COMMUNITY-DRIVEN CLIMATE RESILIENCE PLANNING:

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

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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.
## INTRODUCTION

The concept of Community-Driven Resilience Planning (CDRP) involves shifts in governance to support lasting solutions. CDRP focuses on defining the field of community-driven resilience planning and presenting critical questions addressed within this framework.

## GUIDING PRINCIPLES

- Who are the systems thinking?
- Desired outcomes reflected at every step?
- Planning processes as learning processes?
- Planning into action?
- Balancing power dynamics among stakeholders?

## ESSENTIAL COMPONENTS OF COMMUNITY-DRIVEN RESILIENCE PLANNING

1. Co-Development of Planning Model
   - **SPOTLIGHT** WE ACT for Environmental Justice (NY, NY) - Designing Equitable and Cultural Relevant Planning Processes

2. Power Building
   - **SPOTLIGHT** Our Power Richmond (Richmond, CA) - Deepening Democracy Through Community Power Building

3. Visioning
   - **SPOTLIGHT** UPROSE (Brooklyn, NY) - Uniting Around Bodys of Vision

4. Problem Definition
   - **SPOTLIGHT** Gulf South Resilience (TX, LA, FL, MS, AL) - Building Capacity for Integrated Issue Analysis

5. Assessing Community Vulnerability and Assets
   - **SPOTLIGHT** PODER (SF, CA) and Rooted in Resilience (Bay Area, CA) - Youth-ed Community Assessment for Just Transition Processes

6. Solutions Development
   - **SPOTLIGHT** PUSH Buffalo (Buffalo, NY) - Multistakeholder Partnerships for Comprehensive Community Solutions

## REGIONAL RESILIENCE TEAMS

- **EMERGING OPPORTUNITIES**
  - Communicating a Community Resilience Narrative to Build Momentum for Change
  - Building a New Economy and Community-Based Financing
  - Deepening Democracy and Improving Governance
  - Activating Ecological and Cultural Wisdom
We believe that community-driven planning processes will create stronger community 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. How to withstand climate change and the mutations effect it has on social and economic equity. Communities must be viewed as assets and as key actors both preparedness and long-term resilience. Community-driven planning processes increase the flow of critical data from communities to decision-makers. Where expertise is needed to prioritize solutions. Lessons earned from climate-related extreme weather events like Superstorm Sandy on the Atlantic coast, highlighted how community leadership and neighbor-to-neighbor connections are needed to affected residents. Community-driven climate resilience planning connects leadership and directly connects neighbors to one another in dynamic social networks. Ensuring that vulnerable and impacted communities at the heart of societal efforts to build a future where climate change and extreme weather events are paramount. When those who are most vulnerable are at the heart of society’s efforts to build a resilient future, planning takes a step toward a future in which ecosystems can be protected from the unpredictability of climate change. Respiring the need for new forms of cross-sector collaboration with community voices and leadership at the center.

I. INTRODUCTION

We consider this a “living framework” as the framework will be refined and expanded as the field evolves. This framework has been developed by community-based organizations from across the country to strengthen the field of climate planning and climate adaptation through culturally relevant, democratic processes that meaningfully engage vulnerable and impacted communities. Lessons from extreme weather events, economic and environmental displacement worsens costs of essential resources are disproportionately impacting lower-income communities. Moreover, they each signal the need for new forms of cross-sector collaboration with community voices and leadership at the center.

When the primary audience for this framework are community-based organizations seeking to understand and implement climate solutions, we hope it will be useful to anthropologists, institutions that are developing funding strategies to tackle the climate change crisis, as well as to public sector officials charged with protecting our communities from the unpredictability of climate change. Each of these stakeholders has a role to play in preparing communities for the impacts of climate change with grassroots organizations offering leadership. The management of impacted communities is a role that is currently underused and underresourced.

I advocate for deepening democratic practices at the national and regional level.

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.
WHAT IS COMMUNITY-DRIVEN CLIMATE RESILIENCE PLANNING?

As the impacts of climate disruption are increasing, U.S. cities and local governments are beginning to engage in community resilience planning. Community-Driven Climate Resilience Planning complements public sector planning efforts to address the common challenges they face and the complex solutions most relevant to their unique assets and threats.

