



The Kresge Foundation Climate Resilience and Urban Opportunity Initiative: Evaluation Report

Prepared for The Kresge Foundation
by Spark Policy Institute and Ross Strategic
December 2019

THE
KRESGE
FOUNDATION

This page intentionally left blank.

Foreword

The Kresge Foundation is focused on expanding opportunities in American cities. Since 2014, our Environment Program has helped cities combat climate change and adapt to its impacts, with a focus on ensuring that everyone in a community shares in the benefits of those actions.

Climate change is impacting people in real ways – today. The long legacy of segregation has resulted in uneven environmental protections, causing people of color and people with low incomes to disproportionately bear the impacts of climate change. As we work to reduce the pollution that causes climate change and prepare for its impacts that can no longer be avoided, it is critical that we acknowledge, address, and seek to correct these painful truths and recognize that, in the face of these structural inequities, climate change becomes a threat multiplier.

In 2014, Kresge launched its Climate Resilience and Urban Opportunity (CRUO) Initiative, a five-year, \$29 million effort, with the intent of prioritizing work led by advocates and organizers in urban communities facing disproportionate environmental burdens. We began with one central question in mind: **Would cities adopt different and more universally protective policies and practices to advance climate resilience** (defined by Kresge to include climate change mitigation, adaptation, and social inclusion) **if organizations deeply committed to equity were resourced to fully participate in the policy-formation process?**

In 2014 (and still today), the vast majority of climate-change-focused philanthropy supported large environmental organizations' advocacy efforts to reduce greenhouse gas emissions. A small group of funders supported climate adaptation; again, traditional environmental groups were the typical recipients of funding. Philanthropy was making scant investments in the equally important work led by organizations that are rooted in and accountable to low-income communities and communities of color. The CRUO Initiative was the Kresge Environment Program's first significant financial commitment to a cohort of such leaders and organizations.

Because investing in community-based organizations leading with equity in their climate-resilience work was new to Kresge, we invited a small group of experts in climate change, racial equity, and social change to serve as advisors to Kresge's Environment team. Several of them had contributed to the initiative's design, and they provided candid and extremely helpful guidance throughout the course of the initiative. We are deeply indebted to them.

We chose to support the initiative with staff and consultants who were knowledgeable about racial equity and skilled in navigating different cultural contexts. We did our best to work in authentic partnership with the organizations that became grantees, to honor their insights into what they needed for their work to move forward successfully, and to give them room to adapt their strategies as the context for their work shifted.

As you will read in this evaluation, the CRUO-funded organizations affirmed the value that community-based organizations grounded in equity bring to climate-change work. The organizations achieved meaningful policy wins in their local communities and regions and at the state level. Collectively, they contributed to a shift in how climate-resilience work is framed – they expanded the range of issues recognized as relevant to climate resilience and elevated the profile of equity within the climate-resilience field.

Kresge’s Environment team learned much through the CRUO Initiative. Beyond the key learnings noted in the evaluation, we observed the complex dynamics the CRUO-funded organizations must navigate in their work as well as the depth of resistance built into the systems they are attempting to influence. We saw up close how individual, institutional, and structural racism pose barriers to communities’ progress. We understood on a deeper level why issues such as development and displacement, immigrant rights, and public health are among the challenges that climate activists must address. And we came to appreciate more fully that knowing a community’s history is a prerequisite to planning for its future.

Throughout the years we worked together, we were impressed and humbled by the clarity, commitment, and passion that drove the advocates’ work. Their vision is for bold, transformative change that will bring about a just and climate-resilient future for all communities. It is a vision we should unite behind.

We extend our gratitude to all of our partners in the CRUO Initiative. We hope that the lessons learned from this work will inspire greater philanthropic investment in equity-driven climate-change work.

Lois R. DeBacker

*Managing Director, Environment Program
The Kresge Foundation*

Shamar A. Bibbins

*Senior Program Officer, Environment Program
The Kresge Foundation*

Executive Summary

Background on the CRUO Initiative

In March 2014, The Kresge Foundation’s Board of Trustees approved a new Environment Program strategic framework that advanced a comprehensive approach to climate resilience, integrating climate mitigation, climate adaptation, and social cohesion. Kresge believed actions in support of these three core concepts of “climate resilience” would be most powerful when pursued together and designed to be mutually reinforcing. Critical to this strategic framework was the core value of working to advance equity across all three aspects of climate-resilience.

The Climate Resilience and Urban Opportunity (CRUO) Initiative was the first significant multi-year effort of the Environment Program’s new strategy. It was designed to demonstrate that large-scale, transformative change can and should be led by low-income urban communities. Through CRUO, Kresge sought to:

- Strengthen the capacity of community-based non-profit organizations to influence local and regional climate-resilience planning, policy development, and implementation to better reflect the priorities and needs of low-income urban communities in U.S. cities.
- Strengthen the climate-resilience field by supporting new equity-centered methodologies and approaches to climate-resilience policy and planning.

The CRUO investment signaled to Kresge’s partners and the larger climate-resilience field that Kresge was prepared to leverage the foundation’s many years of learning and its growing network of partners to advance equitable climate-resilience practices. Although CRUO included some common elements of traditional grantmaking, Kresge structured its investment to ensure that community-based organizations (CBOs) would have the opportunity to execute strategies resulting in direct benefits to their communities and advance learning that could inform the broader climate-resilience field.

Key Terms for CRUO Stakeholders

In this report, the evaluation references stakeholders of CRUO in the following ways:

- “CRUO CBOs” or “CBOs” refers to the primary place-based organizations directly funded by Kresge.
- “CRUO partner” and “partners” are community-based stakeholders and entities that worked in a substantive way with CRUO CBOs to advance the CRUO strategy. Partners that received funding from Kresge through CRUO CBOs are noted in Table 1.
- “CRUO communities” is used to describe the combined efforts or impacts of CRUO CBOs, partners, and community members.
- “Field-building organizations” refers to a set of national organizations supported by Kresge’s Environment Program; several of these organizations collaborated and/or partnered with CRUO CBOs and partners to advance strategies.

