Consensus Building Institute

LINCOLN INSTITUTE OF LAND POLICY

Community Transformation at the Water's Edge

EnerNOC Learning Center
South Boston
December 11, 2015

Workshop Summary

Meeting Purpose and Participants

In December 2015, the Consensus Building Institute organized and hosted a workshop, "Community Transformation at the Water's Edge." The goal of the workshop was to explore the obstacles that prevent communities from discussing and planning for the inevitable transformation of land and property along vulnerable coasts and shorelines due to rising seas and more volatile storms. We knew participants would want to discuss institutional and financial barriers to retreat, but we also wanted to bring to light emotional, cognitive, and socio-psychological hurdles and in order to explore possible strategies for overcoming them.

The workshop brought together a diverse group of 30 thinkers and doers from a wide variety of disciplines and lived experience, including residents of coastal communities; a post-disaster social worker; local, state, and federal government representatives; climate scientists; a change management consultant; planners; artists who use expression to help people think about transformation; academics; adaptation finance administrators; and policy mediators. We invited this eclectic group of participants because we believe retreat is a multi-faceted problem that requires a multi-expert and multi-experience approach if there is any hope of understanding or addressing it.

A brief note on terminology
Throughout this document we use different terms to describe a planned change from current conditions along coasts and riverine shores to different conditions, in response to climate risks. Sometimes we call this "transformation at the water's edge." Usually, we call it "retreat" or "managed retreat" for brevity and because retreat is a term that is more commonly used and understood. We understand the sensitive nature of naming and use different terms intentionally because we lack a common language to describe the kind of change we are discussing in this summary.

Workshop Design and Agenda

We designed the workshop to foster two important dynamics: a creative atmosphere where participants could generate good ideas for hard problems and an easy mixing space where participants, mostly unknown to one another beforehand, would have a chance to interact. To help increase comfort and familiarity, all participants received bios with photos prior to the workshop (Appendix A) and the day started with an exercise that encouraged immediate one-on-one interactions. Throughout the day, most of the discussion occurred in small groups to deepen familiarity and maximize the opportunity for participants to express their views. To encourage creativity, workshop participants visually sketched their reflections about the experience of communities dealing with rising seas on large butcher paper for all to see. In an effort to help participants connect with the lived experience of people who must leave their homes and communities, Anu Yadav, a performance artist and activist, shared three brief

excerpts from a one-woman play she wrote after living and working with a community through their eviction from government housing. The emotional power of her performance left a deep impression on many participants, and led to dialogue that was rich with references to the "human side" of community transformation, which we believe would have been largely absent from the discussion if not for Anu's contribution.

The day started with a grounding presentation that teased apart multiple challenges to discussing retreat (let alone doing it). From there, participants discussed their key takeaways from a set of case studies received in advance (See Appendix C), then spent the remainder of the morning reflecting on what makes tackling retreat so difficult. In the afternoon, the group focused on possible solutions for addressing the topic at the community- and regional-scales. (See the agenda in Appendix B.)

Throughout the day, CBI invited participants to share their developing ideas openly on camera. 24 brief reflective pieces are viewable here. The ideas expressed in the videos have also been woven into this summary.

Key Themes and Lessons

The format of the meeting encouraged participants to share experiences, offer ideas and suggestions, and raise questions about retreat. We have organized a broad array of input into key themes in an attempt to capture cross-cutting concepts with some additional detail.

Words matter

As noted above, there is no recognized lexicon for talking about this issue, and most of the words currently used are insufficient and/or imprecise. A word such as "relocate" may sound accurate and practical to a government official but may conjure discriminatory polices toward marginalized groups and displacement for the sake of development and growth to local residents. The word "retreat" is also loaded with cultural resistance to loss and a sense that to retreat is "un-American." Other terms, including transform, change, migrate, escape, leave, move, renew, or even re-create have a place in this discourse, but none seem to have a common meaning.

