COMMUNITY-DRIVEN CLIMATE RESILIENCE PLANNING:

A FRAMEWORK

NACRP
National Association of
Climate Resilience Planners

COMMUNITY-DRIVEN CLIMATE RESILIENCE PLANNING: A FRAMEWORK, VERSION 2.0

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VERSION 2.0

*The opportunity for **increasing community resilience** is in the very process of developing a plan **when those who are most vulnerable are at the heart** of society's efforts to build a resilient future.*

CONTENTS

I. INTRODUCTION

We believe that community-driven planning processes will create stronger climate resilience solutions because communities most vulnerable to the effects of climate change have relevant direct experience and information that is not otherwise accessible to public bureaucracies. To withstand climate chaos and the multiplying effect it has on social and economic inequities, communities must be viewed as assets and as key actors in both preparedness and long-term resilience. Community-driven planning processes increase the flow of critical data from communities to decision-makers, while cultivating human capacities essential to putting solutions into action. Lessons learned from climate-related extreme weather events, like Superstorm Sandy on the Atlantic coast, highlight how critical community leadership and neighbor-to-neighbor connections are in getting aid to affected residents. Community-driven climate resilience planning builds community leadership and directly connects neighbors to one another in dynamic solutions-oriented processes. This level of social cohesion, civic participation, and ultimately community stewardship, are paramount to genuine climate resilience. When those who are most vulnerable are at the heart of society's efforts to build a resilient future, planning itself becomes a climate resilience activity. It's a way for us to move towards a future in which ecosystems, human labor and cultures are integrated into a thriving regenerative web of life.

The following framework 1) advocates **deepening democratic practices** at the local and regional levels, 2) seeks to put forth the **principles and practices** defining this emergent field, and 3) outlines **resources for community-based institutions** implementing community-driven planning processes.

We consider this a "living framework" as this is a relatively new field of practice, and expect that the framework will be refined and expand as the field evolves.

This framework has been developed by community-based organizations from across the country to strengthen the fields of City Planning and Climate Adaptation through culturally relevant, democratic processes that meaningfully engage vulnerable and impacted communities in defining and building climate resilience. Rising sea levels, extreme weather, economic and environmental displacement, worsening air quality, and rising costs of essential resources are all climate impacts that disproportionately impact low-income communities, communities of color, and immigrant communities. Moreover, they each signal the need for new forms of cross-sector collaboration with community voice and leadership at the center.

While the primary audience for this framework are community-based organizations developing, advocating for, and implementing climate solutions, we hope it will also be useful to philanthropic institutions that are developing funding strategies to tackle the climate change crisis, as well as to public sector officials charged with protecting our cities from the unpredictability of climate disruption. Each of these stakeholders has a vital role to play in preparing cities for the impacts of climate crises, with grassroots organizations offering indispensable expertise and capacity in engaging the leadership of impacted communities -- a role that is currently undervalued and underresourced.

The Engine of Climate Resilience Planning

WHAT IS COMMUNITY-DRIVEN CLIMATE RESILIENCE PLANNING?

As the impacts of climate disruption are increasingly felt by U.S. cities, local governments are beginning to engage in climate resilience planning. Community-Driven Climate Resilience Planning complements public sector planning efforts. It is the process by which residents of vulnerable and impacted communities define for themselves the complex climate challenges they face, and the climate solutions most relevant to their unique assets and threats.

Graphic 1.1, "The Engine of Climate Resilience Planning," outlines three essential capacities needed for communities to effectively address climate impacts:

1. **The capacity to put forward a vision** of climate resilience and **assert a set of community priorities** that flows from that vision

2. **The capacity to assess community vulnerabilities and assets** and develop (or select) appropriate solutions based on a community's unique experience

3. **The capacity to build community voice and power** to get those climate solutions resourced and implemented

When climate resilience planning processes are conducted without community capacity to vision and to build power, they can become empty investments, simply producing a plan that sits on a shelf with little chance of being implemented. Thus, all three capacities are required to set climate resilience into motion.

SHIFTS IN GOVERNANCE TO SUPPORT LASTING SOLUTIONS

The climate crisis is illuminating the ways in which the problems cities face are interrelated and thus revealing how the solutions are interconnected. Building community resilience requires significant structural shifts to address the root causes of climate change, as well as comprehensive place-based innovations that increase social cohesion, localize food and energy systems, and advance democratic participation practices. Through comprehensive approaches to climate resilience, solutions work in concert to ensure equity and the sustainability of resources that are essential to community health, such as food, water, energy, transportation, land-use, housing, and economic opportunity. In this way, Community-Driven Climate Resilience Planning integrates strategies to reduce greenhouse gas emissions with strategies to prepare vulnerable communities to actively participate in the development and implementation of innovations that will prepare them to survive and thrive through the increasing impacts of climate change in U.S. cities. Resilience requires both the public and private sectors to make structural shifts and capacity investments that support whole systems approaches to both assessing and addressing the complex challenges of climate disruption. At the center of whole systems approaches is human capacity to govern for the whole.

Community-driven climate resilience planning is based on a simple premise: the more residents participate in their own community solutions, the more effective those solutions will be. The reality, however, is not quite as simple. Few cities have the capacity to effectively engage residents in democratic decision-making processes, and in many cases, existing participation structures succeed more in alienating residents -- particularly those most impacted by climate-related crises -- than in activating their leadership. Moreover, communities that are currently and historically disenfranchised are most impacted by failures of local government to communicate and coordinate across agencies to prevent and respond

to disasters. Effective climate resilience is dependent on fundamental shifts in the culture of local governance that support:

1. **Improved infrastructure** for community participation in decision-making;

2. **Authentic and equitable partnerships between local government and community-based organizations** that bring expertise and capacity to build community leadership and facilitate the development and implementation of community-driven climate resilience solutions;

3. **Increased awareness of structural racism and other systemic issues** contributing to disproportionate climate impacts;

4. **More comprehensive solution sets that address the root causes** of climate vulnerability; and

5. **Increased communication, coordination and collaboration across governmental agencies** for effective disaster preparedness and for implementation of policy and systems changes needed to achieve climate resilience.

This framework outlines the principles, practices, and vital roles that community-based organizations play in actively building resident leadership to advance climate resilience solutions, and in-so-doing, fill critical gaps left by conventional governance structures. Our assertion is that valuing the vital role that community-based justice organizations play in filling these gaps is a crucial step for local governments in improving governance structures to meet the incredible challenge of the climate crisis and the increasing impact it is having on urban centers. When local governments value the work of community-based organizations, they form authentic partnerships to advance solutions that meet the actual needs of the communities they both serve.

CHARACTERISTICS OF COMMUNITY-DRIVEN CLIMATE RESILIENCE PLANNING

EFFECTIVE

Solutions developed and driven by the people most impacted by the problem are more responsive and have better success in achieving their stated outcomes. Community-Driven Climate Resilience Planning supports public processes for developing the solutions that people really need by building the local expertise, relationships, and human power necessary to implement them. Community-driven processes work to build the conditions for resilience even before the plans have been implemented.

PLACE-BASED

The causes and consequences of climate change are global in nature while the most viable solutions for addressing them are local and regional. Effective climate resilience plans are those that are rooted in the cultural and ecological assets of a given region, address the unique challenges of that region, and facilitate meaningful participation among its residents, thus contributing to an increased sense of 'place.'

EQUITABLE

In both content and process, Community-Driven Climate Resilience Planning processes actively address the inequities that contribute to vulnerability. Community-Based Organizations (CBOs) help to identify and address barriers to participation so that vulnerable and impacted residents have equal voice in the planning process. All stakeholders work to ensure that resiliency plans include equity indicators and the necessary policy and systems change efforts to achieve equity.

DEMOCRATIC

Community-driven processes support healthy decision-making by: building the capacity of residents to participate in public policy and planning; nurturing a culture of participation in neighborhoods; and educating decision-makers so that they can more effectively represent the resiliency needs and interests of their constituents, and engage communities as assets to preparedness and resilience.

COLLABORATIVE

Climate resilience requires us to collaborate in new ways to develop solutions that are grounded in shared values and an understanding of the problems impacting vulnerable communities. Collaborative structures, such as partnerships and alliances, are vital to community-driven planning processes because they increase human capacity to implement solutions.

LIFE-AFFIRMING

Community-driven processes breathe life into the work of preparing communities for change and serve as an antidote to bureaucratic planning processes that can limit resident participation. They value living cultures by acknowledging not only the historical traumas that contribute to vulnerability, but also the cultural wealth and ecological wisdom of communities that is consistently ignored by conventional planning models. By integrating culturally relevant, creative, and embodied expression throughout the process, planning can rekindle connection to people and place, which is so vital to community stewardship.

INTEGRATIVE

Community-driven processes engage multiple sectors and disciplines in a "whole systems" approach to understanding problems and developing solutions. In this way, they foster multi-stakeholder partnerships that can more effectively carry out implementation.

DEFINING THE FIELD OF COMMUNITY-DRIVEN PLANNING

Local, regional and state organizations and climate justice leaders throughout the U.S. are paving the path for Community-Driven Climate Resilience Planning. In early 2015 Movement Strategy Center (MSC) hosted strategic conversations among place-based practitioners who are defining the field. The questions raised and key opportunities articulated by the cohort drove the development of this framework as a means for gathering current and emerging best practices, sharing local resources and tools, and identifying opportunities for advancing the field.

CRITICAL QUESTIONS
ADDRESSED IN THIS FRAMEWORK

- What are best practices in **meaningfully engaging impacted community members** in resilience planning?

- How can resilience planning efforts **advance a culture of democratic engagement** within existing governmental systems, as well as begin to form new ones?

- What processes and partnerships effectively **address the uneven power dynamics that create barriers to equity and the systems change** necessary for just transitions?

- In what arenas of planning can **community members have real impact**?

- To what extent do we engage in conventional planning processes, as opposed to **creating our own processes and solutions**?

- How can we effectively navigate and **transform the violence that is inherent in overly technical processes**?

- How do we **build community power** to identify and choose climate solutions that meet real community needs?

- How do we open up the **full range of solutions available** to impacted communities, including **solutions that are restorative and regenerative**?

- How do we **acknowledge and address historical trauma** of impacted communities throughout the planning process?

- **What organizing models will sustain the planning work** as well as create resilience in the very process of planning?

- How do we ensure that planning processes lead to meaningful outcomes that **build on community assets and meet real needs**?

- How do we **create the conditions necessary for successful implementation** of resiliency plans?

