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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Printed in the U.S.A. | May 2017

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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

1 **I - INTRODUCTION**

2 What s Commun ty-Dr ven C mate Res ence P ann ng?

3 Sh fts n Governance to Support Last ng So ut ons

5 Character st cs of Commun ty-Dr ven C mate Res ence P ann ng

6 Def n ng the F e d of Commun ty-Dr ven Res ence P ann ng

6 Cr t ca Quest ons Addressed n th s Framework

7 **II - GUIDING PRINCIPLES**

8 Who e Systems Th nk ng

9 Des red Outcomes Ref ected at Every Step

10 P ann ng Processes as Learn ng Processes

11 P ann ng nto Act on

12 Ba anc ng Power Dynam cs Among Stakeho ders

13 **III - ESSENTIAL COMPONENTS OF COMMUNITY-DRIVEN RESILIENCE PLANNING**

14 **1. Co-Development of Planning Model**

17 SPOTLIGHT WE ACT for Env ronmenta Just ce (NY NY) Des gn ng Equ tab e and Cu tura y Re evant P ann ng Processes

20 **2. Power Building**

23 SPOTLIGHT Our Power R chmond (R chmond CA) Deepen ng Democracy Through Commun ty Power Bu d ng

26 **3. Visioning**

28 SPOTLIGHT UPROSE (Brook yn NY) Un t ng Around Bo d V s on

31 **4. Problem Definition**

33 SPOTLIGHT Gu f South R s ng (TX LA FL MS AL) Bu d ng Capac ty for Integrated Issue Ana ys s

36 **5. Assessing Community Vulnerability and Assets**

38 SPOTLIGHT PODER (SF CA) and Rooted n Res ence (Bay Area CA) Youth- ed Commun ty Assessment for Just Trans t on P ann ng

41 **6. Solutions Development**

44 SPOTLIGHT PUSH Buffa o (Buffa o NY) Mu t -Stakeho der Partnersh ps for Comprehens ve Commun ty So ut ons

47 **7. Interventions to Keep Public Planning Processes "On Track"**

49 SPOTLIGHT Center for Earth Energy and Democracy - CEED (M nneapo s MN) Des gn ng Equ tab e and Cu tura y Re evant P ann ng Processes

52 **IV - REGIONAL RESILIENCE TEAMS**

53 **V - EMERGING OPPORTUNITIES**

54 Commun cat ng a C mate Res ence Narrat ve to Bu d Momentum for Change

55 Bu d ng a New Economy and Commun ty-Based F nanc ng

56 Deepen ng Democracy and Improv ng Governance

57 Act vat ng Eco og ca and Cu tura W sdom

I. INTRODUCTION

We be eve that commun ty-dr ven p ann ng processes w create stronger c mate res ence so ut ons because commun t es most vu nerab e to the effects of c mate change have re evant d rect exper ence and nformat on that s not otherw se access b e to pub c bureaucrac es o w thstand c mate chaos and the mu t p y ng effect t has on soc a and econom c nequ t es commun t es must be v ewed as assets and as key actors n both preparedness and ong-term res ence Commun ty-dr ven p ann ng processes ncrease the flow of cr t ca data from commun t es to dec s on-makers wh e cu t vat ng human capac t es essent a to putt ng so ut ons nto act on Lessons earned from c mate-re ated extreme weather events ke Superstorm Sandy on the At ant c coast h gh ght how cr t ca commun ty eadersh p and ne ghbor-to-ne ghbor connect ons are n gett ng a d to affected res dents Commun ty-dr ven c mate res ence p ann ng bu ds commun ty eadersh p and d rect y connects ne ghbors to one another n dynam c so ut ons-or ented processes h s eve of soc a cohes on c v c part c pat on and u t mate y commun ty stewardsh p are paramount to genu ne c mate res ence When those who are most vu nerab e are at the heart of soc ety s efforts to bu d a res ent future p ann ng tse f becomes a c mate res ence act v ty t s a way for us to move towards a future n wh ch ecosystems human abor and cu tures are ntegrated nto a thr v ng regenerat ve web of fe

he fo ow ng framework 1) advocates **deepening democratic practices** at the oca and reg ona eve s 2) seeks to put forth the **principles and practices** defin ng th s emergent fie d and 3) out nes **resources for community-based institutions** mp ement ng commun ty-dr ven p ann ng processes

We cons der th s a " v ng framework" as th s s a re at ve y new fie d of pract ce and expect that the framework w be refined and expand as the fie d evo ves

h s framework has been deve oped by commun ty-based organ zat ons from across the country to strengthen the fie ds of C ty P ann ng and C mate Adaptat on through cu tura y re evant democrat c processes that mean ngfu y engage vu nerab e and mpacted commun t es n defin ng and bu d ng c mate res ence R s ng sea eve s extreme weather econom c and env ronmenta d sp acement worsen ng a r qua ty and r s ng costs of essent a resources are a c mate mpacts that d sproport onate y mpact ow- ncome commun t es commun t es of co or and mm grant commun t es Moreover they each s gna the need for new forms of cross-sector co aborat on w th commun ty vo ce and eadersh p at the center

Wh e the pr mary aud ence for th s framework are commun ty-based organ zat ons deve op ng advocat ng for and mp ement ng c mate so ut ons we hope t w a so be usefu to ph anthrop c nst tut ons that are deve op ng fund ng strateg es to tack e the c mate change cr s s as we as to pub c sector offic a s charged w th protect ng our c t es from the unpred ctab ty of c mate d srupt on Each of these stakeho ders has a v ta ro e to p ay n prepar ng c t es for the mpacts of c mate cr ses w th grassroots organ zat ons offer ng nd spensab e expert se and capac ty n engag ng the eadersh p of mpacted commun t es—a ro e that s current y underva ued and underresourced

GRAPHIC 1.1
The Engine of Climate Resilience Planning

WHAT IS COMMUNITY-DRIVEN CLIMATE RESILIENCE PLANNING?

As the mpacts of c mate d srupt on are ncreas ng y fe t by U S c t es oca governments are beg nn ng to engage n c mate res ence p ann ng Commun ty-Dr ven C mate Res ence P ann ng comp ements pub c sector p ann ng efforts t s the process by wh ch res dents of vu nerab e and mpacted commun t es define for themse ves the comp ex c mate cha enges they face and the c mate so ut ons most re evant to the r un que assets and threats

Graph c 1 1 " he Eng ne of C mate Res ence P ann ng" out nes three essent a capac t es needed for commun t es to effect ve y address c mate mpacts

1. **The capacity to put forward a vision** of c mate res ence and **assert a set of community priorities** that flows from that v s on
2. **The capacity to assess community vulnerabilities and assets** and deve op (or se ect) appropr ate so ut ons based on a commun ty s un que exper ence
3. **The capacity to build community voice and power** to get those c mate so ut ons resourced and mp emented

When c mate res ence p ann ng processes are conducted w thout commun ty capac ty to v s on and to bu d power they can become empty nvestments s mp y produc ng a p an that s ts on a she f w th tt e chance of be ng mp emented hus a three capac t es are requ red to set c mate res ence nto mot on

SHIFTS IN GOVERNANCE TO SUPPORT LASTING SOLUTIONS

he c mate cr s s s um nat ng the ways n wh ch the prob ems c t es face are nterre ated and thus revea ng how the so ut ons are nterconnected Bu d ng commun ty res ence requ res s gn ficant structura sh fts to address the root causes of c mate change as we as comprehens ve p ace-based nnovat ons that ncrease soc a cohes on oca ze food and energy systems and advance democrat c part c pat on pract ces hrough comprehens ve approaches to c mate res ence so ut ons work n concert to ensure equ ty and the susta nab ty of resources that are essent a to commun ty hea th such as food water energy transportat on and-use hous ng and econom c opportun ty n th s way Commun ty-Dr ven C mate Res ence P ann ng ntegrates strateg es to reduce greenhouse gas em ss ons w th strateg es to prepare vu nerab e commun t es to act ve y part c pate n the deve opment and mp ementat on of nnovat ons that w prepare them to surv ve and thr ve through the ncreas ng mpacts of c mate change n U S c t es Res ence requ res both the pub c and pr vate sectors to make structura sh fts and capac ty nvestments that support who e systems approaches to both assess ng and address ng the comp ex cha enges of c mate d srupt on At the center of who e systems approaches s human capac ty to govern for the who e

Commun ty-dr ven c mate res ence p ann ng s based on a s mp e prem se the more res dents part c pate n the r own commun ty so ut ons the more effect ve those so ut ons w be he rea ty however s not qu te as s mp e Few c t es have the capac ty to effect ve y engage res dents n democrat c dec s on-mak ng processes and n many cases ex st ng part c pat on structures succeed more n a enat ng res dents —part cu ar y those most mpacted by c mate-re ated cr ses —than n act vat ng the r eadersh p Moreover commun t es that are current y and h stor ca y d senfranch sed are most mpacted by fa ures of oca government to commun cate and coord nate across agenc es to prevent and respond to d sasters Effect ve c mate res ence s dependent on fundamenta sh fts n the cu ture of oca governance that support