> *Takeaway:* In the absence of a recognized lexicon, word choices should be made with care. Recognize the power of words and make the effort to find and use words and phrases that resonate with the person or community at hand. Explicit conversations about language are essential.

The Issue is Multi-Dimensional

Retreat is a complex topic with many angles meriting consideration, and the frame through which retreat is viewed significantly affects one's perspective. Some important and distinct conversations about retreat are possible in at least these dimensions:

- *Scale*: Different conversations are possible at the local, regional, state, and national scale.

- *Information*: Knowledge comes from many sources: local knowledge and wisdom, local experience, science, statistics, professional expertise, and others.
- *Finance/funding*: Money may come from public or private sources, from an individual or a collective, and may be slated for individual or more coordinated retreat. Financing may be available for planning, but not implementation, and vice versa.
- *Emotion and feeling*: Loss, grief, fear, anger, stubbornness, helplessness, defiance, hope, disappointment…the list of competing and complicated emotions associated with retreat seems endless. The key point is that the reasons people choose to avoid retreat or to undertake it are not limited to cost/benefit analyses.
- *Relationships and community*: People in vulnerable neighborhoods could be multi-generational families, neighbors, friends, rivals, etc. Relationships can be the fuel that moves forward or holds back dialogue.
- *Culture and identity*: The attachment to place is different for everyone and can play a significant factor in residents' perspectives on leaving. For some, moving to another place is primarily a question of logistics, while for others, going somewhere else may mean losing (or recreating) one's identity.
- *Equity and power*: Differences in power among those who are affected calls for a justice framework. Looking at the barriers through the lens of justice reveals stark differences in individuals' capacity to adapt. Money, relationships, and systemic privilege or the lack of these things may directly influence a person or community's willingness to engage the topic. Also, a justice framework shapes the set of options that make sense because it forces the question, "Options for whom?"
- Timeframe: A community may feel an immediate, urgent need to retreat to avoid danger in response to a destructive event, or may recognize a need to retreat in the future but feel less of a sense of urgency or may even pass along the burden to future generations. In addition, solutions, funding, and options may be immediately available to a community or may be a tentative, far off prospect.
- *Nature and human life*: Retreat happens (or doesn't) in an ecosystem – the actions of humans affect nature, which affect humans, who react in ways that affect nature, etc.

> *Takeaway:* It is important to approach this issue with an appreciation for its multi-dimensional nature. For example, some of the participants who work in the administration of programs that fund or otherwise administer retreat programs were especially moved by the emotional heft of Anu's performance and reflected that their work might be too myopic. There is a strong tempration to see the issue only through the frame one knows or can control.

Integrate Hearts, Hands, and Brains

There is a pressing need to integrate emotional intelligence into the analysis necessary to plan or implement managed retreat. Discussing managed retreat with people who live and work in a vulnerable place, especially if they have lived there a long time, will trigger strong emotions. This is reasonable – even predictable – and working with these emotions must be an integral part of the approach.

- Many of the people thinking about retreat are good at "the brain part," but not so good at hearts and hands.

- Assume the journey will be painful and helping/holding people through that pain is important.
- We should ask who is working on retreat and what is their skillset. Do they have emotional intelligence, empathy, and the capacity to help people through these questions?
- Visual arts and theater may communicate information more readily and deeply than words on a page. The arts offer an alternate, and often more efficient and powerful, pathway to both technical or "intellectual" information and feelings, such as connection and empathy.
- Consultants and officials need to listen. We need to hear what people are going through and develop work in the context of their experience.
- Connecting with people takes time and effort. It must be adequately resourced.
- People need a circular discussion, not a linear one. They need a place where they can sit and talk together as people rather than "participants" in a program or agenda. (The agenda-driven discussion at the meeting workshop was cited as an example of linear thinking, while the performance broke that mold.)
- Data, science, and information play a critical role, and the lack of data, especially information that is locally relevant to communities and neighborhoods, contributes to people's reticence to talk about retreat.
- At the same time, information that is not contextually relevant, sensitive to local dynamics, and easy to understand becomes another kind of stumbling block. Data must be trusted to be useful.
- The most trusted data is the kind that is produced or informed by the community itself. Look for ways to optimize community-based monitoring to foster both community support for any action and financial support from the government.
- Visualizing science makes a difference. Maps, photo simulations, and spatial imaging tap into different kinds of intelligence and emotional connection.

