COMMUNITY-DRIVEN CLIMATE RESILIENCE PLANNING:
A FRAMEWORK

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**COMMUNITY-DRIVEN CLIMATE RESILIENCE PLANNING: A FRAMEWORK**

**Version 1.1**

Community-Driven Climate Resilience Planning is a vital opportunity for cities to reorganize resources, foster meaningful relationships, and develop placed-based innovations that support all people to thrive despite climate disruption. The following framework advocates deepening democratic practices at the local and regional levels and seeks to put forth the principles and practices defining this emergent field, and to outline resources for community-based institutions implementing community-driven planning processes. We consider this a “living framework” as this is a relatively new field of practice, and expect that the framework will be refined and expand as the field evolves.

This framework has been developed by community-based organizations to help similar organizations meaningfully engage vulnerable and impacted communities in defining and building climate resilience. We hope it will also be useful to philanthropic institutions that are developing funding strategies to tackle climate change, and to public sector officials charged with protecting our cities from the unpredictability of climate disruption.

**What is Community-Driven Climate Resilience Planning?**

As extreme weather increasingly impacts U.S. cities, local governments are beginning to develop climate resilience plans. Community-Driven Climate Resilience Planning complements public sector planning efforts by engaging residents of vulnerable and impacted communities in defining for themselves the complex climate challenges they face, and the climate solutions most relevant to their unique assets and threats.

We believe that community-driven processes will create stronger climate resilience plans because those who are most vulnerable to the effects of climate change—in particular, low-income communities and communities of color—have relevant direct experience and information that is not otherwise accessible to public bureaucracies. There is an opportunity to increase community resilience through 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. It’s a way for us to move towards a future in which ecosystems, human labor and cultures are integrated into a thriving regenerative web of life.

Building community resilience requires significant structural shifts to address the root causes of climate change, as well as comprehensive place-based innovations—such as, increased social cohesion, localization of food and energy systems, and advances in democratic participation practices—that can work together to ensure equity and sustainability in food, water, energy, transportation, land-use, housing, and economic opportunity. In other words, Community-Driven Climate Resilience Planning is grounded in an understanding of community resilience that integrates strategies to reduce greenhouse gas emissions and other ecological devastation with strategies to prepare vulnerable communities to actively participate in the development and implementation of innovations that will prepare them to survive and thrive through the increasing impacts of climate change in U.S. cities.
CHARACTERISTICS OF COMMUNITY-DRIVEN
CLIMATE RESILIENCE PLANNING

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

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

DEMOCRATIC
Community-driven processes support healthy decision-making by building the capacity of residents to
participate in public policy and planning efforts, nurturing a culture of participation in neighborhoods, and
also providing education to decision-makers so that they can represent the resiliency needs and interests of
their constituents effectively.

COLLABORATIVE
Collaborative structures, such as coalitions and alliances, are vital to community-driven planning processes
because they increase the implementation viability of resiliency plans. Climate resilience requires us to col-
laborate in new ways to develop solutions that are grounded in shared values and an understanding of the
problems impacting vulnerable communities.

LIFE-AFFIRMING
Community-driven processes breathe life into the work of preparing communities for change and serve
as an antidote to bureaucratic planning processes that can limit resident participation. They honor living
cultures by acknowledging historical traumas that contribute to vulnerability, engage creative and embodied
expression throughout the process, reconnect people to place, and facilitate meaningful communication
between stakeholders.

INTEGRATIVE
Community-driven processes engage multiple sectors and disciplines and take a “whole systems” approach
to understanding the causes of vulnerability, developing solutions that communities really need, and build-
ing the multi-stakeholder partnerships necessary for implementing comprehensive resiliency plans.

EFFECTIVE
Solutions developed and driven by the people most impacted are more responsive and have better suc-
cess in achieving their stated outcomes. Community-Driven Climate Resilience Planning supports public
processes for developing the solutions people really need by building the local expertise, relationships, and
human power necessary to implement them. Community-driven processes work to build the conditions for
resilience even before the plans have been implemented.
DEFINING THE FIELD OF COMMUNITY-DRIVEN RESILIENCE PLANNING

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

CRITICAL QUESTIONS ADDRESSED IN THIS FRAMEWORK:

- What are best practices in meaningfully engaging impacted community members in resilience planning?
- How can resilience planning efforts advance a culture of democratic engagement within existing governmental systems, as well as begin to form new ones?
- What processes and partnerships effectively address the uneven power dynamics that create barriers to equity and the systems change necessary for just transitions?
- In what arenas of planning can community members have real impact?
- To what extent do we engage in conventional planning processes, as opposed to creating our own processes and solutions?
- How can we effectively navigate and transform the violence that is inherent in 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 resilience from becoming a vehicle for gentrification?
GUIDING PRINCIPLES

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.