CRUO Purpose and Design

Kresge made intentional choices in designing the CRUO initiative to both position CBOs for success and build learning into the process. Kresge began the initiative design process with a set of hypotheses about climate resilience and community-based work and how philanthropy could most effectively leverage resources and catalyze efforts to advance systems-level change. Kresge's working set of hypotheses were:

HYPOTHESIS 1: IF we resource CBOs who have a commitment to civic engagement and who authentically represent the priorities of low-income communities to systematically engage in climate-resilience efforts, THEN we will generate publicly-endorsed plans and policies that are more attendant to equity concerns and carry more public support.

HYPOTHESIS 2: IF CBOs are resourced to systematically engage in climate-resilience efforts to elevate the concerns and priorities of low-income residents in the communities in which they work, THEN we will strengthen social cohesion and connectivity in these places.

HYPOTHESIS 3: IF we lift and share lessons from place-based innovation in advancing climate resilience with a focus on civic engagement and the inclusion of low-income communities, THEN we will improve the effectiveness of the climate-resilience field as a whole.

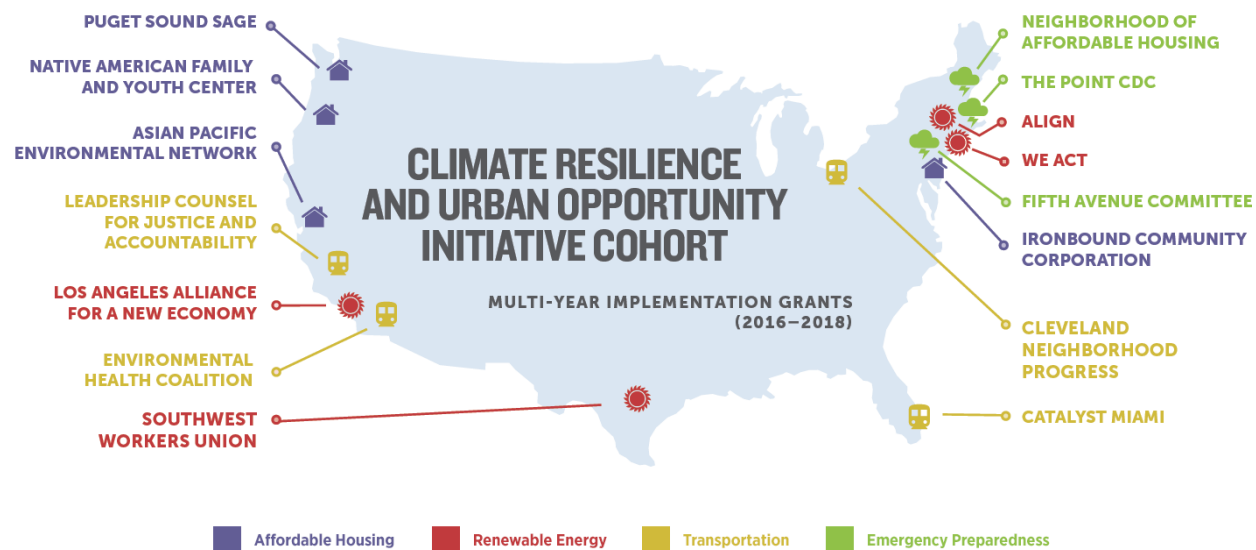
Kresge sought to harness lessons about how multi-year investments and diverse strategies in shifting political conditions could be structured and deployed to advance complex systems changes in low-income urban communities. CRUO investments were structured in ways that diverged from Kresge's past approaches to grantmaking. These ranged from a unique initiative design to new ways of engaging in the funder/grantee relationship. Kresge's approach to initiative design can be categorized in two ways: (1) decisions made to ensure that CRUO was adaptive and created space for emergent issues, including shifts in political or social context, climate events, or organizational changes within CBOs; and (2) decisions made to support learning at the local and national levels, across place-based CBOs and national organizations working to build the climate-resilience field.

The CRUO Cohort

The CRUO initiative was carried out in two phases: a nine-month planning phase followed by a three-year implementation phase. In 2014, Kresge issued an open call to invite non-profit CBOs to submit a letter of intent to participate in a planning phase and learning year for CRUO. The call was directed to CBOs with a strong track record of working in low-income, urban communities. Kresge sought CBOs that were interested in deepening their involvement and leadership in local or regional climate-resilience efforts. In 2015, 17 CBOs selected through the open call received nine-month planning grant awards of \$100,000 each and light-touch technical assistance, and also participated in a national convening. Following the planning year, Kresge awarded three-year implementation grants of \$220,000 each to 15 of the 17 planning grant recipients. The CBOs funded through the implementation phase represented geographies across nine U.S. states, and the grantees entered the cohort with diverse missions, scope and scale of services, and political contexts. The chosen CBOs' work was centered on equity. Though

they entered the CRUO Initiative with varying degrees of expertise on climate issues, all the CBOs demonstrated an interest in deepening their involvement and leadership in local or regional climate-resilience efforts and incorporating an equitable approach to climate resilience into their broader activities and agendas.

CRUO CBOs by Geographic Distribution



In addition to the 15 CRUO CBOs and their partners,¹ the Kresge Environment Program also invested in a group of non-profit organizations focused on climate resilience and/or equity issues working at the national level. Kresge supported these national, field-building organizations to work with CBOs to advance learning that could inform the field and ensure alignment of an equitable climate-resilience agenda. Specifically, Kresge hoped these linkages would:

- Increase local organizations’ technical knowledge and expertise around climate resilience and solutions.
- Support field-level learning from low-income urban communities about the kinds of equitable climate-resilience policy solutions that can be advanced with strong public input and support.
- Create partnerships to advance policies and plans at scale.