> *Takeaway*: If there is a "right" way to talk about retreat, it probably involves a deliberate attempt to connect hearts, hands, and brains. Retreat efforts should at least try to increase opportunities for empathy and emotional connection. Listening, using art, employing less linear approaches, and representing scientific information visually are a start.

Seek Equity

The impacts of climate change do not fall evenly or fairly across society. Some people are hit harder than others because of differences in capacity to adapt to changing circumstances. These result from differences in financial resources, age, support networks, language, community identity, or any number or combination of other factors. Some of these factors are just "life," but many require a justice framework to appropriately assess and address.

- Relocation is one of the most challenging issues of our times. People need to be front and center. Human rights need to be protected in light of enormous loss of land and place.
- A legacy of displacement may be at play with whole communities, neighborhoods, or individual households.

- Many of the climate-vulnerable places in the world are also home to indigenous peoples. Keeping these communities intact should be a matter of both international and national priority.
- In cases where a community is unable to advocate appropriately for itself, agencies can help empower them. This could take the form of training in negotiation or communication or paid time to participate in community meetings, for example.

> *Takeaway*: Applying a rights framework to coastal adaptation in general, and retreat questions in particular, is critical because the potential for infringing on human rights is so high. A thoughtful, well-designed adaptation strategy might even seek to right some of the wrongs of the past. Importantly, the failure to create and implement a managed retreat plan without using a justice framework runs the risk of having disproportionately harmful effects on communities that are least-equipped to adapt.

Work at the local level

Planning for transformation at the water's edge requires local knowledge and buy-in to be effective, but securing both is enormously challenging. The legal system that governs property ownership in the US supports decision-making at the parcel level, not the neighborhood scale, so there is little formal incentive for neighbors to band together to explore joint solutions for coordinated, whole-community transformation. Also, multi-stakeholder efforts on public matters take time and people, including community volunteers. Local people must be empowered to effectively consider and evaluate options and propose solutions if we are to avoid top-down decisions that can only come to fruition through condemnation and eminent domain. Retreat matters are also particularly complex – they require a combined understanding of local experience, scientific data, and analysis that few people know how to understand or interpret without some orientation.

- Adaptation involves both learning and collective decision-making. The knowledge base has to increase while the decision-making process moves along in parallel.
- Resources for retreat, such as buyout dollars, can be distributed unevenly if a sponsoring agency doesn't know the neighborhood and/or the community doesn't try to work together. This can lead to spotty relocations, neighborhoods that feel like "ghost towns," and unpredictable demands on public services, such as utilities and emergency vehicles.
- Many people care about what happens to their homes and property after they leave. One commonly expressed fear is that retreat is simply a mechanism for displacement and gentrification.
- Many communities have social capital that might be drawn upon to facilitate successful retreat processes. This social infrastructure, including, for example, trust among neighbors, shared experiences, and established connections, should be used and valued just as we do physical and financial infrastructure.
- If there is a history of mistrust due to community or class displacement, working at the local level is especially important and requires extra effort and skill.
- Local communities dealing with the same issues and questions should connect with each other.

- Programs can create distance between a community and an agency, which can lead to an "us/them" mentality and one group villianizing the other. Working together helps communities and agencies develop common objectives, so they can most effectively address the threat.
- The Foxbeach neighborhood on Staten Island is a model for a community-based grassroots effort of managed retreat. What worked?
    - Educated residents on resources/what happens to land after retreat
    - Customized approach (working with a variety of funding agencies instead of just one)
    - Crucial bottom-up organizing effort by community
    - Previous extreme weather events (the community was primed)

    Takeaway: Ultimately managed retreat comes down to many individuals making decisions about their private property, but those individual decisions have a collective impact. This dynamic will be unique in different places, thus the need to work at the local level in order to customize the approach.

