

THE KRESGE FOUNDATION

Climate Resilience And Urban Opportunity Initiative

The Kresge Foundation

Troy, Mich.

Executive Summary

The Climate Resilience and Urban Opportunity Initiative is focused on improving the resilience of low-income, urban communities in the face of climate change. Through this initiative, The Kresge Foundation seeks to strengthen the capacity of community-based nonprofit organizations to influence local and regional climate-resilience planning, policy development and implementation to better reflect the priorities and needs of low-income people in U.S. cities. This strengthened capacity will lead to the development of more effective climate-resilience measures in multiple venues within communities.

The initiative will be administered in two phases.

Phase 1: During the first phase, Kresge will award nine-month planning grants of up to \$100,000 each to community-based nonprofit organizations that have a strong track record of effective work in low-income communities and are interested in deepening their involvement and leadership in local and/or regional climate-resilience efforts. The planning grants will support these organizations in developing multiyear work plans describing how they will engage in local and/or regional climate-resilience planning, policy development and implementation efforts to advance the priorities and needs of low-income people.

Kresge anticipates awarding up to 20 planning grants in the fall of 2014. Funded organizations will be invited to participate in a peer-learning event in January 2015 at the beginning of the planning-grant period.

Kresge will review draft work plans produced by planning-grant recipients in the summer of 2015.

Phase 2: As the second phase of the initiative, Kresge will invite up to 15 planning-grant recipients to apply for multiyear project implementation grants. Each implementation grant will be for up to \$200,000 per year for up to three years. Organizations that receive implementation grants will be provided the opportunity to participate in multiple peer-learning events during the life of their Kresge grant awards.

Staff of Kresge's Environment Program will host a webinar at noon EDT time on July 15, 2014, to discuss the initiative and answer questions from organizations that are interested in submitting Statements of Qualifications.

For further detail, please read the information below.

Purpose of Initiative

The initiative is focused on improving the resilience of low-income, urban communities in the face of climate change. Through it, The Kresge Foundation seeks to strengthen the capacity of community-based nonprofit organizations to influence local and regional climate-resilience planning, policy development and implementation to better reflect the priorities and needs of low-income people in U.S. cities. This strengthened capacity will lead to the development of more protective and effective climate-resilience measures in multiple venues within communities.

The initiative will provide support to a set of community-based nonprofit organizations that are seeking to advance climate resilience from a perspective rooted in the needs, priorities and realities of low-income people in U.S. cities. Through grants, shared learning opportunities and other leadership and technical support, Kresge seeks to strengthen the capacity of established nonprofit organizations, including those who are new entrants to climate resilience, to take on this important work.

Kresge seeks to catalyze, strengthen and showcase innovative climate-resilience practices that:

- Address the disproportionate impact of climate change on low-income communities;
- Intentionally deliver multiple benefits, beyond climate-resilience gains, to low-income people and communities (e.g., access to jobs and economic opportunities, improved health and safety conditions, new neighborhood amenities and meaningful civic engagement);
- Substantively influence public-sector-led efforts to address climate change so that outcomes of such efforts are equitable for low-income communities;
- Generate model approaches and methodologies for the climate-resilience field of practice; and, thereby,
- Enhance the effectiveness of climate-resilience efforts.

Background on Climate Resilience

The Kresge Foundation employs a comprehensive definition of climate resilience. In our view, climate-resilient communities are those that can prosper under a wide range of climate-influenced circumstances. To build their resilience to climate change, communities must:

- Anticipate and prepare for pressures and shocks that climate change will introduce or worsen (i.e., pursue climate-change adaptation);
- Lessen overall demand for energy and increase the proportion derived from renewable sources (i.e., pursue climate-change mitigation); and
- Foster social cohesion, recognizing the imperative of social inclusion as well as the critical role that networks among individuals and institutions play in

conveying information and mutual support.

Problem Statement

Throughout the world, low-income people face disproportionate negative consequences as climate change intensifies. Climate change is a threat multiplier. Social variables such as age, income and health or disability status often determine community residents' ability to prepare for, respond to and recover from hazardous events. In addition, low-income neighborhoods often are located in areas that have greater exposure to hazards such as flooding or extreme heat. In the absence of proactive efforts to address equity concerns in resilience planning, climate change will reinforce and worsen current socioeconomic disparities, resulting in greater burdens and lessened opportunity for low-income and other disadvantaged populations.