This level of intentionality led to some key partnerships and models that now have the potential to influence approaches to urban climate resilience.

¹ Most of the CRUO CBOs approached implementation by forging partnerships with other organizations in their communities.

Evaluation and Learning

The integration of evaluation and learning was central to CRUO and allowed Kresge and grantees to adapt and respond in an emergent manner to a rapidly-changing political and policy context. To address Kresge’s evaluation goals, the evaluation included two complementary designs: a *developmental evaluation* (DE) (2015–2017) and an *outcome evaluation* (2017–2019). During the early stages of the CRUO initiative, the developmental evaluation focused on elevating emergent feedback and insights to inform the ongoing design, evolution, and implementation of the initiative and to capture emergent lessons and insights. The outcome evaluation focused on assessing the impact of the overall strategy, with focus on CBO-supported work across the 15 CRUO communities. It also sought to identify lessons and insights that could inform future efforts supported by Kresge, peer funders, and the broader climate-resilience and equity fields.

Six learning questions were developed by Spark Policy Institute with input from the Kresge Environment Team to guide the shift to outcome evaluation:

- How did the actions and decisions undertaken by the Kresge Foundation influence the actions of the place-based and field-building grantees and contribute to their effectiveness at increasing climate-resilience while keeping equity at the center?
- To what extent have the contributions of and relationships between field building and place-based grantees created greater capacity and opportunity *in the broader field* to advance climate-resilience while keeping equity at the center of the work?
- To what extent have the relationships between and contributions of field building and place-based grantees created greater capacity and opportunity *among these organizations* to advance climate-resilience while keeping equity at the center of the work?
- To what extent have place-based grantees advanced climate-resilience while keeping equity at the center through:
 - Long-term, significant policy changes;
 - Short-term, small-win policy changes;
 - Signals of progress in the policy environment; and
 - Specific community-level changes?
- How did place-based grantees advance climate-resilience at scale while keeping equity at the center given complex political environments and competing community and organizational priorities?
- To what extent are place-based grantees positioned to continue growing climate-resilience in their communities while keeping equity at the center of their work, including the:
 - Strength of their partnerships;
 - Position in the policy environment;
 - Position in their communities; and
 - Organizational commitment to climate-resilience?

Consistent with a learning approach, data were collected throughout the CRUO initiative from a variety of sources including document review, annual CBO site reports, observation of annual CRUO convenings, surveys conducted pre- and post-convenings, facilitated dialogues with Kresge staff and consultants and the CRUO Advisory Committee, and media sources (e.g., newspapers, blogs, websites) highlighting CRUO communities' work. Data collection methods also included semi-structured interviews with multiple stakeholders, facilitated dialogues with CBOs and their constituents, and CBO site visits in the summer of 2018.

Key Impacts of the CRUO Initiative

CRUO's two-phased approach, the flexibility for configuring local partnerships, the use of developmental evaluation, and other factors contributed to an environment that emphasized learning, creative problem solving, adaptation, and meaning-making. The CRUO experience, including the local policy gains achieved by CBOs, demonstrates that finding meaningful solutions to address the impacts of climate change will require intentional, on-going action where philanthropy, national and grassroots efforts are working together to achieve equitable climate-resilience.

CRUO contributed in significant ways to changing the concept of climate resilience, who is affected, and how climate resilience solutions can advance and support social equity. CRUO was designed to advance work at the intersection of adaptation, mitigation, and social cohesion. Through work in the 15 selected communities, CRUO brought attention to the needs and priorities of communities often underrepresented in conversations about climate impacts and resilience solutions and helped to elevate the voice of community members in local processes relevant to climate-resilience.

CRUO demonstrated the value of intentionally integrating the needs, experiences, and skills of low-income urban communities in climate-resilience planning and implementation. CRUO stakeholders concluded that CRUO helped stretch the boundaries of the climate-resilience field to more intentionally consider the needs and experiences of low-income urban communities. Policies and plans that were advanced during CRUO show promise in this regard, both locally and at scale.

CRUO pushed meaningful systems and policy change. The initiative integrated technical knowledge, data capabilities, community voice, networks of networks, and linked investments in both community-based efforts and national issue-focused activities. The 15 CRUO communities, in partnership locally and nationally, developed a powerful set of policies, plans, and solutions that are continuing to drive meaningful systems change at multiple levels.

CRUO built and connected capacity across an entire ecosystem of organizations, helping these organizations to forge aligned and mutually-supportive strategies and action plans relevant to growing the climate-resilience and equity field. With the support of CRUO, CBOs and community members were able to identify, harness, expand, and use their capacities to grow their participation in policy and advocacy. Likewise, field-building organizations shifted how they develop solutions to be more inclusive of the experiences and priorities of low-income urban communities and to view CBOs as potential partners in developing and testing new approaches, tools, and insights. CRUO helped build the capacity of an ecosystem of organizations—the climate-resilience and equity field—by focusing beyond traditional grantmaking to support field-level peer-exchange and learning. CRUO also supported

organizations to develop longer-term strategies and capacities, while supporting organizations to adapt in a rapidly changing political context.

Key Insights and Lessons from CRUO

Based on the evaluation team’s experience and interpretation of the Key Learnings throughout the report, the evaluation team offers several insights and lessons related to (1) the value and impact of funding CBOs, (2) adaptive management, (3) the value of staff and advisory competency to bridge fields, (4) managing (and embracing) risk, and (5) ensuring sustainability of impacts. These insights are likely to be highly relevant to inform how philanthropic investors and their partners can enhance the likelihood of success of future complex social systems change initiatives—such as those focused on equitable climate-resilience.

1. Value and Impact of Funding CBOs

KEY INSIGHT: Local community-scale initiatives led by CBOs can provide a valuable testing ground for new approaches as well as tangible examples of what work and progress look like on the ground. These examples provide a crucial ingredient to support national field-building efforts by providing ripe opportunities to collaborate on research, narrative framing, national policy advocacy, and tool development.