- How do we **prevent climate resilience from becoming a vehicle for gentrification**?
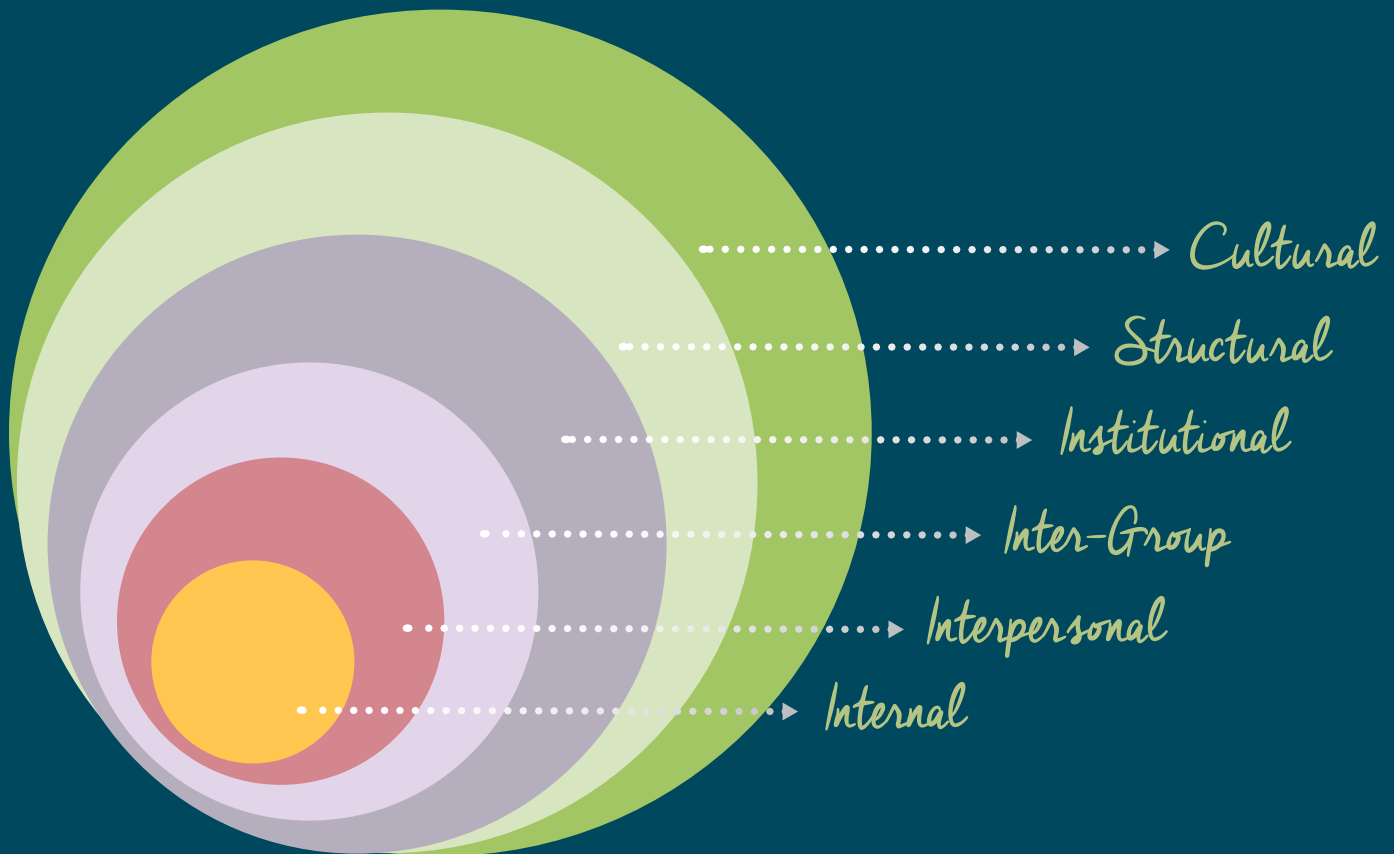
GRAPHIC 1.2
Transformation: Internal to Cultural

Labels in graphic: Cultural, Structural, Institutional, Inter-Group, Interpersonal, Internal

II. GUIDING PRINCIPLES

Because climate solutions require fundamental shifts in governance, community stewardship, and essential systems such as food and energy, it is useful to view planning processes as opportunities to cultivate the human and organizational capacity for such shifts. As illustrated by Graphic 1.2, the capacity for transformation flows from the internal and interpersonal to the structural and cultural. We have identified five guiding principles that weave through each of the essential components of a community driven planning process. These principles provide stakeholders some direction on how best to implement planning processes in ways that support necessary shifts.

THE **PROBLEMS** ARE CONNECTED

RACISM &
ALL SOCIAL
INJUSTICE

CLIMATE
CHANGE

BROKEN
DEMOCRACY

ECONOMIC
INEQUALITY

COOPERATION

REGENERATION

DEMOCRACY

INCLUSION
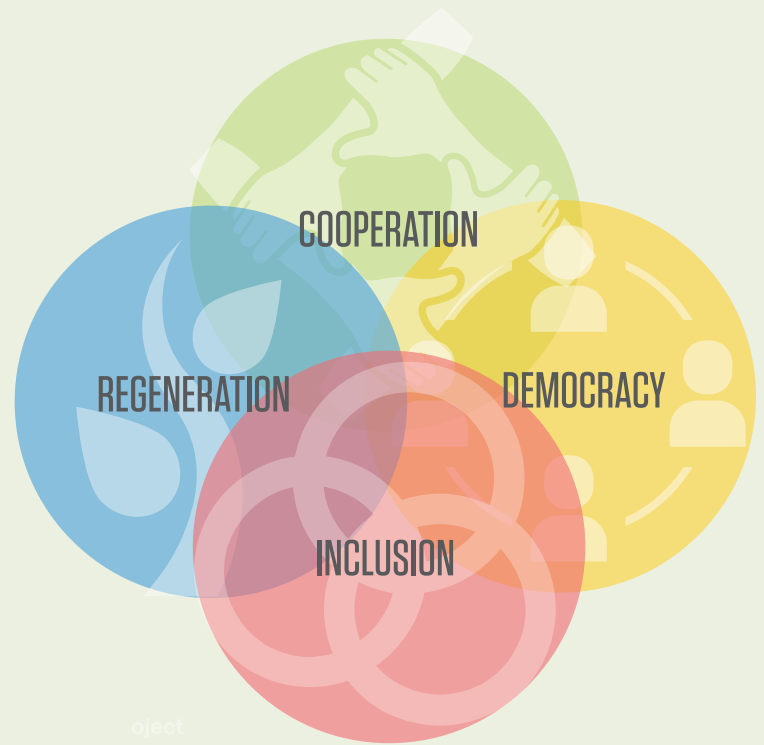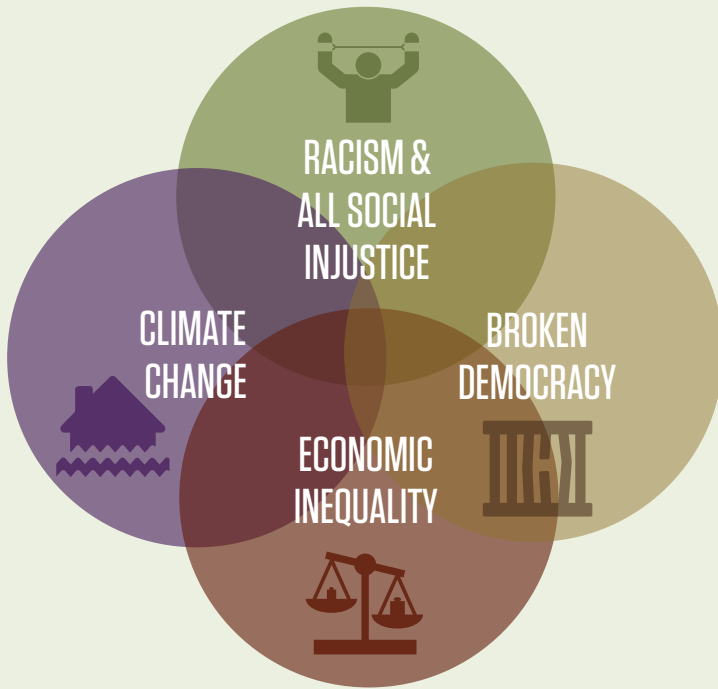
AND SO ARE THE **SOLUTIONS**

Guiding Principle #1
WHOLE SYSTEMS THINKING

Building climate resilience calls for a holistic view of the challenges we face and solutions at the intersection of people, the environment and the economy. Systems and ecological thinking can help restore and cultivate balance within and between human communities, and between human communities and the rest of the natural world.

AS WE SEEK TO RESTORE BALANCE, WE CAN:

- ⭐ Draw upon **rooted and historical wisdom** of place and the **adaptive capacity** that communities have built over generations of hardship and crises.

- ⭐ Seek to understand climate-related problems and the **causes of community vulnerability** from **multiple perspectives** and dimensions.

- ⭐ Develop **trans-local approaches** where place-based leaders engage in cross-community strategy and learning.

- ⭐ Work together to develop comprehensive **place-based solutions** that foster **collaboration across multiple sectors** and disciplines.

Guiding Principle #2
DESIRED OUTCOMES REFLECTED AT EVERY STEP

By grounding planning processes in the practices of equity, democracy, health and wellness, we increase the likelihood that plans will deliver on decreasing vulnerability, and increasing long-term community viability. Local resilience practitioners recognize that strategies already exist in impacted communities, and effective resilience planning processes build on these strategies and community assets. In fact, processes grounded in community assets can amplify resilience strategies already in play and embody desired outcomes at every stage if they:

- ⭐ Integrate **health and wellness practices** throughout.

- ⭐ Practice **equity at every stage** of the planning process.

- ⭐ Actively **identify opportunities to demonstrate the impact of community-derived climate solutions** during planning and advocacy efforts.

Guiding Principle #3
PLANNING PROCESSES AS LEARNING PROCESSES

We are all on a steep learning curve when it comes to understanding and adapting to the confluence of climate disruptions with economic inequality, pollution, and inadequate democratic structures. Community-driven climate resilience planning is ripe with opportunities for learning among a range of stakeholders. Taking a learning approach can help shift dominant narratives towards equity and resiliency and can expand stakeholder awareness of a wider range of climate solutions. To support multidimensional learning throughout the planning process we must:

- **Communicate** clear information about the **causes and consequences** of climate change to all stakeholders.

- **Integrate climate science** into each step of the planning process, but particularly within vulnerability assessments and solutions development.

- **Use popular education** approaches to **build the capacity of residents to participate** in and lead planning and implementation of climate solutions.

- **Position resident leaders to educate decision-makers** about the conditions they face and the solutions that meet actual needs, **increasing the vertical flow of information in both directions** from communities to decision-makers.

- **Resource opportunities** for stakeholders to **vision, experiment, reflect and refine** solutions.

- Use planning processes as an opportunity to **reflect on habits and patterns that perpetuate inequities** and limit resiliency, and to **replace them with conscious practices** that support shifts needed for viable climate solutions.

Guiding Principle #4
PLANNING INTO ACTION

A common pitfall of community-driven planning is that the process stops with the publication of the plan and implementation stalls due to lack of resources and political will. We have thus identified the need to:

- ⭐ **Actively organize residents and other stakeholders** to integrate planning and implementation.

- ⭐ Begin early in the planning process to **identify and/or develop creative financing models and mechanisms to build community wealth** and assets for implementation.

- ⭐ **Build necessary systems changes**—such as shared governance practices and removal of barriers to public participation—into advocacy efforts.

Guiding Principle #5
BALANCING POWER DYNAMICS AMONG STAKEHOLDERS

Bringing our communities into balance is not just about using resources sustainably; it's also about recognizing the imbalances of power that negatively impact vulnerable communities. Community-driven planning gives us the opportunity to:

- ⭐ **Increase awareness of systems of oppression** and cultures of exclusion that contribute to climate vulnerability.

- ⭐ Build new alliances that **increase the capacity of historically marginalized communities** to influence decision-makers and drive change.

