

# Building Coastal Resilience by Building Equity in Dover

*Final Report for the City*

June 2022

## Project Partners:



New Hampshire  
Coastal Program  
DEPARTMENT OF  
ENVIRONMENTAL SERVICES

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## Introduction

A community's social vulnerability can determine how it will fare in a disaster and historically underserved communities (HUCs) are often left less prepared due to the structural and institutional inequities imposed upon them. The current COVID-19 health crisis has revealed much about community resilience and HUCs. Research suggests that HUCs are just as (if not more) susceptible to climate change induced impacts such as relative sea level rise (RSLR), coastal flooding, increased precipitation, freshwater availability, droughts, increased health issues, increased heat effects, and transportation issues. Strafford Regional Planning Commission (SRPC), in partnership with the City of Dover and other partners, developed and executed a study of Dover's HUCs to improve community resiliency by actively engaging these populations in planning. Populations that, due to pre-existing social, economic, and physical conditions, could be more severely affected by climate change, were invited to participate in engagement strategies including workshops and key informant interviews to discuss how climate change has and will affect them and how they would like to be engaged in climate adaptation planning. Going one step further, the study analyzes if and how climate adaptation projects and policies are affecting social vulnerability by reviewing climate policy and conversing with HUCs about possible unintended outcomes.

This project is an important step in implementing Dover's [2018 Climate Adaptation Master Plan Chapter](#), a NOAA Project of Special Merit. The chapter notes that HUCs may be more sensitive to climate change-related impacts and includes implementation strategies to guide the City in resiliency planning. By structuring our intentions based on the experiences of the community's most vulnerable populations, we are actively planning a community that serves the needs of all of its residents.

### Goal Statement

*Building Coastal Resilience by Building Equity in Dover* aimed to engage Dover's HUCs in climate change planning conversations to diversify community input, strengthening the City's resilience to climate change. Ultimately, the recommendations presented in this report aim to inform future community engagement efforts in the city and broaden opportunities for public participation. Recommendations promote equitable practices in implementing climate adaptation plans and incorporate a resilience-based vision that accommodates all Dover residents for the future.

## Definitions

**Historically Underserved Communities (HUCs):** Communities who are disproportionately affected by natural disasters, more susceptible to climate risks due to social factors (such as age, socioeconomic status, race, health, language proficiency, and access to transportation), and historically underrepresented in political decision-making and public investment.

**Climate Adaptation:** The process of adjustment to actual or expected climate and its effects. In human systems, adaptation seeks to moderate or avoid harm or exploit beneficial

opportunities. In some natural systems, human intervention may facilitate adjustment to expected climate and its effects.<sup>1</sup>

**Equity:** Equity is the guarantee of fair treatment, advancement, opportunity, and access for all individuals while striving to identify and eliminate barriers that have prevented the full participation of some groups and ensuring that all community members have access to community conditions and opportunities to reach their full potential and to experience optimal well-being and quality of life.<sup>2</sup>

**Resilience:** The capacity of social, economic, and environmental systems to cope with a hazardous event or trend or disturbance, responding or reorganizing in ways that maintain their essential function, identity and structure, while also maintaining the capacity for adaptation, learning and transformation.<sup>3</sup>

**Urban Heat Island Effect:** Heat islands are urbanized areas that experience higher temperatures than outlying areas. Structures such as buildings, roads, and other infrastructure absorb and re-emit the sun's heat more than natural landscapes such as forests and water bodies. Urban areas, where these structures are highly concentrated and greenery is limited, become "islands" of higher temperatures relative to outlying areas.

**Hostile Architecture:** Often referred to as anti-homeless architecture, hostile architecture is a type of design used to "exclude, harm, or otherwise hinder the freedom of a human being."<sup>4</sup> This kind of architecture can be used to inhibit the use of a public space, for example, park benches with armrests in the middle of them inhibit a person's ability to lay down.

## Project Overview

SRPC and project partners kicked off the project by attending a training on frontline community engagement, justice, equity, diversity, and inclusion.

