

Charting the Next Era in Community Engagement: Developing meaningful two- way engagement strategies in heavy industry and transport

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Agenda

- **Introduction**
 - RMI
 - Climate Aligned Industry Program
- **Develop Community Engagement Strategies with Heavy Industry and Transport**
 - Benefits
 - Barriers
- **Next Steps**

RMI is an independent, nonprofit organization of experts accelerating the clean energy transition. We are transforming the global energy system to secure a clean, prosperous, zero-carbon future *for all*.



Climate Aligned Industries Program at RMI



AVIATION



TRUCKING



SHIPPING



STEEL



ALUMINIUM



CONCRETE



CHEMICALS



BEZOS
EARTH
FUND

A high-angle, top-down photograph of a diverse group of approximately 15 people sitting around a large, round wooden table. The table is surrounded by a ring of colorful, semi-transparent paper or fabric in various shades including blue, yellow, green, red, and orange. The people are dressed in business casual attire and appear to be in a collaborative meeting or discussion. The background is a dark wooden floor.

Community Engagement

Why Invest in Community Engagement?

Code switching 

Sea
change

Just
Transition

Unlock
Funding

De-risking
&
Enabling
better
projects

Lack of Public Participation accounted for nearly 30% of project delays and cancelations

“...incorporating all stakeholder perspectives from the outset of a siting process will probably save time and money. Better to deal with perceptions of possible risks and potential benefits before opponents have made up their minds, and banded together, to block the project.”

1. Community & Labor Engagement

2. Investing in the American Workforce (IAW)

3. Diversity, Equity, Inclusion & Accessibility (DEIA)

4. Greatest Benefit for the Greatest Number

5. Justice40 Initiative

HIGH-LEVEL OVERVIEW

(pgs. 3-7)

Describe plans and actions to engage and partner with:

1. **DAC communities** most impacted by and vulnerable to project development;
2. surrounding **frontline/fence-line communities**;
3. labor **unions**;
4. fed. recognized **Indian Tribes**, incl. **Alaska native village** or **regional** or **village corporations**.

(pgs. 21-23)

Describe plans for:

1. job **creation**;
2. **quality** jobs;
3. **inclusive** recruitment and hiring;
4. worker **rights**;
5. workplace **safety**;
6. investments in **worker training**.

(pgs. 28-31)

Describe steps taken to ensure:

1. inclusive workplace environment (**equal opportunity + free of harassment**);
2. compliance w/ all **applicable civil rights + nondiscrimination laws**
(e.g. Title VI of the Civil Rights Act of 1964, Americans with Disabilities Act of 1990 (ADA), Section 504 of the Rehabilitation Act.)

(pgs. 38-39)

Describe the type + magnitude of:

1. **benefits flowing** to communities in the area of eligible facilities + surrounding communities
2. **meaningful engagement** w/ impacted communities to **maximize benefits is essential**

(pg. 49-51)

Provide overview of

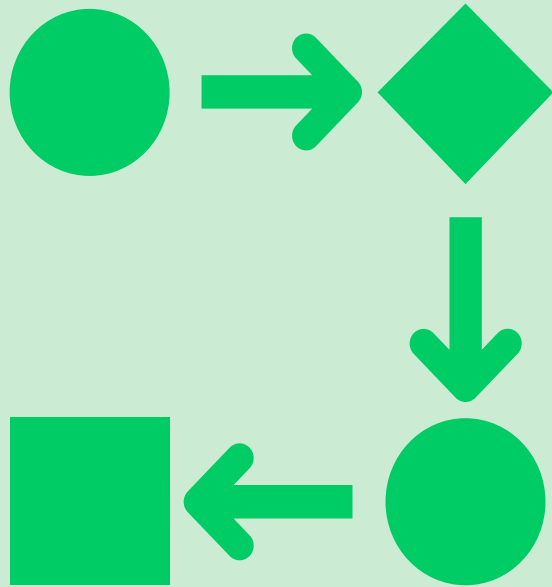
1. **benefits to DACs** from the project
2. quantifiable, measurable, trackable **Justice40 impacts**
3. description of **plans to advance** energy and environmental justice (EEJ)
4. **must clearly** delineate all possible impacts to DACs **across the full lifecycle** of the project and facility.



Tectonic Shift in the Community Engagement Landscape

- **Prior social license to operate obsolete**
- **Taxpayer support depends on public goodwill—meaningful two-way engagement is key.**
- **First-of-a-kind projects**

Community Benefits Plans



TIMELINE SHIFT



MINDSET SHIFT

SAFETY CULTURE



Safety Excellence Maturity Model

Community engagement should be integrated into our company to the same degree as safety.