CRUO demonstrated the value of having field-building initiatives include explicit investments in local initiatives to pilot and test concepts, approaches, and tools and to have living laboratories that national or issue-focused field-building organizations can work with and learn from. Field development is often propelled by work happening on-the-ground, complemented by national-level efforts to support and diffuse learning and approaches. Providing opportunities for field-building organizations to build relationships with CBOs and learn about how they solve problems to address their priorities can accelerate efforts to transform growing fields such as the climate-resilience field to embed equity.

KEY INSIGHT: CRUO demonstrated that there is real value for philanthropy in connecting partners across place-based investments and in engaging with them as “thought partners” to catalyze more comprehensive systems change initiatives.

CRUO’s design and implementation demonstrated compelling and innovative roles that philanthropy can play in complex systems change and field-building. In CRUO, place-based investments in CBOs provided more than examples of what equitable climate-resilience work can look like in communities; CBOs were connected in ways that supported broader field development, strengthened and accelerated learning and improvement across sites, and enabled real-time learning and adaptation between the funder and grantees. CRUO provides a powerful model for philanthropic strategy in which the funder and CBOs work together in a strategic thought partnership to design and influence larger transformational changes, such as efforts to position equity at the core of sustainability solutions.

2. Adaptive Management

KEY INSIGHT: There is value in creating lots of space and diverse mechanisms for organic, in-person peer-to-peer learning and technical assistance to support adaptive management by grantees.

As part of CRUO, Kresge supported diverse mechanisms to enable grantees—including both CBOs and national-field building organizations—to interact and learn from each other. Throughout the CRUO initiative, CBOs and partners remarked on the value of both the annual convenings and in-person peer-to-peer learning opportunities, such as peer site visits and special issue convenings.

KEY INSIGHT: Kresge’s approach to the CRUO initiative allowed for flexibility and adaptation, which was supported by the developmental evaluation, on-going advisory support, continued engagement with grantees as thought partners, and access to reserve funding.

Commissioning a developmental evaluation for CRUO created space for evaluative thinking and evidence to inform on-going strategy and implementation activities for CRUO. On-going engagement of an Advisory Committee created an important forum for discussing and testing emergent insights and ideas. Periodic interactions between Kresge staff, consultants, and grantees through site visits and convenings created space for dialogue about emergent needs and opportunities to adjust to address them. The availability of funding dedicated to peer-learning activities enabled Kresge to support emergent needs and opportunities, such as enhanced learning and exchange opportunities for grantees and focused policy implementation opportunities in some communities

3. Value of Staff and Advisory Competency to Bridge Fields

KEY INSIGHT: CRUO benefited from having staff and advisors with skills and experience that spanned both equity and climate-resilience fields, equipping CRUO to build bridges to integrate these fields and to navigate different cultural contexts in productive ways.

CRUO benefitted from having staff and Advisory Committee members who not only have experience and skills in equity and climate-resilience fields, but who also have valuable cultural and political competencies. This expertise and capacity helped ensure that the implementation of the CRUO initiative remained attentive to the social and cultural dimensions of building bridges and connections among grantees, experts, and stakeholders approaching the work from equity and climate-resilience lenses.

4. Managing (and Embracing) Risk

KEY INSIGHT: Kresge shaped the portfolio to focus on geographies where there was higher capacity and likelihood of success, while also including some higher risk places with more limited capacity and/or stronger political headwinds. This helped to enhance the overall likelihood of success for the CRUO initiative while creating opportunities to learn from work in more challenging contexts.

During the design phase of CRUO, the Kresge Environment team chose to intentionally focus in urban areas where there was already existing CBO capacity and ripe policy advocacy environments, which tended towards the east and west coast communities. At the same time, Kresge had an interest to test the CRUO hypotheses in a range of community contexts, including those where local focus on climate-resilience might be at different stages or politically positioned in different ways. This varied portfolio approach created important learning opportunities about what it takes to support equitable climate-resilience work in diverse contexts.

KEY INSIGHT: CRUO's two-phase grantmaking structure with planning and implementation grant phases allowed Kresge to explore opportunities in higher risk community contexts without committing multi-year investments in places that had low likelihood of success.

Planning year grants provided Kresge and CBOs an opportunity to work together during a full year to develop CBO's capacities and plans around equity-focused climate-resilience work. This approach enabled Kresge to pursue implementation investments with 15 of the 17 CBOs from the planning cohort, focusing on CBOs that had the greatest likelihood of successful implementation work. While the planning year provided the foundation with a helpful risk-management approach, the multi-year implementation phase investments provided CBOs with helpful certainty about revenue flows to enable them to make staffing and investment decisions.

KEY INSIGHT: Creating time and space to build relationships and trust among community-based organizations within and across communities, and with national field-building organizations, was important to enhancing the success of CBOs' work and of the broader CRUO field-building efforts.

Dismantling pervasive, systemic inequities in areas relevant to climate resilience requires the efforts of strong local partnerships and aligned regional and national networks of organizations. The design of CRUO created enough opportunity for formal and informal networking to allow relationships to grow over time. CRUO's reach into the climate-resilience field largely rested on relationships and networks between CBOs and field-building organizations, media efforts highlighting community-based work, and influence through coalitions to take some models to scale.

5. Ensuring Sustainability of Capacity and Impacts

KEY INSIGHT: Ensuring sustained impact (such as equitable climate resilience) requires looking beyond policy wins to support on-going policy implementation phases.

CRUO demonstrated that there is a growing capacity to advance climate-resilience policy and programmatic wins with equity at the center. Policy and program wins are important, but representatives from the CRUO CBO cohort indicated that assuring the full impact of these accomplishments will require substantial work in the subsequent design and implementation of policies and programs. Several CRUO stakeholders observed that hard-fought policy progress in advancing equity and justice can be easily unraveled or lost during the implementation phase unless there is on-going vigilance, advocacy, and engagement to ensure aspirations are realized in practice.