Steps in this project included data development, stakeholder engagement and partnership collaboration, development of coastal policy options and evaluation processes, and the final report. Data development included a localized vulnerable community's index and literature review using the best available climate science and the most up-to-date guidance on how to engage HUCs. Next, the stakeholder engagement and partnership collaboration stage built relationships with partners to ensure mutual benefits and identify Dover's HUCs. Addressing the effects of climate change requires engaging the whole community. Creative engagement strategies were used to encourage and enable all community members to participate in climate change planning. Once this information was gathered, the project team developed a set of coastal policy options to be used to build community resiliency in ways that address social vulnerability factors, avoid negative outcomes for HUCs, and provide benefits for

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<sup>1</sup> [https://www.ipcc.ch/site/assets/uploads/2019/01/SYRAR5-Glossary\\_en.pdf](https://www.ipcc.ch/site/assets/uploads/2019/01/SYRAR5-Glossary_en.pdf)

<sup>2</sup> <https://icma.org/page/glossary-terms-race-equity-and-social-justice>

<sup>3</sup> [https://www.ipcc.ch/site/assets/uploads/2019/01/SYRAR5-Glossary\\_en.pdf](https://www.ipcc.ch/site/assets/uploads/2019/01/SYRAR5-Glossary_en.pdf)

<sup>4</sup> <https://hostiledesign.org/>

the whole community. Lastly, the project analyzed and evaluated the findings culminating in this final report. Careful consideration was taken throughout the project to develop guidance on replicability for other local and regional entities as part of their resilience planning.

## Mapping Analysis

Based on a previous study that began looking at intersections of social vulnerability and projected coastal hazards in the Hampton-Seabrook Estuary ([Kirshen et al. 2018](#)), a range of factors contributing to social vulnerability to climate change were aggregated. Using GIS resources to intersect the social vulnerability information with known climate impact data (such as SLR, known culvert issues, and urban heat effect), the team developed a [map set](#) that visualizes this intersection and priority focus areas. Each map contains elements which speak to adaptive capacity, pre-existing sensitivities and risks, and climate and natural disaster threats, which are categorized [here](#).

### Localized Vulnerable Communities Index

SRPC, with input from the steering committee, project team, and community outreach network, developed a [Localized Vulnerable Communities Index](#) for Dover to identify the most relevant vulnerability variables on a local scale, and mapped these variables using Census tract data. The table below corresponds to Figure 5 in the map set, “Existing Tract Vulnerability Map,” (also shown below) where total scores for each vulnerability variable are displayed in each Census tract. According to our analysis, tract 81300 contains the highest concentration of vulnerable populations.

Tract Number	Minority Populations (>15%)	Disabled Populations (<15%)	Median Household Income (<\$40,000)	Low Income (>25%)	Renter Occupied (>50%)	Age Under 5 (>6%)	Age Over 65 (>20%)	No Vehicle Access (>8%)	Linguistically Isolated Households (>3%)	No High School Diploma (>7%)	Total Score
81600	No	No	No	No	No	No	No	No	No	No	0
81100	Yes	No	No	No	No	Yes	No	No	Yes	No	3
81200	No	No	No	No	No	Yes	Yes	No	No	No	2
81300	No	Yes	Yes	Yes	Yes	No	Yes	Yes	No	Yes	7
81400	Yes	No	Yes	Yes	Yes	No	No	No	No	No	4
81500	Yes	No	No	No	Yes	Yes	No	Yes	Yes	No	5

