

1. Statement of Need

Youth Climate Action Network - Catalyzing a Community: Woodland Park Zoo (WPZ) seeks funding to catalyze a local network that engages diverse community stakeholders to enhance social well-being in our community by empowering youth to address climate change impacts through education, leadership and action.

This project's two main objectives are to: 1) transform the network from being led by the zoo to a model that is driven by collaborative community efforts and input and that leads to measureable social and environmental change, and 2) refine a model for engaging local youth in community supported action that enables expanded local impact and can be shared with other LAMs interested in convening a network focused on youth action in their regions.

Over the past two years, WPZ has led the Seattle Youth Climate Action Network (Seattle Youth CAN). This partnership began with WPZ, the Pacific Science Center (PSC) and the Seattle Aquarium (SA) working together to empower teens from each of the three institutions' youth programs to address climate change. While initially focused on participants from the zoo, SA and PSC, Seattle Youth CAN has generated interest and involvement from a diverse set of stakeholders that extend beyond the museum sphere, including community-based organizations, educational institutions, and city and county government. In addition, many youth that are not affiliated with WPZ, PSC or SA have attended Seattle Youth CAN activities since 2015. As a result, we know that many organizations and institutions want to engage youth in climate-focused projects, but don't know how to engage them. Likewise, there are many youth that want to take action on local climate change issues, but don't know what they can do.

Critical to the success of true collective impact is the inclusion of diverse stakeholders that represent a range of sectors (non-profit, public, private, community organization and educational institutions) and communities (geographic, socio-economic, cultural, racial or generational) from an array of backgrounds. Our work will be guided by both national (Ecoamerica, American Climate Values 2014: Insights by Racial and Ethnic Groups, 2014) and local research on the disproportionate impacts of climate change and the importance of including low income and minority communities in efforts to address climate change (Got Green and Puget Sound Sage, 2016; Duwamish River Cleanup Coalition, 2013). We plan to work with Seattle area organizations that lead these efforts including Duwamish River Cleanup Coalition, Got Green, and Puget Sound Sage to ensure the creation of a model that reflects the needs and interests of diverse communities

Our proposed project, *Youth Climate Action Network - Catalyzing a Community* will build on the momentum created through Seattle Youth CAN's pilot years by digging deep into the potential of the relationships we have formed—and future relationships that will be formed—to create a model for local collaboration around youth-driven action and leadership to act on climate change, a critical issue of both local and global significance. We will utilize our experience in working with community organizations and our experience with community development and education methodologies and tools (IDEO, 2012; Collective Impact Forum's Community Engagement Toolkit v.2.2, 2017) to engage all network stakeholders in a more systematic exploration of the assets, resources, and partnerships available and needed to catalyze this effort.

Need/Community Improvement Opportunity: This project will address the need for diverse youth (ages 14 to 18) to have access to a network in which to learn more about climate change, to develop leadership skills and to create and implement climate action projects that will address local climate change priorities identified by youth and other community stakeholders.

Why Climate Change? The impacts of a changing climate are one of the greatest challenges facing our society. Research from the University of Washington's Climate Impacts Group (CIG) has shown that global climate change is a critical local issue facing both the environment and people of the Pacific Northwest. According to CIG, "the combined effects of climate change and climate variability in the Pacific Northwest are expected to result in a wide range of impacts for the region's communities, economy and natural systems. These include projected changes in water resources, forests, species and ecosystems, oceans and coasts, infrastructure, agriculture and human health." Increasing climate literacy is central to adaptation, mitigation, and increasing the resilience of our community.

Why Seattle? King County and the City of Seattle lead the nation in proactive efforts to address climate change. In 2006, Seattle was one of the first cities in the nation to adopt a Climate Action Plan (CAP), which was updated in 2013 to

include the city's goals of becoming carbon neutral by 2050 (Sustainable City Network, January 2014). King County's 2015 Strategic Climate Action Plan provides a bold blueprint for reducing carbon pollution and preparing our region for the impacts of climate change (King County Executive Office, 2015). Seattle-area residents agree that climate change is a major issue (Yale Climate Opinion Maps, 2016) while rapid regional economic and population growth are putting increased social and environmental stresses on the metropolitan area. Our region already has diverse and active group of cross sector stakeholders addressing climate change, many of whom we have existing relationships with, and this project offers the opportunity to bring these groups together to address this common issue through collective impact.