As communities work to become more climate resilient, community members and civic leaders must begin to consider a two-part climate question as they make decisions that shape the form and function of their neighborhoods, cities and regions:

- Does a proposed policy or action have implications – positive or negative – for the severity of climate change? If negative, how will they be addressed?
- Do the expected consequences of climate change affect the viability or durability of a proposed policy or course of action? If so, what should be done differently?

Once the “climate question” has been asked, a companion set of questions should be explored:

- Does the proposed policy or course of action reflect the knowledge and priorities of the communities that are most impacted?
- Who benefits from or is negatively affected by the proposed policy or course of action? Are existing disparities or disproportionate impacts lessened or exacerbated? Will the communities currently most impacted benefit from the proposed action?

Kresge's hypothesis in this initiative is that universal climate-resilience goals will not be met without targeted strategies to address the unique circumstances of low-income populations. The systematic engagement of leaders and advocates who authentically represent the concerns of low-income community members in climate-resilience efforts will generate publicly endorsed plans and policies that are more attendant to equity concerns and carry more public support. The process of engagement itself will help to build social cohesion within communities, which is a critical dimension of resilience. Further, lessons from place-based innovation in climate resilience with intentional focus on meaningful civic engagement as well as the inclusion and benefit of low-income communities will improve the effectiveness of the field as a whole.

Phase 1: Planning Grants

Overview of Application Process

We invite interested organizations to submit a Statement of Qualification (SOQ) by 5 p.m. Eastern time on July 31, 2014, using Kresge's online application system. Applicants should describe their organizational qualifications (as outlined below) and provide an overview of the planning process they will undertake to determine how their organization would engage in a multiyear climate-resilience effort within their community.

Kresge will review the SOQs in August and invite well-qualified organizations to apply for a planning grant. Planning-grant applications will be due on September 12, 2014.

We expect to announce the planning-grant awards in November 2014.

Expectations of Successful Planning-Grant Recipients

The planning-grant period will begin January 1, 2015. Each funded organization will be expected to send two representatives to attend a Kresge-hosted peer-learning workshop in January. Grantees will be allowed to charge travel and lodging expenses associated with the workshop to their planning grants..

By the end of the planning-grant period, each funded organization will be expected to produce an implementation plan describing how it will work with an array of stakeholders over a period of three years to:

1. Identify its community's assets and vulnerabilities with respect to climate change or, if such an assessment has been conducted, review and refine that assessment using a lens of low-income inclusion and benefit;
2. Contribute meaningfully to specific, local and/or regional, public-sector-led efforts to address climate change;
3. Engage community members in the identification and implementation of policies and other measures to improve the community's climate resilience;
4. Pursue its climate-resilience work in a manner that will deliver multiple benefits for local residents (i.e., yield climate-resilience benefits while also resulting in access to jobs and economic opportunities, including ownership of businesses and assets that contribute to climate resilience, improved health and safety conditions, new neighborhood amenities and/or meaningful civic engagement); and
5. Document lessons from its work so that others may learn from its experiences, both positive and negative.

We will require that each planning-grant recipient provide a draft of its implementation plan to Kresge by July 1, 2015.

Information Required in Statement of Qualifications

Each SOQ must include the following:

- An executive summary of up to 300 words.
- A narrative document of no more than five pages that describes:
 - The applicant organization’s mission;
 - Its significant accomplishments within the past three years, including those relevant to climate resilience;
 - The constituency it serves and its accountability mechanisms to that constituency;
 - Its experience successfully partnering with organizations in other sectors and disciplines as well as with organizations that hold ideological or political perspectives different from its own;
 - Its experience working on issues relevant to climate resilience;
 - Its rationale for beginning or deepening its involvement in local and/or regional climate-resilience efforts, including how doing so is a logical next step for the organization;
 - Ongoing or anticipated public-sector-led climate-resilience efforts in its community or region that present opportunities for influence in the near- to mid-term (i.e., 1-3 years); and
 - Its intended approach to developing its implementation plan, including organizations and institutions with which it expects to partner in the planning process.
- Names and qualifications of staff members and consultants who would lead and contribute to the planning effort.
- The organization’s 2014 operating budget.
- A completed version of Kresge’s Demographic Data Sheet (available within the online application system).

