

Implementation & Monitoring

While some of the actions within this plan are well underway, over the coming months, the City of Spokane will engage with community members, businesses, institutions, and other stakeholders through the Sustainability Action Subcommittee (SAS) to make any preparations or take additional actions needed to begin plan implementation.

These actions include:

- Creating detailed implementation plans for each sector outlined in the Sustainability Action Plan. These will be known as Sector Implementation Plans
- Establishing a multi-criteria qualitative assessment process for determining implementation priorities
- Identifying and establishing regional partnerships around the goals and strategies
- Creating citizen advisory groups for programs that require considerable community engagement
- Making necessary changes to local policies or existing programs, including staffing and budget



Establishing a monitoring process enables the City to track the impacts of the actions included in the plan and compare estimated impacts to what is achieved in terms of energy savings, renewable energy production, GHG emissions reduction, conservation, and community resiliency. Assessing the implementation status of the actions will allow determination of whether the action is performing well and to identify corrective measures. This process is also an opportunity to understand barriers to implementation and identify best practices or new opportunities in moving forward.

EQUITABLE IMPLEMENTATION



Martin Luther King Jr. Day at the East Central Community Center, 2018 Photo Credit: City of Spokane

Equity vs. Equality

Equity does not mean everyone gets an equal share, but that benefits are broadly shared. Equity focuses on outcomes, ensuring that the benefits are distributed in a way that addresses existing barriers, disparities, or disparate needs. It is critical to consider Spokane communities facing structural inequities. This includes communities facing barriers based on race, ethnicity, income, gender or sexuality, language, and physical accessibility, as well as other marginalized groups.

Health & Equity

Social inequities across our community play a significant role in the health outcomes of our citizens. Because of this, the effects of climate change are expected to more significantly impact our most vulnerable residents. Also referred to as social determinants of health, these disparities are influenced by education, income, race, access to healthcare, and even by the neighborhoods in which we live. For more information on health equity and climate change, visit the World Health Organization's website⁹ or the Washington State Department of Health's website.¹⁰

Disproportionally Exposed vs. Disproportionally Susceptible

The indicators of harmful heat and air quality associated with climate change pose health risks to Spokane County residents at large. However, these risks are unlikely to be distributed uniformly across all demographic groups. It is thus necessary to identify populations who may be either **disproportionately exposed** to these indicators or **disproportionately susceptible** to adverse health consequences of exposure. Groups commonly vulnerable to higher exposure include individuals who are low income, homeless or work outdoors, as well as school-age children and communities of color. Groups who may be disproportionately susceptible to the adverse health consequences of exposure include individuals who are elderly or disabled, individuals with pre-existing cardiovascular or respiratory disease risk factors, and individuals without access to health insurance. An evaluation of vulnerable populations in Spokane is necessary to develop mitigation and resilience strategies most effectively and equitably.

Historically, the working class, Black, Indigenous, people of color, LGBTQ, and under-resourced communities have been excluded from decision-making processes. Additionally, the benefits or burdens of policies, programs, and investments have not always been fair or shared equitably across all people. Equity can be accomplished through understanding historical discrimination and addressing the unjust systems.

Not everyone will experience the impacts of climate change the same way. Inequities that already exist in Spokane, for example in housing and healthcare, will be heightened by climate impacts.

EQUITY CHECKLIST

Operationalizing Equity

To help ensure equitable outcomes in our planning, the Sustainability Action Subcommittee used this equity checklist, originally developed by the City of Flagstaff. This framework draws on the City of Portland's Climate Action Plan. It provides a foundation for SAP's equity process. As the Sustainability Action Subcommittee developed the strategies and actions in this plan, they used the following checklist to ensure benefits could be shared equitably across our community without creating unintended negative consequences to any geographic area or group of people. An additional equity analysis will be conducted prior to implementation in order to ensure the City is prioritizing action to communities most in need.