Why Youth? Young people of today will directly feel the impacts of climate change in their lifetimes. The Ocean Project, which has conducted national research on youth and climate change, has found that approximately 75% of youth surveyed said climate change was a top priority and believe they have the ability to influence decisions. According to the United Nation's Joint Framework Initiative on Children, Youth and Climate, "The world is experiencing a rising youth population. This new generation has an increasingly strong social and environmental awareness, the energy and knowledge to lead our societies towards a low carbon and climate resilient future. Young people are actively engaged at local, national and global levels in raising awareness, running educational programs, conserving our nature, promoting renewable energy, adopting environmentally friendly practices and implementing adaptation and mitigation projects."

Why Woodland Park Zoo? Zoos and aquariums are important venues for science learning (NRC 2009) and biodiversity literacy (Gusset et al. 2014; Moss et al. 2015), and are seen as trusted messengers for providing guidance on conservation action. Providing learning opportunities and expertise on addressing climate change is an important component of WPZ's mission. In an informal community survey conducted by the zoo in 2014, we discovered a dearth of opportunities in the Seattle area focused on youth climate literacy and action. This was the impetus for initiating Seattle Youth CAN with our partners SA and PSC in 2015. To date, Seattle Youth CAN has facilitated a variety of activities, including trainings on climate science and advocacy, climate career panels, action planning workshops, and two annual youth climate action summits at the zoo that feature guest speakers, presenters and participant presentations on action plans. As word of the network's activities has spread within the community through word of mouth and outreach efforts, we have had the opportunity to engage with a range of other environmentally-focused youth programs in the region, including YMCA teen clubs, and smaller groups such as Plant for the Planet, a community-based youth group focused on tree planting, and the Duwamish Valley Youth Corps, which is focused on environmental justice in one of Seattle's lower-income neighborhoods.

How this project addresses the challenge identified in this funding initiative? The proposed project addresses the challenge of how Woodland Park Zoo can catalyze positive change in our community, by going beyond a traditional education outreach program to engage a diverse group of community stakeholders to involve youth in climate leadership and actions that are relevant and responsive to community needs.

Building upon the momentum that has been generated through Seattle Youth CAN pilot efforts, as well as an internal WPZ focus on developing a new community engagement framework, the proposed project will enable the zoo to be a catalyst for change on a critical social well-being issue in our community by:

- Identifying existing community assets, needs and opportunities with community stakeholders to address youth involvement in climate change education and action;
- Facilitating youth leaders across the greater Seattle area to come together to develop local action plans that address climate change in ways of most relevance for the specific communities they come from;
- Catalyzing new partnerships and alliances across sectors, empowering community-based groups with the resources and connections to develop relevant climate actions; and
- Providing a model for other LAMS to use to create a network of diverse stakeholders to address a critical global issue that is mission relevant for the institution.

How does this project differ from, complement or build upon previous work, demonstration projects or research in this area? This project builds on a growing national momentum around engaging youth as climate leaders. We aim to advance this work by creating a model in which the efforts of LAMs can lead to projects that are both collectively supported by local communities and lead to long-term impacts on social well-being. Through WPZ's participation in national networks and associations including the National Network for Ocean and Climate Change Interpretation (NNOCCI), the Association of Zoos and Aquariums (AZA), the Association of Science-Technology Centers (ASTC), and

Climate Literacy and Awareness Network (CLEAN), we know that engaging community, particularly youth, in learning and action on climate change has emerged as a priority for many zoos and informal science organizations across the country. In recent years, we have collaborated directly with other national science institutions who are working on youth climate projects including: The WILD Center, New England Aquarium, and Monterey Bay Aquarium, and have shaped aspects of the Seattle Youth CAN with input from these groups. Our project lead, Eli Weiss, is in frequent communication with staff at these institutions to share resources and learning. He will continue to do so as part of this project.