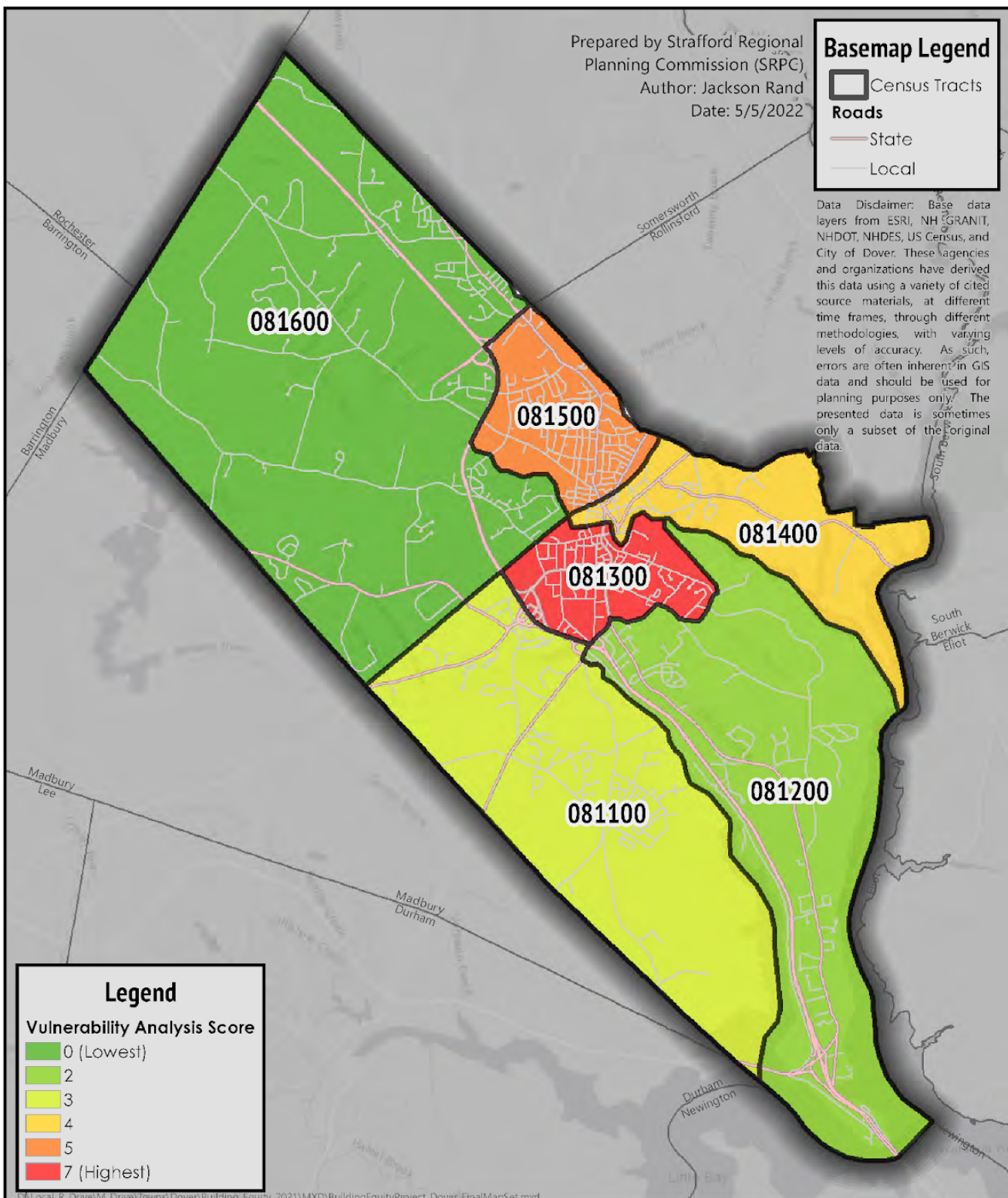
The table above shows vulnerable population densities by census tract. Figure 5 on the following page maps this data out.

Prepared by Strafford Regional  
 Planning Commission (SRPC)  
 Author: Jackson Rand  
 Date: 5/5/2022

**Basemap Legend**







-  Census Tracts
- Roads**
-  State
-  Local

Data Disclaimer: Base data layers from ESRI, NH GRANIT, NHDOT, NHDES, US Census, and City of Dover. These agencies and organizations have derived this data using a variety of cited source materials, at different time frames, through different methodologies, with varying levels of accuracy. As such, errors are often inherent in GIS data and should be used for planning purposes only. The presented data is sometimes only a subset of the original data.