Graphically titled “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 community 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 experiences.**

3. **The capacity to build community voice and power to get those community 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 the chance of being implemented thus three capacities are required to set community resilience in motion.
INTRODUCTION

The climate crisis is unfolding in ways which the problems they face are intertwined and thus reveal 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 on local food and energy systems and advance democratizing community 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, 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 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 the own community so that those who serve us better the more they however so not to we as a place, the more effective those solutions we prepare. We need to work through increasing impacts of climate change on U.S. cities. This requires the development of community-based plans that enable residents to act and participate in solving community resilience. The center of whole systems approaches to both assess and address the complex challenges of climate disruption is human capacity to govern for the whole.

Communities have engaged residents for so long that essential public-private sector relationships are more complex and invest in the development of community resilience.

This framework outlines the principles, practices, and roles that community-based organizations play actively building residents to advance climate resilience and the outcomes that conventional governance structures often fail to achieve. When communities 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.

SHIFTS IN GOVERNANCE TO SUPPORT LASTING SOLUTIONS

1. Improved infrastructure for community participation and decision-making
2. Authentic and equitable partnerships between local government and community-based organizations that bring expert 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
5. Increased communication, coordination and collaboration across governmental agencies for effect and disaster preparedness and for implementation of policy and systems changes needed to achieve climate resilience

Our assertion is that valuing the work of community-based organizations is a crucial step for local governments and improving governance structures to meet the increasing needs of urban centers. When communities value the work of community-based organizations, they form authentic partnerships to advance so that meet the actual needs of the communities they both serve.
**EFFECTIVE**

Solutions developed and driven by the people most impacted by the problems are more responsive and have better success in achieving the stated outcomes. Community-driven climate resilience planning supports public processes for developing solutions that are grounded in the experiences of people really need building expertise at the local level and human power necessary to implement them. Community-driven processes work to build the conditions for resilience even before the plans have been implemented.

**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 communities. Collaborative structures such as partnerships and alliances are vital to community-driven planning processes because they increase human capacity to implement solutions.

**PLACE-BASED**

The causes and consequences of climate change are global, while the most valuable solutions for addressing them are local and region-specific. Effective climate resilience planning processes are those that are rooted in the culture and ecology of the area they are working in, taking into account the unique challenges of the region and the history of marginalized communities. By contributing to the well-being of communities that have been historically ignored, community planning models can help integrate cultural practices and values throughout the planning process. A stakeholder-led effort to ensure that residents are involved in decisions and the necessary policies and systems change efforts to achieve equity.

**EQUITABLE**

In both content and process, community-driven climate resilience planning processes actively address the inequities that contribute to vulnerability. Community-based Organizational (CBO) support to identify and address barriers to part c pat on so that vulnerable and impacted residents have a voice in the planning process. A stakeholder-led effort to ensure that residents are involved in decisions and the necessary policies and systems change efforts to achieve equity.

**LIFE-AFFIRMING**

Community-driven processes breathe life into the work of preparing communities for change and serve as an antidote to bureaucratic processes that can hinder development. They use the cultural and historical traumas that are present in communities and that have been consistently ignored by conventional planning models. By integrating cultural practices and values throughout the process, planning can reconnect with people and places that are 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 a way that fosters stakeholder partnerships that can more effectively carry out implementation.
DEFINING THE FIELD OF COMMUNITY-DRIVEN PLANNING

Local and state organizations and community leaders throughout the US are paving the path for community-driven planning. In early 2015, the Movement Strategy Center (MSC) hosted strategy conversations among place-based practitioners who are defining the field. The questions raised and key opportunities are catalyzed by the cohort drove the development of this framework as a means for gathering current and emerging best practices, sharing resources, and fostering 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?
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.
Guiding Principle #1
WHOLE SYSTEMS THINKING

Building collective responses for a host of 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 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 processes will deliver on decreasing vulnerability, and increasing long-term community viability. Local resource practitioners recognize that strategies are already integrated into impacted communities, and effective resource planning processes build on these strategies and community assets. In fact, processes grounded in community assets can amplify resource strategies and pay and embody desirable 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 on a steep learning curve when it comes to understanding and adapting to the confluence of climate disruptions with economic inequality, poverty, and inadequate democratic structures. Community-driven, resident-empowerment planning provides 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 mutual 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 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.
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

