators of fragmentation and state-level constraints on local government collective action showed no statistically significant association with RCC efficacy, outcomes, or impacts which is likely attributable to the small sample size. Yet, we remain particularly interested in the metro-regional contextual factors that could be considered as “limits to climate regionalism” with respect to new RCC formation.

The existing RCCs, as the holders of an important climate policy innovation, bear the responsibility of fostering its emergence and early development. Ultimately, the scaling of metro-regionalism will depend upon, and be strengthened by, a joint project of aligned assessment, monitoring, and transparent evaluation. Use of a common framework will greatly aid this effort and foster the basis for increased learning from one RCC to the rest. The evaluative framework offered here is an initial attempt to test a structure that captures RCC processes; we intend to continue iterating on this framework with other organizations in the field. One of the most critical gaps in our estimation is in assessing local climate policy alignment across jurisdictions in ways that account appropriately for spillover and edge effects with respect to emissions, vulnerability, equity, local economic and fiscal issues, and land development. By developing, deploying, and sharing policy analysis tools assessing boundary spillover effects in the context of an individual jurisdiction’s policy deliberation, RCCs will be much better equipped to demonstrate one unique benefit of metro-regional networks that transnational and national networks cannot serve.

Ultimately, we conclude that RCCs represent the emergence of a relatively new form of networking among local governments seeking to assert relevance as subnationals in the Paris Agreement and the ongoing efforts of the framework convention. The transnational and national networks that have emerged and grown over the past 30 years have served the local government cause for relevance on the global stage well. These networks should continue to be invested in and sustained. But these international and national networking efforts would do well to advance metro/rural networks around the existing nodal cities as a pathway for deeper impact. Regional Climate Collaboratives provide the missing link to bridge the gap between national networks of practice and local implementation of solutions. Within the U.S., they are in fact “third wave regionalism” in practical service to addressing climate change.

In the Tempest, Antonio tells Sebastian “We all were sea-swallow’d, though some cast again, and by that destiny to perform an act whereof what’s past is prologue, what to come in yours and my discharge.” Our charge is to ensure that our cities and all of our people avoid being “sea-swallow’d;” what is to come is fully within our discharge. Past is indeed prologue, but it need not be our epilogue.

## METHODOLOGY

The findings of this report are based on primary and secondary research on 15 RCCs, exploring their characteristics, demographics, how they function, the efficacy of their collaborative activities, outcomes of their work, and their impact. For the purpose of this study, ISC defined RCCs through four characteristics:

- Members are primarily sub-state actors.
- Geographically centered around a metropolitan center or contiguous region.
- Work focused on climate mitigation, adaptation, or resilience.
- Members share social, economic, ecological, and infrastructure systems.

All of the collaboratives included in this research fulfilled at least three of these criteria. This set of active collaboratives was determined by reviewing peer regional climate collaboration reports and ISC workshop participants. ISC staff conducted two surveys of regional climate collaboratives in the U.S., one survey of a coordinator or leader of each regional collaborative, and one survey of the collaborative members most active in decision-making (Appendix C). The surveys gathered information about how collaboratives conducted activities, how effective those activities are, how successful they were in reaching outcomes, and the relative impact they made. Collaboratives were surveyed on their outcomes and impacts within a common set of activities and impact areas. Those responses were aggregated and averaged for each collaborative, and analyzed by network activity type. Sixteen collaboratives were included in the research, and 15 responded. The data represents 15 collaborative coordinators (1 per collaborative) and 95 collaborative members. ISC offered a survey participation incentive: \$10 for each respondent; \$100 for each collaborative with over four responses (regulations on government staff receiving gifts barred some participants from accepting).

ISC also conducted interviews with each of the 15 regional climate collaborative coordinators that responded to the survey to determine common trends across collaboratives, using an emergent thematic analysis. After conducting and documenting the interviews, ISC identified emergent themes within each topic area of interest. After themes were identified, aggregated, and disaggregated, ISC rescanned interview documents to confirm which collaborative coordinators identified each theme. To gather contextual information about each of the collaboratives, ISC referred to collaboratives' publications and websites, U.S. census data, and coordinator surveys. Contextual information was used to determine trends across interview and survey findings.









### Methodological Limitations

While this research takes a more structured approach than other RCC research conducted thus far, there are limitations of this approach and subject matter. This study relies on collaborative participants to self-report outcomes and impacts, so one can assume a certain level of positive bias. Because of differences in collaborative size and responsiveness, there are differing numbers of responses for each collaborative. We attempted to mitigate this by surveying many members anonymously and taking an average. A small subject size of 15 collaboratives also limits our ability to develop statistically significant conclusions. Our findings are based on association and basic interpretation. When appropriate, we used regression analysis to get an indicator of relative statistical significance compared to other factors.