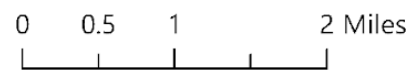
**Legend**

**Vulnerability Analysis Score**

-  0 (Lowest)
-  2
-  3
-  4
-  5
-  7 (Highest)

**Existing Tract Vulnerability Map**

Figure #5



## SVI Assessment

SRPC and project partners conducted a comprehensive review of City documents to identify adaptation projects and policies and their expected outcomes. Once the [Comprehensive List of Plans, Policies, and Outcomes](#) was developed and reviewed, the team prioritized five documents to apply the equity framework to, including Dover's Hazard Mitigation Plan, Capital Improvement Plan, Master Plan Climate Adaptation Chapter, Master Plan Vision Chapter, and relevant zoning regulations.

After prioritizing documents for review, the team developed an [Equity Framework](#), drawing on the best available resources such as the CDC's [Building Resilience Against Climate Effects](#) (BRACE) framework and Rutgers University's [A Seat at the Table](#). This framework was used to analyze the five priority documents and identify potential inequities that exist within or could result from the plans, policies, or projects. The analysis can be found in the [Review of Plans, Policies, and Outcomes](#). The framework was also adapted to conduct interviews with key municipal staff who have expertise on the priority documents and the process leading to their development, and combined into an [Interviews Summary](#).

The analysis was meant to understand if equitable practices were utilized in these plans' development and implementation, and to discover how to better include the perspectives of and plan for HUCs. The map set described in the mapping analysis section above was used in conjunction with the SVI Assessment to discern the disproportionate impacts that Dover's historically underserved communities may face as a result of climate adaptation measures the city aims to take.

## Outreach and Engagement

Stakeholder engagement was crucial in guiding our data development process. The outreach and engagement process brought in a variety of perspectives to the project to inform further evaluation of the City's relevant plans, policies, and projects.

Based on the Localized Vulnerable Communities Index, Map Set, and SVI Assessment, the project team was able to identify key HUCs to focus on for public outreach. The team then identified community outreach network partners with whom to build relationships for connecting with the HUCs, including folks from the Dover Housing Authority and the Dover Adult Learning Center. It was critical for the team to work with community partners first before engaging directly with target outreach groups. Because these community partners have established trusted relationships with their clientele, the project team was able to leverage that existing sentiment to ensure a safe environment for our target groups and create a space where outreach event participants felt comfortable sharing potentially sensitive experiences. Community partners worked with project team members to coordinate workshop events with target groups, where the goal of these events was to develop a better understanding of how climate impacts affect HUCs, and how the city might improve its existing engagement strategies. The team developed [a public outreach flyer template](#) to publicize the events. Project partners Erin Allgood of Allgood Strategies, Lisa Wise of UNHCE and Sea Grant, and Amanda Stone of

UNHCE collaborated on summarizing the input from the stakeholder engagement events in an [Outreach Summary Report](#).





By hearing Dover residents express their most pressing concerns and personal experiences in daily life and in relation to climate impacts, the team was then able to navigate key informant interviews with City staff and related partners to connect the needs of residents with the City’s priorities. As mentioned above, these interviews helped to validate the SVI Assessment conducted by the project team and garner a better understanding of the city’s efforts toward HUC outreach and engagement from their own perspectives.

## Policy Options

This section outlines the implementation strategies identified to enhance Dover’s planning processes with equitable actions and techniques, to foster a more inclusive environment and expand participation and engagement opportunities.



- Implementation strategies are separated into two tables based on their connection to planning processes or updates to City plans and documents. The legend below identifies icons that represent related documents connected to each recommendation.
- The level of feasibility on a scale from low to high for each intervention was determined by project team members based on considerations such as cost, labor intensity, and level of collaboration needed.
- Interventions are organized in order of priority level according to input from the steering committee and members of our outreach network.