1. **Improved infrastructure** for commun ty part c pat on n dec s on-mak ng
2. **Authentic and equitable partnerships between local government and community-based organizations** that br ng expert se and capac ty to bu d commun ty eadersh p and fac tate the deve opment and mp ementat on of commun ty-dr ven c mate res ence so ut ons
3. **Increased awareness of structural racism and other systemic issues** contr but ng to d sproport onate c mate mpacts
4. **More comprehensive solution sets that address the root causes** of c mate vu nerab ty and
5. **Increased communication, coordination and collaboration across governmental agencies** for effect ve d saster preparedness and for mp ementat on of po cy and systems changes needed to ach eve c mate res ence

h s framework out nes the pr nc p es pract ces and v ta ro es that commun ty-based organ zat ons p ay n act ve y bu d ng res dent eadersh p to advance c mate res ence so ut ons and n-so-do ng fi cr t ca gaps eft by convent ona governance structures Our assert on s that va u ng the v ta ro e that commun ty-based ust ce organ zat ons p ay n fi ng these gaps s a cruc a step for oca governments n mprov ng governance structures to meet the ncred b e cha enge of the c mate cr s s and the ncreas ng mpact t s hav ng on urban centers When oca governments va ue the work of commun ty-based organ zat ons they form authent c partnersh ps to advance so ut ons that meet the actua needs of the commun t es they both serve

OCEANWAY MIDDLE SCHOOL ON EARTH DAY.
PHOTO: JAZPORT JACKSONVILLE PORT AUTHORITY VIA FLICKR, CC BY 2.0

CHARACTERISTICS OF COMMUNITY-DRIVEN CLIMATE RESILIENCE PLANNING

EFFECTIVE

So ut ons deve oped and dr ven by the peop e most mpacted by the prob em are more respons ve and have better success n ach ev ng the r stated outcomes Commun ty-Dr ven C mate Res ence P ann ng supports pub c processes for deve op ng the so ut ons that peop e rea y need by bu d ng the oca expert se re at onsh ps and human power necessary to mp ement them Commun ty-dr ven processes work to bu d the cond t ons for res ence even before the p ans have been mp emented

PLACE-BASED

he causes and consequences of c mate change are g oba n nature wh e the most v ab e so ut ons for address ng them are oca and reg ona Effect ve c mate res ence p ans are those that are rooted n the cu tura and eco og ca assets of a g ven reg on address the un que cha enges of that reg on and fac tate mean ngfu part c pat on among ts res dents thus contr but ng to an ncreased sense of 'p ace

EQUITABLE

n both content and process Commun ty-Dr ven C mate Res ence P ann ng processes act ve y address the nequ t es that contr bute to vu nerab ty Commun ty-Based Organ zat ons (CBOs) he p to dent fy and address barr ers to part c pat on so that vu nerab e and mpacted res dents have equa vo ce n the p ann ng process A stakeho ders work to ensure that res ency p ans nc ude equ ty nd cators and the necessary po cy and systems change efforts to ach eve equ ty

DEMOCRATIC

Commun ty-dr ven processes support hea thy dec s on-mak ng by bu d ng the capac ty of res dents to part c pate n pub c po cy and p ann ng nurtur ng a cu ture of part c pat on n ne ghborhoods and educat ng dec s on-makers so that they can more effect ve y represent the res ency needs and nterests of the r const tuents and engage commun t es as assets to preparedness and res ence

COLLABORATIVE

C mate res ence requ res us to co aborate n new ways to deve op so ut ons that are grounded n shared va ues and an understand ng of the prob ems mpact ng vu nerab e commun t es Co aborat ve structures such as partnersh ps and a ances are v ta to commun ty-dr ven p ann ng processes because they ncrease human capac ty to mp ement so ut ons

LIFE-AFFIRMING

Commun ty-dr ven processes breathe fe nto the work of prepar ng commun t es for change and serve as an ant dote to bureaucrat c p ann ng processes that can m t res dent part c pat on hey va ue v ng cu tures by acknow edg ng not on y the h stor ca traumas that contr bute to vu nerab ty but a so the cu tura wea th and eco og ca w sdom of commun t es that s cons stent y gnored by convent ona p ann ng mode s By ntegrat ng cu tura y re evant creat ve and embod ed express on throughout the process p ann ng can rek nd e connect on to peop e and p ace wh ch s so v ta to commun ty stewardsh p

INTEGRATIVE

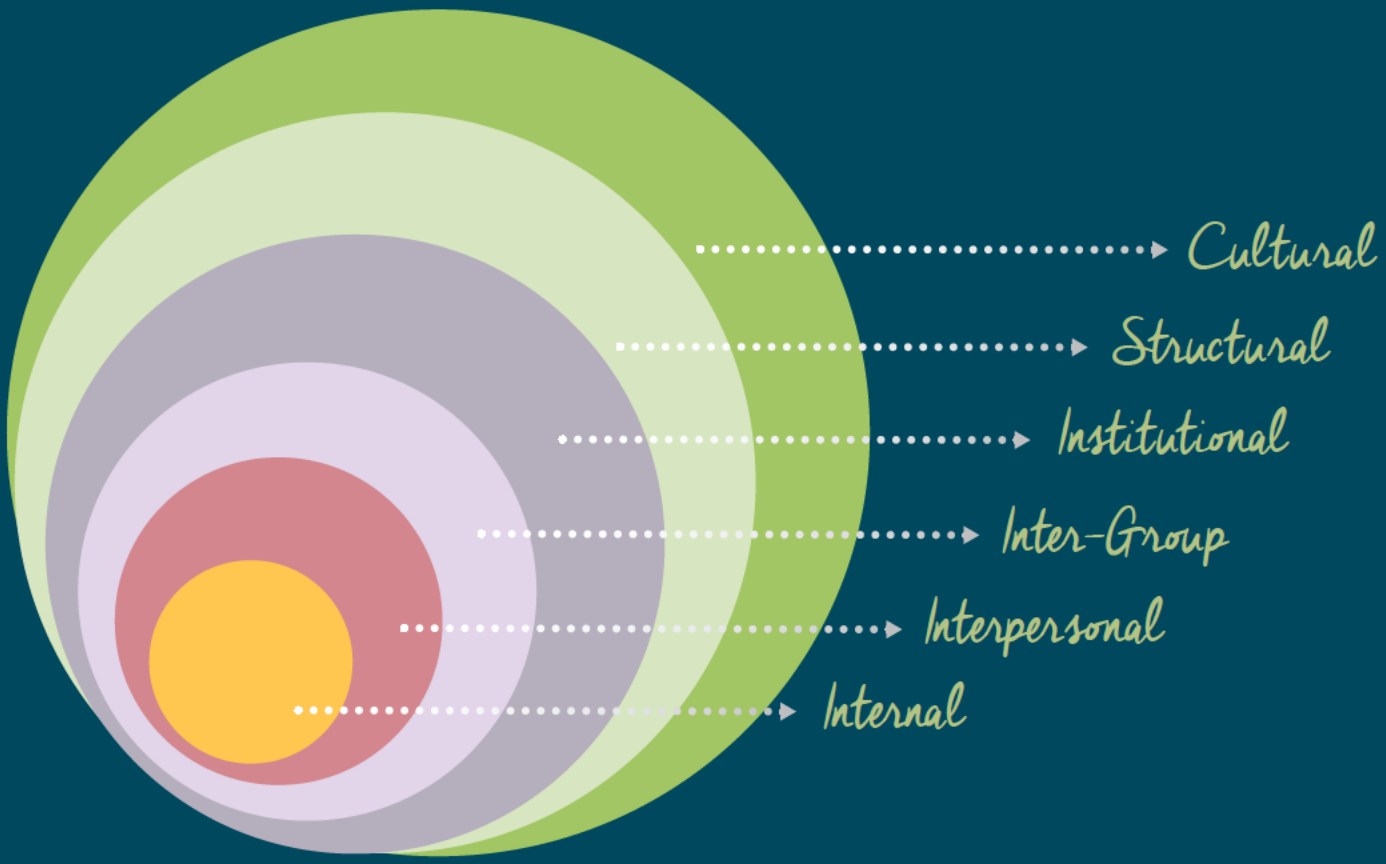
Commun ty-dr ven processes engage mu t p e sectors and d sc p nes n a "who e systems" approach to understand ng prob ems and deve op ng so ut ons n th s way they foster mu t -stakeho der partnersh ps that can more effect ve y carry out mp ementat on

DEFINING THE FIELD OF COMMUNITY-DRIVEN PLANNING

Loca reg ona and state organ zat ons and c mate ust ce eaders throughout the U S are pav ng the path for Commun ty-Dr ven C mate Res ence P ann ng n ear y 2015 Movement Strategy Center (MSC) hosted strateg c conversat ons among p ace-based pract t oners who are defin ng the fie d he quest ons ra sed and key opportun t es art cu ated by the cohort drove the deve opment of th s framework as a means for gather ng current and emerg ng best pract ces shar ng oca resources and too s and dent fy ng opportun t es for advanc ng the fie d

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**?