# APPENDIX

APPENDIX A

Appendix A

ACTIVITIES	OUTCOME	CONNECTIVITY LEVEL	ALIGNMENT LEVEL	JOINT PRODUCTION LEVEL
 <p><b>Training &amp; Tools</b></p>	Local practitioners have the tools and training to address regional climate issues.	Members produce training or tools independently and share products with other members	Members determine regionally shared training and tool priorities but deliver them independently	The collaborative collectively develops and delivers regional tools and training
 <p><b>Raise External Resources</b></p>	External financial and in-kind resources are more easily raised for climate activities relative to other fundraising efforts.	Members seek external funds independently to meet their own priorities and share best practices	Members identify shared local funding priorities, but secure external resources independently	The collaborative identifies regional funding priorities, and collectively secures resources
 <p><b>State &amp; Federal Advocacy</b></p>	State & Federal legislation reflects local interests in the region.	Members develop independent legislative advocacy agendas and share with other members	Members identify shared legislative priorities across local agendas, but advocate independently	The collaborative develops a regional legislative agenda and advocates as a group
 <p><b>State &amp; Federal Engagement</b></p>	State & Federal regulations reflects local interest in the region.	Members independently engage with state and federal agencies on local issues, and share with others	Members identify shared administrative and regulatory issues, but engage agencies independently	The collaborative collectively engages with state and federal agencies on regional issues
 <p><b>Stakeholder Engagement</b></p>	Regional climate planning and programming reflects the interests of external stakeholders.	Members engage stakeholders independently and share insights with other members	Members identify shared local engagement needs but conducts engagement independently	The collaborative develops regional engagement needs and collectively engages with stakeholders
 <p><b>Public Communication</b></p>	The public is informed on local climate impacts and actions, as well as the activities of the collaborative and its members.	Members communicate independently to their communities and share best practices with other members	Members identify shared messaging priorities, but communicate independently to their communities	The collaborative identifies shared messaging, and communicates to the region as a whole
 <p><b>Research &amp; Analysis</b></p>	Local practitioners have access to regionally relevant research and analysis needed for climate action	Members independently produce/procure research for local needs, and shares results with members	Members identify shared research priorities, but independently procure/produce that research	The collaborative develops regional research priorities and collectively procures/produces research
 <p><b>Climate Planning</b></p>	Climate goals and commitments are institutionalized and integrated into the operations, regulations of investments and relevant entities in the region.	Members independently create their own climate agendas and share best practices with other members	Members identify shared goals for climate action, but create climate agendas independently	The collaborative develops shared regional goals and creates a regional climate agenda

To view the full Evaluative Framework, please visit: <http://bit.ly/fullframework>