1. WHOLE SYSTEMS THINKING

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

- Draw upon rooted and historical wisdom of place and the adaptive capacity that communities have built over generations of hardship and crises.
- Seek to understand climate-related problems and the causes of community vulnerability from multiple perspectives and dimensions.
- Develop trans-local approaches where place-based leaders engage in cross-community strategy and learning.
- Work together to develop comprehensive place-based solutions that foster collaboration across multiple sectors and disciplines.

2. DESIRED OUTCOMES REFLECTED AT EVERY STEP

Local resilience practitioners recognize that strategies already exist in impact communities and effective resilience planning processes build on these strategies and community assets. In fact, processes grounded in community assets can amplify resilience strategies already in play and embody desired outcomes at every stage if they:

- Integrate health and wellness practices throughout.
- Practice equity at every stage of the planning process.
- Actively identify opportunities to demonstrate the impact of community-derived climate solutions during planning and advocacy efforts.

3. PLANNING PROCESSES AS LEARNING PROCESSES

Each component of the community-driven planning process is ripe with opportunities to help shift dominant narratives towards equity and resiliency and to expand awareness of the range of climate solutions. To support multidimensional learning throughout the planning process we must:

- Communicate clear information about the causes and consequences of climate change to all stakeholders.
- Use popular education approaches to build the capacity of residents to participate in planning and implementation.
- Educate decision-makers about the conditions residents face and the solutions they really need.
4. PLANNING INTO ACTION

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

- Actively organize residents and other stakeholders to not only get plans passed but also to move into action and get them implemented.
- Begin early in the planning process to identify and/or develop creative financing models and mechanisms to build community wealth and assets.
- Build necessary systems changes—such as shared governance practices and removal of barriers to public participation—into advocacy efforts.

5. BALANCING POWER DYNAMICS AMONG STAKEHOLDERS

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

- Increase awareness of systems of oppression and cultures of exclusion that contribute to climate vulnerability.
- Build new alliances that increase the capacity of historically marginalized communities to influence decision-makers and drive change.
- Build new institutions that increase community capacity to finance local solutions in ways that continue to increase community assets.
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.” 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.
COMMUNITY-DRIVEN CLIMATE RESILIENCE PLANNING MODEL DEVELOPMENT

In this pre-planning phase, a cross-sector coalition of community-based groups 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.

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| 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 and Restoration Program, Center for Earth, Energy and Democracy (CEED)  
Catalyzing Liberation Toolkit, Catalyst Project and Chris Crass |
| 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 |
| Residents are engaged in strategically defining resilience. | • Hold creative town hall meetings using arts, culture and 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, Bay Localize  
Community Resilience Toolkit 2.0: Local Resilience Assessment, Bay Localize |
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| 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, MSC |

| 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, MSC |
2 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.

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| 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 target decision-makers.  
• Engage in integrated climate voter engagement. | Nuts and Bolts of Building an Alliance, MSC  
LOCAL COALITIONS: Oakland Climate Action Coalition (OCAC)  
REGIONAL COALITIONS: Resilient Communities Initiative (RCI), Bay Localize  
Six Wins for Social Equity Network  
STATEWIDE COALITIONS: California Environmental Justice Alliance (CEJA)  
The Kentucky Sustainable Energy Alliance (KySEA) |
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| 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, 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, 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) |
| Community-driven institutions have the power and resources to effectively implement the plan. | • Cultivate partnerships with funders and local financial institutions that can: (a) provide seed funding, (b) help develop an appropriate financing model for implementation of the plan and the scaling of viable solutions, and (c) 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 |
| 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  
Relationship-based process, Fierce Allies |
**3 Visioning**

In any planning process, there is a visioning phase for defining the goal. In Community-Driven Resilience Planning, this phase is key to: (a) ensuring that community-derived visions are at the core of local resilience efforts; (b) building social cohesion; (c) cultivating a sense of possibility and purpose that inspires resident leaders to stay and invest in vulnerable communities; and (d) expanding the range of possible solutions for stakeholders to draw from. Visioning activities and the amplification of visions through local arts and media can galvanize the community around the future they want to build together. Community-derived visions also serve as a guiding light through the tunnel of planning and policy advocacy, and can provide clarity around the community’s victories.

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| 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) |
| 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: (a) causes and consequences of climate vulnerability, (b) examples of community-derived climate resilience solutions and models, and (c) 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, Bay Localize |
| 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 |
4 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.

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| Stakeholders have a shared analysis of the challenges the community faces, or anticipates facing. | • Assess local climate vulnerability.  
• Cultivate the practice of deep listening. | Community Resilience Toolkit 2.0, Bay Localize  
Community Resilience Fact Sheets, Pacific Institute |
| Fundamental analysis of problems and root causes shapes the plan. | • 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. | Climate Inequality, CEED  
Twin Cities People’s Agreement on Climate Change, CEED |
| External communications highlighting community-driven analysis influences public opinion and decision-makers. | • Develop initial media strategy.  
• Publish findings widely to support case for solutions. | Community Health Report, YUCA  
Neighborhood Knowledge for Change: The West Oakland Environmental Indicators Project, Pacific Institute |
## 5 Community Assessment

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.