What key facts or key events are the basis or impetus for your project? In 2016, activated by a new strategic plan for the zoo, WPZ's Education Department developed a framework for its work in the local community, recognizing the need for the zoo to have a more holistic approach to community engagement and outreach. During the first half of 2016, WPZ's Community Engagement Supervisor worked with an internal advisory group composed of staff members from the zoo's Education, Public Affairs, Communications, Field Conservation and Marketing departments, as well as an external task force of community stakeholders, to gather ideas and input for a community engagement framework that would reflect community needs and WPZ institutional priorities for our education programming.

External task force members were chosen from groups that had worked with the zoo in the past in some capacity and included representatives from the Refugee Women's Alliance, Seattle Housing Authority, Boys and Girls Clubs of King County, East African Community Services and Seattle Parks and Recreation, among others. WPZ utilized a variety of tools to engage community stakeholders in helping the zoo to reflect their needs, including a needs assessment and mission alignment exercise to identify areas of overlap between WPZ's mission and community priorities. As a result of group and one-on-one meetings between the zoo team and community organizations, WPZ identified that many community stakeholders that have participated in one WPZ program in the past, such as an ambassador animal program or a visit to the zoo through our Community Access Program, are interested in expanding their relationship with the zoo. The process of creating the engagement framework confirmed that not only will working with community based organizations and social service agencies help the zoo increase cultural responsiveness and welcome a broader audience, it also demonstrated that the community organizations felt that working with the zoo would, in turn, help them meet their goals.

WPZ's Education Community Engagement Framework emphasizes four pillars for action: 1) culturally relevant and responsive programs; 2) expansion of outreach programming and community presence; 3) reduction of barriers to participation by community stakeholders; and 4) accessible conservation action. As a part of the latter pillar, the zoo and community stakeholders identified the need and opportunity to "expand Seattle Youth Climate Action Network to reflect needs and interests of all youth that will include expanded partnership with youth serving organizations in target communities and a wider distribution of events throughout the Seattle area."

Who are the non-traditional audiences or constituencies you seek to involve and how will their voices be heard? Despite climate change being a priority in the conservation community, success in addressing the issue among the population disproportionately affected—low-income and underserved communities—has been limited (Page, 2009). Our project will prioritize the intersection of social justice and climate impacts, as this is an area of relevance for many communities in the Seattle area who have been working on grassroots organizing around climate-related issues and are not traditionally included in zoo and aquarium outreach programs.

We also intend to bring together supporters from a diversity of sectors in support of common goals and outcomes. We have seen the most involvement to date from established youth programs; our proposed project will strive to involve other community groups, such as those focused on environmental justice; encourage more sustainability-minded local businesses to get involved; and build on our relationships with the University of Washington and King County to bring together the efforts of each of these stakeholders to address climate change.

To ensure that more voices and perspectives are included in the expanded network, a project governance structure, made up of a subset of community stakeholders, will be formed during the first months of the project that will include diverse stakeholders that have participated in the network or represent communities that have not previously been involved. In addition, as we engage in community mapping exercises with the network, we will reach out to potential new stakeholders through participation at community events and by using existing communication streams with Seattle Youth CAN partners and provide opportunities for new stakeholders to join the governance structure.

2. Impact

How will the project have impact in your community to address the opportunities and needs you have identified?

This project will enable the zoo to work in partnership with diverse community groups to transform a recently piloted youth engagement program that began as an initiative of the zoo and two other LAM partners, into one that is driven by the priorities of diverse community stakeholders and that puts equity and inclusion at the forefront of a collective approach to addressing climate change at the local level. Through this project, the zoo steps beyond the traditional role of “expert” cultural institution to become an organization that first listens to community needs and then responds by helping to provide the structure and support for ongoing community-level impact. By facilitating a network of stakeholders across the greater Seattle area to come together to develop local youth driven action plans that address climate change in ways of most relevance for the specific communities they come from and that will bring community together to address climate change, the project will help our region prepare for a changing climate in a way that is equitable and prioritizes climate justice.

The proposed project will:

1. Catalyze a network of diverse community stakeholders (non-profit, public, private, community organization and educational institutions) to implement a shared and inclusive agenda (of involving youth in local climate change action) through coordinated efforts and common measures of success.
2. Enable a network of diverse community stakeholders to demonstrate a positive impact on social well-being (equity-based, inclusive youth involvement in climate change action) by improving the local environment.
3. Provide LAMs throughout the U.S. with access to a community catalyst model and tools to develop networks that support youth-driven community change projects.