- ⭐ **Build new institutions** that **increase community capacity to finance local solutions** in ways that continue to increase community assets.

III. ESSENTIAL COMPONENTS OF COMMUNITY-DRIVEN RESILIENCE PLANNING

The components of community-driven planning are interconnected, complementary and important at various points in a planning process, so we do not assert a linear sequence of steps. Instead we represent them as a "wheel and a web" (Graphic 2.1). All of these components are essential to a successful community-driven process, in that they work together to build the relationships and infrastructure vital to resilience, and each component requires a range of skills and resources. Community-driven climate resilience thus calls for collaboration among a diverse set of cross-sector, multidisciplinary stakeholders who can continue working together well into the implementation of the plan.

CO-DEVELOPMENT OF PLANNING MODEL

In this pre-planning phase, a cross-sector coalition of community-based groups, partners, and resident leaders come together to define the core values, principles, practices, and essential dimensions of a truly community-driven climate resilience planning approach that reflects the unique cultures, assets, and challenges that characterize the region's vulnerable and impacted communities.

IN PRACTICE: CO-DEVELOPMENT OF PLANNING MODEL

OUTCOMES	ACTIVITIES	RESOURCES
Planning approach reflects the needs and interests of the full range of stakeholders and supports stakeholders who take a whole systems approach to resilience planning.	★ Host resident conversations at community-based institutions, such as schools, faith-based spaces, service organizations, and base-building organizations to ground development of planning model in strategic conversations and to engage a wide range of stakeholders, experiences and perspectives. ★ Identify barriers to participation among residents of vulnerable communities. ★ Build capacity of stakeholders to participate in leadership roles throughout the planning process and create processes that integrate community leadership throughout. ★ Form committees that cut across sectors.	**The Wheel and the Web: Shifting and Sequencing Investment and Impact to Balance Ecological Systems**, Movement Strategy Center (MSC) **Community Planning, Center for Earth**, Energy and Democracy (CEED) **Catalyzing Liberation Toolkit**, Catalyst Project and Chris Crass **Bounce Forward: Urban Resilience in the Era of Climate Change**, Island Press and The Kresge Foundation
Planning approach produces a plan and organizes a community around implementation.	★ In the planning model, include resources and time for building capacity of residents and cultivating a network of local expertise that's accountable to community values. ★ Map opportunities for residents to impact local and regional policy. ★ Advocate for the voices of residents at local and regional decision-making tables. ★ Identify and cultivate political leverage points for the needs and interests of vulnerable and impacted communities. ★ Create new decision-making tables. ★ Base-building groups assess their organizing models through a community resilience lens and agree on changes in their practices and approaches.	**Resilience-Based Organizing**, Movement Generation **Planning Congresses: Principles of the Green Development Zone**, People United for Sustainable Housing (PUSH Buffalo) **The People's Movement Assembly Organizing Toolkit**, The People's Movement Assembly
Planning model complements and engages existing change efforts.	★ Map existing change efforts. ★ Take a whole systems approach to connecting between issues. ★ Identify economic and social justice issues impacting climate vulnerability, and actively engage key allies among community leaders and base-building groups already addressing these issues. ★ Host participatory issue forums linking relevant issues, such as affordable housing and climate resilience.	**Asian Pacific Environmental Network** (APEN) **Causa Justa::Just Cause** (CJJC) **Oakland Climate Action Coalition Committees** **The People's Movement Assembly Organizing Toolkit**, The People's Movement Assembly **Dare to Change: Environmental Leadership for Climate Justice, Sustainable Communities and a Deep Green Economy**, Movement Strategy Center (MSC)

IN PRACTICE: CO-DEVELOPMENT OF PLANNING MODEL

OUTCOMES	ACTIVITIES	RESOURCES
Residents are engaged in strategically defining resilience.	⭐ Hold creative town hall meetings using arts, culture & critical dialogue to articulate place-based definition of resilience. Use Participatory Action Research to assess current resiliency practices among residents. ⭐ Draw on guiding principles and definitions of resilience developed by other grassroots groups in the field. ⭐ Invite leaders from communities working on issues of community-driven resilience to engage in dialogue with residents/stakeholders.	**Pathways to Resilience**, (MSC) **Are you a Climate Change Survivor?** Oakland Climate Action Coalition (OCAC) **Map Your Future Toolkit**, Rooted in Resilience **Community Resilience Toolkit 2.0: Local Resilience Assessment**, Rooted in Resilience **Social Emergency Response Centers**, Design Center for Social Innovation **Measuring What Matters: Neighborhood Research for Economic and Environmental Health and Justice in Richmond**, North Richmond, and San Pablo, Pacific Institute and seven local partner organizations
Planning model is both engaging and life affirming.	⭐ Engage participatory pedagogical principles and practices throughout the process. Engage local arts and culture groups to identify key moments in the planning process where culturally relevant art forms (such as, murals, public art installations, and participatory theater forums) can facilitate authentic participation from a range of stakeholders and support needed narrative change. ⭐ Reflect on the intergenerational trauma of vulnerability factors (such as, poverty, marginalization and preventable diseases) and identify healing practices to interweave throughout the process to support healthy participation among community members. ⭐ At least one community-based organization in the coalition develops a youth-led process for defining resilience and researching/developing solutions. Include key moments for youth leaders to design and facilitate intergenerational engagement activities.	**Popular Education Practices for Community Organizing**, Facilitating Power **Love with Power: Practicing Transformation for Social Justice**, Movement Strategy Center (MSC) **Elements of Transformative Movements**, Movement Strategy Center (MSC) **Regenerative Thinking for Social Change**, Interaction Institute for Social Change **Social Emergency Response Centers**, Design Center for Social Innovation **Healing Centered Youth Organizing**, Urban Peace Movement

ESSENTIAL COMPONENT:
CO-DEVELOPMENT OF PLANNING MODEL

SPOTLIGHT:
WE ACT FOR ENVIRONMENTAL JUSTICE (NEW YORK, NY)

Designing Equitable and Culturally Relevant Planning Processes

In New York City, where low-income communities and communities of color have long suffered the effects of disenfranchisement from public decision-making processes, WE ACT for Environmental Justice works to build healthy communities by ensuring that low-income communities of color participate meaningfully in environmental health and climate planning processes. With an ultimate goal of protecting NYC's most vulnerable communities from climate-related impacts, WE ACT initiated a community-driven climate resilience planning process, resulting in the **Northern Manhattan Climate Action Plan (NMCA)**. The plan promotes environmental policies and concrete solutions that also aim to address socioeconomic inequality in Northern Manhattan. Borne out of six months of planning in community forums throughout Northern Manhattan,

the NMCA is a product of the collective knowledge of residents and allied stakeholders with a vested interest in their own capacity to survive and thrive though the impacts of climate disruptions. Activating community knowledge is vital to resiliency, because as New York residents can attest, when crises hit, survival can depend on the coordinated actions of one's neighbors.

The Northern Manhattan climate action planning process included a series of "serious games," in which facilitators posed potential climate-related crises. Through collaborative dialogue, participants worked in teams to develop solutions to these crises. If the power goes out, how will people respond? What systems will need to be in place for emergency preparedness? Conversations focused on the environmental justice impacts of climate change in the near and long term. Who will be most affected by climate related events? What do resilient systems look like when designed with equity and inclusion?

By facilitating strategic dialogue through an environmental justice and equity lens, WE ACT and its partners produced a plan with four fundamental pillars in its vision for a resilient New York: energy democracy, emergency preparedness, social hubs, and participatory governance. These pillars represent a critical intersection between climate resiliency and environmental justice, at which communities take greater control over essential resources and the decision-making process related to these resources. For example, solutions that the community has identified in the plan include forming cooperatives that can leverage local economic resources, building educational programs and community spaces that build local capacity, and creating community-managed communications systems that provide peer-to-peer contact within local networks, as opposed to top-down or "broadcast" systems that are currently in place.

PLANNING PROCESSES AS LEARNING PROCESSES

Guiding Principle

Because the planning process was also a community organizing and alliance-building process, the Northern Manhattan Climate Action Plan is not just a plan -- it is an integrated set of community-driven resiliency projects. WE ACT has established member-based working groups and other grassroots processes of design, finance, planning, construction, and more, to implement the goals set forth by the NMCA. Member leaders are building energy projects, educating their neighbors on climate impacts and resiliency strategies, and carrying out local sustainable agriculture projects to increase food security. While implementation is not yet fully funded and much work remains, WE ACT's community-driven planning process has set forth a clear path towards comprehensive climate resilience in Northern Manhattan. And most importantly, it has activated and connected residents as leaders of the climate solutions in their own neighborhoods.

PLANNING INTO ACTION

Guiding Principle

Increasing the capacity for self-governance and rendering decision-making more democratic—that is, ensuring that civic responsibility and leadership are widely distributed—are essential elements of community resilience. To this end, community-driven planning processes serve to forge new alliances and increase the willingness and capacity of community-based institutions to take leadership in whole systems approaches to climate resilience, such as food sovereignty and community choice energy.

Climate resilience in communities requires engagement and participation at all levels of governance. It's not just "bottom-up/top down" but also "inside/outside/inside," meaning that an on-going investment is needed in both people and systems, and in organizing models that engage resident leaders and decision-makers in the interplay between community-based solutions and policy/systems change. This approach recognizes the scale and complexity of the problem of responding to climate change in the urban context, and the capacity and willingness of community institutions to take leadership in a whole systems approach that helps everyone see how they are affected by the problems and need to be a part of advancing the solutions. The key to building this kind of power lies in cultivating an engaged constituency ready to: tell their stories, advocate at key decision-making tables, create new decision-making tables, and lead in the development and implementation of climate resilience solutions. Local and trans-local practitioners recommend a significant investment of time and resources on alliance-building, organizing and leadership development in the early stages of planning, as also maintaining and refining power-building efforts throughout the planning process.