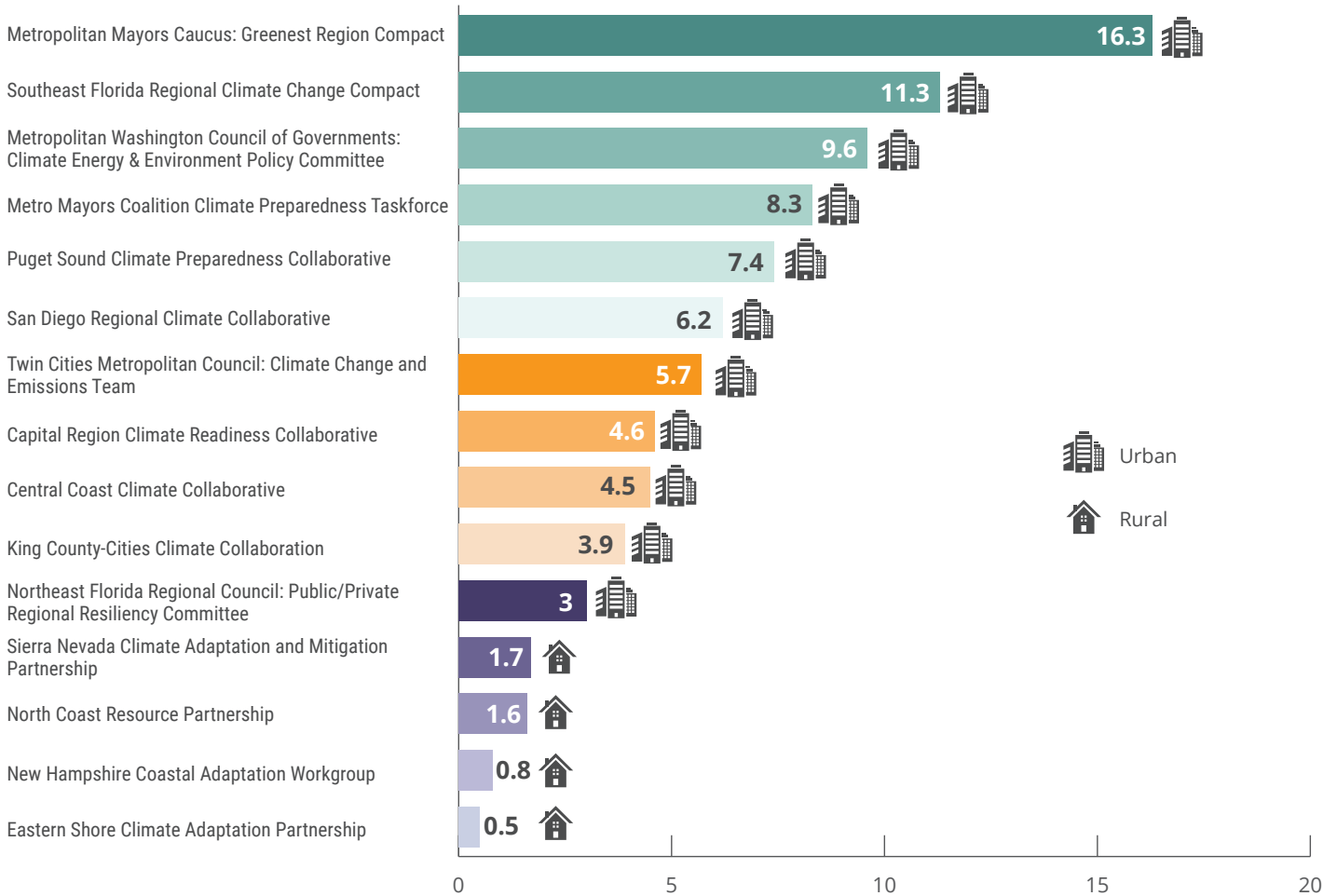
## Appendix B

ACTIVITIES		IMPACT AREAS	
Training & Tools	Provide Training and Develop Tools for Practitioners within the region	Transportation and Land Use	Activities related to transportation and land use planning to reduce emissions and improve air quality such as transit improvements, smart growth strategies.
Raise External Resources	Secure external resources (financial & in-kind)	Energy Supply and Demand	Activities that diversify energy supply and reduce consumption, such as the sourcing of renewable energy and efficiency.
State Advocacy	Advocate to change State legislation	Water Management	Activities related to water supply, waste, and stormwater management, such as flood control and prevention, water conservation and green infrastructure.
Federal Advocacy	Advocate to change Federal legislation	Natural Systems	Activities related to natural systems, such as ecosystem and habitat restoration, species protection, park creation, and wildland-urban interface management.
State Engagement	Engage State institutions on administrative or regulatory issues	Hazard Mitigation & Emergency Management	Activities related to hazard mitigation and emergency management, such as investment in resilient infrastructure; preparation for wildfires, seismic activity, and other natural hazards; and emergency response system enhancement.
Federal Engagement	Engage Federal Agencies on administrative or regulatory issues	Public Health	Activities that improve climate-related public health outcomes, such as mitigating urban heat island effects, reducing vector-borne disease risk, and public outreach.
Stakeholder Engagement	Engage with other regional stakeholders (non-members)	Coastal Vulnerability	Activities that minimize coastal vulnerability to sea level rise and storm surge, such as shoreline restoration, infrastructure protection, and managed retreat.
Public Communication	Communicate to the broader community about climate impacts and actions	Economic Resilience	Activities that enhance economic resilience, such as job creation and improved access to and supply of affordable housing.
Research & Analysis	Procure and produce research and analysis needed for addressing climate issues	Waste Management	Activities related to waste management, such as zero waste initiatives, recycling, and composting incentives.
Climate Planning	Produce plans and recommendations for climate action	Equity	Activities that address geographic and socioeconomic inequities, such as engagement with vulnerable communities, and integration of equity into local planning, budgets and operations.