Performance Goals: We will utilize a mixed methods approach to measure the program’s intended impact. The performance goal for the project is to “Strengthen museums and libraries as essential partners in addressing the needs of their communities.” To evaluate our success at meeting this goal, WPZ’s Audience Research team will survey WPZ project staff at the end of the project timeline and ask them to rate their agreement on the scale from “strongly disagree” to “strongly agree” with the following four statements:

1. My organization is better prepared to provide a program or service that addresses community needs.
2. My organization is better able to engage my community.
3. My organization is prepared to develop and maintain on-going relationships with community partners.
4. My organization is better prepared to share knowledge and other resources as an active contributor to problem solving in the community.

Community partners will additionally be asked to rate their agreement from “strongly disagree” to “strongly agree” with the following two performance measure statements:

1. The museum or library offers programs, services, or resources that address community needs.
2. The museum or archive is an active contributor to problem solving in the community.

How will the community be involved in defining the opportunities and associated needs to achieve community improvement and creating a collective vision for impact: WPZ has already involved several community stakeholders in planning for the proposed project. Following completion of the WPZ Community Engagement Framework for our Education Department in the fall of 2016, we began to explore how the zoo could catalyze a wider and more diverse Seattle Youth CAN. WPZ facilitated a meeting of 15 local community stakeholders that have participated in Seattle Youth CAN activities—youth programs staff from SA, PSC, Duwamish River Cleanup Coalition/Duwamish Valley Youth Corps, Seward Park Audubon, YMCA Earth Service Corps, and Mercer Slough Environmental Science Program; local climate/environment-focused non-profits supporting climate change solutions including Solar Washington and 350 Seattle; the University of Washington’s College of the Environment and King County’s Department of Natural Resources and Parks. Our Community Engagement Supervisor led a discussion and brainstorming session designed to gather input on the specific priorities of these groups in the area of youth involvement in climate change action and the group established an initial list of common priorities that provides useful initial insights that will inform our future efforts to catalyze the larger network. These shared priorities included: increased participation from underrepresented youth and communities, emphasizing culturally relevant programming, and expanding education and training on the disproportionate impacts of climate change on low-income and minority communities in our region.

WPZ has also expanded conversations with several of the December 2016 participants through one-on-one interviews to delve deeper into how a Seattle Youth CAN transformation could better serve their constituents and visions.

Our proposed project will build upon the 2016 process of engaging community stakeholders in developing a Community Engagement Framework, as well as the fall 2016 Seattle Youth CAN brainstorming meeting and interviews conducted earlier this year. We will utilize the collective knowledge and connections of current partners to identify and engage stakeholders that have not participated in past programs or events and to develop strategies that address barriers to participation that are identified. For example, we will reach out directly to new and non-traditional audiences by participating in events and coalition meetings in target communities. This project will build on past input (surveys and interviews) from youth and community partners to make the project relevant and inclusive for communities they serve, such as the recommendation of having youth representatives from diverse geographic, socio-economic, and cultural communities represented on a youth leadership committee that helps inform topics for Seattle Youth CAN activities and events.

Explain how your proposed processes will have impact by leveraging your institution's ability to create or support community dialog and narratives: WPZ is a trusted community leader in conservation action as a resource and convener of other local organizations interested in taking action. In a 2016 survey of King County community leaders, Woodland Park Zoo was viewed very positively with stakeholder opinion heavily linked to the Zoo's value in providing family entertainment, education, and conservation. The majority of respondents perceive the Zoo to be a trustworthy organization that listens and responds to outside concerns.

In addition, we are a regional leader in local and global conservation efforts and our guests and members look to us for information and advice on these topics. By sharing our staff expertise, resources and an inspiring physical community space, plus a global animal collection that represents ecosystem impacts of climate change, we can inspire our community to come together to address this issue of regional and global importance.

What outcomes and outputs are most important to determine the overall impact of your project:

Definitions: **community stakeholders** are defined as youth and adults that represent a range of sectors (non-profit, public, private, community organization and education institution) and communities (geographic, socio-economic, cultural and racial) that are involved in the Seattle Youth CAN. **Project partners** are defined as a subset of stakeholders participating in the proposed governance structure that contribute specific time and/or in-kind resources to the overall success of the project.