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| 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, Bay Localize  
Reimagine! Planning: Case Study of Richmond, CA, Reimagine! Race, Poverty & the Environment (RP&E)  
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 on-going forums, workshops, and advocacy opportunities related to the effort. | Map Your Future Project, Bay Localize |
| Community Assessment identifies capacity-building needs and strategies to build a local network of expertise. | • 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. | |
| 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. | |
6 SOLUTIONS DEVELOPMENT

Two key complementary strategies (sometimes in dynamic tension with each other) form the core of solutions development in community-driven resilience planning processes: (1) transforming existing systems, and (2) building a new climate resilience civic and economic infrastructure. 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.

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| 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. | 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 |
| Potential solutions are developed and tested in innovative community-driven spaces in partnership with practitioners. Solutions are strategic, scalable and democratic, meet real community needs, activate community assets, 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, 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, RP&E  
Enlace Campaign: Linking People, Place & Practices to Build a Solidarity Economy, PODER |
| 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  
Eco Districts  
Green Development Zone, PUSH Buffalo |
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| 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, RP&E                                                                                     |
| 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, RP&E  
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 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                                                                                   |
7 TOOL DEVELOPMENT FOR IMPLEMENTATION

Community-driven coalitions for climate resilience planning can play a key role in facilitating implementation of community-derived solutions by creating tools that support the public and private sectors in effectively integrating the principles and practices of climate resilience into development efforts. Public planning processes are most successful when community-based groups and leaders have the opportunity to influence them consistently and with fidelity throughout the process, especially in the key areas of: (a) pre-planning decisions around principles and protocols for community engagement throughout the process; (b) advancement of place-based resilience indicators that guide public planning; (c) administrative regulations that uphold community needs; and (d) resource allocation in alignment with the community vision.

<table>
<thead>
<tr>
<th>Outcomes &amp; Indicators</th>
<th>Activities</th>
<th>Resources</th>
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<tbody>
<tr>
<td>Community-based institutions and leaders influence how public planning processes take place to ensure meaningful participation by residents of vulnerable and impacted communities.</td>
<td>• Document lessons learned during community-driven planning process with regards to most responsive and effective equity practices for ensuring resident participation and power. &lt;br&gt; • 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. &lt;br&gt; • Advocate for adoption of community participation principles and protocols.</td>
<td>Center for Earth Energy and Democracy (CEED)</td>
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<td>Tools in place to ensure core principles and practices developed during planning process persist into the public planning processes and implementation phases.</td>
<td>• Develop checklists designed specifically for city planners and local decision-makers to support them in upholding the visions, values and solutions developed by leaders and organizations of vulnerable and impacted communities. &lt;br&gt; • Develop a set of recommendations to ensure that RFPs are written to meet the needs of vulnerable communities.</td>
<td>Center for Earth Energy and Democracy (CEED)</td>
</tr>
<tr>
<td>Tools developed during community-driven planning process facilitate implementation of community-derived solutions.</td>
<td>• For each aspect of the community-derived resilience plan, identify the supports needed by city planners, local funders, financing institutions, and relevant contractors and developers to carry out climate resilience solutions in ways that meet the needs of impacted and vulnerable communities. &lt;br&gt; • Work with allies in each sector to draft tools that support them to carry out their work in alignment with community-derived solutions, in the language that best speaks to them.</td>
<td>CEED</td>
</tr>
</tbody>
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EMERGING OPPORTUNITIES

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

COMMUNICATING A CLIMATE RESILIENCE NARRATIVE TO BUILD MOMENTUM FOR CHANGE

There is a powerful meta-story emerging from communities throughout the country that are engaging residents in building the vision, plans, power, and resources to survive and thrive through the impacts of climate change, while aligning economy and ecology.

• 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?

BUILDING A NEW ECONOMY AND COMMUNITY-BASED FINANCING

We have the opportunity now to develop place-based economic models that work with the ecology that sustains us even as we build community assets that can sustain climate solutions. Community resilience practitioners and proponents of "new" economic models are actively exploring these questions.

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

• How can we help meet each other’s needs?

• How are we defining “resources” and how do we collectively re-envision “wealth”?

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

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

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

DEEPENING DEMOCRACY AND IMPROVING GOVERNANCE

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

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

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

ACTIVATING ECOLOGICAL AND CULTURAL WISDOM

• 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
- Bay Localize: bay localize.org
- California Environmental Justice Alliance (CEJA): c aleja.org
- Center for Earth Energy and Democracy (CEED): c eed.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
- Movement Generation: movementgeneration.org
- NAACP Environmental and Climate Justice Program: naacp.org/programs/entry/climate-justice

Resource Links

The resources listed with the components of Community Driven Resilience Planning can be found in this Index. In one tab they are listed by title, in the other they are listed by the organization that published them. As additional resources are identified, they will be added to the spreadsheet.
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