# Appendix C: Context Matrix – THE REGION

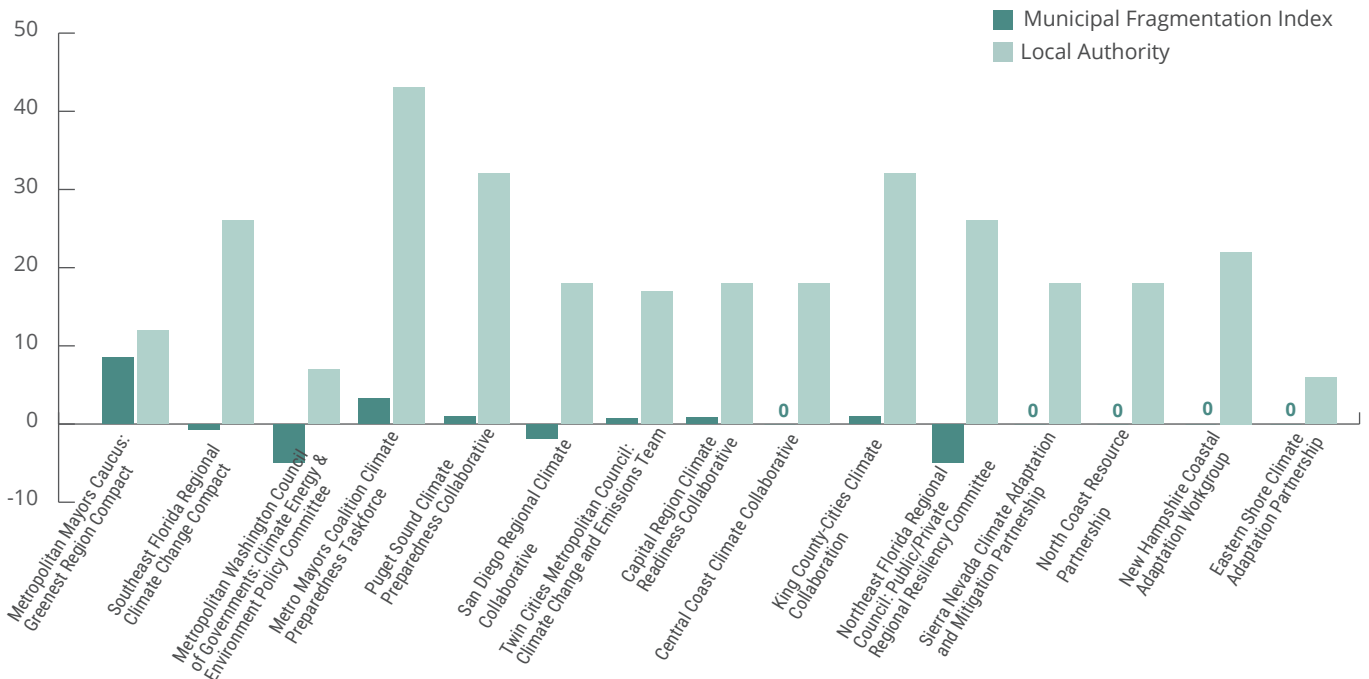
## POPULATION

Number of 500,000 people



## MUNICIPAL FRAGMENTATION INDEX AND LOCAL AUTHORITY

Greater = high municipal fragmentation and greater local authority



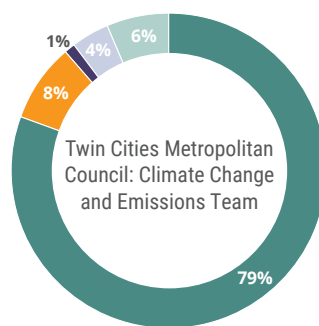
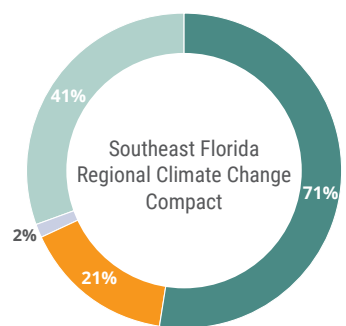
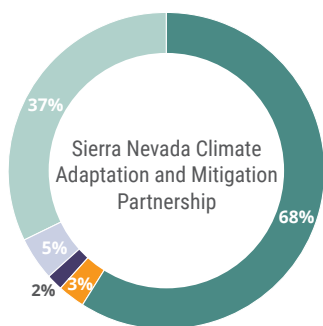
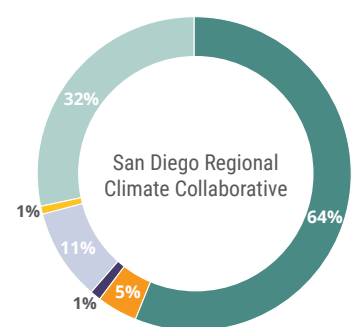
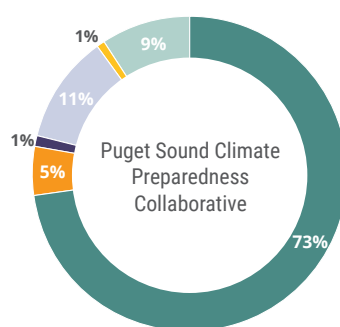
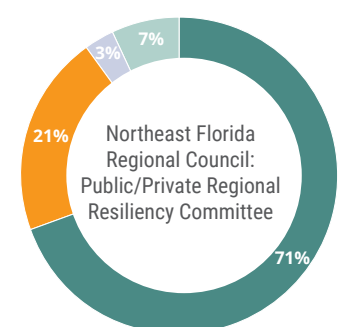
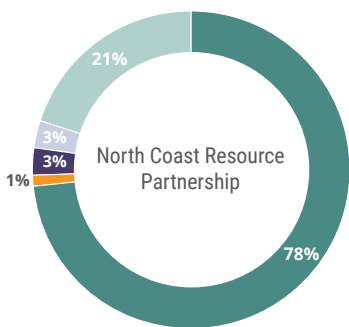
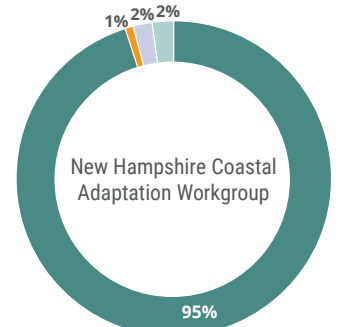
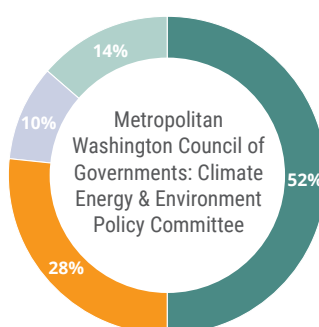
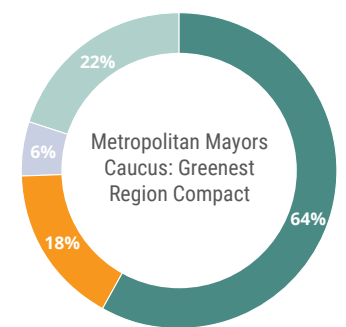
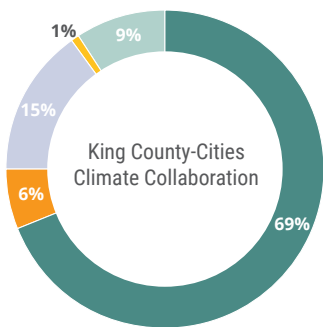
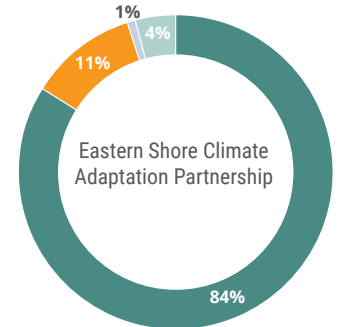
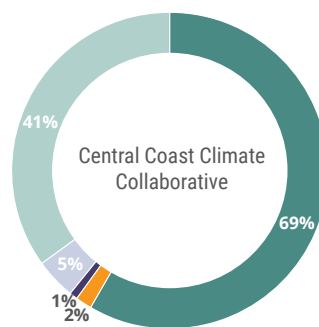
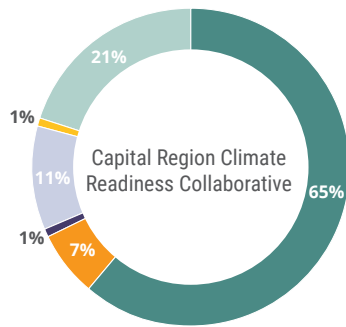
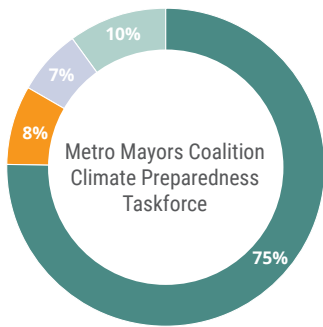