1. Collective Impact

Outcomes:

- Project stakeholders have demonstrated increased interest and engagement in working collaboratively through participation in the network;
- Project stakeholders feel ownership of the project structure and direction;
- Project stakeholders demonstrate ongoing commitment to the success of the network.

Outputs:

- Project stakeholders can articulate the value of their participation both for their group and for the greater community;
- Project partners attend governance meetings and evidence active engagement through dialogue and participation;
- Project stakeholders feel that the governance structure and communication strategy for the network meets their needs;
- Project partners contribute time and resources to support the collective project goals and network activities.

2. Social Well-Being

Outcomes:

- Project stakeholders are contributing to social well-being through activities that reflect equity-based, inclusive priorities and goals;
- Project stakeholders have access to shared network resources and understand how they can use network resources for social well-being.

Outputs:

- Project stakeholders feel that equity-based and inclusive project priorities and goals have been established for the network;
- Program activities are developed based upon equity-based and inclusive project priorities and goals;
- Project stakeholders have access to information on commonly identified project priorities, goals and activities.

3. Community Catalyst Model:

Outcome:

- LAMs have access to network toolkit and resources focused on supporting youth in addressing a social well-being issue.

Outputs:

- Toolkit for network formation and governance created and systems developed for sharing resources

Targets and Indicators of Success

- Six new project partners (these are in addition to the groups that have already committed to partner on this project)
- 80% of stakeholders can articulate the value of their participation both for their group and for the greater community
- Project partners attend at least 75% of governance meetings and show active engagement through dialogue and participation
- 80% of stakeholders feel that the governance structure and communication strategy for network meet their needs.
- Project partners will contribute at least 36 hours per project year to support collective goals of the project and network activities
- 80% of stakeholders feel that activities and actions are contributing to social well-being (youth involvement in climate change)
- 80% of stakeholders can articulate how network resources contribute to social well-being in their community (youth involvement in climate change action)
- 80% of stakeholders that feel the tools and resources that are produced reflect the lessons learned from the project
- 80% of stakeholders feel the tools and resources that are produced reflect the project process and collective input from the project
- Other LAMs request and utilize the tool kit and resources
- 100% of project toolkit and resources are readily accessible

Elaborate upon how you will be monitoring, tracking and assessing your progress and how this will be shared with the community? WPZ's Audience Research team will develop and manage a project evaluation plan utilizing a mixed methods approach to measure the projects outcomes. Evaluation will include a pre-post interview with project stakeholders. Interviews conducted at the beginning of the project timeline will help project staff understand how Seattle Youth CAN will best meet the needs and priorities of stakeholders, how best to form the governance structure, what communication strategies to employ, and help identify which resources and assets stakeholders can provide to encourage and drive the goals of the project.

The evaluation of the project will incorporate elements drawn from developmental evaluation; this includes conducting 15 minute informal conversations with stakeholders completed on a quarterly basis over the two years of the project, as a way to assess how closely the project is meeting the needs and direction of the stakeholders and project partners. The Audience Research team will conduct a formative evaluation of the project's first year to identify areas of improvement for year two. The formative evaluation will consist of an interview with each stakeholder to assess to extent to which the project is at that moment achieving the intended outcomes. Observations will be conducted at key meetings to assess the degree to which project partners are participating and contributing dialogue regarding the focus and direction of the project. Post interviews will occur at the end of the project timeline to measure the extent to which the project met its indented outcomes.

Explain how your project will generate findings that serve as the basis for approaches, processes, tools and resources that will support ongoing application across LAMs: The proposed project model will further refine a unique approach for local collaboration led by a LAM and will lead to tangible tools that will help other organizations/institutions in serving as a hub and community resource on engaging youth in promoting positive social and environment change. Over the course of this project we will deepen understandings of how a collective impact approach to community engagement can support the long-term success of an action oriented youth empowerment initiative that is relevant for a diverse youth population.