PEOPLE'S CLIMATE MARCH | PHOTO CREDIT: SOUTH BEND VOICE, VIA FLICKR, CC BY 2.0

OUTCOMES	ACTIVITIES	RESOURCES
Cross-sector coalitions cultivate the power necessary to influence public policy at local, regional and statewide levels.	★ Create a resilience hub or identify an anchor organization (respected among stakeholders) with the capacity to effectively convene a diverse group and facilitate coalition-building efforts, track data, and coordinate trainings for stakeholders. ★ Link socially just climate resilience to other movements and communities of practice. Connect systematically with allies, such as the public health community, labor, public planners, and others driving climate-focused or resilience-focused planning and responses. ★ Spend time actively building cross community understanding, shared values, and meaningful opportunities for mutual support among coalition members by cultivating the conditions for deep collaboration and movement-building. ★ Map strategic entry points that best position coalitions for long-term wins. ★ Resource and engage base-building organizations. ★ Conduct power-mapping sessions that identify the primary influencers of decision-makers and develop power-building strategies that increase the influence of the coalition on targets.	**Nuts and Bolts of Building an Alliance**, Movement Strategy Center (MSC) **LOCAL COALITIONS:** **Oakland Climate Action Coalition** (OCAC) **REGIONAL COALITIONS:** **Resilient Communities Initiative (RCI)**, Rooted in Resilience **Six Wins for Social Equity Network** **STATEWIDE COALITIONS:** **California Environmental Justice Alliance** (CEJA) **The Kentucky Sustainable Energy Alliance** (KySEA) **New York Energy Democracy Alliance**
Resident leaders have the capacity to effectively advocate at the local, regional and statewide levels.	★ Resource community organizing and leadership development efforts as essential components of resilience planning and solutions implementation. ★ Cultivate relationships with regional and statewide climate justice coalitions that can help facilitate learning and engagement that links local, regional and statewide issues. ★ Create multiple and potentially sustained opportunities for cross-pollination and learning among place-based efforts. ★ Support an ongoing space for strategy development by a diverse set of leaders. ★ Systematically cultivate the capacity and national profile of key leaders who can carry the ethos and lessons of the place-based work into a variety of settings.	**A Toolkit to Create Climate Action in Your Community**, Oakland Climate Action Coalition (OCAC) **A Community Guide to Environmental Decision-Making in the City of Minneapolis**, Center for Earth, Energy and Democracy (CEED) **UPLIFT California**, The Greenlining Institute **2014 Environmental Justice Scorecard**, California Environmental Justice Alliance (CEJA) **Building a Regional Voice for Environmental Justice**, Communities for a Better Environment (CBE) **Principles of the Green Development Zone**, People United for Sustainable Housing (PUSH Buffalo) **Stepping Into Power: A Leadership Academy Curriculum for Boys and Men of Color, Alliance for Boys and Men of Color, Health Happens Here**, MSC (see page 32-33 can substitute scenario for Climate Justice) **Cultivating a Sustainable San Joaquin Valley: How to Build Power & Win Systemic Change Across Movements** **SOUL Manual - Youth Organizing for Community Power manual**, SOUL

IN PRACTICE: **POWER BUILDING**

OUTCOMES	ACTIVITIES	RESOURCES
Community-driven institutions have the power and resources to effectively implement the plan.	⭐ Cultivate partnerships with funders and local financial institutions that can: 1. provide seed funding, 2. help develop an appropriate financing model for implementation of the plan and for scaling viable solutions, and 3. help balance the power differential between profit-based interest groups and a community-based coalition. ⭐ Identify barriers to policy wins and necessary systems change. ⭐ Identify, engage and invest in local leaders from impacted communities throughout the planning process to help guide the transition to climate resilience.	**Pathways to Resilience** e-book, MSC **Powerful Places: Principles for Effective Community- Driven Change**, Movement Strategy Center (MSC) **Wellstone** - develops political leaders and strengthen movement organizations
All stakeholders are aware of the differentials in power and privilege among them and consciously work to balance power.	⭐ Conduct trainings on race, power and privilege among coalition members. ⭐ Articulate participation agreements which actively address issues of race, power and privilege that impact participation among coalition partners. ⭐ Work together to set targets for the balance of power among coalition members and between coalition members and local power players with significantly more influence over decision-makers.	**VISIONS, Inc.,** Trainers **Racial Justice Trainings**, Race Forward **Cracking the Codes**, Shakti Butler **Racial Equity Tools**, racialequitytools.org **Local and Regional Governmental Alliance for Racial Equity (GARE)**, Center for Social Inclusion

ESSENTIAL COMPONENT:
POWER BUILDING

SPOTLIGHT:
OUR POWER RICHMOND (RICHMOND, CA)

Deepening Democracy Through Community Power Building

In In Richmond, CA, a 3000-acre Chevron refinery processes crude oil for the global market. It's the largest refinery in California with towering smokestacks, long cylindrical pipes going in every direction, and many processing tanks, making it feel like a city unto itself. The refinery represents significant environmental justice threats, emitting thousands of pounds of toxic chemicals into the air, and periodically causing toxic explosions that put Richmond's predominantly low-income communities of color in a state of public health emergency. Yet, in the face of poverty and pollution, Richmond residents are on the frontlines -- organizing to create a local, clean, democratic and equitable economy.

Transitioning to a local living economy in Richmond begins with building and activating community power to counterbalance the political muscle developers and fossil fuel corporations,

like Chevron, exercise in the region. Because communities hit first and worst by climate-related crises have been left out of decision making processes that impact them, community-based organizations in Richmond engaged a range of community power building strategies to ensure the future of Richmond be decided by the families that live there. First and foremost, they formed multi-stakeholder coalitions with base-building groups at the center. Together, groups like APEN (Asian Pacific Environmental Network), CBE (Communities for a Better Environment), Alliance of Californians for Community Empowerment (ACCE), and The Richmond Progressive Alliance and Faith-Works invested in the leadership and capacity of residents to articulate their priorities and advocate for them in the 2012 General Plan.

Pushing against the status quo to demand a more democratic process required persistent, coordinated action. The coalition held regular learning institutes for decision-makers, organized community forums and rallies, and achieved mass mobilization at planning commission meetings where residents were ready to contend with the interests of the economic elite. Owing to the depth of community organizing efforts, Richmond is one of the first cities in the country to address the links between public health and the environment in its General Plan. Through community organizing, direct action, policy advocacy, and ongoing education of decision-makers, Richmond residents made sure their city's General Plan provides for economic development through local jobs, anti-displacement policies, better mass transit systems, and energy provisions that promote the growth of green industries.

Building the political power of residents has not stopped with the 2012 General Plan, and political power is just one half of the equation. Community-based organizations have since gotten to work translating the language in the Plan into projects, programs, and laws. Community organizing and direct electoral action succeeded in shifting the balance of power on the Richmond City Council in local elections that same year, moving the City

BALANCING POWER DYNAMICS AMONG STAKEHOLDERS

Guiding Principle

closer to democratic representation of community needs and interests. And in 2014, despite millions of dollars invested into the election by Chevron, residents voted in favor of candidates that aligned more with community values and renewable energy. In addition to political power building, the Our Power campaign in Richmond is working to build community control and governance over essential resources such as food, land, water, and energy.

Richmond Our Power partners with **Cooperation Richmond**, a local co-op incubator and loan fund designed to help low-income residents create their own cooperatively owned businesses. Cooperation Richmond's goal is to mobilize capital into community-owned and democratically-governed projects that meet community needs, create meaningful livelihoods, and address the climate crisis. Our Power Richmond also holds an annual "Our Power" festival, bringing together residents, small businesses, and the public sector to celebrate and envision what different models of energy management and control can look like on a local level. By going deep and working to build community power in this way, the campaign is able to root itself in a whole systems approach to climate resilience that sets the stage for long term, community driven solutions.

PHOTO CREDIT: BETH BUGLIONE
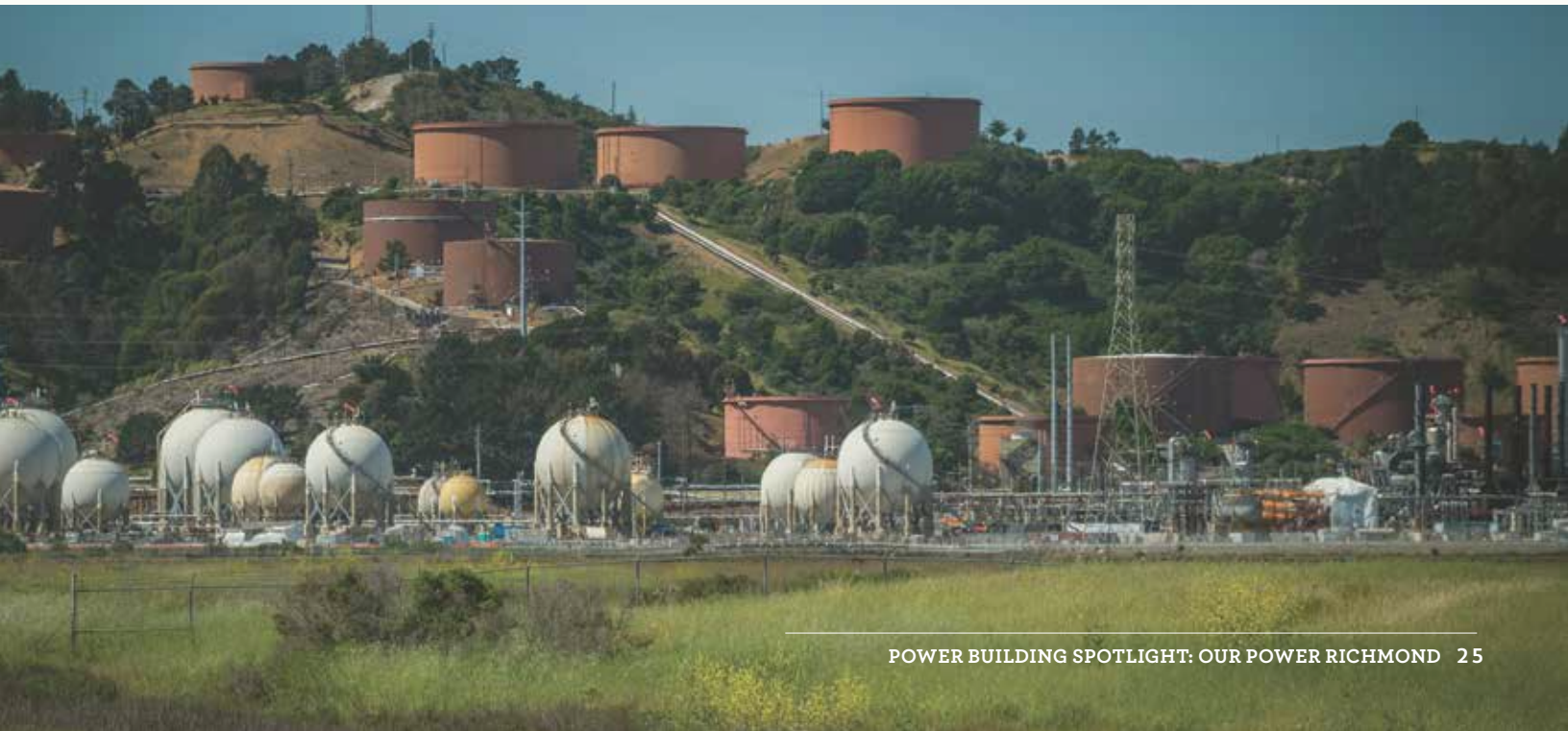
ESSENTIAL COMPONENT:
VISIONING

In any planning process, there is a visioning phase for defining the goals of the plan. In Community-Driven Resilience Planning, this phase is key for:

a) Ensuring that community-derived visions are at the core of local resilience efforts;

b) Building social cohesion rooted in a shared commitment to place;

c) Cultivating a sense of possibility and purpose that inspires resident leaders to stay and invest in vulnerable communities; and

d) Expanding the range of possible solutions for stakeholders to draw from.

Visioning activities and the amplification of visions through local arts and media can galvanize the community around the future they want to build together. Community-derived visions also serve as a guiding light through the tunnel of planning and policy advocacy, and can provide clarity around the community's victories.