### Related Document Legend

Zoning Ordinance	Hazard Mitigation Plan	Capital Improvement Plan	Master Plan
			



## Implementation Tables

Strategies for Document Updates	
<p><b>Recommendation #1:</b> Add an equity requirement to the implementation table criteria of the Capital Improvement Plan. Equity is not currently a criterion in this plan. Adding it to the criteria will help embed equity considerations in decisions about City projects.</p>	
<p><b>Action(s):</b></p> <ol style="list-style-type: none"> <li>1. Coordinate discussion with the committee to design the equity criterion and review process for the Capital Improvement Plan. Ensure there are opportunities for residents to engage in this process and education around what the CIP is.               <ol style="list-style-type: none"> <li>a. Define what equity means in the context of the CIP, ensuring that the equity criterion is relevant and context specific for each project to avoid just adding another box to check off.</li> </ol> </li> <li>2. Engage City Council for approval.</li> <li>3. Provide guidance/training on the updated criteria for City staff who use or rely on the CIP.</li> </ol>	
<p><b>Feasibility: Medium</b> <b>Priority Level: Medium</b></p>	
<p><b>Recommendation #2:</b> Some populations may be more burdened by temporary changes to traffic flow, public transit, water/electric shutoff, etc. due to City projects, storms, or other hazard events. Ensure advance notice is provided to populations that will be affected by temporary burdens, and address lack of inclusivity surrounding linguistically isolated households.</p>	
<p><b>Action(s):</b></p> <ol style="list-style-type: none"> <li>1. Engage in direct outreach to affected individuals to provide advance notice when there are temporary burdens to daily life due to City projects or hazard events, to ensure folks who may not be tuned into City communication platforms have time to prepare for such events.</li> <li>2. Improve the City's existing process for distributing emergency response information (shelter locations, evacuation routes, notifications, etc.) in multiple languages on all platforms by engaging folks without internet access.</li> </ol>	
<p><b>Feasibility Level: Medium</b> <b>Priority Level: Medium-High</b></p>	
<p><b>Recommendation #3:</b> Recommended actions within the Hazard Mitigation Plan are broad in scope and could place a higher emphasis on equity, particularly in implementation measures. Develop a template for recommendations that includes at a minimum the economic feasibility, resilience, and equity considerations of each item. Once a plan is adopted, engage in a process to prioritize the mitigation actions.</p>	
<p><b>Action(s):</b></p>	

1. Address how to assist people without vehicle access as well as those living with a disability during a hazard event in the Hazard Mitigation emergency services section.
2. Actively engage diverse groups in planning processes.
  - a. Provide more opportunities for partnering agencies, like CAP, to review the actions section and submit feedback.
  - a. Consult with public housing/shelter staff on emergency response actions for information on how to serve vulnerable populations better.
  - b. Include someone that has been working on the regional homelessness efforts on the steering committee(s).

**Feasibility: Medium**

**Priority Level: Medium-High**



**Recommendation #4:** Hazard mitigation goes beyond addressing infrastructure damage and includes how people are prepared for and recover from disasters (adaptation/adaptive capacity). Include people-centered, post-hazard planning that focuses on resilience and recovery efforts.

**Action(s):** Address the following in the Hazard Mitigation Plan:

1. Define vulnerable populations in Dover.
2. Discuss past and future threats that have a disproportionate impact on vulnerable populations and include successful recovery efforts.
3. Include action items that prepare successful recovery efforts for future hazard events. Add new mitigation projects where necessary.
4. Include stakeholder input in the process of developing this chapter, particularly, ensuring there is an effort to include vulnerable populations in the Hazard Mitigation update process, as well as regional and state partners. Use the Map Set to assist with targeting affected stakeholders to place a higher emphasis on vulnerable populations.
5. Work with folks at the state level to increase education opportunities on floodplain management and generate a list of action items to repair and recover from.

**Feasibility Level: High**

**Priority Level: Medium-High**



**Recommendation #5:** Address elements of the zoning ordinance that will expand accessibility features, affordable housing, and critical infrastructure. The actions listed are not intended to encompass all potential ordinance revisions.