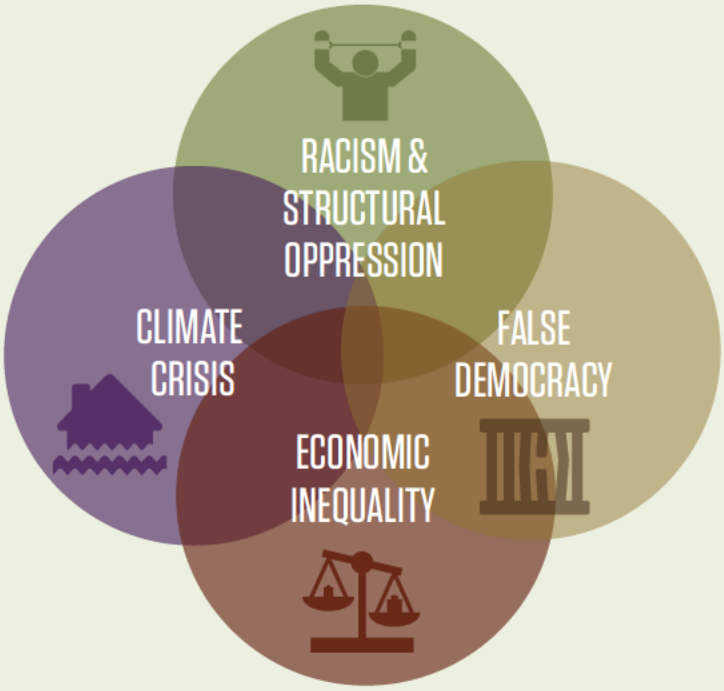


GRAPHIC 1.2
Transformation: Internal to Cultural

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



AND SO ARE THE **SOLUTIONS**

Guiding Principle #1

WHOLE SYSTEMS THINKING

GRAPHIC 1.3
The Problems Are Connected And So Are The Solutions

Bu d ng c mate res ence ca s for a ho st c v ew of the cha enges we face and so ut ons at the ntersect on of peop e, the env ronment and the economy. Systems and eco og ca th nk ng can he p restore and cu t vate ba ance w th n and between human commun t es, and between human commun t es and the rest of the natura wor d.

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.

PHOTO CREDIT: RYAN SIN

Guiding Principle #2

DESIRED OUTCOMES REFLECTED AT EVERY STEP

By ground ng p ann ng processes n the pract ces of equ ty, democracy, hea th and we ness, we ncrease the ke hood that p ans w de ver on decreas ng vu nerab ty, and ncreas ng ong term commun ty v ab ty. Loca res ence pract t oners recogn ze that strateg es a ready ex st n mpacted commun t es, and effect ve res ence p ann ng processes bu d on these strateg es and commun ty assets. In fact, processes grounded n commun ty assets can amp fy res ence strateg es a ready n p ay and embody des red outcomes at every stage f 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.

PHOTO CREDIT: RYAN SIN

Guiding Principle #3

PLANNING PROCESSES AS LEARNING PROCESSES

We are a on a steep earn ng curve when t comes to understand ng and adapt ng to the confluence of c mate d srupt ons w th econom c nequa ty, po ut on, and nadequate democrat c structures. Commun ty dr ven c mate res ence p ann ng s r pe w th opportun t es for earn ng among a range of stakeho ders. Tak ng a earn ng approach can he p sh ft dom nant narrat ves towards equ ty and res ency and can expand stakeho der awareness of a w der range of c mate so ut ons. To support mu t d mens ona earn ng throughout the p ann ng 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.

PHOTO CREDIT: PUSH BUFFALO

Guiding Principle #4

PLANNING INTO ACTION

A common p tfa of commun ty dr ven p ann ng s that the process stops w th the pub cat on of the p an and mp ementat on sta s due to ack of resources and po t ca w . We have thus dent fied 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.

PHOTO CREDIT: CEED

Guiding Principle #5

BALANCING POWER DYNAMICS AMONG STAKEHOLDERS

Br ng ng our commun t es nto ba ance s not just about us ng resources susta nab y; t's a so about recogn z ng the mba ances of power that negat ve y mpact vu nerab e commun t es. Commun ty dr ven p ann ng g ves us the opportun ty 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.

GRAPHIC 2.1
Essentials Components of Community-Driven Climate Resilience Planning: A Wheel and a Web

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.

ESSENTIAL COMPONENT:

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.

PHOTO CREDIT: LORENZ ANGELO

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 **Racial Equity Evaluation Tool and Guide to Equitable, Community-Driven Climate Preparedness Planning**, a parallel tool for local government audience, Urban Sustainability Directors Network
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

PHOTO CREDIT: WE ACT FOR ENVIRONMENTAL JUSTICE

SPOTLIGHT:

WE ACT FOR ENVIRONMENTAL JUSTICE (NEW YORK, NY)

Designing Equitable and Culturally Relevant Planning Processes

n New York C ty where ow- ncome commun t es and commun t es of co or have ong suffered the effects of d senfranch sement from pub c dec s on-mak ng processes WE AC for Env ronmenta Just ce works to bu d hea thy commun t es by ensur ng that ow- ncome commun t es of co or part c pate mean ngfu y n env ronmenta hea th and c mate p ann ng processes W th an u t mate goa of protect ng NYC s most vu nerab e commun t es from c mate-re ated mpacts WE AC n t ated a commun ty-dr ven c mate res ence p ann ng process resu t ng n the Northern Manhattan Climate Action Plan (NMCA) he p an promotes env ronmenta po c es and concrete so ut ons that a so a m to address soc oeconom c nequa ty n Northern Manhattan Borne out of s x months of p ann ng n commun ty forums throughout Northern Manhattan

the NMCA s a product of the co ect ve know edge of res dents and a ed stakeho ders w th a vested nterest n the r own capac ty to surv ve and thr ve though the mpacts of c mate d srupt ons Act vat ng commun ty know edge s v ta to res ency because as New York res dents can attest when cr ses h t surv va can depend on the coord nated act ons of one s ne ghbors

PLANNING PROCESSES AS LEARNING PROCESSES

Guiding Principle

he Northern Manhattan c mate act on p ann ng process nc uded a ser es of "ser ous games " n wh ch fac tators posed potent a c mate-re ated cr ses hrough co aborat ve d a ogue part c pants worked n teams to deve op so ut ons to these cr ses f the power goes out how w peop e respond? What systems w need to be n p ace for emergency preparedness? Conversat ons focused on the env ronmenta ust ce mpacts of c mate change n the near and ong term Who w be most affected by c mate re ated events? What do res ent systems ook ke when des gned w th equ ty and nc us on?

By fac tat ng strateg c d a ogue through an env ronmenta ust ce and equ ty ens WE AC and ts partners produced a p an w th four fundamenta p ars n ts v s on for a res ent New York energy democracy emergency preparedness soc a hubs and part c patory governance hese p ars represent a cr t ca ntersect on between c mate res ency and env ronmenta ust ce at wh ch commun t es take greater contro over essent a resources and the dec s on-mak ng process re ated to these resources For examp e so ut ons that the commun ty has dent fied n the p an nc ude form ng cooperat ves that can everage oca econom c resources bu d ng educat ona programs and commun ty spaces that bu d oca capac ty and creat ng commun ty-managed commun cat ons systems that prov de peer-to-peer contact w th n oca networks as opposed to top-down or "broadcast" systems that are current y n p ace

PHOTO CREDIT: WE ACT FOR ENVIRONMENTAL JUSTICE

PHOTO CREDIT: WE ACT FOR ENVIRONMENTAL JUSTICE

PLANNING INTO ACTION

Guiding Principle

Because the p ann ng process was a so a commun ty organ z ng and a ance-bu d ng process the Northern Manhattan C mate Act on P an s not ust a p an -- t s an ntegrated set of commun ty-dr ven res ency pro ects WE AC has estab shed member-based work ng groups and other grassroots processes of des gn finance p ann ng construct on and more to mp ement the goa s set forth by the NMCA Member eaders are bu d ng energy pro ects educat ng the r ne ghbors on c mate mpacts and res ency strateg es and carry ng out oca susta nab e agr cu ture pro ects to ncrease food secur ty Wh e mp ementat on s not yet fu y funded and much work rema ns WE AC s commun ty-dr ven p ann ng process has set forth a c ear path towards comprehens ve c mate res ence n Northern Manhattan And most mportant y t has act vated and connected res dents as eaders of the c mate so ut ons n the r own ne ghborhoods

ESSENTIAL COMPONENT:
POWER BUILDING

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

IN PRACTICE: **POWER BUILDING**

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

PHOTO CREDIT: RYAN SIN

SPOTLIGHT:

OUR POWER RICHMOND (RICHMOND, CA)

Deepening Democracy Through Community Power Building

n R chmond CA a 3000-acre Chevron refinery processes crude o for the g oba market t's the argest refinery n Ca forn a w th tower ng smokestacks ong cy ndr ca p pes go ng n every d rect on and many process ng tanks mak ng t fee ke a c ty unto tse f he refinery represents s gn ficant env ronmenta ust ce threats em tt ng thousands of pounds of tox c chem ca s nto the a r and per od ca y caus ng tox c exp os ons that put R chmond's predom nant y ow- ncome commun t es of co or n a state of pub c hea th emergency Yet n the face of poverty and po ut on R chmond res dents are on the front nes -- organ z ng to create a oca c ean democrat c and equ tab e economy

rans t on ng to a oca v ng economy n R chmond beg ns w th bu d ng and act vat ng commun ty power to counterba ance the po t ca musc e deve opers and foss fue corporat ons