Timing dictates activity and opportunity

Sea level rise will be devastating to many places in the long run, but the threat has limited power in the present because it is a slow moving change. Storms are dramatic, but they also strike unpredictably, and are often forgotten too soon after the weather returns to "normal."

- Timing may explain some of the differences in community outcomes on Staten Island after Hurricane Sandy. The Foxwood Beach community's retreat process started in the immediate aftermath of Hurricane Sandy. Other, slower moving neighborhoods have struggled in comparison, with residents relocating in a piecemeal fashion.
- People have a hard time anticipating change and remembering past difficulties, but in the immediate wake of a storm, a window of opportunity can open in which people are more open to thinking and talking about managed retreat than at other times. Managers of retreat programs should institutionalize a constructive way of using this window of opportunity.
- When in crisis members of a community draw on the relationships and resources they have built during more peaceful times. Municipalities can encourage stronger social fabric in their communities so they are better prepared for tough days ahead.

    Takeaway: Managed retreat programs must think about what works when. In the absence of a storm, municipalities can plan and proactively build social capital. During the crisis, the value of that social capital is tested, and strong networks tend to bolster communities' resilience. Directly after a storm, there is a window of opportunity in which people are more willing to talk about managed retreat than at any other time. Program managers should prepare to use each timeframe effectively.

Money, money, money

Managed retreat involves a transfer of property rights or use. This change in ownership or management necessarily results in both financial burden and opportunity.

- The biggest problem for municipalities, especially small municipalities, is their desperate need to attract investment. Often, waterfront property is the most valuable land in the community, so making a deliberate choice to remove some of it from the tax rolls is a financially challenging decision.
- Different types of properties have different values. If a town or city's waterfront is filled with dense commercial or industrial development, the economic impacts of managed retreat become incredibly complex. Loss of tax revenue, loss of jobs, disconnecting transportation and utility networks, and a seemingly endless list of other considerations become part of the conversation.
- Accounting for losses and gains is hard enough when the assets at stake are structures and land with a calculable market value. But it is nearly impossible to place a value on the non-tangible aspects of living near water.
- There is little argument that managed retreat costs less than disaster recovery, but nearly all the existing resources at the federal, state, and local level are dedicated to post-disaster recovery. It's a backwards, reactive system.
- Simply put, people who are upside down in their mortgages can't leave, even if they want to do so.
- Given the scale of the problem and the lack of government resources for pre-crisis action, there is a huge opportunity for foundations to step in and fund retreat.

> *Takeaway*: Work to shift dollars from recovery to preparation, planning, and managed retreat. It's wiser and cheaper to be proactive rather than reactive.

Inspire a paradigm shift

Retreat implies a reaction to an impending force that coastal and shoreline communities cannot withstand, but in reality, managed retreat is a proactive measure that avoids the need to react in crises later. How different would this conversation be if it were viewed in this way?

- *Looking forward – Hiraeth*, a Welsh word that invokes longing or sadness for a place left behind that can't be returned to, is an apt word for describing what some people experience when they think about retreat. Can this be turned around so people look forward to a safer tomorrow with a beautiful legacy, rather than a solemn nostalgia for what is lost?
- Managed retreat is like end-of-life planning, and we could learn from it. Few want to talk about their own mortality but doing so makes it possible for people to pass on their own terms. It also helps prevent family conflicts, financial trouble, and other losses.
- Change the focus from what will be lost to what will be passed on; for example, homes may be lost, but the community might be preserved through their joint commitment to leave behind a safe, natural space that can provide protection and beauty for all to enjoy.
- People have lived on these coasts for thousands of years and have been adapting to them throughout that time. Connect this phase of adaptation to those of the past.
- Emphasize that a different future is not necessarily a lesser future.
- Don't assume there will be antagonism, hostility, or resistance to managed retreat.