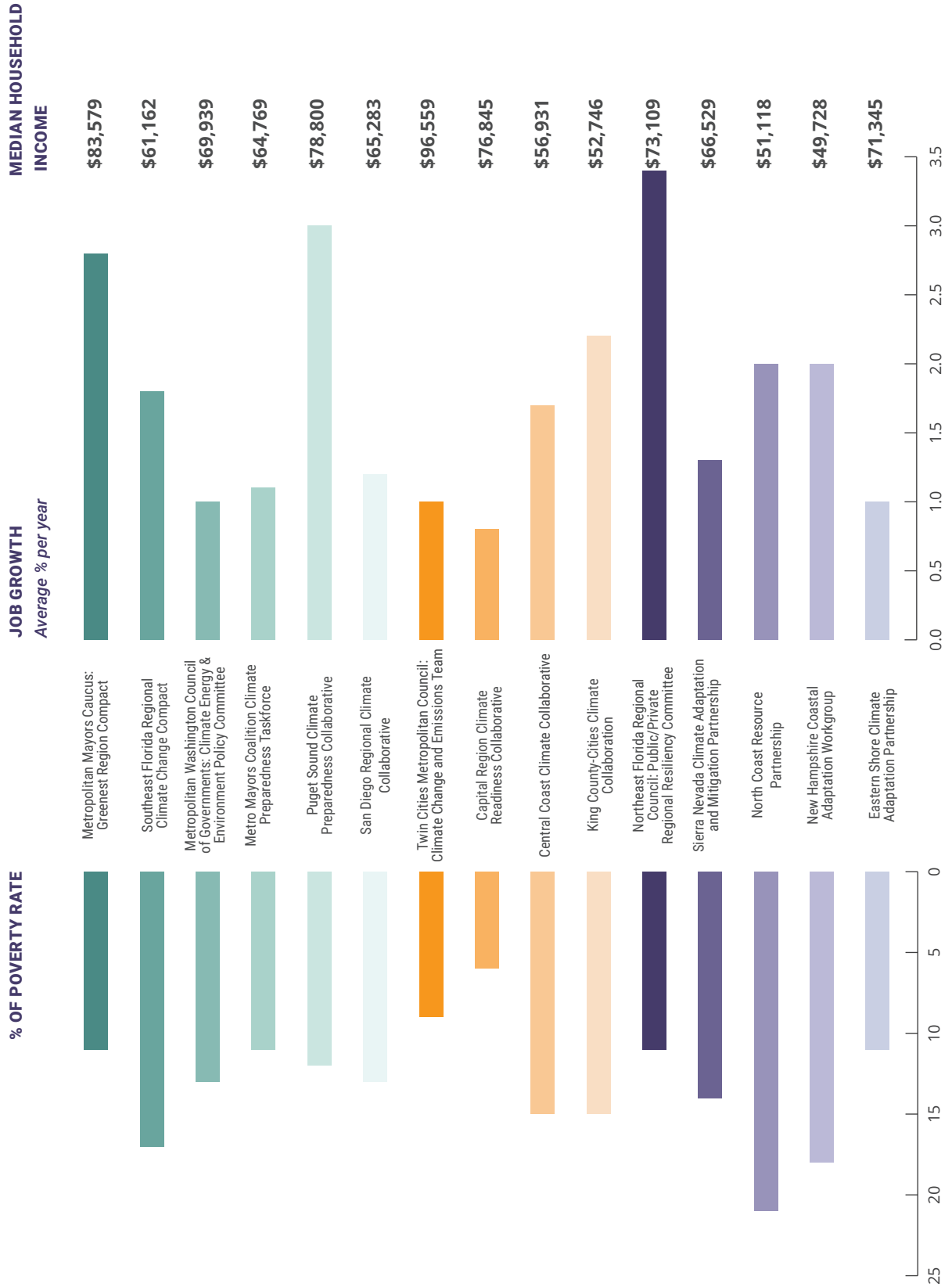
# Appendix C: Context Matrix – THE COMMUNITY

## RACIAL DEMOGRAPHICS

White African American Native American Asian Pacific Islander Hispanic



# Appendix C: Context Matrix – THE COMMUNITY



## Appendix D



### Regional Climate Collaboratives Coordinator Survey

Thank you for participating in our survey about regional climate collaboratives! You are receiving this survey because you serve in a coordinator role for a regional climate collaborative.

This survey captures *how* regional collaboratives function and their *impacts* within several issue areas. We know this is a bit longer than your typical survey, so we're going to walk you through it step-by-step.

If you have any questions, please contact Anna Marandi at [amarandi@iscvt.org](mailto:amarandi@iscvt.org).

*The information collected in this survey will be used for research by the [Institute for Sustainable Communities](#) in order to better understand how regional collaboratives advance climate action in the U.S. Our intent is to provide insights into how existing and emerging collaboratives create impact, and potential factors for improvement. Any information published will be aggregated by collaborative and not identified with individual respondents.*



## Regional Climate Collaboratives Coordinator Survey

The first step is to gather some **basic contextual information** about your collaborative.