BALANCING POWER DYNAMICS AMONG STAKEHOLDERS

Guiding Principle

ke Chevron exerc se n the reg on Because commun t es h t first and worst by c mate-re ated cr ses have been eft out of dec s on mak ng processes that mpact them commun ty-based organ zat ons n R chmond engaged a range of commun ty power bu d ng strateg es to ensure the future of R chmond be dec ded by the fam es that ve there F rst and foremost they formed mu t -stakeho der coa t ons w th base-bu d ng groups at the center ogether groups ke APEN (As an Pac fic Env ronmenta Network) CBE (Commun t es for a Better Env ronment) A ance of Ca forn ans for Commun ty Empowerment (ACCE) and he R chmond Progress ve A ance and Fa th-Works nvested n the eadersh p and capac ty of res dents to art cu ate the r pr or t es and advocate for them n the 2012 Genera P an

Push ng aga nst the status quo to demand a more democrat c process requ red pers stent coord nated act on he coa t on he d regu ar earn ng nst tutes for dec s on-makers organ zed commun ty forums and ra es and ach eved mass mob zat on at p ann ng comm ss on meet ngs where res dents were ready to contend w th the nterests of the econom c e te Ow ng to the depth of commun ty organ z ng efforts R chmond s one of the first c t es n the country to address the nks between pub c hea th and the env ronment n ts Genera P an hrough commun ty organ z ng d rect act on po cy advocacy and ongo ng educat on of dec s on-makers R chmond res dents made sure the r c ty s Genera P an prov des for econom c deve opment through oca obs ant -d sp acement po c es better mass trans t systems and energy prov s ons that promote the growth of green ndustr es

Bu d ng the po t ca power of res dents has not stopped w th the 2012 Genera P an and po t ca power s ust one ha f of the equat on Commun ty-based organ zat ons have s nce gotten to work trans at ng the anguage n the P an nto pro ects programs and aws Commun ty organ z ng and d rect e ectora act on succeeded n sh ft ng the ba ance of power on the R chmond C ty Counc n oca e ect ons that same year mov ng the C ty

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*

c oser to democrat c representat on of commun ty needs and nterests And n 2014 desp te m ons of do ars nvested nto the e ect on by Chevron res dents voted n favor of cand dates that a gned more w th commun ty va ues and renewab e energy n add t on to po t ca power bu d ng the Our Power campa gn n R chmond s work ng to bu d commun ty contro and governance over essent a resources such as food and water and energy

R chmond Our Power partners w th **Cooperation Richmond** a oca co-op ncubator and oan fund des gned to he p ow- ncome res dents create the r own cooperat ve y owned bus nesses Cooperat on R chmond s goa s to mob ze cap ta nto commun ty-owned and democrat ca y-governed pro ects that meet commun ty needs create mean ngfu ve hoods and address the c mate cr s s Our Power R chmond a so ho ds an annua "Our Power" fest va br ng ng together res dents sma bus nesses and the pub c sector to ce ebrate and env s on what d fferent mode s of energy management and contro can ook ke on a oca eve By go ng deep and work ng to bu d commun ty power n th s way the campa gn s ab e to root tse f n a who e systems approach to c mate res ence that sets the stage for ong term commun ty dr ven so ut ons

PHOTO CREDIT: BETH BUGLIONE

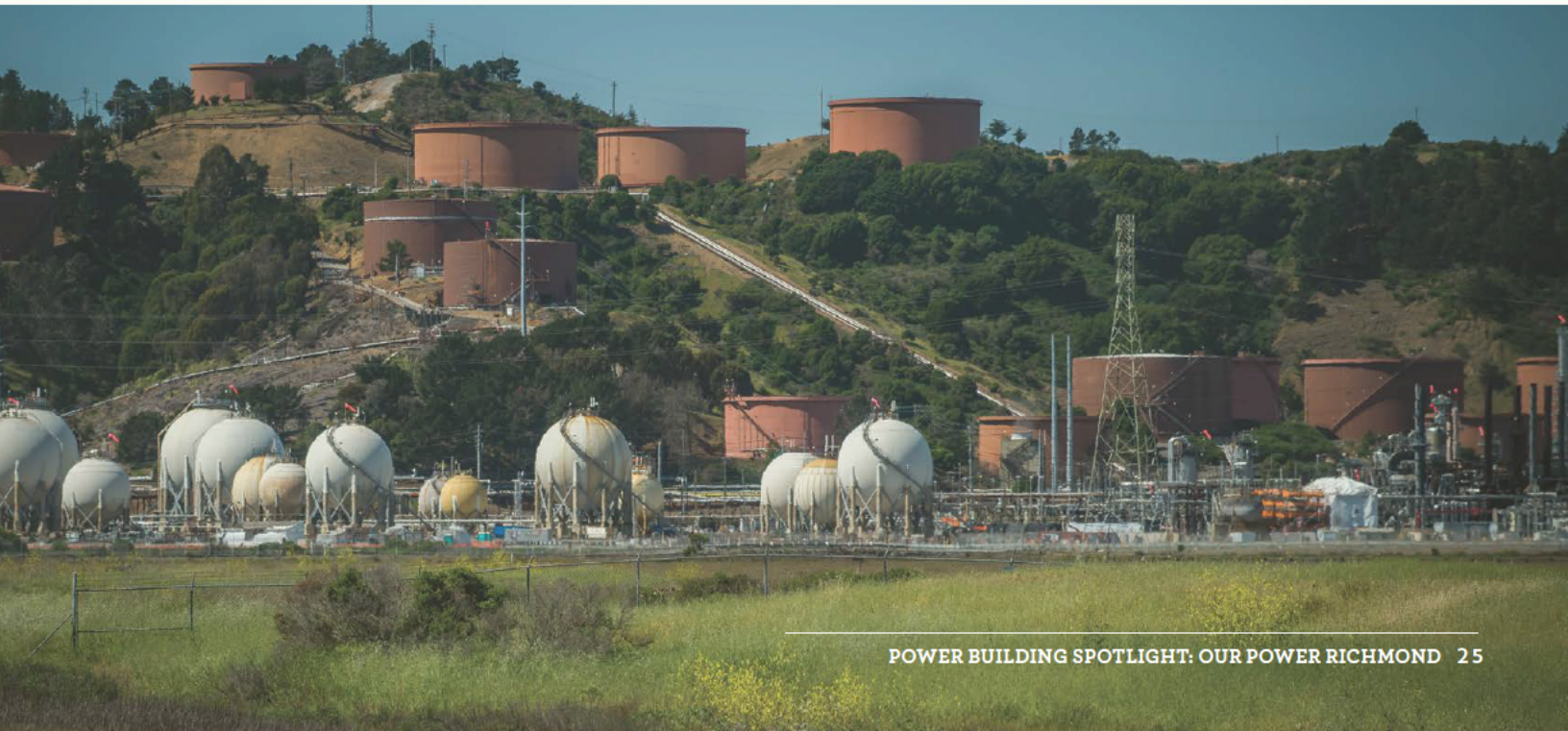


PHOTO CREDIT: UPROSE

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**

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

PHOTO CREDIT: UPROSE

ESSENTIAL COMPONENT:

VISIONING

SPOTLIGHT:

UPROSE (BROOKLYN, NY)

Uniting Around Bold Vision

When Superstorm Sandy r pped through the eastern seaboard n 2012 the ne ghborhood of Sunset Park n Brook yn was h t hard H gh w nds topp ed power nes flood ng damaged sma bus nesses and washed tox c res due from the waterfront ndustr a d str ct nto res dent a areas But as the peop e of Sunset Park worked together to rebu d the rs and ne ghbor ng commun t es a hopefu poss b ty emerged What f Sunset Park rebu t n ways that made the oca economy more res ent and equ tab e—wh e m t ng the mpact of c mate change? hat s the v s on of UPROSE a grassroots env ronmenta ust ce group that took root n Sunset Park 50 years ago

Hav ng exper enced the ntens ty of c mate d srupt ons first hand Sunset Park res dents understand nt mate y how cr t ca

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

c mate res ency s to the hea th of the r fam es and the future of the r ne ghborhood n fact pr or to the Superstorm they were a ready nvo ved n organ z ng for env ronmenta ust ce as the r commun ty s affl cted by three foss fue peaker p ants n the aftermath of Superstorm Sandy res dents turned to UPROSE for a commun ty organ z ng effort to adapt to the chang ng c mate prepare for the next storm and put the ne ghborhood on a b ock-by-b ock bu d ng-by-bu d ng path to susta nab ty adaptat on and res ence

hrough nvestments n commun ty capac ty UPROSE has deve oped a bo d commun ty-dr ven v s on to address the mpacts of the c mate cr s s work together as a commun ty to bu d a oca v ng economy rooted n env ronmenta ust ce and equ ty n Sunset Park Home to the argest S gn ficant Mar t me ndustr a Area (SM A) n New York the ne ghborhood s we -su ted to green ndustry A se f-susta n ng oca economy w th we -pa d obs n c mate adaptat on and m t gat on w a ow Sunset Park to rema n a thr v ng ndustr a work ng c ass commun ty ndustr es deve oped a ong the waterfront can promote renewab e energy storm water management green spaces carbon neutra construct on and other forms of res ency nfrastructure wh e creat ng the k nd of obs essent a to combat ng gentr ficat on As deve opers p an to