Impact Analysis

- Disproportionate outcomes: Does the proposed action generate direct or indirect burdens (including costs) to historically underserved communities? If yes, what opportunities exist to mitigate these impacts?
- Shared benefit: Are the benefits dispersed not only equally, but equitably? Does the proposed action reduce disparities as indicated on the Washington Environmental Health Disparities Map?¹¹
- Accessibility: Are the benefits of the proposed action broadly accessible to all residents and businesses throughout Spokane, with consideration of small businesses and those owned by marginalized groups?
- Capacity: Does the proposed action help build community capacity through funding and expanded knowledge base, or other resources?
- Accountability: Does the proposed action have appropriate accountability mechanisms to ensure that the communities mentioned above, as well as any other vulnerable communities, will:
 1. Not be disproportionately harmed
 2. Share in the benefits equitably

Empowering Community

- Relationship building: Does the proposed action help foster the building of effective, long-term relationships and trust between diverse communities and local governments?
- Engagement: Does the proposed action engage and empower the above communities in a meaningful, authentic, and culturally appropriate manner? Are community stakeholders involved and engaged in implementation?
- Alignment and partnership: Does the proposed action align with and support existing priorities of the communities listed above, creating an opportunity to leverage resources and build collaborative partnerships?
- Economic opportunity and staff diversity: Does the proposed action support the above groups through workforce development, contracting opportunities, and increased diversity of City staff and volunteers?



If we don't figure out a way to create equity, real equity, of opportunity and access, to good schools, housing, health care, and decent paying jobs, we're not going to survive as a productive and healthy society.

--Tim Wise, author

ENVIRONMENTAL JUSTICE

Environmental justice is the movement to ensure that no community suffers disproportionate environmental burdens or goes without enjoying fair environmental benefits.

-- Van Jones, author

Environmental Justice Program

Members of the Sustainability Action Subcommittee Equity Workgroup, City staff, and community-based organizations have outlined a plan for an environmental justice project in Spokane. Initial funding for this project is provided by a National League of Cities, Resilient Communities grant award. The goal of our project is to make social and racial justice a central priority in our City’s environmental work. We aim to establish an environmental justice advisory group and to partner with communities disproportionately impacted by climate change to inform the implementation of our Sustainability Action Plan. Recommendations recently published by the Washington State Environmental Justice Task Force¹² will provide a framework to guide Spokane’s work.



Summer Art Program at the Corbin Art Center
Photo Credit: Spokane Parks & Recreation

Overarching Goal:

Increase resiliency in underserved and highly impacted communities in Spokane by reducing environmental health disparities exacerbated by climate change.

Environmental Justice Strategy: Identify, engage with, and prioritize support for at-risk populations (Environmental Justice Program)	
Priority Actions	
EJ 1.1	Establish an Environmental Justice & Equity Workgroup by leveraging partnerships with Community Based Organizations supporting traditionally underserved communities
▶ EJ 1.2	Identify the communities that are disproportionately at risk of climate impacts
▶ EJ 1.3	Identify and prioritize the most urgent issues impacting the at-risk communities
EJ 1.4	Create an environmental justice (EJ) work plan for meaningful and continued engagement around the issues identified above
EJ 1.5	Implement EJ work plan
EJ 1.6	Adopt equity framework when creating detailed implementation plans to support this Plan

▶ Action in-progress

▶ Action complete

SUSTAINABLE WORKFORCE

This Plan contemplates great economic change to our community - change that is destined to occur whether we plan wisely for it or not. Such transformations in the past have caused great economic and geographic dislocation for workers. It is our goal to bring all our citizens into the future on secure economic footing.

Photo Credit: J. Craig Sweat Photography



Sustainable Workforce

Spokane will achieve our target of becoming a low-emission, sustainable city in thirty years by investing in energy efficiency, clean energy, infrastructure improvements, materials conservation, and nature-based solutions. These ambitious initiatives will require a skilled workforce and innovative leadership ready to position Spokane businesses to take advantage of the economic opportunities this transition brings to our region. These opportunities have the potential to boost our local economy, but gains will require investments and planning will need to be made to ensure no one gets left behind. Transforming and mobilizing Spokane’s workforce will require some investments and preparation in the areas of workforce development, labor protections, and place-based solutions developed by those industries and people most impacted.

In order to ensure our region is prepared to make this transition, the following actions have been identified as important next steps.