3. Project Design

The proposed *Youth Climate Action Network - Catalyzing a Community* project will build on the initial success of the Seattle Youth CAN pilot efforts, which to date have created opportunities for many King County teens to take action with peers on climate change and connect with local climate focused community stakeholder groups including environmental youth programs, climate scientists, local non-profits, private sector groups and city and county policy makers.

This project's two main objectives are to: 1) transform the network from being led by the zoo into a model that is driven by collaborative community efforts and input and that leads to measureable social and environmental change, and 2) refine a model for engaging local youth in community supported action that will support expanded impact locally and that can be shared with other LAMs interested in convening a network focus on youth action in their region. With the addition of a full-time project coordinator and the formation of governance structure, we envision that there will be the capacity and organization to realize this vision.

Articulate your specific project questions, conceptual design and processes for your selected community opportunity: In this project, we intend to answer the following questions:

1. *How can the zoo be a catalyst in convening regional stakeholders to drive the future of a local network focused on supporting youth in taking action and being civically engaged on climate issues?*
2. *What systems of governance and communication will be most effective for long term success of this local collaboration between diverse community stakeholders?*
3. *How can the results of this project be best shared to support similar efforts across the country?*

Conceptual design and process: By building on a foundation of existing Seattle Youth CAN partnerships established by WPZ over the past two years, we will identify other stakeholder groups to participate in a governance structure that will be defined in the initial months of the project. Utilizing the collective connections and knowledge of this group, we will then use a community mapping approach to identify other potential partners to invite to participate in the project, ensuring diverse perspectives as we establish new systems and structures for the network that represent the diversity of our local communities. With new stakeholders identified, we will then map community assets and needs and design project activities¹ to align with insights gathered. These project activities will be piloted and evaluated in year one and refined in year two. Both the refined methods for collective impact and network governance and activities for engaging diverse youth populations will be documented in a toolkit of best practices. The toolkit and results of our project will be shared widely with LAMs interested in utilizing this model to forming similar networks in other regions.

Through the proposed *Youth Climate Action Network - Catalyzing a Community* project, we intend to design activities that are relevant for the diverse communities in our region and are especially responsive to the needs and priorities of communities that are traditionally underserved by our cultural institutions. We believe that this vision can be realized from a model of collective project ownership by diverse stakeholders. This will enable the assets of the greater community to be added to those of the three initial program partners.

¹ *In 2015-2017 Seattle Youth CAN refined an annual cycle of program activities designed for teen audiences to increase climate literacy and engagement in action. These activities included events hosted by WPZ, Seattle Aquarium, and Pacific Science Center that focused on engaging with local climate scientists and professionals working in climate change related fields, workshops on action project planning, youth led climate action campaigns, and an annual Youth Climate Summit. Results from our evaluation of program in the first two years showed that these activities were successful in increasing climate literacy and engagement among participants. From feedback collected from community members through interview and surveys, we identified a limitation in our initial program design and this was the fact that these activities were designed by staff and youth volunteers at the three initial cultural/science institutions involved in the pilot.*

What are the assumptions of your project as framed within a social well-being framework?

Our project is based on the assumption that engaging youth in climate change action will result in measured improvements for community social well-being. There is existing evidence to support this and we have had success in our pilot effort. We are also basing the project on the assumption that diverse community stakeholders in our area are interested in, and believe that the zoo can catalyze, a network that over time will amplify existing social connections and help communities to address climate change in ways that are relevant and improve environmental conditions.

How do your institution's assets map back to the identified community opportunity? Woodland Park Zoo has a proven track record in high impact youth development programs (ZooCorps and ZooCrew) and long-term programming that engages community in conservation actions (Amphibian Monitoring, Backyard Habitats). As a trusted leader in our community for science and conservation education, as well as being the cultural institution with one of the greatest number of annual visitors in King County, we have built regional trust from our members, visitors and peers. These assets have supported the initial impact of the Seattle Youth CAN and enabled us to leverage existing partners in support of this community opportunity. Evaluation and refinement of these earlier activities have helped us to learn about community concerns around climate change and also the needs and interests of youth in our community.