KEY INSIGHT: Funders can support sustained impact by CBOs with thoughtful exit strategies that support early discussions with CBOs to help them proactively plan for changes in future funding.

In major, multi-year initiatives such as CRUO, sustaining or advancing the transformational potential for investments can be enhanced by creating more time for discussions between funders and CBOs about opportunities for sustaining impact over time. Even when a funder is not able to continue investment in initiative CBOs, the funder can help CBOs think through ways to sustain the work and impact through new funding sources, lower resource levels, or creative implementation strategies.

Informing the Field

The learning that surfaced throughout the CRUO initiative has already begun to inform the Kresge Environment Team's work as the team moves to implement other initiatives. Kresge hopes that this evaluation will also inform peer funders interested in advancing climate work with an equity lens, as well as funders in other disciplines who are implementing community-based capacity-building efforts. Lessons learned from the CRUO experience suggest several considerations to support further development of an equitable climate-resilience field:

- Support capacity building across a strong network of CBOs with established track records of working on equity issues in low-income urban areas in order to grow and strengthen a movement capable of influencing climate-resilience policy decisions and implementation from the ground up.
- Prioritize larger, longer investments with built-in flexibility for how resources are directed to allow organizations to balance immediate and longer-term priorities and to adapt as they learn.
- Assess learning needs and structure responsive learning opportunities that get at what is most needed rather than broader, more generic, and pre-determined learning opportunities.
- Concurrently build the relationships and structures necessary to foster strategic partnerships at the grassroots level and within and across the broader field. This can strengthen design and implementation of adaptive and technical solutions to address climate-resilience and equity issues and allow groups to develop and elevate insights and tools for broader use.

Appendix E: Site Summaries

Note: Photos in Appendix E were provided to the evaluation team by each individual CBO.

Alliance for a Greater New York

Alliance for a Greater New York (ALIGN) seeks to achieve a more resilient and just climate economy in New York City through increased energy efficiency, renewable energy infrastructure, equitable job creation, sustainable and affordable housing for residents, and reduced public health impacts and energy burdens on low-income households. ALIGN pursued these goals through the following strategies:



- Investing in research and policy development
- Establishing cross-organizational partnerships with other sectors
- Organizing events, meetings, convenings, workshops, and trainings
- Developing strategic communications and mass engagement through websites, social media, and earned media
- Policy advocacy to advance city policy adoption and implementation

Policies and Initiatives Advanced During CRUO

Policy	Description	Stage
Public Power Campaign/Project	Collaborate with New York City Department of Citywide Administrative Services (DCAS) to ensure that all public buildings are outfitted with renewable energy installations, siting priority is given to frontline communities, savings from renewable energy are reinvested in low-income communities of color, and public investments in renewable energy create good union jobs	<i>Implementation</i>
NYC Energy Efficiency Program	Retrofits of every city-owned building by 2025 and installation of 100 MW of solar on public buildings and overall effective and equitable implementation	<i>Implementation</i>
Solar generation in public school buildings	Supporting installation of solar-generating systems on public school buildings	<i>Implementation</i>
Holding elected officials accountable to retrofitting and solar installations on public buildings	City elected officials held accountable to vision and promises of OneNYC, New York City’s comprehensive plan for creating a sustainable, resilient, and equitable city.	<i>Advocacy</i>
Sandy Build it Back Program and Green Jobs Corps	Influenced the creation of local hiring programs that connect union jobs and workforce development to low-income residents, people of color, and women from storm-devastated areas of New York City	<i>Implementation</i>

Policy	Description	Stage
Dirty Buildings Campaign	New York City mandates that all privately-owned buildings 25,000 Sq. Ft and above reduce energy use 40% by 2030 and 80% by 2050 with provisions to protect rent-regulated tenants from rent increases and displacement.	<i>Advocacy</i>

Insights from CRUO

Over the past three years, ALIGN has learned a lot about advancing systems change as it relates to climate resilience and equity.

- **Bringing together non-traditional allies can lead to successful, multi-dimensional outcomes.** ALIGN brought together community, labor, and environmental justice groups that had not previously worked hand in hand to address climate change issues. By aligning these organizations around common objectives in mitigating climate change, ALIGN and its allies were able to develop unique environmental policy centered around economic and racial equity.
- **Creating open dialogue with community members can provide critical input for campaign development.** Listening to community members and understanding how climate change impacts their daily lives can shed light on needs that go beyond technical policy processes. Issues like housing, jobs, and unemployment are important to community members and can help drive campaign development so that they are intersectional and responsive to needs on the ground.
- **Coalition building should result in long-term alliances.** ALIGN's model of coalition building is structured so that partner and community engagement is continuous through different phases of the work. This model helps ensure that folks remain plugged in during implementation and allows for skill building, collaboration, and building of working relationships with policymakers and agencies throughout the campaign.

Where Our Work Is Headed

ALIGN has positioned itself as a key player in climate resilience and equity in New York City and in the future plans on approaching its work in the following ways:

- **Ensure proper implementation of the Public Power Project.** Through ALIGN's advocacy, DCAS has adopted a set of criteria that prioritizes environmental justice communities for solar and ALIGN is currently working with stakeholders to secure a Project Labor Agreement for all public solar installation work. In addition, further studies and engagement with technical experts, business owners, labor, and community will continue, along with broader oversight of the implementation process.
- **Get the Dirty Buildings Campaign over the finish line.** ALIGN will continue advocacy on legislation for the campaign. It has been a challenge to get lawmakers to consider the policy holistically to include equity and community concerns, particularly around housing affordability. Because the policy provides for a separate compliance path for rent-regulated housing in order to protect tenants from rent increases, the campaign has called for funds to support retrofits in rent-regulated buildings and other low-income housing. ALIGN is in early stages of advocacy around the city budget to push for public investments for energy efficiency and workforce development.
- **Develop a water infrastructure campaign.** National events have highlighted the case for 'water as a right,' leading ALIGN to explore the implications of aging water infrastructure in New York City. ALIGN will develop a campaign that incorporates water infrastructure into climate resilience issues and ensure equitable access to clean quality water for community members.