<table>
<thead>
<tr>
<th>OUTCOMES</th>
<th>ACTIVITIES</th>
<th>RESOURCES</th>
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<tbody>
<tr>
<td>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.</td>
<td>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.</td>
<td>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 Racial Equity Evaluation Tool and Guide to Equitable, Community-Driven Climate Preparedness Planning, a parallel tool for local government audience, Urban Sustainability Directors Network</td>
</tr>
<tr>
<td>Planning approach produces a plan and organizes a community around implementation.</td>
<td>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.</td>
<td>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</td>
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<tr>
<td>Planning model complements and engages existing change efforts.</td>
<td>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.</td>
<td>Asian Pacific Environmental Network (APEN) Cause 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)</td>
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## IN PRACTICE: CO-DEVELOPMENT OF PLANNING MODEL

### OUTCOMES

Residents are engaged in strategically defining resilience.

### ACTIVITIES

- 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.

### RESOURCES

- 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

### OUTCOMES

Planning model is both engaging and life affirming.

### ACTIVITIES

- 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.

### RESOURCES

- 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, 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 partake meaningfully in environmental health and climate change planning processes. With an ultimate goal of protecting NYC’s most vulnerable communities from climate-related impacts, WE ACT’s community-driven climate action planning process resulted in the Northern Manhattan Climate Action Plan (NMCA). The plan promotes environmental policies and concrete solutions that address socioeconomic inequity in Northern Manhattan. Borne out of six months of community forums throughout Northern Manhattan.
the NMCA is a product of the collective knowledge of residents and a dedicated stakeholder group with a vested interest in their own capacity to survive and thrive through the impacts of climate disruption. Act on community knowledge to respond to emergency because as New York residents can attest when crises hit survival can depend on the coordinated actions of ones neighbors.

The Northern Manhattan Climate Action Planning process included a series of “serious games” where community members posed potential climate-related crises through collaborative dialogue. Part of this process included developing a set of tools to observe and respond to these crises to the power goes out, how we respond? What systems need to be in place for emergency preparedness? Conversations focused on the environmental impacts of climate change in the near and long term. Who will be most affected by climate-related events? What do residents of the community need to know when designing with equity and resilience?

By framing the strategies through an environmental justice lens, the project teams and partners produced a plan with four fundamental principles representing a cross-sector intersection between climate change and environmental justice. A community-based vision for a sustainable New York energy democracy that prioritizes emergency preparedness and social equity. The plan for community hubs and mutual hubs represent a cross-sector intersection between climate change and environmental justice at which communities take greater control over essential resources and the decisions making process related to these resources. For example, solutions that the community has identified n the plan include forming cooperatives that can leverage local economic resources by creating community-managed communication systems that provide peer-to-peer contact with networks as opposed to top-down or “broadcast” systems that are currently in place.
Because the planning process was so a community organizing and anance-building process, the Northern Manhattan C tire Action Pan’s not ust a plan -- t’s an integrated set of community-driven residency projects. WEAC 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. Members are building energy projects, educating their neighbors on climate impacts and residency strategies, and carrying out local sustainable agriculture projects to increase food security. While implementation is not yet fully funded and much work remains, WEAC’s community-driven planning process has set forth a clear path towards comprehensive climate resilience in Northern Manhattan. And most importantly, it has actuated and connected residents as leaders of the climate solutions in their own neighborhoods.
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.
## IN PRACTICE: POWER BUILDING

### OUTCOMES

Cross-sector coalitions cultivate the power necessary to influence public policy at local, regional and statewide levels.

### ACTIVITIES

- 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.

### RESOURCES

- **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 (CEJJA)
  - The Kentucky Sustainable Energy Alliance (KySEA)
  - New York Energy Democracy Alliance

### RESOURCES

- **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 (CEJJA)
- **Building a Regional Voice for Environmental Justice**, Communities for a Better Environment (CBE)
- **Principles of the Green Development Zone**, People United for Sustainable Housing (PUH 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

### RESOURCES

- **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.**
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| 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 strengthens 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 |
SPOTLIGHT:
OUR POWER RICHMOND (RICHMOND, CA)

Deepening Democracy Through Community Power Building

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 and processes going in every direction. Many processing tanks make the facility a significant environmental threat, emitting thousands of pounds of toxic chemicals into the air and water, causing toxic emissions that put Richmond's predominantly low-income communities at risk. Yet the face of poverty and pollution in Richmond residents are on the front lines -- organizing to create a clean, democratic and equitable economy.