We know that every place is unique, so these next questions will provide the local context through which we should consider your collaborative's activities. The questions don't cover everything, so we will be gathering further background information on your region through online research.



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## Regional Climate Collaboratives Coordinator Survey

### Context and Background

Job Title *(optional)*

Affiliation *(optional)*

\* Regional Collaborative:

What is your role in the collaborative?

\* What entities are represented in your collaborative's membership?

*Select all that apply*

Municipal government

County government

Tribal government

State government

Federal government

Regional planning agencies (e.g. MPO; COG)

Other (please specify)

Regional authorities (e.g. air or water management districts; ports, transportation)

Academic or research institutions

Social or racial justice organizations

Nonprofit organizations

Utilities

Private sector (businesses, Chamber of Commerce, etc.)

**\* Does your collaborative have a formal governance structure and/or operating procedures?** Yes No

If yes, please briefly describe and link to the most recent documentation

**\* What kind of dedicated staff does your collaborative have?** Part-time Full-time No dedicated staff

If part-time or full-time, how many of each?

**\* How does your collaborative fund its operations and programming?***Select all that apply* Philanthropic grants State or federal grants Local, state, or federal budgets (allocated funding) Membership fees Other (please specify)**Over the last three years, what has been your collaborative's average annual budget?****\* Does your collaborative have a mechanism in place to monitor and evaluate its progress?** Yes No

If yes, please describe:



## Regional Climate Collaboratives Coordinator Survey

Next, we want to learn about **how your collaborative functions** as a network of local organizations or institutions.

From our research and experience, we've come to understand that there are trends for how networks function. To think about your collaboratives as networks, we're using a 3 network typology:

- **Connected:** Collaborative members develop priorities and operate independently, but share what they are doing with each other (best practices, lessons learned)
- **Aligned:** Collaborative members develop shared priorities, but operate independently
- **Productive:** Collaborative members develop shared priorities and operate jointly

The next set of questions will ask you to sort how your collaborative functions *most often* within a variety of activities. We know that any label of work is imperfect, and we won't be able to capture the unique way that your collaborative works together, but this type of sorting hat will let us think about how different ways collaboratives function may align with different outcomes (which we think is pretty cool)!

On the next page, select how your collaborative conducts activities ***most frequently***, and ***how effective*** your collaborative has been within that activity.





## Regional Climate Collaboratives Coordinator Survey

### Collaborative Activities

\* How does your collaborative provide training and tools for practitioners within the region?

Members produce training or tools independently and share products with other members	Members determine regionally shared training and tool priorities but deliver them independently	The collaborative collectively develops and delivers regional tools and training	N/A
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

\* How effective has your collaborative been at providing training and tools for practitioners?

<b>Ineffective</b>	<b>Not Sure / Neutral</b>	<b>Effective</b>	<input type="checkbox"/>
<input type="radio"/> <span style="display: inline-block; width: 500px; height: 10px; background-color: #ccc; border: 1px solid #ccc;"></span>			<input type="checkbox"/>

\* How does your collaborative secure external resources (financial and in-kind)?

Members seek external funds independently to meet their own priorities and share best practices	Members identify shared local funding priorities, but secure external resources independently	The collaborative identifies regional funding priorities, and collectively secures resources	N/A
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

\* How effective has your collaborative been at securing external resources?

<b>Ineffective</b>	<b>Not Sure / Neutral</b>	<b>Effective</b>	<input type="checkbox"/>
<input type="radio"/> <span style="display: inline-block; width: 500px; height: 10px; background-color: #ccc; border: 1px solid #ccc;"></span>			<input type="checkbox"/>

\* How does your collaborative advocate to change state legislation?

Members develop independent legislative advocacy agendas and share with other members	Members identify shared legislative priorities across local agendas, but advocate independently	The collaborative develops a regional legislative agenda and advocates as a group	N/A
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

APPENDIX D

\* How effective has your collaborative been at advocating for state legislation?

<b>Ineffective</b>	<b>Not Sure / Neutral</b>	<b>Effective</b>	<input type="checkbox"/>

\* How does your collaborative advocate to change federal legislation?

Members develop independent legislative advocacy agendas and share with other members	Members identify shared legislative priorities across local agendas, but advocate independently	The collaborative develops a regional legislative agenda and advocates as a group	N/A

\* How effective has your collaborative been at advocating for federal legislation?

<b>Ineffective</b>	<b>Not Sure / Neutral</b>	<b>Effective</b>	<input type="checkbox"/>

\* How does your collaborative engage with state institutions on administrative or regulatory issues?

Members independently engage with state agencies on local issues, and share with others	Members identify shared administrative and regulatory issues, but engage agencies independently	The collaborative collectively engages with state agencies on regional issues	N/A

\* How effective has your collaborative been at engaging with state institutions on administrative or regulatory issues?

<b>Ineffective</b>	<b>Not Sure / Neutral</b>	<b>Effective</b>	<input type="checkbox"/>

\* How does your collaborative engage with federal institutions on administrative or regulatory issues?

Members independently engage with federal agencies on local issues, and share with others	Members identify shared administrative and regulatory issues, but engage agencies independently	The collaborative collectively engages with federal agencies on regional issues	N/A

\* How effective has your collaborative been at engaging with federal institutions on administrative or regulatory issues?