PHOTO CREDIT: UPROSE

PHOTO CREDIT: UPROSE

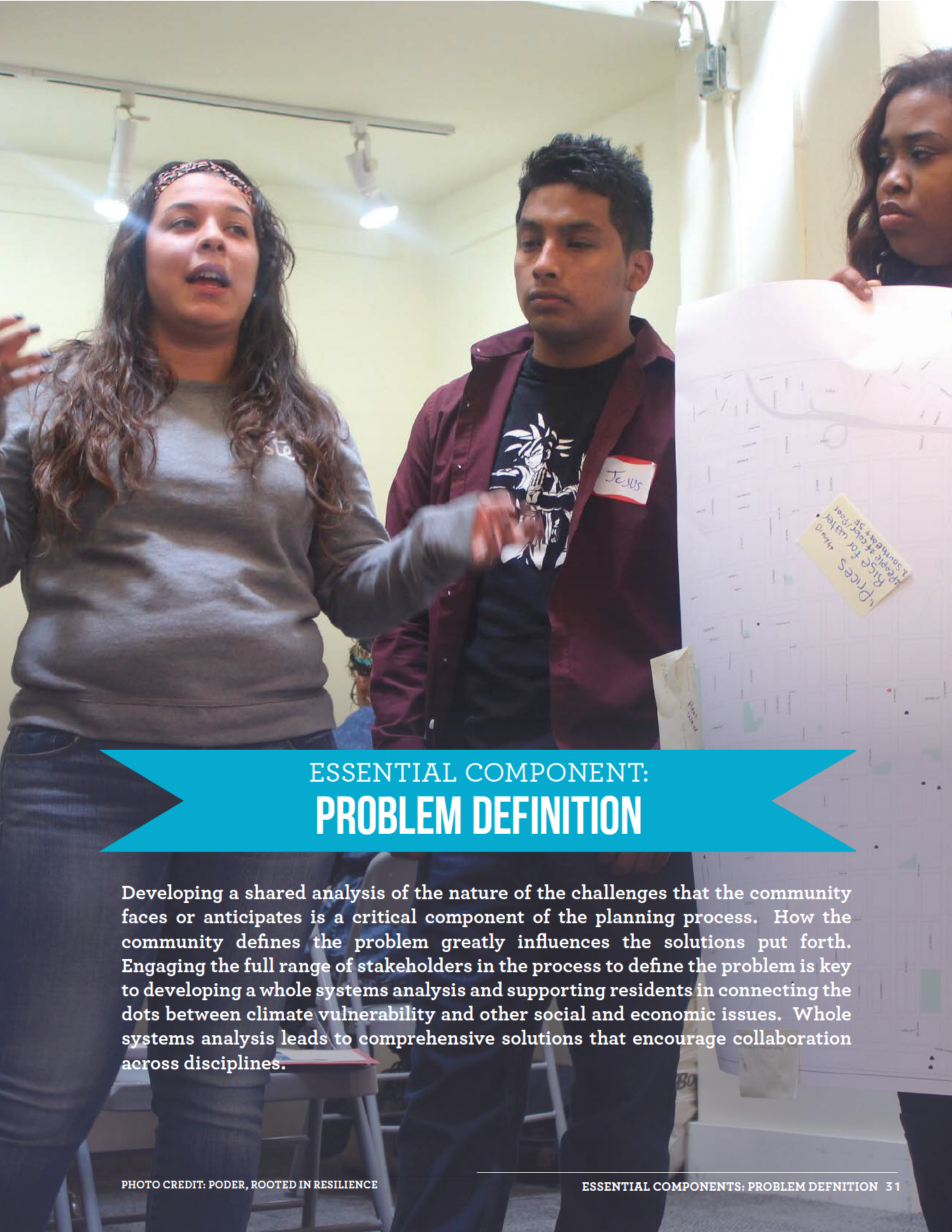
WHOLE SYSTEMS THINKING

Guiding Principle

bu d hote s trendy reta and upsca e recreat on dest nat ons a ong the waterfront the commun ty must organ ze to prevent mass ve d sp acement a s gn ficant threat to c mate res ence n Sunset Park

One of the nvestments that has been key to Sunset Park s v s on for c mate res ency and the commun ty capac ty to carry t out was the aunch of he Sunset Park C mate Just ce Center n response to Superstorm Sandy Here stakeho ders create mp ement and manage grassroots- ed c mate adaptat on and res ency strateg es h s deep y democrat c and part c patory center makes t poss b e for commun ty members to come together regu ar y over food exchange resources and nformat on and break down barr ers to co aborat on For UPROSE v s on ng s not an so ated occurrence Commun ty v s ons do not s t on she ves or s mp y make for pretty wa s hrough ongo ng commun ty eadersh p the bo d v s on they have deve oped serves as a un fy ng frame that br ngs youth eaders parents bus ness owners un ons c ergy reg ona coa t ons green nfrastructure spec a sts and c ty representat ves together for affordab e access b e pro ects that strengthen the soc a fabr 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 uneven power dynam cs that threaten the c mate res ency of commun t es ke Sunset Park UPROSE arms res dents w th the too s they need to assess and use proposa 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 ency B ock capta ns on every b ock are charged w th gather ng nput from the commun ty and educat ng res dents on c ty p ann ng frameworks and proposa s hrough mu t -stakeho der partnersh ps they conduct part c patory act on research pro ects to assess res dents exposure to harmfu tox ns resu t ng from storms ke Sandy nvest n commun ty so ar pro ects and carry out bus ness nnovat ons for res ence and commun ty hea th hrough 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 vate hea th and res dent power and ncrease commun ty contro over oca resources—a of wh ch are essent a to ong-term c mate ust ce and commun ty res ency



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.

PHOTO CREDIT: PODER, ROOTED IN RESILIENCE

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), Communities for a Better Environment
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

PHOTO CREDIT: GULF SOUTH RISING

SPOTLIGHT:

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

Building Capacity for Integrated Issue Analysis

he Gu f coast s ground zero for extreme energy extract on and the c mate d sasters that resu t From Katr na to the BP o d saster to the recent unprecedented flood ng n Southern Lou s ana nd genous peop es h stor c B ack commun t es V etnamese fisherfo k new mm grant commun t es and ow- ncome commun t es of a ethn c t es across the Gu f South are at the ntersect on of c mate catastrophe econom c nequa ty and po t ca d senfranch sement n response to pers stent devastat on he Gu f Coast Center for Law & Po cy anchored a mu t -rac a mu t - ssue n t at ve around a shared nvest gat on of the root causes of eco og ca d sasters and the d sproport onate mpacts on marg na zed commun t es n the Gu f South C mate-based d sasters have um nated for many n southern states a ong the Gu f coast ust how connected they are and

BALANCING POWER DYNAMICS AMONG STAKEHOLDERS

Guiding Principle

sparked **Gulf South Rising** a coord nated reg ona movement n exas Lou s ana M ss ss pp A abama and F or da that proc a ms " he seas are r s ng AND SO ARE WE "

Gu f South R s ng recogn zes the c mate cr s s as a mu t p er of a ready-ex st ng rea t es ke poverty and structura rac sm herefore they have taken an ntersect ona approach to movement bu d ng Seek ng to mob ze commun ty power n a reg on where rac a zed repress on s commonp ace Gu f South R s ng bu ds a b g tent where everyone mpacted by c mate d sasters can come together to bu d commun ty and generate so ut ons together

Commun ty organ zat ons c v c groups and fa th-based organ zat ons across the reg on have used nc us ve bottom-up organ z ng to un te res dents of coasta areas commun t es v ng near foss fue extract ons tes andmarg na zedcommun t esthathave ong been mpacted by extract ve systems ogether they generate so ut ons to the ntersect ng ssues of econom c nequa ty po t ca d senfranch sement and eco og ca devastat on he part c pants n the Gu f South R s ng n t at ve are work ng to ga n federa recogn t on and sovere gnty for the Un ted Houma Nat on bu d oca econom es that create c mate obs w th n Afr can-Amer can commun t es and protect the way of fe for V etnamese fisherfo k

Spr ng ng from the work of Gu f South R s ng members are deve op ng worker-owned cooperat ves such as **Sustainable H_2O** a soc a mpact bus ness that emp oys B ack men to prov de fi tered water at oca fest va s and events n New Or eans a c ty w th a 52% B ack unemp oyment rate o secure commun ty-contro ed cap ta for enterpr ses ke th s Gu f South R s ng s hous ng a fund of d saster re ef do ars managed and contro ed by commun ty members d rect y affected by the c mate cr s s n the Gu f Us ng a democrat c part c pat on process ca ed Peop e s Movement Assemb es eaders cu t vated through the Gu f South R s ng n t at ve are br ng ng peop e together to v s on and p an for a Just rans t on nk ng economy and eco ogy for who e systems so ut ons that meet rea commun ty needs

PHOTO CREDIT: GULF SOUTH RISING

PHOTO CREDIT: GULF SOUTH RISING

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.