Running a clean economy, Richmond then works with businesses and community power to counterbalance the power of coal developers and fossil fuel corporations.
Because communities have been left out of decision-making processes that impact them, Richmond engaged in community power building strategies to ensure the future of Richmond be decided by the families there. First and foremost, they formed mutual-stakeholder coalitions with base-building groups at the center of the movement. The groups formed APEN (Asians and Pacific Environmental Network), CBE (Community Based Environmental) and others. These organizations worked together to form an alliance that advocated for the rights of residents to art and culture and advocated for them. They conducted the 2012 Genera P an.

Pushing against the status quo, a more democrat process required residents to be more active and engaged. They organized community forums and raised awareness about the need for decision-makers to recognize the strength of residents. The community organizing efforts were successful in winning the power to make decisions in Richmond.

PHOTO CREDIT: LORENZ ANGELO
WINNING POLITICAL POWER, ESPECIALLY IN THIS POLITICAL MOMENT, IS CRITICAL FOR COMMUNITIES AT THE INTERSECTION OF POVERTY AND POLLUTION

—APEN Executive Director, Miya Yoshitani

closer to democratization of community needs and interests. And in 2014, despite millions of dollars invested into the extent by Chevron, residents voted in favor of candidates that aligned more with community values and renewable energy. In addition to protecting public health and building the Our Power campaign’s work to build community control and governance over essential resources such as food and water and energy.

Richmond Our Power partners with Cooperation Richmond, a local cooperative incubator and loan fund designed to help low-income residents create their own cooperative businesses. Cooperation Richmond’s goal is to mobilize capital into community-owned and democratically governed projects that meet community needs, create meaningful jobs, and address the climate crisis. Our Power Richmond also hosts an annual “Our Power” festival, bringing together residents, small businesses, and the public sector to celebrate and envision what different modes of energy management and control can look like on a community level. By going deep and working to build community power, the campaign has been able to root the storyline of a who’s systems approach to community 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

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.
## IN PRACTICE: VISIONING

<table>
<thead>
<tr>
<th>OUTCOMES</th>
<th>ACTIVITIES</th>
<th>RESOURCES</th>
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<tbody>
<tr>
<td>Community galvanized around a future that stakeholders want to build together.</td>
<td>Engage intergenerational and cross-sector stakeholders in multi-media visioning sessions.</td>
<td>Community Planning Fair in East Palo Alto, Youth United for Community Action (YUCA)</td>
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<td></td>
<td>Examine dominant narratives of “success” and “progress” and work together to redefine community success and advancement.</td>
<td>Leading with Vision &amp; Purpose Practice Guide, Movement Strategy Center</td>
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<td></td>
<td>Put forth visions in community-based venues through murals, art installations, video, etc. to inspire participation and support.</td>
<td>Roadmaps to Resilience, Communities for a Better Environment (CBE)</td>
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<tr>
<td>Visions of a resilient and thriving future help to clarify shared values and local definitions of resiliency.</td>
<td>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.</td>
<td>Map Your Future Project, Rooted in Resilience (formerly Bay Localize)</td>
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<td></td>
<td>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.</td>
<td>Imagine a Regenerative City, World Future Council</td>
</tr>
<tr>
<td>Community-derived visions of place-based resiliency drive organizing, advocacy and public decision-making.</td>
<td>Partner with local officials to host art installations reflecting resident visions of climate resiliency in public spaces.</td>
<td>Gulf South Rising 2015 Strategy Document, (Shifting from regional Narrative of resilience to resistance*)</td>
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<td></td>
<td>Implement local media strategies to highlight the community’s vision for climate resilience.</td>
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<td></td>
<td>Create opportunities throughout planning to revisit the vision to ensure that efforts are in alignment and continue to inspire stakeholders.</td>
<td>Equity in Climate Adaptation Planning: Resilience Indicators, NAACP</td>
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<td></td>
<td>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.</td>
<td>Green Zones for Economic and Environmental Sustainability, CEJA</td>
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<tr>
<td></td>
<td>Advocate for community-derived metrics and indicators to be adopted into municipal climate resiliency plans.</td>
<td>Green Zones Initiative: Transforming Toxic Hot Spots into Thriving Communities, CEJA</td>
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<tr>
<td></td>
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<td>Whole Measures, Center for Whole Communities</td>
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</table>
When Superstorm Sandy ripped through the eastern seaboard in 2012, the neighborhood of Sunset Park in Brooklyn was hit hard. High winds toppled power trees, flooding damaged small businesses and washed toxic chemicals off the waterfront into residential areas. But as the people of Sunset Park worked together to rebuild the area and neighboring communities, a hopeful possibility emerged. What if Sunset Park rebuilding ways that made the local economy more resilient and equitable—while mitigating the impact of climate change?