What will be the roles of community members and key stakeholders in implementation, how will they have appropriate and ongoing involvement and ownership? Initial project partners have already been identified from stakeholders who have supported the growth of Seattle Youth CAN during the program pilot. Current partners that have committed to supporting this project with staffing resources include: Climate Solutions, Duwamish River Cleanup Coalition, King County Department of Natural Resources and Parks, Pacific Science Center, Seattle Aquarium, Solar Washington, and the University of Washington's Climate Impacts Group. Input from these partners, youth participants and other community members from surveys, interviews and planning meetings has helped to shape this proposed project. Partners who have already expressed commitment and those who will be identified in the initial months of the project will serve on a 12-person governance body that will work collaboratively to shape project goals and activities and help to engage other key stakeholders. We envision that this governance body will continue beyond the two years of this grant and will evolve into the governing body for the project, in which WPZ may play an equal role in supporting the project alongside other committed community partners.

As mentioned above, WPZ's education department convened a task force of community partners in 2016 to inform the development of a Community Engagement Framework. In late 2016, we convened 15 community stakeholders who were involved in the Seattle Youth CAN pilot for a visioning session to identify future network priorities. This recent work has directly informed the design of this proposed project and helped our key project staff to develop the initial ideas for a governance structure.

When and in what sequence will your activities occur? Initial project activities will focus on convening existing partners and recruiting new stakeholders. A project governance structure will be formed in the first two months of the project and we envision that a 12-member governing body will then meet quarterly for the remainder of the project to advance project goals and provide guidance on the development of project activities and products. The governing structure will focus on collective participation and contributions, including a strategy for communication and sharing resources, which will be shared and agreed upon by the broader group of community stakeholders. Evaluation planning will also take place during the first two months of the project, to include pre-interviews with community stakeholders. In early 2018, the governance structure will lead the process of mapping community assets and understanding community needs, which will inform the next step of identifying common priorities and goals for the network as a whole. Network meetings, where all community stakeholders are invited to attend, will be held each quarter and will provide opportunities to learn about and participate in the project at these gatherings. These network meetings will take place in varied locations throughout the greater Seattle area to encourage participation from new stakeholders and will focus on sharing project updates, soliciting community input and engaging participants in activities related to taking local action to address climate change.

Throughout the remaining project period, the network will focus on refining project activities (for youth involvement in climate change) based on community input and priorities and emphasize sharing data related to goals and project activities in ways that are accessible for all stakeholders. In addition, network information (meeting notes, presentations) will be

shared with stakeholders through an email listserv, a Seattle Youth CAN web site and Google Docs. A formative project evaluation will take place at the end of year one and recommendations for year two will be shared with the larger network.

As the project unfolds, the project coordinator will work with the governing body to document processes and progress, synthesize lessons learned and identify best practices from the project with the goal of developing a toolkit that can be shared with other LAMs working with their communities to catalyze community change. A formal project evaluation will be completed in the final months of the project and will be shared with community stakeholders. The toolkit and any other resources created by the project will be shared through networks and associations with which WPZ and our partners are connected including AZA, ASTC, NNOCI, IMLS and others, and will be made publically accessible through our website.

What are key decision points and risks in the project? We acknowledge that while current project partners have committed time and resources to the network, there are other community groups and individuals that may represent important perspectives and assets that may not have the time nor capacity to contribute on the governing body or even attend quarterly community meetings. Our approach to this risk will be similar to how we have approached community engagement in past efforts, namely by being flexible. For example, we have learned through experience that connecting with community stakeholders through in-person or phone meetings has proven to be the most effective strategy for gathering input from community members that are not able to attend partner meetings. We will also continue to extend invitations and updates to key groups and stakeholders that may not initially have capacity to engage with the project.

Additionally, we have learned from recent experience and local research conducted on best practices in community engagement that sharing updates and invitations in multiple formats and languages (e.g. in-person meetings and events, through community based coalitions, phone calls, emails and social media) increases the chances of reaching diverse community members. We acknowledge the risk that our community engagement and outreach methods will not reach all communities in the region and that there may be voices in the region that don't feel they are represented by collective activities and actions of the network. We will address this risk by ongoing outreach and by having quarterly opportunities to engage new community members in the project.

Finally, another potential challenge that we anticipate is in bringing youth and adult stakeholders together for common project activities. To date, the progress of Seattle Youth CAN has been driven by WPZ staff, a youth leadership committee with teen representatives from partner youth programs, and input from program and community partners. The youth leadership committee and partner program staff has generally met separately, due to differing schedules that made meeting together very difficult. Through this project, we will continue exploring optimal ways to gather input and engage multi-generational stakeholders.