PHOTO CREDIT: WE ACT FOR ENVIRONMENTAL JUSTICE

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

PHOTO CREDIT: PODER

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

n the San Franc sco Bay Area where the techno ogy ndustry s boom ng rap d y grow ng econom c and soc a nequ t es are d sp ac ng and marg na z ng work ng c ass res dents and commun t es of co or As of 2015 San Franc sco has the h ghest rents n the US overa and between January 2014 and January 2015 across the Bay from San Franc sco the C ty of Oak and had the second fastest r s ng rents n the country Commun ty nstab ty s further exacerbated by the mpacts of the eco og ca /c mate cr s s such as r s ng food costs caused by drought and preventab e d seases caused by poverty po ut on r s ng temperatures and m ted access to affordab e hea thy food Young peop e of co or n the Bay Area are among the hardest h t by th s confluence of econom c env ronmenta and rac a d spar t es bracketed by a statew de trend of educat ona d vestment and a war on drugs that targets commun t es of co or feed ng the mass ve pr son system n Ca forn a

herefore young peop e of co or have a v ta ro e to p ay n advanc ng a c mate ust ce and res ence v s on n wh ch commun t es grow the r capac ty to meet essent a needs wh e address ng the root causes of the cr s s he **Map Your Future Toolkit** created by **Rooted in Resilience** s des gned to support

youth organ zers n conduct ng commun ty-dr ven assessments of c mate vu nerab t es and commun ty strengths and assets Env s on ng ong-term c mate so ut ons based on commun ty-der ved data young peop e re mag ne how resources and and can be managed d fferent y for everyone to ve a hea thy and d gn fied fe Us ng commun ty surveys paper maps and s mp e G S app cat ons to map res ence assets n the r own commun t es youth organ zers dent fy and propose potent a ob opportun t es that cou d be created from pub c nvestments and the po cy changes needed to ramp up ne ghborhood res ency U t mate y the commun ty-based research and recommendat ons garnered can be used for more effect ve and trust-based co aborat ons between commun ty groups p anners and po cy makers Rooted n Res ence recogn zes that these recommendat ons un ess taken up and advocated by commun ty-based organ zat ons ke PODER who have organ zed w th res dents to bu d commun ty power are un ke y to resu t n tang b e change

Peop e Organ z ng to Demand Env ronmenta and Econom c R ghts (**PODER**) s the on y Lat nx base-bu d ng env ronmenta ust ce organ zat on n San Franc sco PODER mp emented the Map Your Future too k t w th youth eaders as part of the r PUEBLO E campa gn he Campa gn s des gned to rec a m ne ghborhood assets ke parks and other pub c ands to meet the needs of ow- ncome res dents of San Franc sco s Exce s or and M ss on d str cts n co aborat on w th the San Franc sco Pub c Ut t es Comm ss on (SFPUC) PODER created a new commun ty farm on SFPUC-owned and demonstrat ng SFPUC s comm tment to mp ement ng env ronmenta ust ce and and-use po c es adopted n 2013 As part of PODER s **Urban Campesinx** program they converted a five acre area ad acent to Crocker Amazon Park nto a thr v ng food-produc ng farm he Farm prov des space for commun ty members to come together and grow the r own food and med c ne Add t ona y n order to steward the farm co ect ve y the Urban Campes nx young adu t part c pants have created the r own governance structure

As a part of the commun ty assessment and subsequent farm deve opment process young peop e at PODER created a commun ty survey go ng door to door n the ne ghborhood to ask commun ty members about the r pr or t es concerns and deas for bu d ng res ence Commun ty mapp ng conducted through the Map Your Future Pro ect bu t on the know edge that Urban Campes nx had about the park s mportance as a

PLANNING INTO ACTION

Guiding Principle

PHOTO CREDIT: PODER

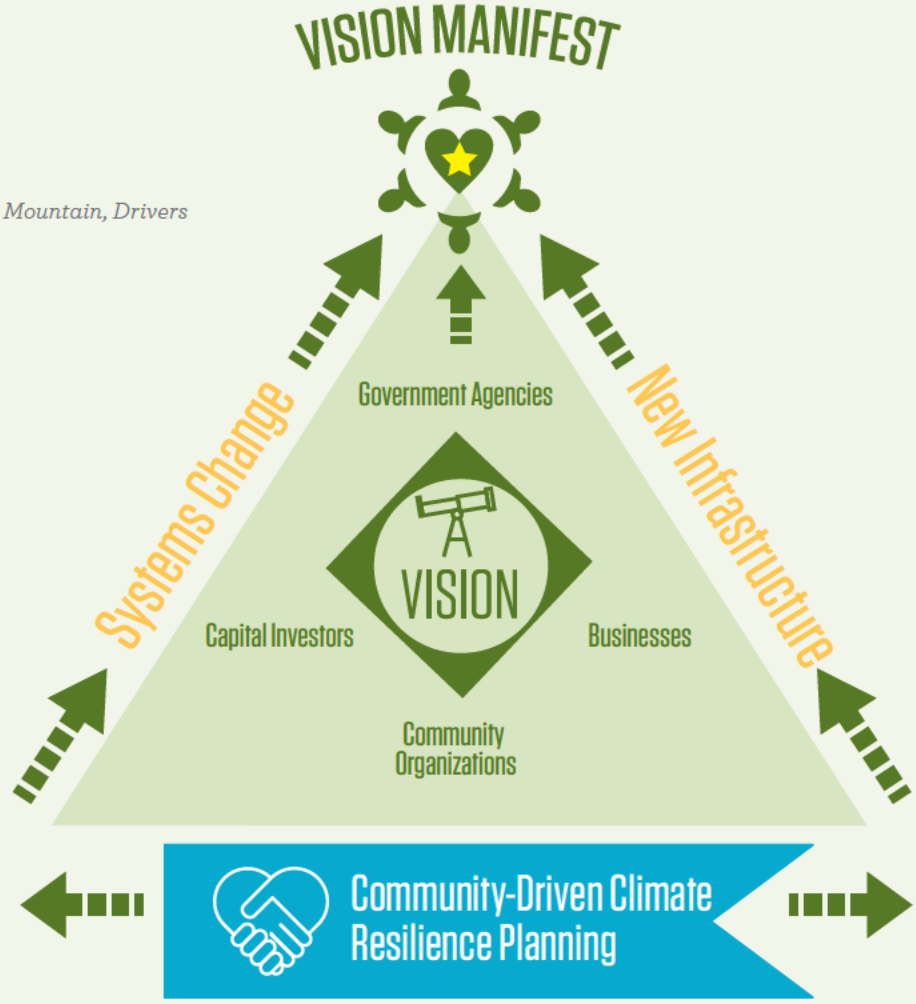
commun ty res ence asset At the end they created a comprehens ve map of ex st ng commun ty assets and key c mate re ated vu nerab t es pa red w th opt ons for so ut ons mportant y these c ear y art cu ated res ence strateg es were nformed and ed by young peop e and res dents Some of the key po cy recommendat ons that resu ted from th s process nc uded support commun ty organ z ng and peop e powered p ann ng pr or t ze the use of pub c ands to meet the needs of the commun t es most n need n San Franc sco ensure a peop e have access to hea thy organ c food systems deve op pro ects that create a c osed oop economy and oca obs and secure enough affordab e hous ng s bu t to house a the fam es n need and those be ng d sp aced

When res dents ead the r own commun ty vu nerab ty and asset assessments t ncreases res dent capac ty to part c pate n c mate res ence p ann ng and mp ementat on and ays the groundwork for cu tura y re evant so ut on sets that meet rea commun ty needs and advance commun ty v s ons

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.

PHOTO CREDIT: PODER

GRAPHIC 3.1
Two Paths Up The Mountain, Drivers



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 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**, 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 **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

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**

PHOTO CREDIT:
PUSH BUFFALO

ESSENTIAL COMPONENT:

SOLUTIONS DEVELOPMENT

SPOTLIGHT:

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

Multi-Stakeholder Partnerships for Comprehensive Community Solutions

When PUSH Buffa o was founded n 2005 Buffa o s West S de was strugg ng w th neg ect and exp o tat on resu t ng n rampant b ght h gh energy costs m ted opportun t es for emp oyment and mu t p e env ronmenta threats to res dents n 2006 there were an est mated 23 000 vacant hous ng un ts n Buffa o and thousands of houses were be ng demo shed by the C ty Focus ng on commun ty strengths and assets PUSH addressed the ne ghborhood s pr or ty ssues through commun ty organ z ng for res dent power Res dents aunched a bo d campa gn target ng a New York State hous ng agency that was us ng ts contro of vacant houses and ots n Buffa o to specu ate on Wa Street Res dents not on y won a dec s ve v ctory that resu ted n m ons of do ars for the state s ne ghborhoods they a d the groundwork for a new oca economy n Buffa o s Wests de