That’s the vision of UPROSE, a grassroots environmental justice group that took root in Sunset Park 50 years ago. Having experienced the intensity of climate disruptions first hand, Sunset Park residents understand the critical connection between climate change and environmental justice.
THESE COMMUNITY VISIONS AND ORGANIZING STRATEGIES COME OUT OF PLANNING AND ENGAGEMENT DATING BACK OVER TEN YEARS WITH THE COMMUNITY.

— Elizabeth Yeampierre, UPROSE

Community resilience to the health of the families and the future of the neighborhood is fact prior to the Superstorm they were a ready revalidated organizing for environmental justice as the neighborhood is affected by three fossil fuel peak plant in the aftermath of Superstorm Sandy residents turned to UPROSE for a community organizing effort to adapt to the changing community prepare for the next storm and put the neighborhood on a block-by-block building path to sustainability adapt on and response.

Through investments in community capacity UPROSE has developed a community-driven vision to address the impacts of the community crisis work together as a community to build a oca economy rooted in environmental justice and equity n Sunset Park. Home to the largest significant Mar tine Area (SM A) in New York the neighborhood we sustained to green industry. A s -sust n ng oca economy with we -pad obs n c mate adaptat on and mt gat on w a ow Sunset Park to remain a thriving industry work ng c ass com munity ndustr res deve op a ong the waterfront can promote renewable energy storm water management green spaces carbon neutral construct on and other forms of res building infrastructure where creating the kind of obs essent a to combat ng gentrificat on. As deve operators p an to
bu d hote s trend y reca t and upsc a e re cr a tio n dest na tio ns on the waterfront the community must organize to prevent mass ve d spacement a s gnificant threat to c mate res ence n Sunset Park

One of the investments that have been key to Sunset Park’s success for c mate res ence and the community capac ty to carry t out was the anch of he Sunset Park C mate Just ce Center in response to Superstorm Sandy. Here stakeholders create mp ement and manage grassroots-ed c mate adaptat on and res ence strat egies h s deep y democrat c and part c patey center makes t pos sible for community members to come together regularly over food exchange resources and information and break down barriers to collaborate. For UPROSE, v s on ng s not an s ated occurrence. Commu nity v s ons do not s t on she ves or s m p y make for prett y w a s through on go ng community le adership the bo d v s on they have deve oped serves as a un fy ng frame that br ng y le aders parents bu s ness owners un ons c e ng re gion coa t ions green infrastructure spec a sts and c ty re p resentat ves together for affor da e access b e pro ects that strengthen the soca fab c of the ne ghborhood.

V s on ng s part of a commun ty organ z ng strategy that seeks to ba ance the un even power dynam cs that threaten the c mate res ence of commun ties ke Sunset Park. UPROSE arms residents with the too s they need to assess and use prop osa s n the r ne ghborhood and advocate for dec s ons that match the r v s on for c mate ust ce and commun ty res ence. B ock capta ns on every eock are charged with gather ng input from the community and educat ng res e dents on c ty p an ng frameworks and prop osa s through mut -stakehor der part nership s they conduct part c patory act on research pro ects to assess res e dents exposure to harm ful tox ns res u ng from storms ke Sandy invest n commun ty so ar pro ects and carry out bus ness innova ons for res ence and commun ty health through who e systems approaches ke th s the bo d commun ty v s ons that UPROSE fac tates amp fy commun ty vo ces cu t ve health and res e nt power and increase commun ty contro over oca resources—a of wh ch are essent a to on g-term c mate ust ce and commun ty res ence.
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.
### OUTCOMES

Stakeholders understand the root causes of climate vulnerability and structural inequities that result in disproportionate climate impacts.