Takeaway: To bring retreat into the set of potential adaptation options, a paradigm shift may be needed from a mental framework of loss to one of legacy, protection, and wise planning for future generations.

CBI Reflections and Recommendations:

A working framework for advancing the potential for retreat as a viable adaptation strategy

The key motivation for this workshop was a deep desire to uncover or spark insights that would help CBI staff and others working with communities on retreat to do that job better. Having reflected on the lessons shared and learned at the workshop, we propose the following framework for thinking about retreat. It includes four key streams of focus, with one that cuts across the others:

IMPROVE INSTITUTIONS	IMPROVE EXISTING FINANCING AND FUNDING TOOLS AND INVENT NEW ONES	BUILD AND LEVERAGE SOCIAL CAPITAL	DESIGN PROCESSES THAT ENGAGE MINDS, HANDS, AND HEARTS
And always: KEEP PEOPLE FRONT AND CENTER BY SEEKING EQUITY AND JUSTICE, RESPECTING HUMAN RIGHTS, AND ACKNOWLEDGING HISTORY			

KEEP PEOPLE FRONT AND CENTER BY SEEKING EQUITY AND JUSTICE, RESPECTING HUMAN RIGHTS, AND ACKNOWLEDGING HISTORY

The need for a justice and equity framework cuts across the four other streams of focus because institutions, tools, and engagement processes so often lose sight of the people they serve. Also, deep-seated prejudices and systems of injustice can dominate the forces that are relevant to retreat, such as land use decisionmaking, real estate and other market drivers, and traditional modes of civil discourse. We believe these forces of inequity must be actively countered. To start, we pose the question, "Does this retreat-related [institution, tool, or process] increase equity and justice?" If not, what can we adjust to tip the scale in the right direction?

IMPROVE INSTITUTIONS

The lack of sufficient institutional support for retreat leaves households, businesses, and public entities in a catch-22. If communities and property owners don't assess, identify, and respond to their vulnerabilities, they run the risk of experiencing avoidable harm. But if they do acknowledge the elephant in the room, they paint a target on their backs with nowhere to turn for help. In the current environment, planning for retreat is disincentivized to the point that most people either avoid the topic altogether or make the rational choice to wait for a catastrophe to trigger the only kind of readily available institutional help they can get.

Some of the challenges that need to be overcome were raised at the workshop and worth enumerating here:

- There is an overwhelming focus on recovery (particularly at the federal level).
- Programs tend to be reactive rather than proactive.
- The programs that *are* proactive deal with the next storm, not chronic problems or high risk eventualities.
- Agencies use the word "resilience" instead of "adaptation," which limits the conversation to emergency management by focusing on protection and accommodation, rather than retreat and relocation.
- FEMA's cost-benefit analysis used for competitive grants is not helpful – it doesn't account for non-economic factors.
- Buy-out programs can take so long and the waiting game takes a toll.
- Many states and communities do not have mitigation plans. Those that do almost universally lack plans for retreat.
- Many jurisdictions lack clear land policies that would make wise retreat possible.
- The flood insurance program incentivizes people to stay in vulnerable places. Subsidies to the program mask the true cost of disaster recovery.
- There is a lack of internal coordination among agencies that might help (FEMA, HUD, NRCS, etc.).

Institutional change is arduous, but there are some approaches we can take to better connect with the scattershot institutional resources that currently exist and facilitate the bigger changes that must necessarily come in the future. As a community of practice, we can **share what we know about the institutional responses communities have received to date.** We can identify the agencies, foundations, and other entities that are helping and how. We can demonstrate precedent, start to develop some ideas around best practices, and otherwise build an argument for institutional support by **documenting and sharing data, including the stories** of communities in transformation. These records can illustrate the obstacles people face and the creative approaches taken to overcome them.