What financial, personnel, and other resources will you need to carry out project activities? We request \$149,918 from IMLS toward the \$178,790 budgeted for the two-year *Youth Climate Action – Catalyzing a Community*. Climate Solutions, Duwamish Valley Cleanup Coalition, King County Department of Natural Resources and Parks, Pacific Science Center, Seattle Aquarium, Solar Washington, the University of Washington's Climate Impacts Groups and WPZ will contribute staff time towards this project, as well as meeting room space and meeting supplies. IMLS funds will be used to hire a full-time project coordinator and to support partial time (15%) of a WPZ audience researcher to undertake project evaluation and help to document project processes and tools. Ten percent (10%) of the funds requested will be used to cover indirect costs. We have included \$6,000 in award funds for travel to attend IMLS-designated meetings.

How will the project marshal the community resources to build upon existing momentum and stakeholder networks to coalesce around a vision for change? The following key staff will implement and manage the proposed project:

Community Engagement Supervisor, Eli Weiss, manages WPZ education community engagement programs and staff, and develops and maintains strategic partnership in support of the Education Community Engagement Framework. Mr. Weiss will serve as the project manager who is responsible for staff and stakeholder recruitment and administering project activities, and meeting project goals and outcomes.

Community Engagement Coordinator, to be hired, will advance project goals and coordinate efforts of the governance structure and reach out to new community stakeholders. This position will be the primary facilitator of project activities and will support communication with project stakeholders and development of resources for sharing results.

Education Director, Becky Barker, oversees education program development, implementation and assessment and manages department staff. As a member of the zoo's senior leadership team, she helps guide zoo community engagement and business strategy and will act as the senior leader liaison on the proposed project.

Associate Director of Education Business and Operations, Margaret White, manages the Education Department's operations and finance.

Audience Research Supervisor, Mary Jackson, oversees a wide range of visitor studies and evaluation projects in collaboration with multiple departments at the zoo. She will provide guidance on overall evaluation design and implementation.

Audience Researcher, Anna Lopez, works with the Audience Research team in evaluation planning and implementation of data, including the analysis and interpretation of data results related to the visitor experience and impact of exhibits and education programs at Woodland Park Zoo. She will undertake all evaluations associated with the proposed project.

Community Stakeholder Resources: Climate Solutions, Duwamish Clean River Coalition, the King County Department of Natural Resources and Parks, Pacific Science Center, Seattle Aquarium, Solar Washington and the University of Washington's Climate Impacts Group have committed an investment of in-kind resources for this project (see Letters of Support). These project partners will assist with project planning and recruitment for the network. We anticipate that other community stakeholders that join the network will contribute either staff time, expertise and/or space for meetings.

How and with whom will you share your project's work? How will you share results and discoveries as your project progresses with key stakeholders and the community? Project work will be shared in three primary ways: 1) project partners will have access to resources that are developed through the project, utilizing Google Docs for shared documents. Other project elements such as updates on process and activities, which will be shared through an email list serve; 2) community stakeholders will receive updates on the project through an email list serve as well as via social media channels including Facebook and Twitter and 3) LAMs and community groups around the U.S. that are interested in project resources will have access to toolkits and resources through a new resource page on www.Seattleyouthcan.org and www.zoo.org.

How will you sustain the benefit(s) of your project? This two-year project period will serve to expand and diversify Seattle Youth CAN, with commitments from Climate Solutions, Duwamish Valley Cleanup Coalition, King County Department of Natural Resources and Parks, Pacific Science Center, Seattle Aquarium, Solar Washington, the University of Washington's Climate Impacts Groups and WPZ. Our goal is that by catalyzing a diverse group of community stakeholders, Seattle Youth CAN will develop a synergy and direction that goes beyond the mission of the zoo or any one organization and contributes to long-term social well-being in our community. WPZ proposes to use our experience working with the Seattle Youth CAN to inform similar work that other museums and libraries are undertaking with their communities and, thereby, contribute to the growing body of knowledge and conversation about the role of LAMs in catalyzing community change.