### ACTIVITIES

- 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.

- 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.

### RESOURCES

- 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
- 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), Communities for a Better Environment

- 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 Sky of Despair: A Climate-Smart Plan for the Administration to Help Low-Income Communities, Center for American Progress
- Gulf South Rising 2015 Strategy Document
The Gulf Coast is ground zero for extreme energy extract on and the devastating disasters that result. From Katrina to the BP oil spill to the recent unprecedented flooding in Southern Louisiana and indigenous peoples' historic communities, Vietnamese fishermen and migrant communities and working communities of all ethnicities across the Gulf South are at the intersect on of catastrophic economic inequality and lost opportunity. In response to persistent devastation, the Gulf Coast Center for Law & Policy anchored a multi-racial, multi-issue network around a shared investment in the root causes of economic disasters and the disproportionate impacts on marginalized communities in the Gulf South. Community-based disasters have united for many southern states along the Gulf coast, how connected they are and...
Gulf South Rising recognizes the crossing as a multiplicity of a ready-existing reality where poverty and structural racism are prevalent. They have taken an intersectional approach to movement building, seeking to mobilize community power and create a region where racism is repressed. Gulf South Rising builds a big tent where everyone impacted by the intersection of issues can come together to build community and generate solutions together.

Community organizations, CVC groups, and faith-based organizations across the region have used a bottom-up organizing to unite residents of coastal areas, communities heavily impacted by extractive industries, and marginalized communities that have experienced economic and ecological devastation. The Gulf South Rising network is working to develop worker-owned cooperatives and secure community control of enterprises like the Gulf South Rising's housing fund disaster relief, managed and controled by community members directly affected by the intersection of issues. Gulf Rising's democracy, with the Gulf South Rising network at its heart, is bringing people together to envision and plan for a Just transition to a renewable economy and ecological system that meets real community needs.
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

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<th>Outcomes</th>
<th>Activities</th>
<th>Resources</th>
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<tbody>
<tr>
<td>Community assets and threats identified by residents inform solution development.</td>
<td>🟢 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.</td>
<td>Community Resilience Toolkit 2.0, Rooted in Resilience ReImagine Planning: Case Study of Richmond, CA, Race, Poverty &amp; the Environment Environmental Justice Mapping, CEED</td>
</tr>
<tr>
<td>Community Assessment activities serve to increase resident engagement in community-driven climate resilience planning and solutions implementation.</td>
<td>🟢 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.</td>
<td>Map Your Future Project, Rooted in Resilience</td>
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<tr>
<td>Community Assessment identifies capacity-building needs and strategies to build a local network of expertise, financing models.</td>
<td>🟢 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.</td>
<td>Equity-Center Capacity Building, a school culture/systems change lens that can be applied to Climate Resilience efforts</td>
</tr>
<tr>
<td>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.</td>
<td>🟢 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.</td>
<td>Resources for Land Access, Community-Based Economic Development, &amp; Affordable Housing Equity-Center Capacity Building, a school culture/systems change lens that can be applied to Climate Resilience efforts</td>
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</tbody>
</table>
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 economies and social inequities are displacing and marginalizing working class residents and communities. 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 stability is further exacerbated by the impacts of the economy/crises such as rising food costs caused by drought and preventable diseases caused by poverty, pollution, and limited access to affordable healthy food. Young people of color in the Bay Area are among the hardest hit by the confluence of economic, environmental, and racial crises bracketed by a state-wide trend of educational underinvestment and a war on drugs that targets communities of color and feeds the mass incarceration system. In California, a

Therefore young people of color have a vital role to play in advancing a more just and sustainable future. The Map Your Future Toolkit created by Rooted in Resilience is designed to support...
youth organizers conduct community-driven assessments of current vulnerabilities and community strengths and assets using long-term community solutions based on community-driven data. Young people reframe how resources and can be managed differently for everyone to live a healthy and dignified life. Using community surveys, paper maps, and smartphone apps, community residents map their resources and assets in their own communities. Youth organizers identify and propose potential 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 policymakers. Rooted in a recognition that these recommendations are taken up and advocated by community-based organizations, PODER who have organized with residents to build community power are unique in their tangible change.