Sustainable Workforce Strategy: Invest in next generation of sustainable workforce with an emphasis on safety and security	
Priority Actions	
▶ SW 1.1	Establish a workforce development technical advisory group for the purpose of identifying opportunities to preserve existing skilled workforce while meeting emerging needs in clean energy, circular economy, and conservation sectors
SW 1.2	Expand local and national apprenticeship programs to meet growing demands for a skilled workforce
SW 1.3	Recruit and train next generation energy workers with an emphasis on promoting programs that advance equity and diversity
SW 1.4	Invest in local & regional projects and jobs
SW 1.5	Ensure that any equity framework for decision-making as it relates to this Plan includes an analysis of workers in potentially vulnerable sectors
SW 1.6	Partner with regional colleges, universities, businesses, nonprofits, unions, tribes, and tribal agencies to promote renewable energy projects, micro-grids, and workforce training
SW 1.7	Require workplace safety protection and labor protections for energy industry workers

▶ Action in-progress

▶ Action complete

IMPLEMENTATION STRATEGIES

To accomplish the goals outlined in this plan, it will require ongoing effort by City leadership, City staff and community members. City Council will be responsible for overseeing the implementation and progress of this plan, and an annual report on implementation progress will be completed by the SAS in conjunction with City staff and community partners.

The following strategies outline a framework for implementation of the Sustainability Action Plan goals, strategies, and actions.



Strategy 1. City of Spokane formally commits to climate action

Priority Actions

▶	IS 1.1	Continue to meet the requirements of the Global Covenant of Mayors
▶	IS 1.2	Formally adopt new greenhouse gas goals (GHG) goals into Spokane Municipal Code (SMC) to match the goals outlined in this plan (2021)
▶	IS 1.3	Continue to partner with ICLEI-Local Governments for Sustainability year over year to conduct GHG inventories and measure progress toward our goals
	IS 1.4	Develop a mitigation and adaptation matrix to help with internal City decision making
	IS 1.5	Add Climate Action to the City's Comprehensive Plan

Strategy 2. Develop foundation for successful Plan implementation

Priority Actions

	IS 2.1	The Sustainability Action Subcommittee (SAS) shall collaborate with relevant City Departments and community stakeholders to create detailed Implementation Plans for each of the seven chapters of this Plan
	IS 2.2	The SAS shall continue to provide guidance and support for the plan including community engagement around the goals and actions
	IS 2.3	Council shall develop a review and update schedule for the Plan including requirements for an annual report. The annual report should include an analysis of all targets, strategies, and actions ensuring they remain relevant
	IS 2.4	City Council will review progress of the plan on an annual basis
	IS 2.5	The City, in partnership with the SAS and community stakeholders, will host ongoing community conversations on projected climate impacts specific to Spokane
	IS 2.6	Update City's Comprehensive Plan to include environment and climate related priorities, especially as they relate to the SAP
	IS 2.7	Review Spokane Municipal Code for alignment and make necessary updates to accommodate for Plan goals and strategies

IMPLEMENTATION STRATEGIES

Strategy 3. Support sustainability & climate action within city departments

Priority Actions	
IS 3.1	During the Strategic Planning process, the City shall incorporate commitment to sustainability and climate action
IS 3.2	Each City Department shall identify strategies and actions where they will provide support for the plan
IS 3.3	Each Division shall identify efforts that support their department's committed strategies and actions
IS 3.4	The Mayor's proposed budget, presented during the annual budget review process, will incorporate a report on energy efficiency, water conservation, and resiliency action projects that are funded in existing work plans or will be incorporated into work plans for the upcoming fiscal year
IS 3.5	The City shall fund and assess capital and programmatic investments that are recommended to ensure the city's ability to mitigate risks associated with climate change

Strategy 4. Elevate sustainability & climate action in City Council priorities

Priority Actions	
IS 4.1	Identify areas for Council action in support of the Plan
IS 4.2	City Council shall provide annual budget funding in support of the Plan each October
IS 4.3	Identify state and federal legislative priorities that support the goals of the Plan and enable implementation of Plan strategies and actions
IS 4.4	Prior to approving the annual budget, strategic plans, or department plans, Council will ensure that the budget or plan aligns with our commitment to the SAP

Strategy 5. Direct Sustainability Action Subcommittee (SAS) to aid in implementation of this Plan