<b>Ineffective</b>	<b>Not Sure / Neutral</b>	<b>Effective</b>	<input type="checkbox"/>

**\* How does your collaborative engage with other regional stakeholders (i.e. non-members) to inform its activities?**

Members engage stakeholders independently and share insights with other members	Members identify shared local engagement needs but conducts engagement independently	The collaborative develops regional engagement needs and collectively engages with stakeholders	N/A
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**\* How effective has your collaborative been at engaging with other regional stakeholders?**

<b>Ineffective</b>	<b>Not Sure / Neutral</b>	<b>Effective</b>
<input type="radio"/>	<input type="checkbox"/>	<input type="checkbox"/>

**\* How does your collaborative inform the broader community of climate impacts and actions in the region?**

Members communicate independently to their communities and share best practices with other members	Members identify shared messaging priorities, but communicate independently to their communities	The collaborative identifies shared messaging, and communicates to the region as a whole	N/A
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**\* How effective has your collaborative been at informing the broader community about climate impacts?**

<b>Ineffective</b>	<b>Not Sure / Neutral</b>	<b>Effective</b>
<input type="radio"/>	<input type="checkbox"/>	<input type="checkbox"/>

**\* How does your collaborative procure or produce the research and analysis needed for addressing climate issues?**

Members independently produce/procure research for local needs, and shares results with members	Members identify shared research priorities, but independently procure/produce that research	The collaborative develops regional research priorities and collectively procures/produces research	N/A
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**\* How effective has your collaborative been at producing or procuring research and analysis needed for practitioners?**

<b>Ineffective</b>	<b>Not Sure / Neutral</b>	<b>Effective</b>
<input type="radio"/>	<input type="checkbox"/>	<input type="checkbox"/>

APPENDIX D

**\* How does your collaborative produce plans or recommendations for climate action?**

Members independently create their own climate agendas and share best practices with other members

Members identify shared goals for climate action, but create climate agendas independently

The collaborative develops shared regional goals and creates a regional climate agenda

N/A

**\* How effective has your collaborative been at producing plans or recommendations for climate action?**

Ineffective

Not Sure / Neutral

Effective



## Regional Climate Collaboratives Coordinator Survey

Finally, we want to hear from you about all the accomplishments your collaborative has reached thus far.

On the next page, **list up to 3 things your collaborative has accomplished** that has made the most impact within each topic area. Include changes in policy, private sector activity, academia, and public perception that your collaborative has influenced.

Because every place is unique, we want to hear what has made an impact within your local context. With this, we will be able to look at how collaboratives function in different contexts, and the relative impact they have been able to have.



## Regional Climate Collaboratives Coordinator Survey

### **Collaborative Impacts**

List the top 3 accomplishments your collaborative has had within each focus area.

#### **Transportation and Land Use**

*Activities related to transportation and land use planning to reduce emissions and improve air quality, such as transit improvements or smart growth strategies.*

Accomplishment 1

Accomplishment 2

Accomplishment 3

#### **Energy Supply and Demand**

*Activities that diversify energy supply and reduce consumption, such as the sourcing of renewable energy and efficiency.*

Accomplishment 1

Accomplishment 2

Accomplishment 3

#### **Water Management**

*Activities related to water supply, waste, and stormwater management, such as flood control and prevention, water conservation and green infrastructure*

Accomplishment 1

Accomplishment 2

Accomplishment 3

**Natural Systems**

*Activities related to natural systems, such as ecosystem and habitat restoration, species protection, park creation, and wildland-urban interface management.*

Accomplishment 1

Accomplishment 2

Accomplishment 3

**Emergency Management & Hazard Mitigation**

*Activities related to hazard mitigation and emergency management, such as investment in resilient infrastructure; preparation for wildfires, seismic activity, and other natural hazards; and emergency response system enhancement*

Accomplishment 1

Accomplishment 2

Accomplishment 3

**Public Health**

*Activities that improve climate-related public health outcomes, such as mitigating urban heat island effects, reducing vector-borne disease risk, and public outreach*

Accomplishment 1

Accomplishment 2

Accomplishment 3

**Coastal Vulnerability**

*Activities that minimize coastal vulnerability to sea level rise and storm surge, such as shoreline restoration, infrastructure protection, and managed retreat*

Accomplishment 1

Accomplishment 2

Accomplishment 3

**Economic Resilience:**

*Activities that enhance economic resilience, such as job creation and improved access to and supply of affordable housing.*

Accomplishment 1

Accomplishment 2

Accomplishment 3

APPENDIX D

**Waste Management:**

*Activities related to waste management, such as zero waste initiatives, recycling, and composting incentives.*

Accomplishment 1

Accomplishment 2

Accomplishment 3

**Equity:**

*Activities that address geographic and socioeconomic inequities, such as engagement with vulnerable communities, and integration of equity into local planning, budgets and operations.*

Accomplishment 1

Accomplishment 2

Accomplishment 3





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## Regional Climate Collaboratives Coordinator Survey

That's it - you made it!

Thank you so much for filling out our survey. To show our appreciation for your time, we'd like to send you a **\$10 gift card to Amazon**. Include your information below and we'll email you a credit when you submit your survey.

First Name:

Last Name:

Email Address:

Thanks from the ISC Team!



## Regional Climate Collaboratives Member Survey

Thank you for participating in our survey about regional climate collaboratives! You are receiving this survey because you are a member of a regional climate collaborative.

This survey captures how regional collaboratives function and their impacts within several issue areas. We know this is a bit longer than your typical survey, so we're going to walk you through it step-by-step.

If you have any questions, please contact Anna Marandi at [amarandi@iscvt.org](mailto:amarandi@iscvt.org).