People Organizing to Demand Environmental and Economic Rights (PODER) is the only Latinx base-building and environmental justice organization in San Francisco. PODER implemented the Map Your Future tool with youth leaders as part of the PUEBLO-EC campaign. The campaign designed to reconnect 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 (SFPU), PODER created a new community farm on SFPU-owned land and demonstrated SFPU's commitment to implementing environmental justice and food systems. As part of PODER's Urban Campesinxs 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. Add to this an order to steward the farm co-creation by the Urban Campesinxs and 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 Campesinxs had about the park's importance as a
community resilience asset. At the end, they created a comprehensive map of existing community assets and key metrics related to vulnerabilities paired with options for solutions. Importantly, these easily artculated 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 peer-powered planning. The use of public lands to meet the needs of the community, most needs in San Francisco ensure a healthy organic food system, develop projects that create a closed-loop economy, and secure enough affordable housing for the families that need and those being displaced.

When residents lead their own community vulnerability and asset assessments, it increases resident capacity to partake in community resilience planning and implementation and lays the groundwork for culturally relevant solutions 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.
Two essential climate resilience strategies form the core of solutions development in community-driven 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.
OUTCOMES

Comprehensive solutions are developed and adopted by multi-stakeholder coalitions that support a strategic transition to economic, social, and ecological resiliency.

ACTIVITIES

- 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.

RESOURCES

- 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
- 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 Oakland Revitalization (CWOR)

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, Reimagined Race, Poverty, and the Environmental
- Enlace Campaign: Linking People, Place & Practices to Build a Solidarity Economy, PODER
- Community-Scale Solutions, Center for Social Inclusion
- Solidarity Rising in Massachusetts, Solidarity Economy Initiative

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
### OUTCOMES

- Comprehensive policy agenda and strategy is effectively driven by community-based institutions.

### ACTIVITIES

- **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.**

- **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.**

- **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.**

### RESOURCES

- **Oakland Climate Action Coalition,** Structure and History
- **ReImagine Planning: Case Study of Richmond, CA,** Race, Poverty & the Environment
- **Research for Racial Equity,** Race Forward
- **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 exposure to rampant blight. High energy costs threatened opportunity and multiple environmental threats to renters. 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 tax control of vacant houses and invested 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 added the groundwork for a new, green economy in Buffalo's West Side.
Resident leadership 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 resident leaders to rehabilitate vacant houses and so they engaged under-employed resident youth, renters, homeowners, businesses, owners/contractors, and public agencies in developing 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 voices 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 on 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 works with various state and federal agencies to acquire funding to manage quality and affordable housing properties for residents that incorporate green building techniques to keep their homes energy efficient and reduce utility bills. These housing projects engage occupants through tenant councils, eventually de-owning tenant leaders who “know what they need where they live.”

PHOTO CREDIT: PUSH BUFFALO
Coordination of green investments and revitalization of vacant lots. Residents make use of existing neighborhood resources to increase food security through food use on and stormwater management. Energy infrastructure projects and increase green space for families to enjoy through partnerships between PUSH Buffalo Niagara Riverkeeper and the Massachusetts Avenue Project, the community has transformed multiple vacant lots into state-of-the-art rain gardens, urban farms, and aquaponics greenhouses.

On the one hand, because of PUSH’s many contributions to the Green Deve project, they have been able to cultivate a growing network of local contractors who are committed to hiring people for retrofits and construction projects. They have also created a shared vision through the Green Jobs – Green New York program in partnership with the Center for Working Families. This is training over 1,000 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 community solutions? How can we transform our community’s energy infrastructure for meaningful community engagement and protection of public health?