Priority Actions	
IS 5.1	Identify and foster community partnerships in support of the plan
IS 5.2	Create a process to identify and track external funding opportunities
IS 5.3	Each SAS workgroup shall continue to ensure the strategies and actions in their sector(s) remain relevant and update sector goals, strategies, and actions on a regular basis
IS 5.4	Continue to provide ongoing policy & budgetary recommendations toward meeting plan goals

Strategy 6. Ensure adequate staff capacity to implement Plan

Priority Actions	
IS 6.1	All City staff shall be invited to participate in accomplishing the goals of the SAP
IS 6.2	Department and Division managers are responsible for communicating Department and Division goals and commitment to the plan to their staff members
IS 6.3	The Administration and Council shall partner on aligning City programs to amplify both the program itself and progress toward the Plan's goals
IS 6.4	City Council will ensure that City Departments have identified funding for their committed strategies and actions toward Plan goals prior to approving the annual budget

IMPLEMENTATION STRATEGIES

Strategy 7. Develop a city-wide climate plan integration process

Priority Actions

IS 7.1	Conduct a community-wide GHG inventory every two years using ICLEI's Clear Path protocol; the inventory shall include an assessment of local government operations as well.
IS 7.2	Partner with the City's Emergency Management Director, Council's Manager of Sustainability Initiatives, Climate Impact Research Consortium, the SAS, and other local stakeholders to complete the Climate Vulnerability Assessment (2021)
IS 7.3	Engage with regional efforts related to resiliency in order to align Plan objectives with regional priorities and collaborate where alignment occurs
IS 7.4	Integrate projected climate impacts into data models for risk assessment
IS 7.5	Develop a disaster preparedness plan for both natural and man-made disasters

Strategy 8. Integrate equity considerations into Plan implementation

Priority Actions

IS 8.1	Work with Manager of Equity & Inclusion to ensure the City uses an equity review process during implementation
IS 8.2	Work with Manager of Equity & Inclusion for on-going improvement of the equity review process
IS 8.3	Partner with community organizations, Neighborhood Councils, and others to ensure engagement with BIPOC and low-income communities not only with implementation of the plan, but also as part of the ongoing improvements to the plan
IS 8.4	Engage community members from all income levels, races and ethnicities, political persuasions, and neighborhoods in Plan outreach efforts
IS 8.5	Incorporate equity indicators into monitoring and evaluation processes

Strategy 9. Engage Spokane residents to participate in building awareness, identifying solutions, and acting on Plan goals

Priority Actions

IS 9.1	The SAS Environmental Justice & Equity and Communication Workgroups shall continue to build partnerships in the community, identify community needs, determine barriers to participation, recommend ways to make climate action events more accessible to residents, and ensure that Plan implementation follows established equity recommendations and processes
IS 9.2	Partner with Urbanova, The ZoNE Project, APIC, NAACP, and other community-based organizations to understand environmental justice issues impacting our community
IS 9.3	Roll out customized Community Climate Solutions website (2021)
IS 9.4	Support programs and opportunities for youth to be actively involved in decision-making and climate action
IS 9.5	Maintain and promote strategies and actions for community participation as part of on-going plan revisions and implementation
IS 9.6	Partner with Spokane Arts and other creative and artistic organizations to build awareness around the goals, strategies, and actions of the SAP

IMPLEMENTATION STRATEGIES

Strategy 10. Support community leadership on climate action

Priority Actions

IS 10.1	Create comprehensive list of community partners for climate action using stakeholder mapping methodology
IS 10.2	Work with SAS to ensure continual engagement and action in various areas of the Plan: education & outreach, natural resources, waste & recycling, environmental justice, etc
IS 10.3	Partner with climate and conservation focused nonprofit organizations to align on mutual priority areas

Strategy 11. Report regularly to the community on greenhouse gas emissions and climate action

Priority Actions

IS 11.1	Continue to update and publish greenhouse gas emissions inventories for both the City of Spokane municipal organization and the Spokane community
IS 11.2	Create an online dashboard to illustrate progress on the Plan's actions. This dashboard will be updated annually, with indicators showing which actions have been completed, which are in progress, and which have not been started