*The information collected in this survey will be used for research by the [Institute for Sustainable Communities](#) in order to better understand how regional collaboratives advance climate action in the U.S. Our intent is to provide insights into how existing and emerging collaboratives create impact, and potential factors for improvement. Any information published will be aggregated by collaborative and not identified with individual respondents.*



## Regional Climate Collaboratives Member Survey

### Context

The first step is to gather some **basic contextual information** about your role in your regional climate collaborative.

We know that every place is unique, and these questions don't cover everything. The coordinators of each collaborative are receiving a more in-depth survey that complements the questions here. In addition, we will be gathering further background information on your region through online research.

**Job Title** (*optional*)

**Affiliation** (*optional*)

**\* Regional Collaborative**

**What is your role in the collaborative?**



## Regional Climate Collaboratives Member Survey

Next, we want to learn about the current state of **outcomes associated with regional collaboration**.

The following questions focus on the overall outcomes of common activities among existing regional climate collaboration. Indicate the extent to which each statement is true for your region.



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## Regional Climate Collaboratives Member Survey

### Outcomes

\* To what extent do you agree that each statement is true for your region:

	1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree
Local practitioners have the tools and training to address regional climate issues.	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
External financial and in-kind resources are easily raised for climate activities, relative to members' other fundraising efforts.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
State legislation reflects the interests of the collaborative.	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Federal legislation reflects the interests of the collaborative.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
State administration and regulation reflects the interests of the collaborative.	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Federal administration and regulation reflects the interests of the collaborative.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Regional climate planning and programming reflects the interests of external stakeholders.	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The public is informed on local climate impacts, actions, and the activities of the collaborative.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Local practitioners have access to regionally relevant research and analysis needed for climate action.	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Climate goals and commitments have been integrated into the operations and investments of relevant entities in the region.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



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## Regional Climate Collaboratives Member Survey

Next, we want to hear from you about **how impactful your collaborative has been.**

The following page will ask you to **rate the level of impact** your collaborative has had within a variety of topic areas that are commonly found in collaborative's goals. We know the level of impact is just half the story - each collaborative coordinator will be describing the impactful activities within each topic area as well.



## Regional Climate Collaboratives Member Survey

### Impacts

\* Rate the level of impact your Collaborative has had on each issue area.  
If your collaborative does not work in that area, select N/A.

	1 (no impact)	2	3	4	5 (high impact)	N/A
<b>Transportation &amp; Land Use</b> <i>Activities related to transportation and land use planning to reduce emissions and improve air quality, such as transit improvements or smart growth strategies.</i>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>Energy Supply and Demand</b> <i>Activities that diversify energy supply and reduce consumption such as the sourcing of renewable energy, conservation efforts</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>Water Management</b> <i>Activities related to water supply, waste, and stormwater management, such as flood control and prevention, water conservation and green infrastructure</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>Natural Systems</b> <i>Activities related to natural systems, such as ecosystem and habitat restoration, species protection, park creation, and wildland-urban interface management</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>Hazard Mitigation &amp; Emergency Management</b> <i>Activities related to hazard mitigation and emergency management, such as investment in resilient infrastructure; preparation for wildfires, seismic activity, and other natural hazards, and emergency response system enhancement</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>Public Health</b> <i>Activities that improve climate-related public health outcomes, such as mitigating urban heat island effects, reducing vector-borne disease risk, and public outreach</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>Coastal Vulnerability</b> <i>Activities that minimize coastal vulnerability to sea level rise and storm surge, such as shoreline restoration, infrastructure protection, and managed retreat</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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	1 (no impact)	2	3	4	5 (high impact)	N/A
<b>Economic Resilience</b> <i>Activities that enhance economic resilience, such as job creation and improved access to, and supply of, affordable housing</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>Waste Management</b> <i>Activities related to waste management, such as zero waste initiatives, recycling, and composting initiatives</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>Equity</b> <i>Activities that address geographic and socioeconomic inequities, such as engagement with vulnerable communities, and integration of equity into local planning, budgets and operations</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>





## Regional Climate Collaboratives Member Survey

Finally, we want to learn about the **importance of different types of collaborative activities** in reaching those impacts.

The next questions will ask you to rate the role that common collaborative activities play in your collaborative's ability to create impact. By gathering this information, we will be able to look at how the different ways collaboratives function lead to their success based on their local context.



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## Regional Climate Collaboratives Member Survey

### Impact of Collaborative Activities

\* Based on the level of impact you reported on the previous page, rate the importance of each collaborative activity in your collaborative's success.

	1 (not at all important)	2	3	4	5 (extremely important)	N/A
Providing training and tools for local practitioners	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Raising external financial and in-kind resources	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Advocating for state legislation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Advocating for federal legislation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Engaging state agencies on administrative and regulatory issues	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Engaging federal agencies on administrative and regulatory issues	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Engaging stakeholders and external partners	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Communicating to the public about climate issues	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Procuring and producing research	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Developing plans and recommendations for climate action	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



## Regional Climate Collaboratives Member Survey

That's it - you made it!

Thank you so much for filling out our survey. To show our appreciation for your time, we'd like to send you a **\$10 gift card to Amazon**. Include your information below and we'll email you a credit when you submit your survey.

Regional collaboratives that submit 4 or more responses will receive **an extra \$100** - so encourage your fellow collaborative members to respond as well!

First Name:

Last Name:

Email Address:

Thanks from the ISC Team!

Learn more about ISC's U.S. work and access additional resources at [us.sustain.org](https://us.sustain.org)