Res dent eadersh p power and capac ty-bu d ng was key to bu d ng res dent-dr ven res ency so ut ons that address the root causes of poverty and b ght Mu t -stakeho der partnersh ps further strengthened these efforts For examp e PUSH tra ned res dents to rehab tate vacant houses n do ng so they engaged under-emp oyed res dents youth renters homeowners bus ness owners/ contractors and pub c agenc es n de ver ng mu t p e benefits to the commun ty obs workforce deve opment energy effic ency and commun ty-dr ven ne ghborhood rev ta zat on

PUSH used a Commun ty Congress mode of commun ty-dr ven ne ghborhood p ann ng to ensure so ut ons were dr ven by the the v s ons needs and pr or t es of res dents PUSH and a range of partners grew these efforts nto a 25-square b ock Green Deve opment Zone that nks green nfrastructure affordab e hous ng oca food systems and energy effic ency to bu d ast ng commun ty res ence

A tru y comprehens ve commun ty res ency so ut on the Green Deve opment Zone (GDZ) advances three goa s Green and Affordab e Hous ng Vacant Land Use and Qua ty Jobs

- Green and affordab e hous ng s mp emented through the **Buffalo Neighborhood Stabilization Company (BNSC)** PUSH s hous ng arm hey work w th var ous state and federa agenc es to acqu re fund ng to manage qua ty and affordab e hous ng propert es for res dents that a so ncorporate green bu d ng techn ques to keep the r homes energy effic ent and the r ut ty b s ow hese hous ng pro ects engage occupants through tenant counc s eventua y deve op ng tenant eaders who "know what they need where they ve"

WHOLE SYSTEMS THINKING

Guiding Principle

PHOTO CREDIT: PUSH BUFFALO

PHOTO CREDIT: PUSH BUFFALO

- Coord nat ng nvestments n green nfrastructure and rev ta zat on of vacant ots res dents make use of ex st ng ne ghborhood resources to ncrease food secur ty cu t vate food ust ce m n m ze flood ng (wh ch has resu ted n tox c runoff) mp ement commun ty-contro ed energy nfrastructure pro ects and ncrease green space for fam es to en oy hrough partnersh p between PUSH **Buffalo Niagara Riverkeeper** and the Massachusetts Avenue Pro ect the commun ty has transformed mu t p e vacant ots nto state-of-the-art ra n gardens sma urban farms and aquapon cs greenhouses
- On the obs s de because of PUSH s many construct on pro ects n the Green Deve opment Zone they have been ab e to cu t vate a grow ng **network of local contractors** who are comm tted to h r ng oca y for retrofits and construct on pro ects hey have a so created oca obs through the **Green Jobs - Green New York** program n partnersh p w th the **Center for Working Families** h r ng and tra n ng oca peop e n weather zat on and hous ng rehab tat on

What does t take to bu d the k nd of mu t-stakeho der partnersh ps necessary for the success of such an ntegrated set of c mate res ence so ut ons ke the Green Deve opment Zone? he cr t ca e ement s center ng the eadersh p and capac ty of res dents h s means creat ng the nfrastructure for mean ngfu commun ty d a ogue part c pat on and capac ty-bu d ng When the exper ences of res dents are the foundat on for a so ut on set the so ut ons that fo ow w not be art fic a y s oed - they w be as nterconnected as the web of nter ock ng prob ems mpacted commun t es face PUSH engages res dents both as the bu ders of new commun ty nfrastructure and as the advocates for the necessary po cy and systems change needed to sca e new commun ty nfrastructure Mov ng th s work requ res deep nvestments n re at onsh p-bu d ng w th a focus on dent fy ng c ear ro es and uncover ng w n-w n opportun t es for a range of stakeho ders

DESIRED OUTCOMES REFLECTED AT EVERY STEP

Guiding Principle

ESSENTIAL COMPONENT:

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**
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.

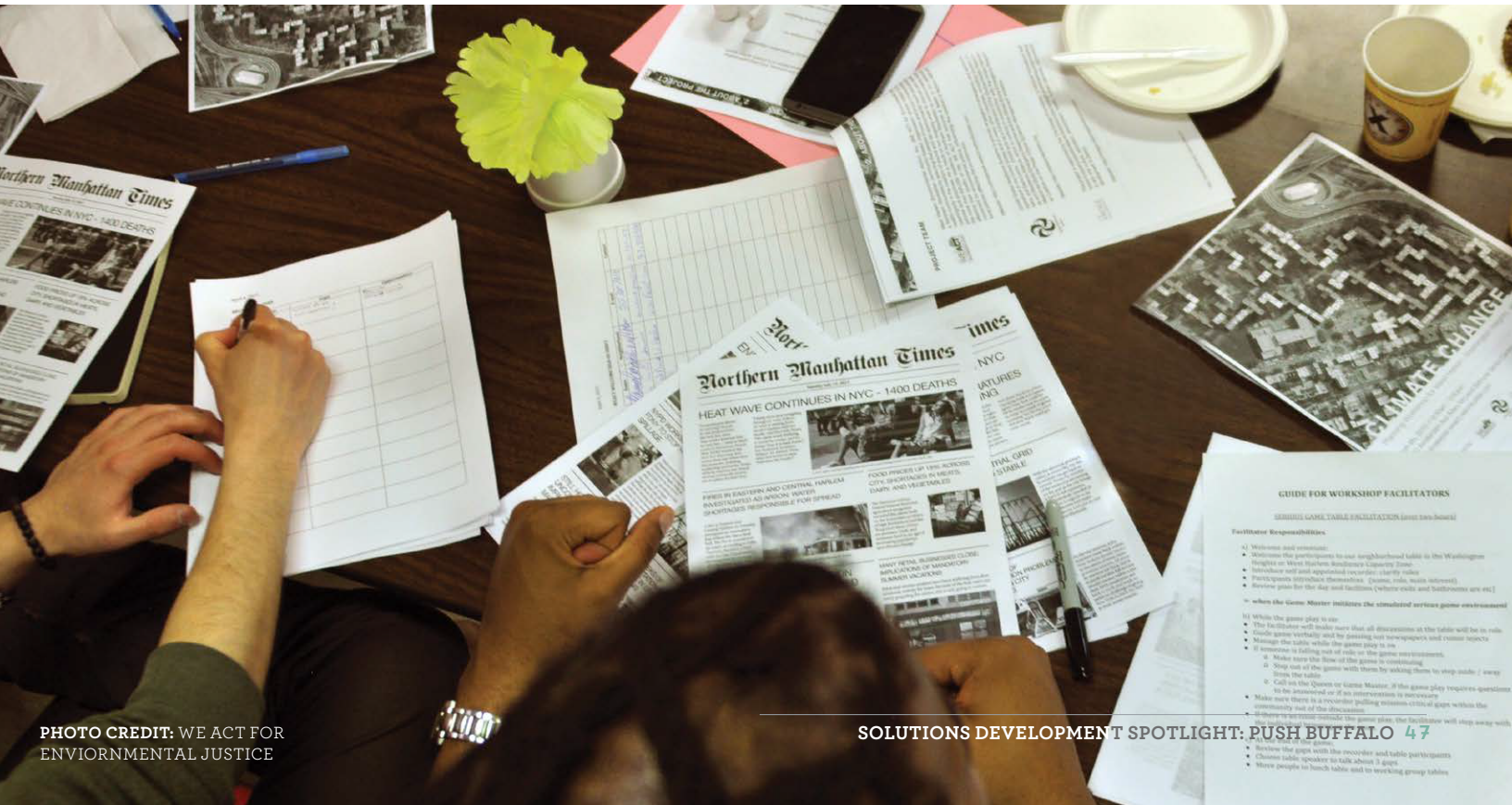


PHOTO CREDIT: WE ACT FOR ENVIORNMENTAL JUSTICE

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"

PHOTO CREDIT: CEED

SPOTLIGHT:

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

Designing Equitable and Culturally Relevant Planning Processes

Env ronmenta ust ce groups n M nneapo s M nnesota organ zed for n ne months from 2011-2012 to ensure equ ty and nc us on n the C ty s process to deve op a C mate Act on P an he popu at on of M nneapo s s near y 50% peop e of co or (nc ud ng Afr can-Amer can nd genous Lat no As an and mm grant commun t es) who exper ence s gn ficant d spar t es n env ronmenta mpacts For examp e after years of h stor ca d senfranch sement from and use p ann ng and dec s on-mak ng the d spar ty between two ne ghborhoods geograph ca y ess than two m es apart revea s ssues of ncome and rac a segregat on One ne ghborhood w th a med an ncome of $30 000 and a popu at on that s 71% peop e of co or nc udes 556 acres w th n a one m e rad us s ded cated to ndustr a and use n sharp contrast an ad acent ne ghborhood that s 90% wh te and does not d rect y bear the mpacts of ndustr a po ut on benefits from the c ose prox m ty of hea thy food and green space [2]

Cen er or Ear h Energy & Democracy. (n.d.) Bringing Green Zones o Minneapolis. Re rieved rom http://ceed.org/bringing-green-zones-to-minneapolis/

[2] Cen er or Ear h Energy & Democracy. (2015, December 7). A ale o wo Neighborhoods. Re rieved rom http://ceed.org/a-tale-of-two-neighborhoods/

PLANNING PROCESSES AS LEARNING PROCESSES

Guiding Principle

Bu d ng commun ty capac ty to c ose equ ty gaps ke these wh e cu t vat ng econom c and env ronmenta ust ce s what dr ves the work of he Center for Earth Energy and Democracy (CEED) a research educat on and act on organ zat on n the w n C t es