**Action(s):**

1. Conduct a full, in-depth review of Dover’s Zoning Ordinance to remove barriers to affordable housing development, public transportation and pedestrian infrastructure, accessibility features, and other critical resources. Keep a lens on the needs of vulnerable populations and use the [Map Set](#) to assist in analyzing the locations of vulnerable populations, community vulnerabilities and assets, and zoning overlays.
2. Allow manufactured housing in all residential and mixed-use zones where single family dwelling units are also permitted uses.

3. Require all new development projects to comply with the [ADA's most up to date standards for design](#).
4. Expand the transit-oriented development subdistrict to areas with higher concentrations of vulnerable populations (see [Map Set](#)).
5. Provide incentives to developers such as density bonuses, reduced fees, expedited permitting, or zoning exemptions when developers include affordable housing units in multi-unit developments.
6. Provide incentives to developers such as density bonuses, reduced fees, expedited permitting, or zoning exemptions where appropriate when they include shelters and benches at transit stops and near businesses, recreation or social areas, and residential developments, so long as the design plans do not indicate any hostile architecture.

**Feasibility: Medium**

**Priority Level: Medium-High**



**Recommendation #6:** Tract Vulnerability Analysis (Figure 5) ranks Dover's census tracts by least to most vulnerable, based on 10 population features of high priority as identified by the Steering Committee. These ten features were used in the Social Vulnerability Index and can be viewed in Figure 1. Concentrate equitable practices and projects in these regions, especially the highest ranked. Focus public outreach here and highly consider these areas when implementing climate-related projects.

**Action(s):**

1. Expand definitions of “vulnerable populations” in the Hazard Mitigation Plan. Once Dover’s vulnerable populations are defined, this lens can be used across equity implementation strategies.
  - a. Incorporate homeless encampments, public housing developments, assisted housing, emergency homeless shelters, minority populations, vulnerability tract areas, household below poverty in vulnerable populations, the disabled population, and other groups relevant to the community of Dover
2. Use Figure 6 (or similar one that includes information from other created maps) as a resource as the CIP is updated, as the master plan vision chapter is revised, and as other major policies and plans are written.

**Feasibility Level: High**

**Priority Level: High**



**Process Strategies**

**Recommendation #1:** Survey existing multi-agency and interdepartmental coordination efforts to ensure there is a network of municipal and community service providers that provides opportunities to collaborate and focus resources. Continue to include and partner with city/area agencies who have already built trust with HUCs and can identify and promote

their needs. Communicate with these agencies to develop informed, targeted outreach approaches.

**Action(s):**

1. Work with and expand upon existing coordination groups and use the Outreach Network Contact List to form a diverse committee of HUC serving partners to address the recommended actions listed here. Ensure that municipal staff and community partners are aware of existing coordination efforts.
2. Assign the role of network weaver to a member of the planning department such as Erin Bassegio to make connections, encourage collaboration, and offer contact information and provide support in communicating with public officials as an alternative for folks who can't attend public meetings.

**Feasibility Level: Medium**

**Priority Level: Low-Medium**

**Recommendation #2:** Existing participation opportunities may not be accessible to all residents due to barriers like language, transportation, or comfort level. Increase access to participation and build trust among HUCs and the City for all meetings, events, and input sessions.

**Action(s):**

1. Translate processes for things like city council meetings into plain language to increase accessibility for people unfamiliar with the formal process, and/or encourage other means of participation if attending a meeting isn't possible. Ensure these guides, as well as any other meeting notices or outreach material, are written in multiple languages relevant to Dover's residents.
  - a. Set aside budget funds to hire on-call translator and interpreter services. Resources for translator and interpreter services can be found [here](#).
2. Avoid relying on participants to follow up with requests for information or clarity, questions and concerns themselves. Provide follow-up information and/or convenings to assure participants that their input was valued and incorporated into the next steps of the project and/or recommendations.
3. Ensure that meetings and other participation opportunities like Master Plan focus groups are accessible. This may include providing childcare, providing meals, engaging ASL interpreters, translating materials, meeting people where they are, allowing Zoom participation (i.e. conducting hybrid meetings), and/or varying meeting times to accommodate work schedules. If an assessment has not already been conducted, conduct an assessment to evaluate which disability accommodations are needed most by residents to make meetings accessible. Reach out to service providers like [Neighborhood Access](#) for assistance.
4. Provide outreach opportunities such as community meals when there is information to share with the public (eating WITH participants, not just giving them food) to both increase social connectedness, and help participants feel more comfortable coming to meetings and providing feedback.