Asian Pacific Environmental Network

Asian Pacific Environmental Network (APEN) acts so that working class communities of color can respond to the impacts of climate change and displacement pressures. APEN works to improve neighborhood stabilization and ensure access to the economic and health benefits of climate policies and public funds by infusing the priorities of low income and vulnerable populations into policies and investments. APEN pursued these goals through the following strategies:



- Building support for projects to reduce disruptive impacts that affect San Francisco Bay area’s most underserved communities
- Disseminating research, resiliency data and information in a culturally-literate manner
- Developing “base-building” networks of community-based organizations that strengthen relationships with environmental and transit allies and local/regional officials
- Facilitating leadership development, training, and education for members to support engagement in policy and planning processes
- Engaging in outreach and education of organizations, local leaders, and community members to enhance capacity to advocate and access resources and benefits from California climate and energy laws and funds

Policy and Initiatives Advanced During CRUO

Policy	Description	Stage
Alameda County Community Choice Aggregation	Allows for pooling of electricity demand of participating communities, choice around energy purchase including renewable low carbon emission energy, provides for financial tools that support energy efficiency programs, ownership of rooftop solar and other renewable technologies and strategies	<i>Implementation</i>
Solar Energy Legislation (AB 693)	Advocated for equitable implementation of landmark solar energy legislation to prioritize enrollment of community members worst hit by poverty and pollution	<i>Implementation</i>
Electric Program Investment Charge (AB523)	Mandates 25% of funds from the state Electric Program Investment Charge (EPIC) administered by the CA Public Utilities Commission benefit disadvantaged communities across CA	<i>Implementation</i>
CA Cap and Trade Extension (AB398)	Extends the cap and trade through 2030; continuing the work due to missed opportunity to ensure real reductions of GHG emissions, improve air quality and create new clean energy infrastructure in climate vulnerable communities.	<i>Continued Advocacy</i>
Solar Energy Project	New options for experimentation and development of a joint proposal to the CA Energy Commission for a micro grid project that includes distributed solar and energy storage in downtown Oakland. Siting has preliminary approval.	<i>Early implementation</i>
Air Resources Board's Climate Investments program	Initiative that puts \$140 billion of cap and trade to work reducing greenhouse gas emissions, strengthening the economy and improving public health and the environment.	<i>Early implementation</i>

Policy	Description	Stage
100% Renewable Energy in the electricity sector (SB100)	Require that retail sellers and local publicly-owned electric utilities procure a minimum quantity of electricity products from eligible renewable energy resources. Implementation will ensure greater equity and investment in disadvantaged communities.	<i>Early implementation</i>
CA Energy Commission Barrier Study (SB350)	Required the CEC to perform a barrier study. Supported CEC in community input to this study to understand the barriers to accessing renewables and energy efficiency for low-income and disadvantaged communities.	<i>Adopted</i>

Insights from CRUO

Over the past three years, much has been learned about advancing systems change as it relates to climate resilience and equity.

- **Work needs to be open and adaptable.** APEN has found that while it is important to keep your eye on sustainable solutions for climate resiliency, it is equally important to recognize that the vehicles to achieve goals need to be responsive and adaptive to opportunities and challenges as they arise. This translates into shifts in coalition roles, ways of leveraging partnerships, and the types of narratives used to engage the community.
- **Adaptation through community engagement.** Adaptation requires combining strategy with a community powerbase. Purposeful engagement of impacted communities is needed to move towards more climate-resilient communities. While it is important to address the physical changes in the urban environment related to climate change, the experience of people who are living in impacted neighborhoods, their priorities and opportunities, and their solutions need to be central.
- **Early relationships lead to a richer collaborative agenda.** Inroads would not have been achieved without APEN’s early engagement with other groups. This has sparked new coalitions and alliances of organizations across the region that are still maintained today. Because of the early cultivation of relationships, APEN can strategize in a multi-faceted manner through coalition work rather than focusing on a narrow subset of issues and solutions.

Where Our Work Is Headed

Moving forward, the organization plans on approaching their work in the following ways:

- **Building movement power at multiple levels.** At APEN, there is a broader acceptance of the solutions necessary to realize resilient communities. APEN is committed to finding ways to build a base of community power to promote solutions at the local, state, and regional levels and generate the influence necessary to develop truly climate resilient communities.
- **Policy angle-adaptation work.** APEN continues to work closely and lead projects on intersectionality and vulnerability. APEN will identify communities that are the most vulnerable to climate change and pursue policy solutions and acquire resources at the state level towards community solutions to strengthen climate adaptation work.
- **Strengthening partnerships and alliances.** To strengthen climate resilience capacity across the state, it will be important to look at where there are shared interests between labor groups and other vulnerable populations. This would provide the opportunity to have a larger conversation about what new infrastructure should look like; both physical energy-related infrastructure but also the political and decision-making structures that determine who benefits and who does not.