OUTCOMES	ACTIVITIES	RESOURCES
Community galvanized around a future that stakeholders want to build together.	⭐ Engage intergenerational and cross-sector stakeholders in multi-media visioning sessions. ⭐ Examine dominant narratives of "success" and "progress" and work together to redefine community success and advancement. ⭐ Put forth visions in community-based venues through murals, art installations, video, etc. to inspire participation and support.	**Community Planning Fair in East Palo Alto**, Youth United for Community Action (YUCA) **Leading with Vision & Purpose Practice Guide**, Movement Strategy Center **Roadmaps to Resilience**, Communities for a Better Environment (CBE)
Visions of a resilient and thriving future help to clarify shared values and local definitions of resiliency.	⭐ Treat visioning sessions as educational opportunities to explore: 1. causes and consequences of climate vulnerability, 2. examples of community-derived climate resilience solutions and models, and 3. opportunities to share personal stories and identify shared values. ⭐ Use culturally relevant and responsive pedagogy to develop a shared definition of resilience that reflects the unique assets and challenges of the community, as well as latest thinking by climate justice thought leaders.	**Map Your Future Project**, Rooted in Resilience (formerly Bay Localize) **Imagine a Regenerative City**, World Future Council **Gulf South Rising 2015 Strategy Document**, (Shifting from regional Narrative of resilience to resistance*)
Community-derived visions of place-based resiliency drive organizing, advocacy and public decision-making.	⭐ Partner with local officials to host art installations reflecting resident visions of climate resiliency in public spaces. ⭐ Implement local media strategies to highlight the community's vision for climate resilience. ⭐ Create opportunities throughout planning to revisit the vision to ensure that efforts are in alignment and continue to inspire stakeholders. ⭐ Translate the vision into metrics and indicators of local resiliency and use the metrics to assess and celebrate the progress of the community-driven planning coalition. ⭐ Advocate for community-derived metrics and indicators to be adopted into municipal climate resiliency plans.	**Equity in Climate Adaptation Planning: Resilience Indicators**, NAACP **Green Zones for Economic and Environmental Sustainability**, CEJA **Green Zones Initiative: Transforming Toxic Hot Spots into Thriving Communities**, CEJA **Whole Measures**, Center for Whole Communities

ESSENTIAL COMPONENT:
VISIONING

SPOTLIGHT:
UPROSE (BROOKLYN, NY)

Uniting Around Bold Vision

When Superstorm Sandy ripped through the eastern seaboard in 2012, the neighborhood of Sunset Park in Brooklyn was hit hard. Power lines fell, internet wires were destroyed, and people had to wade through water that flowed into people's homes from the East River that rendered many houses uninhabitable. Having experienced the intensity of climate disruptions first hand, Sunset Park residents understand intimately how critical climate resiliency is to the health of their families and the future of their neighborhood. In fact, prior to the Superstorm, they were already involved in organizing for environmental justice through UPROSE New York, as their community is afflicted by three fossil fuel peaker plants. UPROSE New York, Brooklyn's oldest Latino community-based organization, has been organizing residents for environmental justice in Sunset Park

> *THESE COMMUNITY VISIONS AND ORGANIZING STRATEGIES COME OUT OF PLANNING AND ENGAGEMENT DATING BACK OVER TEN YEARS WITH THE COMMUNITY.*
>
> — *Elizabeth Yeampierre, UPROSE*

for the past 50 years. In the aftermath of Superstorm Sandy residents turned to UPROSE for a community organizing effort to adapt to the changing climate, prepare for the next storm, and put the neighborhood on a block-by-block, building-by-building path to sustainability, adaptation and resilience.

Through investments in community capacity, UPROSE has developed a bold community-driven vision to address the impacts of the climate crisis: work together to build a local, living economy rooted in environmental justice and equity in Sunset Park. Home to the largest Significant Maritime Industrial Area (SMIA) in New York, the neighborhood is well-suited to green industry. A self-sustaining local economy with well-paid jobs in climate adaptation and mitigation will allow Sunset Park to remain a thriving industrial working class community. Industries developed along the waterfront can promote renewable energy, storm water management, green spaces, carbon neutral construction, and other forms of resiliency infrastructure, while creating the kind of jobs essential to combating gentrification. As developers plan to build high rise condos and hotels along the waterfront the community must organize to prevent massive displacement, a significant threat to climate resilience in Sunset Park.


PHOTO CREDIT: UPROSE

WHOLE SYSTEMS THINKING

Guiding Principle

One of the investments that has been key to Sunset Park's vision for climate resiliency, and the community capacity to carry it out, was the launch of The Sunset Park Climate Justice and Community Resilience Center in response to Superstorm Sandy. Here stakeholders create, implement, and manage grassroots-led climate adaptation and resiliency strategies. This deeply democratic and participatory center makes it possible for community members to come together regularly over food, exchange resources and information, and break down barriers to collaboration. For UPROSE, visioning is not an isolated occurrence. Community visions do not sit on shelves or simply make for pretty walls. Through ongoing community leadership, the bold vision they have developed serves as a unifying frame that brings youth leaders, parents, business owners, unions, clergy, regional coalitions, green infrastructure specialists, and city representatives together for affordable, accessible projects that strengthen the social fabric of the neighborhood.

Visioning is part of a community organizing strategy that seeks to balance the uneven power dynamics that threaten the climate resiliency of communities like Sunset Park. UPROSE arms residents with the tools they need to assess land use proposals in their neighborhood and advocate for decisions that match their vision for climate justice and community resiliency. Block captains on every block are charged with gathering input from the community and educating residents on city planning frameworks and proposals. Through multi-stakeholder partnerships, they conduct participatory action research projects to assess residents' exposure to harmful toxins resulting from storms like Sandy, invest in community solar projects, and carry out business innovations for resilience and community health. Through whole systems approaches like this, the bold community visions that UPROSE facilitates amplify community voices, cultivate health and resident power, and increase community control over local resources -- all of which are essential to long-term climate justice and community resiliency.
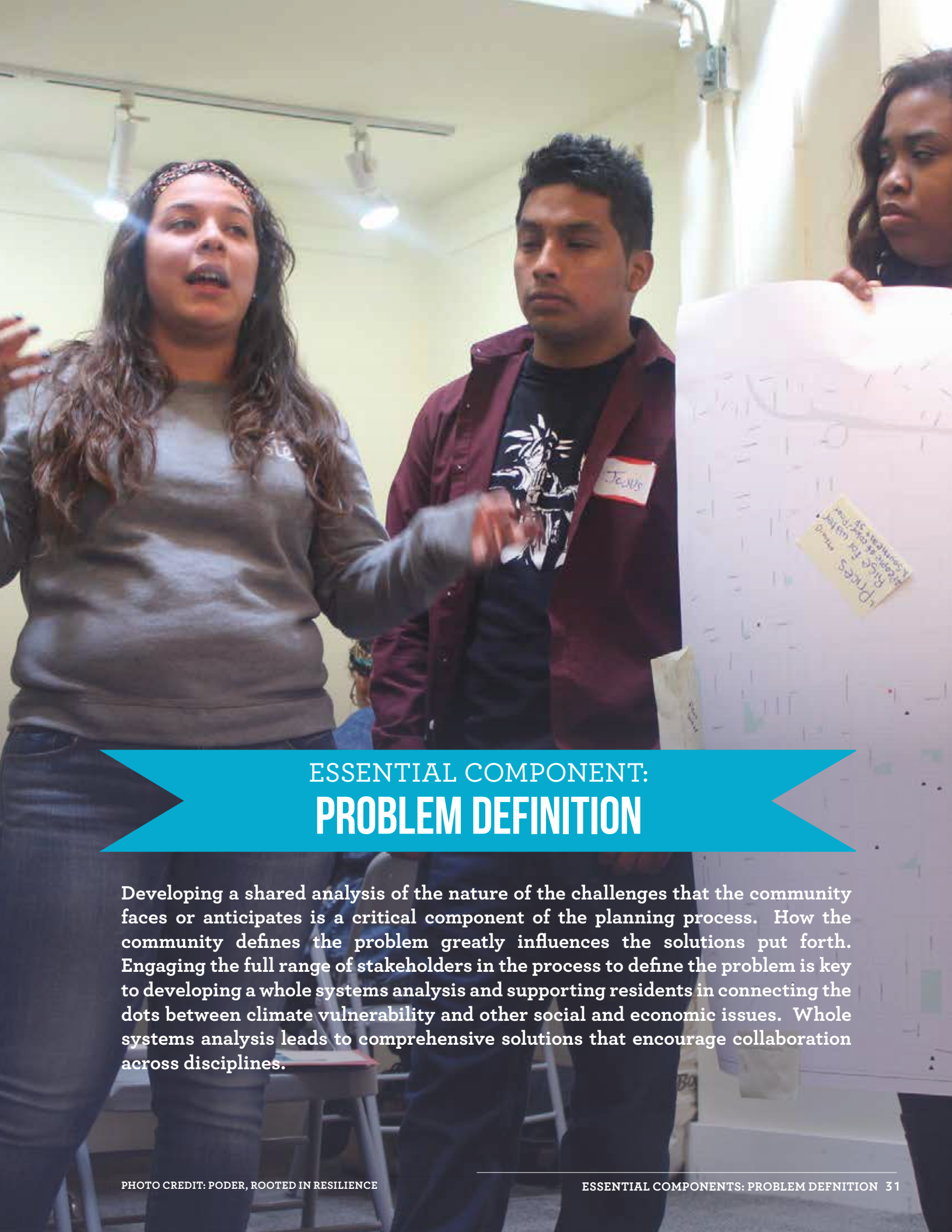
ESSENTIAL COMPONENT:
PROBLEM DEFINITION

Developing a shared analysis of the nature of the challenges that the community faces or anticipates is a critical component of the planning process. How the community defines the problem greatly influences the solutions put forth. Engaging the full range of stakeholders in the process to define the problem is key to developing a whole systems analysis and supporting residents in connecting the dots between climate vulnerability and other social and economic issues. Whole systems analysis leads to comprehensive solutions that encourage collaboration across disciplines.