**Feasibility Level: Medium**

**Priority Level: Medium**

**Recommendation #3:** Develop training and education materials on equitable practices that can be shared with the steering committees for plan development (e.g., CIP, Master Plan Vision Chapter, etc.) to ensure that the information is consistent, streamlined, and there is a baseline shared understanding of what these practices are in this work. Increase equity-focused training opportunities for City staff and volunteers.

**Action(s):**

1. Set aside budget funds for creation of this material. Hire a strategist to create the material. Ensure all board chairs are aware of material and use it consistently.
2. Until the above action item is completed, use materials and opportunities listed in the [resource guide](#) in the meantime.
3. Require City staff interfacing with the public to attend at least one equity focused training or workshop per year.
4. Ensure yearly workshops are scheduled for all boards and commissions on the topic of equity.

**Feasibility Level: Medium**

**Priority Level: Medium**

**Recommendation #4:** Equity work requires not just carrying out tasks, but also shifting mindsets. Committing to community-wide change requires ongoing individual and collective work on these topics. Create an opportunity for staff to discover how equity underpins their work individually and collectively.

**Action(s):**

1. Engage in ongoing visioning exercises with staff and community engagement practitioners to build shared understanding around equity and craft collective goals for moving forward.
2. Share the Final Report with the Ad-hoc committee for Racial Equity and Inclusion.
3. Continue to include equity-related items in [City Council goal setting](#).

**Feasibility Level: High**

**Priority Level: Medium**

**Recommendation #5:** Plans, projects, policies, and outcomes are ever changing and should be adapted over time to fit context and vision for Dover. Implement a yearly review of guiding plans and policies as well as significant projects and their outcomes that engage City staff from multiple departments, and solicit input from volunteer boards and commissions, as well as partners. Use this review to gather information from partners that may inform updates to the PPOs or adaptation to implementation measures.

1. **Action(s):** Set a yearly meeting for City staff and volunteers from various areas to come together and review plans, policies, and projects and their progress. Invite relevant partners to offer input (i.e., members of the Coordinating Committee). Use a relevant [equity framework](#) in this analysis. Alternatively, this review could occur during the January All-Boards Forum.

**Feasibility Level: Medium**

**Priority Level: Medium**

## Evaluation

### Stakeholder engagement strategies...were they effective?

The project team implemented stipend-based participation practices as part of their equitable engagement strategy in three outreach events. The offerings were very well received by the participants and the service providers we partnered with for the events. The availability of lunch or a gift card likely served to encourage attendance and was important to demonstrate that the project team valued the participants' time and input.

### Participant Stipends

For each outreach event, the project team curated stipends based on which population we were working with. The stipends chosen were based on recommendations from the community outreach network members who work with these populations and knew what might be most valuable to folks in exchange for their participation.

For participants of the Dover Adult Learning class workshop, we provided emergency preparedness kits and associated educational materials. Emergency kits included a cloth tote filled with a rechargeable phone battery, trash bags with zip ties, a flashlight with extra batteries, matches, wet wipes, five dust masks, and a small first aid kit. Educational materials included an extended [emergency shopping list](#), a resource guide for local supporting agencies and institutions, and a NH OSI fuel assistance and weatherization programs brochure. Lunch from a local sandwich shop was provided for the Dover Housing Authority Waldron Towers participants, and Wal-Mart gift cards (\$30) were provided for participants of the Dover Housing Authority Family Self Sufficiency event.