Catalyst Miami

Catalyst Miami’s goals are to create and support structures and systems in Miami-Dade County that benefit all community members, provide for the safety and well-being of future generations of Miami’s residents and visitors, establish networks to fight poverty countywide, and contribute to global climate resilience. Catalyst Miami pursued these goals through the following strategies:



- Engaging in educational efforts to build public awareness about forecasts of climate change and community resilience concepts
- Participating in grass tops conversations and advisory councils
- Co-organizing the Miami Climate Alliance and the People’s Climate Movement
- Developing a targeted communications campaign including a website, social media, phone outreach, and grassroots channels
- Providing leadership skills development opportunities for adults and youth through the Community Leadership on the Environment, Advocacy, and Resilience (CLEAR) program
- Building relationships with community groups and individual community members in order to better understand community issues and to collectively inform policy change

Policy and Initiatives Advanced During CRUO

Policy	Description	Stage
Miami Forever General Obligation Bond	Miami will invest \$192 million for stormwater management projects and \$100 million for affordable housing. The fund also includes \$78 million in park improvements, \$23 million in road repairs, and \$7 million in public safety. This would be the City of Miami’s first significant climate adaptation funding.	<i>Implementation</i>
Miami Forever General Obligation Bond Community Oversight Board (MFB COB) Requirements	Miami passed an ordinance which added the following requirements to the MFB COB: demographic diversity, Miami residents only, no lobbyists or overt conflicts of interest, added community leadership as a valued expertise. These were decided by community members at two town halls that Catalyst Miami hosted.	<i>Implementation</i>
Prevention of funding cuts for transportation	Prevented \$13.5 million in service cuts by Miami-Dade County	<i>Implementation</i>
Regional Climate Action Plan	Helped author the new Equity and Public Health chapters of the Regional Climate Action Plan for the Southeast Florida Regional Climate Change Compact (Broward, Miami-Dade, Palm Beach, and Monroe Counties). Fifty community members that Catalyst Miami helped convene co-authored the Equity Chapter.	<i>Implementation</i>
Miami-Dade County Budget	Increased investment in the Miami-Dade County Office of Resilience and Sustainability; Budget Director announced that this was due to our persistent advocacy efforts. In 2015, there was \$0 investment in the \$7	<i>Implementation</i>

Policy	Description	Stage
	billion County budget and no Office of Resilience. Now they have a \$2.5 million budget and 13 staff.	
Successful Solar Ballot Initiatives	Helped with the passage on Yes on Amendment 4, a solar ballot initiative that prevents increases in property tax on business owners who install solar. Helped with failure of No on Amendment 1, a bad utility-backed initiative that monopolizes solar and puts it in the control of large utilities.	<i>Implementation</i>

Insights from CRUO

Catalyst Miami learned a great deal about advancing systems change as it relates to climate resilience and equity:

- **The CLEAR program created deep relationships in the community.** Catalyst Miami has become a trusted body in the community because staff take a "community first" approach, leading with compassion and listening to their community members. Modeling behaviors and actions that show that community is at the center helps to further solidify relationships and increase trust.
- **Grassroots engagement is most effective at the neighborhood level.** Catalyst Miami understands that to sustain climate resilience efforts, local power must be generated. This can be done by tailoring strategies for engagement to the context of the individual community.
- **A good inside/outside game strategy requires a careful balance.** Working in coalitions with organizations that have clear roles provides cover and allows organizations to push on existing power structures and institutions in effective ways. It is important that organizations are aligned on who is playing which role in order to capitalize on opportunities as they present themselves.

Where Our Work Is Headed

Catalyst Miami has positioned itself as a key player in climate resilience and equity work in Miami, Florida. Moving forward, the organization plans on approaching its work in the following ways:

- **Adopting a resilience lens across all areas of work.** The CRUO initiative allowed Catalyst Miami staff to see the ways in which resilience encompasses a number of different themes that the organization has historically worked on including financial security and wealth building. Through their climate work, staff learned that they could successfully combine different parts of their theory of change from community leadership to coalition building to direct service into one program area with aligned strategies and fewer siloes.
- **Implementation of the Miami Forever Bond.** Catalyst Miami will continue to engage as bond money is allocated to ensure that community priorities are considered, particularly in the roll-out of affordable housing projects.
- **Increase civic engagement.** Catalyst Miami wants to see greater engagement of community members by elected officials and one of their goals is to continue to create opportunities for community members to meaningfully engage with decision-makers.



Cleveland Neighborhood Progress

Cleveland Neighborhood Progress is working toward comprehensive and equitable climate resilience that delivers multiple benefits to

Cleveland Neighborhood Progress



local residents. Its goals include that neighborhood residents are prepared for emergencies; energy consumption is reduced; the City of Cleveland's Climate Action Plan is updated using an equity and engagement framework with the Climate Ambassadors playing an integral role in the outreach and engagement process; and social cohesion is strengthened in the four participating neighborhoods. Cleveland Neighborhood Progress is working toward these goals through the following strategies:

- Helping project partners develop metrics to evaluate the extent to which residents are better prepared for climate change-induced events and ways to achieve it, and evidence of greater social cohesion
- Collecting and disseminating effective mitigation and adaptation strategies for shared learning with other cities in the Midwest
- Training a cohort of Climate Ambassadors and strengthening their capacity to engage in building climate resilience
- Supporting local climate documentaries and climate fairs to raise community awareness around climate change
- Promoting and enhancing neighborhood-specific climate resilient adaptation concepts such as design of a neighborhood Cooling Center to address seasonal thermal discomfort
- Mapping the geographic distribution of climate-related vulnerability and pursuing research funds to better understand local needs
- Engaging communities to keep neighborhood and civic leaders informed on issues, needs, and efforts

Policy and Initiatives Advanced During CRUO

Policy	Description	Stage
Cleveland Tree Plan	An action plan for Cleveland's urban forest to guide decision-making on tree planting, tree establishment, and tree management.	<i>Implementation</i>
Cleveland Climate Action Plan	Hosted 12 community workshops to engage residents in developing the plan and to inspire over 40 resident-led projects (over 20 of which received match funding).	<i>Early Implementation</i>
Tree Canopy Pilot Project	Pilot program to plant trees on City owned lots with the help of Western Reserve Land Conservancy.	<i>Implementation</i>
Recreational Equity Assessment	Assess equitable access to comprehensive recreational amenities.	<i>Design</i>

Policy	Description	Stage
Climate and Social Vulnerability Assessment	This assessment and template overlays social factors with climate factors to determine geographies and populations most vulnerable to the negative impacts of climate change.	<i>Implementation</i>
Cuyahoga County Climate Action Plan	Worked with Cuyahoga County on the framing and outline for their first county-wide climate action plan. Plan incorporates significant ideas from the CRUO initiative.	<i>Waiting Period</i>

Insights from CRUO

Over the past three years, much has been learned about advancing systems change as it relates to climate resilience and equity.