IN PRACTICE: **PROBLEM DEFINITION**

OUTCOMES	ACTIVITIES	RESOURCES
Stakeholders understand the root causes of climate vulnerability and structural inequities that result in disproportionate climate impacts.	⭐ Assess local climate vulnerability. ⭐ Cultivate the practice of deep listening. ⭐ Create collaborative spaces to identify structural root causes and key culprits, drawing on analysis by climate justice leaders. ⭐ Identify and analyze dominant narratives that contribute to climate vulnerability. ⭐ Draft and share the coalition's analysis for feedback. ⭐ Create visuals depicting the analysis of root causes and share them widely. ⭐ Come back to these tools periodically to adjust analysis as needed and ensure climate solutions are accompanied by systems change efforts that address root causes of climate vulnerability.	**Community Resilience Toolkit 2.0**, Rooted in Resilience **Community Resilience Fact Sheets**, Pacific Institute **Climate Inequality**, CEED **Twin Cities People's Agreement on Climate Change**, CEED **Movement Generation Curriculum Manual: Ecological Justice: A Call To Action**, Movement Generation **Clearing the Air: Reducing Diesel Pollution in West Oakland**, Pacific Institute, West Oakland Environmental Indicators Project (WOEIP), and Coalition for West Oakland Revitalization (CWOR) **West Oakland Environmental Indicators Project** **Roadmap to Resilience**, Climate Adaptation and Resilience Enhancement Program (CARE)
External communications highlighting community-driven analysis influences public opinion and decision-makers.	⭐ Develop initial media strategy that builds capacity for communities to tell their own stories. ⭐ Publish findings widely to support case for solutions. ⭐ Use media and storytelling to put forth a human-centered, whole systems understanding of climate vulnerability and structural inequities that put communities in danger.	**Community Health Report**, Youth United for Community Action **Community Messaging**, Gulf South Rising **Neighborhood Knowledge for Change: The West Oakland Environmental Indicators Project**, Pacific Institute **Inclusive Approaches Encourage Gentrification Talks, article about intervening on public planning processes**, Sustainable City Network **When You Can't Go Home: The Gulf Coast 10 Years After Katrina**, Center for American Progress **Social Cohesion: The Secret Weapon in the Fight for Equitable Climate Resilience**, Center for American Progress **On Storm Shy of Despair: A Climate-Smart Plan for the Administration to Help Low-Income Communities**, Center for American Progress **Gulf South Rising 2015 Strategy Document**

ESSENTIAL COMPONENT:
PROBLEM DEFINITION

SPOTLIGHT:
GULF SOUTH RISING (TX, LA, FL, MS, AL)

Building Capacity for Integrated Issue Analysis

The Gulf coast is ground zero for extreme energy extraction and the climate disasters that result. From Katrina, to the BP oil disaster, to the recent unprecedented flooding in Southern Louisiana, indigenous peoples, historic Black communities, Vietnamese fisherfolk, new immigrant communities, and low-income communities of all ethnicities across the Gulf South are at the intersection of climate catastrophe, economic inequality, and political disenfranchisement. In response to persistent devastation The Gulf Coast Center for Law & Policy anchored a multi-racial, multi-issue initiative around a shared investigation of the root causes of ecological disasters and the disproportionate impacts on marginalized communities in the Gulf South. Climate-based disasters have illuminated for many in southern states along the Gulf coast just how connected they are, and

sparked **Gulf South Rising**, a coordinated regional movement in Texas, Louisiana, Mississippi, Alabama, and Florida that proclaims, "The seas are rising… AND SO ARE WE!"

Gulf South Rising recognizes the climate crisis as a multiplier of already-existing realities like poverty and structural racism. Therefore, they have taken an intersectional approach to movement building. Seeking to mobilize community power in a region where racialized repression is commonplace, Gulf South Rising builds a big tent where everyone impacted by climate disasters can come together to build community and generate solutions together.

Community organizations, civic groups, and faith-based organizations across the region have used inclusive, bottom-up organizing to unite residents of coastal areas, communities living near fossil fuel extraction sites, and marginalized communities that have long been impacted by extractive systems. Together, they generate solutions to the intersecting issues of economic inequality, political disenfranchisement, and ecological devastation. The participants in the Gulf South Rising initiative are working to gain federal recognition and sovereignty for the United Houma Nation, build local economies that create climate jobs within African-American communities, and protect the way of life for Vietnamese fisherfolk.

Springing from the work of Gulf South Rising, members are developing worker-owned cooperatives such as **Sustainable H$_2$O**, a social impact business that employs Black men to provide filtered water at local festivals and events in New Orleans, a city with a 52% Black unemployment rate. To secure community-controlled capital for enterprises like this, Gulf South Rising is housing a fund of disaster relief dollars managed and controlled by community members directly affected by the climate crisis in the Gulf. Using a democratic participation process called People's Movement Assemblies, leaders cultivated through the Gulf South Rising initiative are bringing people together to vision and plan for a Just Transition, linking economy and ecology for whole systems solutions that meet real community needs.

PHOTO CREDIT: GULF SOUTH RISING

The Seas Are Rising And So Are We! #GulfSouthRising

The Seas Are Rising And So Are We

> *We didn't set out to do intersectional work...the disasters that hit this region called for an intersectional approach. What I learned from Katrina is if you do housing rights, without working on labor rights, without working on disaster preparedness, without working on health, you can't actually achieve long term goals of any one 'lane.'*
>
> — *Colette Pichon Battle, Gulf South Rising*

ESSENTIAL COMPONENT:
ASSESSING COMMUNITY VULNERABILITY & ASSETS

Community-Driven Resilience Planning involves participatory processes to engage neighbors in assessing their climate vulnerability and resiliency assets. Although most formal planning processes include a community assessment phase, community-driven processes engage in an on-going assessment of the conditions necessary for adoption and implementation of the plan and related community-derived climate solutions. Investments in community capacity to assess climate vulnerability and resilience assets is a significant and essential contribution to the climate preparedness and adaptation fields that would otherwise rely heavily on data disconnected from the lived experiences of impacted communities, and thus not wholly accurate.

IN PRACTICE: ASSESSING COMMUNITY VULNERABILITY & ASSETS

OUTCOMES	ACTIVITIES	RESOURCES
Community assets and threats identified by residents inform solution development.	★ Conduct resident-driven resilience assessments. ★ Engage in participatory action research. ★ Research the history of inequity and unsustainable development practices in the community, city, or region. ★ Research and explore the natural diversity, ecological systems and threats of the region.	**Community Resilience Toolkit 2.0**, Rooted in Resilience **ReImagine Planning: Case Study of Richmond, CA**, Race, Poverty & the Environment **Environmental Justice Mapping**, CEED
Community Assessment activities serve to increase resident engagement in community-driven climate resilience planning and solutions implementation.	★ As resident leaders and community-based institutions carry out assessments, focus on relationship building with neighbors, schools, service-providers, faith-based groups, and other potential participants in the evolving resiliency strategy. ★ Invite assessment participants to ongoing forums, workshops, and advocacy opportunities related to the effort.	**Map Your Future Project**, Rooted in Resilience
Community Assessment identifies capacity-building needs and strategies to build a local network of expertise. financing models.	★ Assess local expertise and infrastructure for developing and implementing innovations in democratic participation, sustainable economic development, community-driven financing, and localization of food and energy systems, as well as other place-based resiliency needs. ★ Map and network local experts. ★ Invest in building local capacity to develop and implement solutions.	**Equity-Center Capacity Building**, a school culture/systems change lens that can be applied to Climate Resilience efforts
Clear assessment of the conditions necessary for implementation of the plan informs policy and systems change strategy, as well as the development of community-driven financing models.	★ Assess current structures for democratic participation among residents in public planning processes. ★ Assess current available financing mechanisms for local solutions. ★ Conduct power mapping to understand on-going power-building necessary to influence decision-makers. ★ Develop indicators and benchmarks to measure progress towards cultivating the conditions for implementation.	**Resources for Land Access**, Community-Based Economic Development, & Affordable Housing **Equity-Center Capacity Building**, a school culture/systems change lens that can be applied to Climate Resilience efforts

SPOTLIGHT:
PODER - PEOPLE ORGANIZING TO DEMAND ENVIRONMENTAL & ECONOMIC RIGHTS (SF, CA)
ROOTED IN RESILIENCE (BAY AREA, CA)

Youth-led Community Assessment for Just Transition Planning

In the San Francisco Bay Area, where the technology industry is booming, rapidly growing economic and social inequities are displacing and marginalizing working class residents and communities of color. As of 2015, San Francisco has the highest rents in the US overall, and between January 2014 and January 2015, across the Bay from San Francisco, the City of Oakland had the second fastest rising rents in the country. Community instability is further exacerbated by the impacts of the ecological/climate crisis, such as rising food costs caused by drought, and preventable diseases caused by poverty, pollution, rising temperatures, and limited access to affordable, healthy food. Young people of color in the Bay Area are among the hardest hit by this confluence of economic, environmental, and racial disparities, bracketed by a statewide trend of educational divestment, and a war on drugs that targets communities of color, feeding the massive prison system in California.

Therefore, young people of color have a vital role to play in advancing a climate justice and resilience vision in which communities grow their capacity to meet essential needs, while addressing the root causes of the crisis. The **Map Your Future Toolkit** created by **Rooted in Resilience** is designed to support

youth organizers in conducting community-driven assessments of climate vulnerabilities and community strengths and assets. Envisioning long-term climate solutions based on community-derived data, young people reimagine how resources and land can be managed differently for everyone to live a healthy and dignified life. Using community surveys, paper maps and simple GIS applications to map resilience assets in their own communities, youth organizers identify and propose potential job opportunities that could be created from public investments, and the policy changes needed to ramp up neighborhood resiliency. Ultimately, the community-based research and recommendations garnered can be used for more effective and trust-based collaborations between community groups, planners, and policy makers. Rooted in Resilience recognizes that these recommendations, unless taken up and advocated by community-based organizations like PODER, who have organized with residents to build community power, are unlikely to result in tangible change.

People Organizing to Demand Environmental and Economic Rights (**PODER**) is the only Latinx base-building, environmental justice organization in San Francisco. PODER implemented the Map Your Future toolkit with youth leaders as part of their PUEBLOTE campaign. The Campaign is designed to reclaim neighborhood assets, like parks and other public lands, to meet the needs of low-income residents of San Francisco's Excelsior and Mission districts. In collaboration with the San Francisco Public Utilities Commission (SFPUC), PODER created a new community farm on SFPUC-owned land, demonstrating SFPUC's commitment to implementing environmental justice and land-use policies adopted in 2013. As part of PODER's **Urban Campesinx** program, they converted a five acre area adjacent to Crocker Amazon Park into a thriving food-producing farm. The Farm provides space for community members to come together and grow their own food and medicine. Additionally, in order to steward the farm collectively, the Urban Campesinx young adult participants have created their own governance structure.

As a part of the community assessment and subsequent farm development process, young people at PODER created a community survey, going door to door in the neighborhood to ask community members about their priorities, concerns, and ideas for building resilience. Community mapping conducted through the Map Your Future Project built on the knowledge that Urban Campesinx had about the park's importance as a

PLANNING
INTO
ACTION

Guiding Principle

community resilience asset. At the end, they created a comprehensive map of existing community assets and key climate related vulnerabilities paired with options for solutions. Importantly, these clearly articulated resilience strategies were informed and led by young people and residents. Some of the key policy recommendations that resulted from this process included: support community organizing and people powered planning, prioritize the use of public lands to meet the needs of the communities most in need in San Francisco, ensure all people have access to healthy organic food systems, develop projects that create a closed loop economy and local jobs, and secure enough affordable housing is built to house all the families in need and those being displaced.

When residents lead their own community vulnerability and asset assessments, it increases resident capacity to participate in climate resilience planning and implementation, and lays the groundwork for culturally relevant solution sets that meet real community needs and advance community visions.

In addition to the Map Your Future Tool, Rooted in Resilience has created a suite of tools that help communities to assess, develop and articulate resilience priorities unique to their local conditions. Cornerstone to this is the Community Resilience Toolkit 2.0, a collection of online tools being used in 38 states and 23 countries that help communities understand and define action steps to address local impacts of the climate and energy crisis in their region.

VISION MANIFEST

Systems Change

New Infrastructure

Government Agencies

VISION

Capital Investors

Businesses

Community Organizations

Community-Driven Climate Resilience Planning

ESSENTIAL COMPONENT:
SOLUTIONS DEVELOPMENT

Two essential climate resilience strategies form the core of solutions development in community-drive resilience planning processes: (1) **transforming existing systems**, and (2) **building a new climate resilience civic and economic infrastructure**. These strategies are in dynamic tension with each other. Policy and systems change work, while necessary, takes time and can be fraught with limitations to community-driven solutions. Meanwhile, to sustain the momentum of community engagement and to ensure clear pathways for participation, stakeholders can create new collaborative economic activities and civic participation structures, as well as pilot projects showcasing community-derived solutions that meet community needs in the near term. When carried out strategically, these new activities and pilot projects can help build public buy-in and resident participation in complementary policy agendas that support scaling of successful solutions implemented in the near term.