Element	Phase 1 Control	Phase 2 Compliance	Phase 3 Competence	Phase 4 Excellence
Strategy	<ul style="list-style-type: none"> ● Identify risks ● Establish controls ● Develop leadership ● Align workforce 	<ul style="list-style-type: none"> ● Tighten control ● Develop supervision ● Establish accountability ● Train workforce 	<ul style="list-style-type: none"> ● Loosen control ● Leadership coaching ● Clarify direction ● Build teamwork 	<ul style="list-style-type: none"> ● Connect silos ● Form partnerships ● Develop scorecard ● Teach problem-solving
Leadership	Directive	Enforcing	Coaching	Empowering
Safety Manager	<ul style="list-style-type: none"> ● Risk Analysis ● Establish Controls ● Design Training 	Grunt	Guardian	Guru
Engagement	Belonging	Buying in	Participating	Owning
Culture	Forming	Dependent	Independent	Interdependent
Competence	Safety students	Safety amateurs	Safety pros	Safety team players
Metrics	Lagging indicators	<ul style="list-style-type: none"> ● Lagging indicators ● Compliance indicators 	<ul style="list-style-type: none"> ● Lagging indicators ● Leading indicators ● Participation metrics (Digital dashboard)	Balanced scorecard for safety
https://proactsafety.com/articles/safety-excellence-maturity-model				

What can help support companies to develop Community Benefits Plans?

- **Benefits**
- **Barriers**

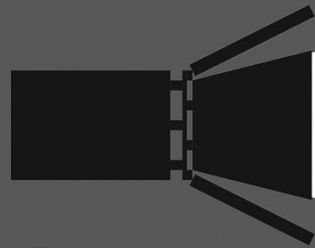


Benefits

- Build stronger, mutually beneficial relationships with local communities
- Improve business success & de-risk projects
- Improve brand image
- Build a strong talent pipeline
- Unlock opportunities for new funding
- With federal funding, efficient community engagement startup overhead; increased return on investment.

Barrier—common misconception:

- **We are in a crunch time.**
- **Climate math is clear—we must act swiftly and scale rapidly.**
- **Climate change solutions will be universally embraced, especially by communities that face the worst of the impacts.**



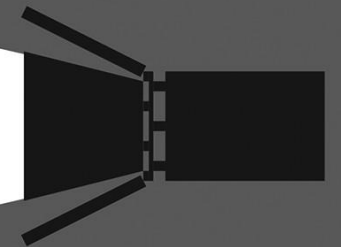
**Climate
Professionals**

Climate-forward companies

- Climate math
(need for particular amounts of carbon reduced and removed)
- Scale of new infrastructure to achieve the climate math
- Tradeoffs between different approaches
- Climate impacts

“Double unseeing”

- Environmental values and priorities
(clean air and water, wild land)
- Common-sense sustainability concerns about new infrastructure
- Need for local agency and control over new projects
- Concerns about viability of smaller rural communities
- Local economic impacts of climate policies, positive and negative



Publics

Intersecting Goals – Community Benefits Plan



To align this “double unseeing,” we need meaningful two-way engagement.



<https://www.youtube.com/watch?v=-uiBWBDI6vY>



Barrier—this is new

- **This is new: confusion; lack of understanding; and lack of experience.**
 - Community engagement is new to all of us—don't quite understand and not used to it.
 - Shift in D.C. expectations of companies with acceptance of grant funding.
 - We are at the beginning of the process and there is a lot to do; We need to develop a strategy, plan, and implement.
 - Justice40 was the most difficult to address in the FOA—particularly confusing.

Barrier—common misconception: Doing good vs. meaningful two-way engagement

- **Doing good:**
 - Charitable donations—in kind & financial
 - Hosting fundraising event for a community
 - Company sponsored employee volunteering within a community
 - Sponsoring little league baseball, 5K run etc. for a community
 - Disaster assistance for a community
- **Meaningful two-way engagement with diverse community stakeholder representation**

Barrier—who will do this work?

- Lack of capacity at a company
- Colloquial vs. conceptual understandings
 - Equity
 - Environmental justice
 - Community engagement
 - Just transition
- Lack of capacity in the system



Parallel Cohort Strategy to Address the Extreme Information Asymmetry—Align the “Double Unseeing”



Community Benefit Plans

Key points

- To align with DOE, companies need to fundamentally rethink their approach (timeline and mindset shift).
- Communities deserve to be at the table, influencing the trajectory of projects that impact them and prospering in the energy transition.
- Without meaningful two-way engagement, we risk not being able to reach our climate goals.
- Companies see both benefits and barriers in developing and implementing CBPs.
- Next steps: parallel cohort educational program to align companies and community-based organizations to enable co-development of CBPs.

Please get in touch

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