Retreat efforts can build on the environmental planning world's current emphasis on **adaptive management**, which encourages experimentation, monitoring, and adjustment over time. We can encourage communities to **use vulnerability analysis** to identify both safe areas and priority areas for retreat. Institutions that currently administer buyout programs can be encouraged to **evaluate the role of eminent domain** with an eye to cost, safety, political viability, social interests, and equity considerations. Municipalities may avoid the most challenging aspects of a retreat conversation in the future by **supporting policies that prohibit development on vulnerable land** and **identifying potential sites for relocation,** even when a community has not yet committed to the concept of retreat.

In all attempts to work on retreat from any angle, we can **model and demand commitment to equity and justice** in institutional decision-making. We can communicate to institutions that doing this right **requires partnership with local communities**. We can stress that it takes an enormous amount of work and commitment from the people on the ground and seek ways to **compensate or at least acknowledge the dedication of local people** who give up their evenings

for stakeholder meetings and spend their own social capital getting neighbors engaged and involved. We can **engage diverse actors, such as universities, hospitals, and private sector stakeholders** to complement agency resources and solicit them for more.

And, given the reality of an institutional void, we can **acknowledge that reform is necessary, but not sufficient, so we must not be paralyzed into doing nothing.**

IMPROVE EXISTING FINANCING AND FUNDING TOOLS AND INVENT NEW ONES

Transferring property from its current owners to future owners (including public institutions) is ultimately a transaction. It is a process that will benefit tremendously from more creative and more sophisticated tools than available today. Currently, for example, cost-benefit analysis frameworks inadequately address equity and justice concerns. The existing institutional resources primarily fund recovery efforts (FEMA), or inappropriately incentivize risk (National Flood Insurance Program). The burden to figure out the financial aspects of managed retreat falls almost entirely to the individual property owners and municipalities, who tend to have the least exposure to creative financing mechanisms.

We should **catalogue the tools that currently exist and track results when they are used**. The catalog would list and define specific tools, such as transferable development rights, housing swaps, impact fees, re-zoning approaches, etc. A description of the differences among a range of municipal, state, and federal buy-out programs would reveal customized approaches to match with certain communities. Inefficient or non-productive funding sources, such as flood insurance, could be reallocated if stakeholders and the public had a better understanding of the landscape of financing tools available.

Some **intermunicipal agreements** might be made between the communities people are retreating from and the communities to which they are relocating. Communities should **fold managed retreat into their economic development strategies**, such as eco-tourism, re-development, or density goals. Buy-out programs and other approaches could also be better aligned with community goals if they were **developed collaboratively, with community members at the table.** In general, **partnerships need to develop with municipalities, homeowner associations, and financial gurus and institutions** to think creatively about new tools. For example, banks should **explore ways to absorb upside-down mortgages** to create more opportunity for municipal buyouts. This could be done through a collaborative process with bank representatives, upside-down mortgage holders, and municipal officials.

BUILD AND LEVERAGE SOCIAL CAPITAL

We need institutions and financial mechanisms to make community transformation possible, but we need strong social capital to make it probable. Even if we could wave a magic wand and resolve all the financial issues today, the communities with large reserves of social capital would still be better positioned to manage the range of social, emotional, psychological, and community cohesion issues intrinsic to community transformation.

Building social capital with the specific intent to make a community more adaptive to climate impacts leads to **specific strategies that both encourage dense social networks and educate about real risks**. This approach is important because strong communities will only use their social capital to explore retreat if they believe it is in their best interest. Municipalities can also create a **culture of collaboration by engaging the public in public processes** like participatory budgeting or community consultations on land use and zoning. These activities build the collective capacity of community members to wrestle with difficult decisions and trade-offs that satisfy multiple interests. People who understand the risks posed by climate change **should work to raise the collective consciousness through various media.** The more these efforts can be paired with **strategies to create connections among neighbors and fellow citizens**, the more they can serve the dual purpose of strengthening community bonds and education. Efforts to build social capital that can be leveraged for climate related decision-making should **prioritize trust building among various actors in the community**, including businesses, municipal government, civic associations, and individuals in vulnerable locations. When people know each other and have had positive experiences working together in the past, they are more likely to engage productively with each other in the future. Thus, **having fun, performing service, and working collaboratively as a community** all build social capital in ways that can be leveraged for productive, community-based decision-making around climate adaptation in the future – especially on the difficult topic of retreat.