Advancing comprehensive solutions requires multi-stakeholder tables committed to a shared set of priorities informed by community planning. When community-driven planning processes are most effective they engage capital investors, local businesses, and government agencies as partners in advancing the solutions community members have defined.

IN PRACTICE: SOLUTIONS DEVELOPMENT

OUTCOMES	ACTIVITIES	RESOURCES
Comprehensive solutions are developed and adopted by multi-stakeholder coalitions that support a strategic transition to economic, social, and ecological resiliency.	⭐ Research Just Transition frameworks and approaches to inform the development of an integrative and forward-thinking solutions strategy. ⭐ Curate creative multi-disciplinary spaces for solutions development. ⭐ Design and implement collaborative youth leadership fellowships dedicated to research and development of climate resiliency solutions.decision-makers. ⭐ Engage in integrated climate voter engagement.	**People Powered Solutions for Neighborhood Jobs and Local Economy**, PODER **Common Roots Youth Organizing Project**, PODER, CPA **The People's Movement Assembly Organizing Toolkit**, The People's Movement Assembly **Movement Generation Curriculum Manual: Ecological Justice: A Call To Action**, Movement Generation **Land, Wealth and Community Control: A Community/University Co-Learning Session on Race and Community Economies**, article **There Are No Urban Design Courses on Race and Justice, So We Made Our Own Syllabus**, Sustainable City Network **Just Transition Zine**, Movement Generation **Clearing the Air: Reducing Diesel Pollution in West Oakland**, Pacific Institute, West Oakland Environmental Indicators Project (WOEIP), and Coalition for West
Solutions are: strategic, meet real community needs, activate community assets, scalable, democratic, support systems change goals, work to achieve balance with regional ecological systems, and help to achieve equity.	⭐ Identify and refine a set of principles and strategic questions to assess proposed solutions against community-derived criteria that are informed by an understanding of terms, such as equity, asset-based, scalable, participatory, and ecologically regenerative mean at the local and regional levels. ⭐ Base-building organizations and resident leaders host solutions development and assessment salons engaging multiple stakeholders in critical dialogue and evaluation. ⭐ Research triple bottom line solutions and approaches coming out of similar cities. Engage stakeholders in workshops to assess and tweak solutions to meet local conditions.	**Energy Democracy, A Boston Case Study**, Center for Social Inclusion **Racial Equity: New Cornerstone of Transit-Oriented Development**, ReImagine! Race, Poverty and the Environmental **Enlace Campaign: Linking People**, Place & Practices to Build a Solidarity Economy, PODER **Community-Scale Solutions**, Center for Social Inclusion
Pilot projects deliver near-term results and showcase viability of solutions to build public support and influence decision-makers.	⭐ Work with CBOs and practitioners from relevant sectors to implement pilot projects. ⭐ Engage multiple stakeholders in participatory assessments of pilot projects and publicize results. ⭐ Invite decision-makers to special events showcasing pilot projects. ⭐ Partner with local media outlets and/or engage independent media strategy to tell the story of pilot projects and their impact.	**Richmond Greenway** **Occupy the Farm** **EcoDistricts** **Green Development Zone**, PUSH Buffalo

IN PRACTICE: **SOLUTIONS DEVELOPMENT**

OUTCOMES	ACTIVITIES	RESOURCES
Comprehensive policy agenda and strategy is effectively driven by community-based institutions.	⭐ Identify leverage points for policy and systems change necessary for community-driven resilience. ⭐ Develop near-term and long-term policy and systems change goals. ⭐ Identify opportunities for small wins that build momentum towards full adoption of the plan (e.g. getting resilience-based community benefits agreements adopted into development plans) throughout the planning and implementation process. ⭐ Research relevant policy wins in similar communities. ⭐ Participate in climate resilience leadership exchanges and cross-site learning opportunities. ⭐ Engage a wide range of stakeholders in policy advocacy.	Oakland Climate Action Coalition, Structure and History ReImagine Planning: Case Study of Richmond, CA, Race, Poverty & the Environment
Decision-makers understand that solutions go beyond new policies and initiatives to include shifts in public practices that address equity and increase community voice.	⭐ Organize resident-driven forums highlighting the benefits of community-driven solutions to decision-makers and inviting them to be champions. ⭐ Engage systems leaders in equity training.	ReImagine Planning: Case Study of Richmond, CA, Race, Poverty & the Environment Governing for Racial Equity, Race Forward
Solutions development includes strategies for creating the conditions for successful implementation (e.g., community-driven financing models, an organized base, and local network of expertise).	⭐ Research and develop community-driven financing models that complement local assets. ⭐ Work with credit unions and other local finance institutions to generate potential financing solutions.	Local Green Banks, such as the Montgomery County Green Bank GSR Community-Controlled Fund, Gulf South Rising Cooperation Richmond

ESSENTIAL COMPONENT:
SOLUTIONS DEVELOPMENT

SPOTLIGHT:
PUSH BUFFALO - PEOPLE UNITED FOR SUSTAINABLE HOUSING (BUFFALO, NY)

Multi-Stakeholder Partnerships for Comprehensive Community Solutions

When PUSH Buffalo was founded in 2005, Buffalo's West Side was struggling with neglect and exploitation resulting in rampant blight, high energy costs, limited opportunities for employment, and multiple environmental threats to residents. In 2006, there were an estimated 23,000 vacant housing units in Buffalo and thousands of houses were being demolished by the City. Focusing on community strengths and assets, PUSH addressed the neighborhood's priority issues through community organizing for resident power. Residents launched a bold campaign targeting a New York State housing agency that was using its control of vacant houses and lots in Buffalo to speculate on Wall Street. Residents not only won a decisive victory that resulted in millions of dollars for the state's neighborhoods, they laid the groundwork for a new local economy in Buffalo's Westside.

Resident leadership, power, and capacity-building was key to building resident-driven resiliency solutions that address the root causes of poverty and blight. Multi-stakeholder partnerships further strengthened these efforts. For example, PUSH trained residents to rehabilitate vacant houses. In doing so, they engaged under-employed residents, youth, renters, homeowners, business owners/contractors, and public agencies in delivering multiple benefits to the community: jobs, workforce development, energy efficiency, and community-driven neighborhood revitalization.

PUSH used a Community Congress model of community-driven neighborhood planning to ensure solutions were driven by the the visions, needs, and priorities of residents. PUSH, and a range of partners, grew these efforts into a 25-square block Green Development Zone that links green infrastructure, affordable housing, local food systems, and energy efficiency to build lasting community resilience.

A truly comprehensive community resiliency solution, the Green Development Zone (GDZ) advances three goals: Green and Affordable Housing, Vacant Land Use, and Quality Jobs.

- Green and affordable housing is implemented through the **Buffalo Neighborhood Stabilization Company (BNSC)**, PUSH's housing arm. They work with various state and federal agencies to acquire funding to manage quality and affordable housing properties for residents that also incorporate green building techniques to keep their homes energy efficient and their utility bills low. These housing projects engage occupants through tenant councils, eventually developing tenant leaders who "know what they need where they live."

WHOLE SYSTEMS THINKING
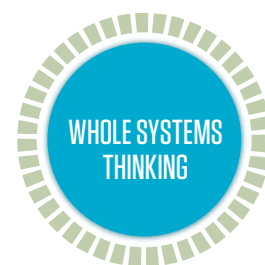
Guiding Principle

- Coordinating investments in green infrastructure and revitalization of vacant lots, residents make use of existing neighborhood resources to increase food security, cultivate food justice, minimize flooding (which has resulted in toxic runoff), implement community-controlled energy infrastructure projects, and increase green space for families to enjoy. Through partnership between PUSH, **Buffalo Niagara Riverkeeper** and the Massachusetts Avenue Project, the community has transformed multiple vacant lots into state-of-the-art rain gardens, small urban farms, and aquaponics greenhouses.

- On the jobs side, because of PUSH's many construction projects in the Green Development Zone, they have been able to cultivate a growing **network of local contractors** who are committed to hiring locally for retrofits and construction projects. They have also created local jobs through the **Green Jobs - Green New York** program in partnership with the **Center for Working Families**, hiring and training local people in weatherization and housing rehabilitation.

What does it take to build the kind of multi-stakeholder partnerships necessary for the success of such an integrated set of climate resilience solutions like the Green Development Zone? The critical element is centering the leadership and capacity of residents. This means creating the infrastructure for meaningful community dialogue, participation, and capacity-building. When the experiences of residents are the foundation for a solution set, the solutions that follow will not be artificially siloed - they will be as interconnected as the web of interlocking problems impacted communities face. PUSH engages residents both as the builders of new community infrastructure, and as the advocates for the necessary policy and systems change needed to scale new community infrastructure. Moving this work requires deep investments in relationship-building, with a focus on identifying clear roles and uncovering win-win opportunities for a range of stakeholders.

DESIRED OUTCOMES REFLECTED AT EVERY STEP

Guiding Principle
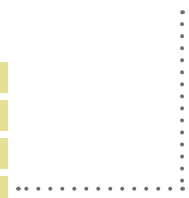
INTERVENTIONS TO KEEP PUBLIC PLANNING PROCESSES "ON TRACK"

Community-based organizations and community-driven coalitions for effective climate solutions can play a key role in ensuring that public planning processes stay on track to Climate Resilience. Public planning process can be thrown off track by uneven power dynamics that limit the influence of impacted communities, by lack of internalization of equity as a fundamental and essential practice of climate resilience, and by limitations in infrastructure and capacity to facilitate community participation and leadership in climate resilience solutions.

Public planning processes are most successful when community-based groups and leaders have the opportunity to influence them consistently and with fidelity throughout the process, especially in the key areas of:

a) Pre-planning decisions around principles and protocols for community engagement throughout the process;
b) Advancement of place-based resilience indicators that guide public planning;
c) Administrative regulations that uphold community needs; and
d) Resource allocation in alignment with the community vision.

Community-based institutions can collaborate with local government to create tools that support the public and private sectors in effectively integrating the principles and practices of climate resilience into development efforts. Tools alone are however, not enough. Authentic partnerships, deep collaboration, communication across stakeholders, and investments in shared learning are what make the effective application of tools possible.