When engaging with members of the public, particularly HUCs, it is crucial to demonstrate that their time is valued by the entity asking for participation. Providing stipends helps to establish a level of mutual respect and understanding and encourages attendance.

### Meeting Stakeholders Where They Are

For each outreach event, workshops were held at locations those potential participants already frequented. The project team was able to coordinate with the instructor of the Adult Learning class to engage with students within their classroom during a time that they regularly meet, and for Dover Housing Authority participants, we held our workshops in common spaces at their homes.

Meeting people where they are physically allows participants to feel more comfortable and safer in a space they are familiar with, alleviates the stress of finding transportation, and with that lessens the amount of time required for participation in an event, which folks may find difficult to set aside otherwise.

### Partner Agencies as Communication Outlets

Leveraging community partnerships may be the most critical engagement strategy, as it opens the door to other strategies and strengthens their effectiveness. If we had not collaborated with community partners for our outreach events, we would not have known what kind of stipend participants would find most valuable, where to publicize the events, or where

to hold the events themselves. All this information was gleaned through communication with partners who work directly with our target groups. For each workshop, we created [flyers](#) to advertise, and handed them off to our service provider contact to distribute in a way that made the most sense for their groups. And, by collaborating with service providers, we were able to leverage the existing relationship they have with their clientele to establish a baseline of trust. When asking members of the public to share their experiences or provide input, especially when they may have been left out of decision-making processes in the past, establishing a safe environment for participation predicated on trusted relationships is fundamental to successful outreach and engagement processes.

## Project Replicability

This report outlines the steps taken throughout the *Building Coastal Resilience by Building Equity in Dover* project to provide guidance for municipalities or other entities seeking to engage in similar work. The recommendations provided in the Implementation Table demonstrate that a combination of comprehensive review, data collection, and meaningful outreach can result in community-specific outcomes for more inclusive planning processes. A step-by-step general outline of our process is provided below, and potential work products for each phase are listed. Based on feedback from members of our steering committee and outreach network, there is interest in both replicating this project across the region, and carrying the outcomes of this specific project into an implementation phase.

### **Perspectives and Biases**

Form your project team. Incorporate training your work group that involves frontline community engagement, justice, equity, diversity, and inclusion to ensure everyone on your project team has an opportunity to discover how equity underpins their work individually and collectively. Equity work requires shifting mindsets, and this step is essential to developing a shared outcome vision and goals.

### **Data Development Phase**

Collect demographic data to define vulnerable populations on a local scale. Begin developing a community outreach network by consulting community partners to incorporate qualitative data about your locality's vulnerable populations. Use GIS resources to intersect social vulnerability information with known climate impact data.

Select critical documents to review. Conduct a review using an equity framework. Validate results by conducting interviews with folks who have extensive knowledge of the document and its development.

#### *Work Products/Materials:*

1. Localized Vulnerable Communities Index
2. Social Vulnerability Index Assessment

3. Map Set
4. Community Outreach Network Contact List
5. Plans, Policies, and Outcomes Review
6. Interview Notes

### **Stakeholder Engagement**

Work with your community outreach network and information from the data development phase to locate vulnerable populations for outreach and engagement events. Collaborate with community partners to plan outreach events catered to each target population. An example worksheet can be found [here](#). Ensure your discussion materials avoid using jargon, and are accessible to all of your participants.

#### *Work Products/Materials:*

1. Outreach Material: This may vary depending on target group, ex. flyers vs. email or social media posts.
2. Event Agendas
3. Supplemental Materials to Aid Discussion: Avoid individual worksheets. The worksheet template provided in the link above was used to populate polls and flipcharts and could be used with an interactive online tool like Jamboard.
4. Notes from Outreach Sessions

### **Evaluation**

Synthesize information gathered into an implementation table. Share these outcomes with stakeholders and ask for feedback to ensure their voices were captured. This should be done face to face (hybrid or online) to share meaningful reflections, lessons learned, and to thank your participants.

#### *Work Products/Materials:*

1. Implementation Table
2. Stakeholder Feedback
3. Presentation of Final Products



## Project Team

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