Criteria for Review of SOQs

This initiative is not limited to organizations that currently view themselves as doing environmental work. We anticipate that competitive applicants will include both community-based, nonprofit organizations already working on climate resilience and community-based, nonprofit organizations that have been working on issues relevant to climate change (e.g., air quality, clean energy, public health, transportation planning and urban sustainability) and are interested in advancing a comprehensive climate-resilience framework through their future efforts.

Please note that we will give strong preference to organizations that:

- Intend to engage in *an array of efforts* related to improving their community’s climate resilience;
- Are skilled at *working across sectors* (e.g., nonprofit, public and private),

disciplines (e.g., community development, public health and environment), and political perspectives; and

- Can bring a *variety of tactics* to their climate-resilience efforts.

We will review SOQs according to the following criteria. A competitive applicant will be:

- Focused on and skilled in working within low-income, urban areas (required);
- Aspiring to use or already using a comprehensive framework of climate resilience in its work (required; please see Kresge's definition of climate resilience provided above);
- Deeply rooted in the communities in which it proposes to work as evidenced by tenure, membership, governance and/or engagement (required);
- Well respected due to its past accomplishments (required);
- Approaching its work with the intent of delivering multiple benefits for historically disadvantaged community residents (i.e., climate resilience as well as health benefits, economic opportunity, new community amenities, and/or improved quality of life) (required);
- Already engaged in or planning to engage in specific, public-sector-led efforts to address climate change that present an opportunity for influence (e.g., local and regional plans focused on climate-change mitigation, climate-change adaptation, public health, transportation planning and/or urban sustainability) (required);
- Committed to pursuing its climate-relevant work in collaboration with one or more private-sector, academic or other nonprofit-sector partners (required);
- Connected to a regional or national network through which it would share what it is learning (preferred); and
- Integrating arts and culture into its work and proposed interventions (preferred).

Eligible Uses of Planning-Grant Funds

Successful applicants may use planning-grant funds to support:

- Staff and/or consultant time devoted to the planning effort;
- Costs associated with community outreach and communications efforts;
- Costs of meeting rooms and/or equipment rental required for the planning effort;
- Costs of refreshments and/or child care provided during community meetings;
- Sub-grants or contracts to partner organizations;
- Travel expenses essential to the planning process, including travel to the Kresge-sponsored gathering at the beginning of the grant period; and
- Administrative and overhead costs related to the planning effort.

Phase 2: Multiyear Project-Implementation Grants

As the second phase of the initiative, Kresge will invite up to 15 planning-grant recipients to apply for multiyear project-implementation grants. Each implementation grant will be for up to \$200,000 per year for up to three years. Organizations that receive implementation grants will be provided the opportunity to participate in multiple peer-learning events during the life of their Kresge grant award.

Additional details about Phase 2 will be announced after the planning grants have been awarded.

Expected Outcomes From This Initiative

At the conclusion of Phase 1 of this initiative, Kresge expects that funded organizations will have:

- Identified specific opportunities to shape and influence local and regional climate-resilience planning, policy development and implementation to better reflect the priorities and needs of low-income people in their communities; and
- Developed clear work plans for pursuing those opportunities.

At the conclusion of Phase 2 of this initiative, Kresge expects that:

- Each funded organization will emerge with strengthened institutional and political capacity to influence climate-resilience efforts in its community as measured by its:
 - Depth of understanding about climate change’s likely impacts on its community as well as appropriate mitigation and adaptation responses;
 - Visibility and effectiveness in local and regional climate-resilience planning, implementation and policy venues;
 - Depth of interaction with local officials with decision-making authority relevant to climate resilience;
 - Active engagement in multisector climate-resilience efforts; and
 - Understanding of the national landscape of climate-resilience efforts.
- The communities in which grantees have worked measurably advance climate-resilience planning, policy development and implementation.
- Organizations participating in the supported cohort learn from one another and generate model methodologies and policies that can be adapted by other communities regionally and nationally.
- A growing group of individuals and institutions that are grounded in an understanding of low-income communities emerge as nationally recognized thought leaders in climate resilience.
- Kresge builds the evidence base for and defines a clear set of pathways for nonprofits, municipalities and philanthropy to engage in climate-resilience efforts leaders and advocates who are grounded in the needs and priorities of low-income communities.