IN PRACTICE: INTERVENTIONS TO KEEP PUBLIC PLANNING PROCESSES "ON TRACK"

OUTCOMES	ACTIVITIES	RESOURCES
Community-based institutions and leaders influence how public planning processes take place to ensure meaningful participation by residents of vulnerable and impacted communities.	⭐ Document lessons learned during community-driven planning process with regards to most responsive and effective equity practices for ensuring resident participation and power. ⭐ Translate lessons learned into a set of principles and protocols for public officials to create the conditions for adequate community engagement and decision-making during public processes. ⭐ Advocate for adoption of community participation principles and protocols. ⭐ Establish multi-stakeholder working groups and/or committees to promote and monitor accountability, and to implement equity goals where community leaders have seats and decision-making power.	**Green Zones for Economic and Environmental Sustainability**, CEJA **Green Zones, "an innovative policy to transform toxic hotspots into sustainable healthy neighborhoods,"** CEED **Twin Cities Environmental Justice Mapping Tool**, CEED **Inclusive Approaches Encourage Gentrification Talks**, article about intervening on public planning processes, Sustainable City Network **Resilient Oakland: It Takes a Town - 10 Key Findings**
Tools in place to ensure core principles and practices developed during planning process persist into the public planning processes and implementation phases.	⭐ Develop checklists designed specifically for city planners and local decision-makers to support them in upholding the visions, values and solutions developed by leaders and organizations of vulnerable and impacted communities. ⭐ Develop a set of recommendations to ensure that RFPs are written to meet the needs of vulnerable communities.	**Center for Earth Energy and Democracy** **Racial Equity Evaluation (Intervening on Fakequity)**, Equity Matters and United Sustainability Directors Network (USDN)
Tools developed during community-driven planning process facilitate implementation of community-derived solutions.	⭐ For each aspect of the community-derived resilience plan, identify the supports needed by city planners, local funders, financing institutions, and relevant contractors and developers to carry out climate resilience solutions in ways that meet the needs of impacted and vulnerable communities, such as data collection and use to support equity needs, conflict mediation, and community engagement. ⭐ Work with allies in each sector to draft tools that support them to carry out their work in alignment with community-derived solutions, in the language that best speaks to them.	**Center for Earth Energy and Democracy** **Whole Measures**, A Program Center for Whole Communities, this is focused on indicators for measuring success, and tools like this could be adapted and utilized as guiding metrics for tracking meaningful community participation in planning processes.

ESSENTIAL COMPONENT:
INTERVENTIONS TO KEEP PUBLIC PLANNING PROCESSES "ON TRACK"

SPOTLIGHT:
CENTER FOR EARTH, ENERGY AND DEMOCRACY - CEED (MINNEAPOLIS, MN)

Designing Equitable and Culturally Relevant Planning Processes

Environmental justice groups in Minneapolis, Minnesota organized for nine months from 2011-2012, to ensure equity and inclusion in the City's process to develop a Climate Action Plan. The population of Minneapolis is nearly 50% people of color (including African-American, Indigenous, Latino, Asian, and Immigrant communities) who experience significant disparities in environmental impacts.[1] For example, after years of historical disenfranchisement from land use planning and decision-making, the disparity between two neighborhoods geographically less than two miles apart reveals issues of income and racial segregation. One neighborhood, with a median income of $30,000 and a population that is 71% people of color, includes 556 acres within a one mile radius is dedicated to industrial land use. In sharp contrast, an adjacent neighborhood that is 90% white and does not directly bear the impacts of industrial pollution, benefits from the close proximity of healthy food and green space.[2]

[1] Center for Earth Energy & Democracy. (n.d.) Bringing Green Zones to Minneapolis. Retrieved from **http://ceed.org/bringing-green-zones-to-minneapolis/**

[2] Center for Earth Energy & Democracy. (2015, December 7). A Tale of Two Neighborhoods. Retrieved from **http://ceed.org/a-tale-of-two-neighborhoods/**

Building community capacity to close equity gaps like these while cultivating economic and environmental justice is what drives the work of The Center for Earth Energy and Democracy (CEED), a research, education, and action organization in the Twin Cities.

CEED played a leading role in asserting community voice and leadership into the Minneapolis Climate Action Plan (MCAP) -- a plan that outlines emissions reduction goals in three areas: Building and Energy, Transportation and Land Use, and Waste and Recycling. CEED and its partners carried out a number of interventions within this process. This resulted in the establishment of an Environmental Justice Working Group to keep the development and implementation of the plan on track to achieve equity goals critical to the climate resilience of disproportionately impacted communities.

To this end, CEED has promoted the use of a community-based data tool called the Twin Cities Environmental Justice Mapping Tool that layers a range of data points such as air quality, proximity to highways, land use, energy vulnerability, race, and income. The tool lends hard data to the experiences of impacted communities, increasing community

capacity to assert data-driven resilience goals into public planning processes. Building on compelling community-derived data, the Environmental Justice working group called for reporting that includes "equity indicators to measure whether the Plan's strategies, financial investments, emission and energy burden reductions are being experienced across neighborhoods, income classes, and races equitably in the City." [3]

As a result of on-going advocacy to ensure the environmental justice needs of communities are met in the implementation of the MCAP, the Twin Cities committed to a Green Zones Initiative. The Initiative is a place-based strategy to transform areas overburdened by pollution into healthy, thriving neighborhoods. Essentially, it creates a city designation for neighborhoods, or clusters of neighborhoods, that face the cumulative impacts of environmental, social, political and economic vulnerability and targets them for new green infrastructure. To measure these factors, a community Green Zones Health Impact Assessments (HIA) is being developed. While the HIA has limited resources, the goal is to develop a community-driven process for

[3] EJ Working Group. (2013). Environmental Justice Working Group Minneapolis Climate Action Plan and City Coorespondence (p. 1 - 70). Retrieved from **http://www.minneapolismn.gov/www/groups/public/@citycoordinator/documents/webcontent/wcms1p-109371.pdf**

PHOTO CREDIT: CEED

> *We hold formal planning processes accountable to community organizations...building capacity and a knowledge-base among community based organizations to be able to navigate and influence public process.*

identifying key policies and recommendations for City investments. In February 2016, the Minneapolis City Council created a Green Zones Workgroup comprised of city staff, community residents, and business owners to support the Initiative and track progress. Throughout the Green Zone Initiative's planning and implementation process, grassroots groups participating in the workgroup must grapple with the incongruous pace of progress at the City and community levels. In particular, communities call for a much more rapid and responsive approach by public officials.

Grassroots groups are also finding that they must play a leading role in monitoring all levels of the Green Zones – such as how the City engages with community; how data and information is collected and used; how equity is defined and monitored; processes for mediating conflicting goals between community residents and City officials. The continued need to monitor and institutionalize accountability is a longer-term effort. However, it is one that is necessary to ensure equity-based initiatives maintain integrity and are rooted in the actual realities, needs and interests of impacted communities. Through continued advocacy, community-derived data, and participatory research, CEED plans to continue to work to ensure that community-driven planning processes influence City processes, and in this way, keep them on track towards long-term climate resilience.

Multi-Stakeholder Collaboration

Political Power Building

VISION

Intersectional Campaigns

POWER

PLANNING

Solutions Development

Community-based Financing

Story-based Strategy

GRAPHIC 4.1
Regional Resilience Hubs

IV. REGIONAL RESILIENCE TEAMS

More than anything, Community-Driven Climate Resilience planning is an opportunity for deep collaboration among a range of stakeholders committed to people and place. There are few, if any, single organizations with the capacity to carry out all the components of the planning process and yet they are all essential to climate resilience outcomes. Forming regional teams of actors who can play discreet, yet synergistic roles helps to ensure communities have the capacity to develop, advance, and manage long-term climate resilience solutions. Graphic 4.1 illustrates some of the capacities that regional resilience teams can coordinate to advance climate resilience outcomes with community leadership at the center.

V. EMERGING OPPORTUNITIES

As the field of community-driven climate resilience planning continues to develop, there are several key areas of opportunity that will support scaling of climate solutions and make resilience a reality for vulnerable and impacted communities.

1. COMMUNICATING A CLIMATE RESILIENCE NARRATIVE TO BUILD MOMENTUM FOR CHANGE

There is a powerful meta-story emerging from communities throughout the country that are engaging residents in building the vision, plans, power, and resources to survive and thrive through the impacts of climate change, while aligning economy and ecology. Advancing this story and increasing capacity for communities to articulate their own narratives is at the heart of the structural and cultural shifts needed to achieve climate resilience.

- ✦ How do we **reorient identity to broader geographic narratives**?

- ✦ How can we effectively **shift dominant narratives of competition, profit, and disconnection to regeneration, interconnection, and justice**?

- ✦ How do we better **tell the stories of success** that help us shift our internal narratives?

- ✦ How can we more effectively **tell people-centered stories that connect the dots** between the intersecting issues that play out in real lives?

- ✦ How can we better **resource the capacity of communities** to tell their own stories?

2. BUILDING A NEW ECONOMY AND COMMUNITY-BASED FINANCING

We have the opportunity now to develop place-based economic models that work with the ecology that sustains us, as we build community assets that can sustain climate solutions. Without new forms of capital dedicated to community wealth building, community capacity to implement climate solutions is extremely limited. Community resilience practitioners and proponents of "new" economic models are actively exploring these questions.

- ⭐ How do we create a new economy that **builds community assets and supports long-term sustainability**?

- ⭐ How can we **help meet each other's needs**?

- ⭐ How are we defining "resources" and how do we **collectively re-envision "wealth"**?

- ⭐ How do we ensure that the revitalization of our communities **meets the needs of low-income community members and people of color** instead of displacing them?

- ⭐ What does a **multi-prong financing model that can fund climate resilience at scale** look like? What is needed to develop this model?

- ⭐ As we seek to scale climate solutions, how do we ensure that our efforts are grounded in and **driven by real community needs and interests** as per the "form follows function" sustainability principle?

PHOTO CREDIT: UPROSE

3. DEEPENING DEMOCRACY AND IMPROVING GOVERNANCE

As communities organize for climate resilience, we can work together to address needs for improved governance. Current governance structures and practices in the public sphere are technocratic and not designed to facilitate community voices with a significant role in decision-making.

⭐ How can our resilience planning efforts **advance shared governance at the regional level**?

⭐ What are the nuts and bolts of getting policy passed and how do we **incorporate policy best practices into the planning process**?

4. ACTIVATING ECOLOGICAL AND CULTURAL WISDOM

As communities organize for climate resilience, we can work together to address needs for improved governance. Current governance structures and practices in the public sphere are technocratic and not designed to facilitate community voices with a significant role in decision-making.

- ⭐ What role can **culture, ancestral wisdom, and traditional ecological knowledge** play in strengthening resilience?

- ⭐ How do we **adapt our connection to who we are and where we are from** to modern times?

APPENDIX

PLACE-BASED COMMUNITY-DRIVEN CLIMATE RESILIENCE PRACTITIONERS

As part of the process of creating this framework, Movement Strategy Center hosted strategic conversations among place-based practitioners from the following organizations currently engaged in defining the field of Community-Driven Climate Resilience Planning:

- Asian Pacific Environmental Network (APEN): **apen4ej.org**
- California Environmental Justice Alliance (CEJA): **caleja.org**
- Center for Earth Energy and Democracy (CEED): **ceed.org**
- Climate Justice Alliance / Our Power Campaign: **ourpowercampaign.org**
- Communities for a Better Environment (CBE): **cbecal.org**
- Gulf Coast Center for Law & Policy: **gcclp.org**
- Gulf South Rising: **gulfsouthrising.org**
- Movement Generation: **movementgeneration.org**
- NAACP Environmental and Climate Justice Program: **naacp.org/programs/ entry/climate-justice**
- People United for Sustainable Housing (PUSH Buffalo): **pushbuffalo.org**
- People Organizing to Demand Environmental & Economic Rights (PODER): **podersf.org**
- Rooted in Resilience: **rootedinresilience.org**
- UPROSE: **www.uprose.org**
- WE ACT for Environmental Justice: **weact.org**

ADDITIONAL IMAGE CREDITS