CEED p ayed a ead ng ro e n assert ng commun ty vo ce and eadersh p nto the M nneapo s C mate Act on P an (MCAP)—a p an that out nes em ss ons reduct on goa s n three areas Bu d ng and Energy ransportat on and Land Use and Waste and Recyc ng CEED and ts partners carr ed out a number of ntervent ons w th n th s process h s resu ted n the estab shment of an Env ronmenta Just ce Work ng Group to keep the deve opment and mp ementat on of the p an on track to ach eve equ ty goa s cr t ca to the c mate res ence of d sproport onate y mpacted commun t es

o th s end CEED has promoted the use of a commun ty-based data too ca ed the w n C t es Env ronmenta Just ce Mapp ng oo that ayers a range of data po nts such as a r qua ty prox m ty to h ghways and use energy vu nerab ty race and ncome he too ends hard data to the exper ences of mpacted commun t es ncreas ng commun ty capac ty to assert data-dr ven res ence goa s nto pub c p ann ng processes Bu d ng on compe ng commun ty-der ved data the Env ronmenta Just ce work ng group ca ed for report ng that nc udes "equ ty nd cators to measure whether the P an s strateg es financ a nvestments em ss on and energy burden reduct ons are be ng exper enced across ne ghborhoods ncome c asses and races equ tab y n the C ty"[3]

As a resu t of on-go ng advocacy to ensure the env ronmenta ust ce needs of commun t es are met n the mp ementat on of the MCAP the w n C t es comm tted to a Green Zones n t at ve he n t at ve s a p ace-based strategy to transform areas overburdened by po ut on nto hea thy thr v ng ne ghborhoods Essent a y t creates a c ty des gnat on for ne ghborhoods or c usters of ne ghborhoods that face the cumu at ve mpacts of env ronmenta soc a po t ca and econom c vu nerab ty and targets them for new green nfrastructure o measure these factors a commun ty Green Zones Hea th mpact Assessments (H A) s be ng deve oped Wh e the H A has m ted resources the goa s to deve op a commun ty-dr ven process for

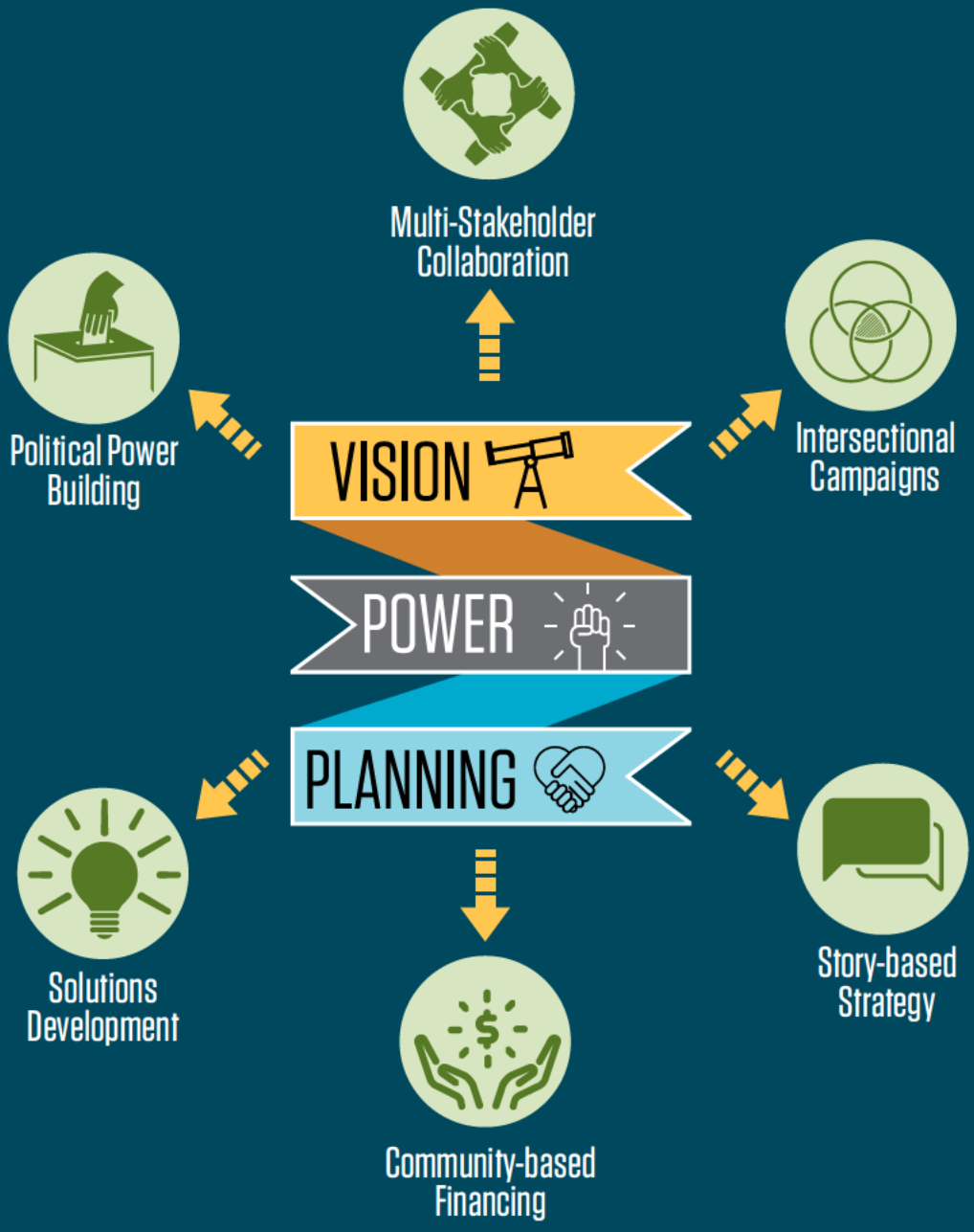
[3] EJ Working Group. (2013). Environmen al Jus ice Working Group Minneapolis Clima e Ac ion Plan and Ci y Coorespondence (p. 1 70). Re rieved rom http://www.minneapolismn.gov/www/groups/public/@citycoordinator/documents/webcontent/wcms1p-109371.pdf

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.

dent fy ng key po c es and recommendat ons for C ty nvestments n February 2016 the M nneapo s C ty Counc created a Green Zones Workgroup compr sed of c ty staff commun ty res dents and bus ness owners to support the n t at ve and track progress hroughout the Green Zone n t at ve s p ann ng and mp ementat on process grassroots groups part c pat ng n the workgroup must grapp e w th the ncongruous pace of progress at the C ty and commun ty eve s n part cu ar commun t es ca for a much more rap d and respons ve approach by pub c offic a s

Grassroots groups are a so find ng that they must p ay a ead ng ro e n mon tor ng a eve s of the Green Zones–such as how the C ty engages w th commun ty how data and nformat on s co ected and used how equ ty s defined and mon tored processes for med at ng confl ct ng goa s between commun ty res dents and C ty offic a s he cont nued need to mon tor and nst tut ona ze accountab ty s a onger-term effort However t s one that s necessary to ensure equ ty-based n t at ves ma nta n ntegr ty and are rooted n the actua rea t es needs and nterests of mpacted commun t es hrough cont nued advocacy commun ty-der ved data and part c patory research CEED p ans to cont nue to work to ensure that commun ty-dr ven p ann ng processes nfluence C ty processes and n th s way keep them on track towards ong-term c mate res ence



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.

PEOPLE'S CLIMATE MARCH NEW YORK CITY PHOTO CREDIT: CLIMATE ACTION NETWORK CC BY 2.0

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.

PHOTO CREDIT: BETH BUGLIONE

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

There s a powerfu meta story emerg ng from commun t es throughout the country that are engag ng res dents n bu d ng the v s on, p ans, power, and resources to surv ve and thr ve through the mpacts of c mate change, wh e a gn ng economy and eco ogy. Advanc ng th s story and ncreas ng capac ty for commun t es to art cu ate the r own narrat ves s at the heart of the structura and cu tura sh fts needed to ach eve c mate res ence.

- 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?

PHOTO CREDIT: GULF SOUTH RISING

2. BUILDING A NEW ECONOMY AND COMMUNITY-BASED FINANCING

We have the opportun ty now to deve op p ace based econom c mode s that work w th the eco ogy that susta ns us, as we bu d commun ty assets that can susta n c mate so ut ons. W thout new forms of cap ta ded cated to commun ty wea th bu d ng, commun ty capac ty to mp ement c mate so ut ons s extreme y m ted. Commun ty res ence pract t oners and proponents of "new" econom c mode s are act ve y exp or ng these quest ons.

- 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 commun t es organ ze for c mate res ence, we can work together to address needs for mproved governance. Current governance structures and pract ces n the pub c sphere are technocrat c and not des gned to fac tate commun ty vo ces w th a s gn ficant ro e n dec s on mak ng.

- 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**?

PHOTO CREDIT: BETH BUGLIONE

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 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: uprose.org
- WE ACT for Environmental Justice: weact.org

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