DESIGN PROCESSES THAT ENGAGE MINDS, HANDS, AND HEARTS

Even with all the right resources and relationships in place, we are left with a plethora of *how* questions to answer. How are people first approached on the topic of retreat? What information do they need and how will they get it? How can their emotional needs be met? How can the process increase the likelihood that equitable, just decisions are made? How do we know who should be involved in the decision-making? When is the right time to address risks? The list goes on.

We have enumerated dozens of reasons why, for so many, "retreat is not an option." But in spite of the challenges that compel communities to disregard or delay consideration of retreat as an option, we believe a good process might open new doors.

The following distinct ideas or suggestions strike us as worthy of experimentation.

1. **Engage communities in joint problem-solving**. Unfortunately, adaptation planning can so quickly devolve into an "Us vs. Them" fight between residents and the municipality. The city or town becomes the big, bad wolf trying to "force people out of their homes," when, in reality, the affected residents and businesses are in it together with the municipality. They have many shared problems, including the reality that the loss of land and property has a direct negative impact on everyone – households have to relocate; businesses lose sales and, potentially, infrastructure; and the city loses property taxes and potentially tourist attractions. The municipality also often holds property rights along the coast, which they must also give up or dedicate to other uses. If municipalities, households, and businesses could see their situation as a shared predicament, they might be able to work together more creatively to develop shared solutions.

2. **Increase the opportunity for equitable solutions by building the negotiation and self-advocacy capacity of underrepresented or historically marginalized groups**. In addition, employ engagement methods that facilitate participation for all, including translation services, changing meeting times and locations to accommodate specific populations, providing childcare and meals, etc.
3. **Use art in many forms and for a variety of functions**. Use art to help affected parties express what they are going through. Use art to help those who are not affected to increase their empathy. Use art to create hypothetical scenarios or simulations that can abstract issues from the immediate challenges. Use art to teach complex topics, such as climate modeling, land subsidence, vulnerability analysis, and more.
4. **Anticipate and plan for the opportunities and attention that exist during the window of opportunity immediately following a disaster.** Make sure there is a process in place for people who are looking for a way to avoid being hurt again.
5. **Model the engagement process on end-of-life planning**, which approaches a similarly difficult question about an unavoidable future in a way that dignifies the transformation and puts the decisions about that change of state in the hands of the person who will experience it.
6. **Create strong partnerships** with a variety of people and institutions that can support the affected communities, including public agencies, foundations, technical experts, professionals with grief and loss expertise, artists, etc. Form public/private partnerships that can endure after a specific decision-making process has been completed.
7. **Consider the scalability and replicability of any process to another**.

What's Next?

At the conclusion of the workshop, nearly all participants expressed interest in continuing the conversation. CBI has since convened a climate retreat work group, which is currently open to all attendees of the workshop and will be opened more broadly in the future. This group met in February 2016 and again in May. We plan to continue to meet every other month to further explore what retreat might look like in different places by identifying and developing actionable ideas and building a community of practice. The work group has identified the following priority areas for exploration:

- Practical solution generation – solutions, ideas, programs, strategies, tools, and resources communities are currently using
- Language – what language should be used when dealing with "retreat"?
- Leading community conversations – facilitating community-based, public conversations about retreat-related risk management
- Arts – how can arts and performance help engage people with retreat?
- Real world challenges – discussion of challenges, needs, and problems in order to collectively problem-solve
- Leadership – fostering and finding community leadership

This summary is available on CBI's website, www.cbuilding.org.
Appendix A: Participant Bios
Appendix B: Workshop Agenda
Appendix C: Case Studies