Guiding Principle: When the experiences of residents are the foundation for solutions, the outcomes that follow will be effective and interconnected as the web of interconnected problems impacts communities. PUSH engages residents both as the builders of new community infrastructure and as advocates for the necessary policy and systems change needed to solve new community infrastructure. Moving through work requires deep investments in real estate for commercial buildings with a focus on enhancing energy efficiency and uncovering new opportunities to a range of stakeholders.
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**

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"**

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<tr>
<th>OUTCOMES</th>
<th>ACTIVITIES</th>
<th>RESOURCES</th>
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<tr>
<td>Community-based institutions and leaders influence how public planning processes take place to ensure meaningful participation by residents of vulnerable and impacted communities.</td>
<td>✗ Document lessons learned during community-driven planning process with regards to most responsive and effective equity practices for ensuring resident participation and power.</td>
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<td>✗ 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.</td>
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<td>✗ Advocate for adoption of community participation principles and protocols.</td>
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<td>✗ 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.</td>
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<td>Tools in place to ensure core principles and practices developed during planning process persist into the public planning processes and implementation phases.</td>
<td>✗ 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.</td>
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<td>✗ Develop a set of recommendations to ensure that RFPs are written to meet the needs of vulnerable communities.</td>
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<td>Tools developed during community-driven planning process facilitate implementation of community-derived solutions.</td>
<td>✗ 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.</td>
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<td>✗ 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.</td>
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<td><strong>Green Zones for Economic and Environmental Sustainability</strong>, CEJA&lt;br&gt;<strong>Green Zones, &quot;an innovative policy to transform toxic hotspots into sustainable healthy neighborhoods,&quot;</strong> CEED&lt;br&gt;<strong>Twin Cities Environmental Justice Mapping Tool</strong>, CEED&lt;br&gt;<strong>Inclusive Approaches Encourage Gentrification Talks</strong>, article about intervening on public planning processes, Sustainable City Network&lt;br&gt;<strong>Resilient Oakland: It Takes a Town - 10 Key Findings</strong>&lt;br&gt;<strong>Center for Earth Energy and Democracy</strong>&lt;br&gt;<strong>Racial Equity Evaluation: Intervening on Fakequity</strong>, Equity Matters and United Sustainability Directors Network (USDN)&lt;br&gt;<strong>Center for Earth Energy and Democracy</strong>&lt;br&gt;<strong>Whole Measures</strong>, 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.</td>
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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 non-use of the city's process to develop a Climate Action Plan. The population of Minneapolis near 50% people of color. (Including African-American and indigenous Latino.) As an immigrant community who experience significant disparities in environmental impacts. For example, after years of historical disenfranchisement from and exclusion from 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 with a one-mile radius dedicated to industrial and uses. Sharp contrast: an adjacent neighborhood that is 90% white and does not directly bear the impacts of industry. A plot on benefits from the close proximity of healthy food and green space.

Building community capacity to close equity gaps was the work of the Center for Earth Energy and Democracy (CEED), a research, education, and action organization.

CEED played an essential role in advocating for community voice and leadership into the Minneapolis Cate Agreement on Plan (MCAP)—a plan that outlines essential reductons on goas in three areas. Bu dng Energy Transportation and Land Use and Waste and Recycling, CEED and its partners carried out a number of interventions that 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.

Guiding Principle

The Environmental Justice Mappng tool allows them to analyze a range of data points such as quality proximity to highways and use energy vulnerable race and income. They too ends hard data to the experiencers of impacted communities increasing communty capacity to assert data-driven resource goals.

As a result of ongoing advocacy to ensure the environmental needs of communities are met in the implementation of the MCAP, the Environmental Justice Working Group committed to a Green Zones initiative, a space-based strategy to transform areas overburdened by pollution into healthy thriving neighborhoods. Essay on creating a strategy for neighborhoods or clusters of neighborhoods that face the cumulative impacts of environmental socia po tica and economic vulnerability and targets them for new green infrastructure.


PHOTO CREDIT: CEED

50 INTERVENTIONS TO KEEP THE PUBLIC PLANNING PROCESS "ON TRACK" SPOTLIGHT: 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.
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's a powerful meta story emerging from communities throughout the country that are engaging residents in building visions, plans, power, and resources to survive and thrive through the impacts of climate change, where a growing economy and ecology. Advancing this story and increasing capacity for communities to articulate their own narratives 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 new economic models that work with the economy that sustains us, as we build community assets that can sustain solutions. Without new forms of capital dedicated to building community capacity to implement solutions, extreme and 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?
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 significant decisions 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?
As communities organize for co-metabolism, 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: gulsouthrising.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: uprose.org
- WE ACT for Environmental Justice: weact.org