- **Link climate resilience investments with current community needs and concerns.** Cleveland Neighborhood Progress started with the immediate and ongoing needs of residents related to health, safety, public space, emergency preparedness, and their concern about vacant lands. Demonstrating the connection of these issues to climate resilience and opportunities to create meaningful benefits for the community was powerful for inspiring grassroots action on climate resilience.
- **Engage community leaders as climate resilience ambassadors to amplify the work.** Cleveland Neighborhood Progress provided stipends to community leaders in four neighborhoods to connect community residents with climate resilience policy and practice recommendations.
- **Train staff at all levels in racial equity.** Cleveland took a new approach to updating its Climate Action Plan (CAP) in 2018, intentionally integrating equity into its planning approach and training staff on racial equity. The plan’s 107 actions and 28 objectives were assessed using a racial equity tool to determine which ones worked to advance equity. The experience with the CAP inspired the Mayor’s office to institutionalize racial equity through training for cabinet-level staff.

Where Our Work Is Headed

Cleveland Neighborhood Progress has positioned itself as a key player in climate resilience and equity in the City of Cleveland. Moving forward, the organization plans on approaching their work in the following ways:

- **Planning for Extreme Weather.** Partners are working on neighborhood-scale research to understand thermal comfort and the variation in temperatures in summer and winter to inform land use policies that reflect different needs of the community.
- **Implementing Equitable Development Models.** Cleveland Neighborhood Progress is interested in developing neighborhood plans that advance equity, resilience, and climate protection by integrating the eco-district model and using the climate ambassador approach.
- **Great Lakes Climate Network.** Cleveland Neighborhood Progress is reaching out to expand its impact with the help of other organizations in the Midwest. The organization will be sharing its experiences as a way to build collaboration across the region.



Environmental Health Coalition

Environmental Health Coalition worked to reduce the impacts of climate change by increasing climate resilience throughout the San Diego region with an emphasis on the most impacted communities, including improved transportation access and infrastructure, job opportunities, improved public health, and increased civic engagement in impacted communities. Environmental Health Coalition pursued these goals through the following strategies:



- Conducting power analyses and preparing research briefs
- Reviewing policy proposals and drafting positions and recommendations
- Facilitating community training and workshops
- Organizing participation of community supporters and allies in events such as meetings, rallies, and press conferences to build and maintain support for policies
- Engaging in outreach using fact sheets, letters to government officials, petitions, and other advocacy and communication materials

Policy and Initiatives Advanced During CRUO

Policy	Description	Stage
AB-805 County of San Diego: transportation agencies	Changes voting authority/administrative processes of three major transportation planning agencies to support equity in representation; increases oversight of these agencies, and increases focus on air quality	<i>Early Implementation</i>
No on Measure A	Environmental Health Coalition and resident leaders joined a coalition of more than 20 social justice, labor, and community groups to demand that investment be directed to better transit and safe streets for biking and walking in low-income communities. Alongside the coalition, Community Action Team (CAT) members educated their neighbors about the importance of transportation justice for good jobs, clean air, and healthy communities. The ballot measure was defeated in the November 2016 election	<i>Completed</i>
Barrio Logan Tenth Avenue Marine Terminal Expansion	Port of San Diego adopted an expansion plan for the Tenth Avenue Marine Terminal with significant pollution reductions and community benefits. The plan includes: 25% less maximum cargo throughput; 36 new pieces of electric cargo handling equipment; mandatory equipment that captures/treats smokestack emissions for ships without shoreside electricity; annual equipment inventory; renewable energy project on the terminal for greenhouse gas reductions; and community benefits including local hire, parking solutions, and a local community advisory monitoring committee.	<i>Implementation</i>

Policy	Description	Stage
Metropolitan Transit System Zero Emissions Buses Pilot Program	MTS board unanimously approved a zero-emissions bus pilot program to be deployed in a disadvantaged community and MTS gained new authority to levy sales taxes for transit.	<i>Completed</i>

Insights from CRUO

Environmental Health Coalition can share many lessons learned about advancing systems change related to climate resilience and equity:

- **Translating climate jargon is often essential to encourage community participation.** Education and training on climate impacts and quality of life can help community members connect climate resilience and environmental justice to issues that are relevant to their day-to-day lives. This allows community members to interpret the issues in meaningful ways and builds momentum for greater community engagement.
- **Creating leadership pathways for civic engagement is critical.** Organizing, educating and developing leadership capacity within the community can be more difficult than policy advocacy, but it is the only way to ensure that authentic community voices are represented within structures of power and in civil society. Frameworks for creating leadership capacity are key to keeping equity at the center of climate resilience and other issues.
- **Equity work is hard to maintain.** Despite promising alliances with environmental, labor, and other organizations, the voice of equity groups is often crowded out. An equity focus must be specific and intentional from conception to implementation in order to ensure gains for underserved communities.

Where Our Work Is Headed

Environmental Health Coalition has positioned itself as a key player in climate resilience and equity issues in San Diego. Moving forward, the organization plans on pursuing several areas of work:

- **Focus on transportation justice.** As result of the passage of AB-805, the Metropolitan Transit System (MTS) will be able to raise its own funds for transportation measures. A bond will be issued in 2020 and Environmental Health Coalition is working on influencing the type of projects that will be put forward in the ballot measure. Environmental Health Coalition will also focus more broadly on transport and climate work at the local and state levels, working to build equity into the discussion.
- **Participation in the Quality of Life Coalition.** Environmental Health Coalition will continue to ensure that community voice is part of the conversation through the Quality of Life Coalition, a group of labor, environmental, social justice, affordable housing, and transit organizations representing over 150,000 San Diego County residents.
- **Creation of the San Diego Transportation Equity Working Group.** Environmental Health Coalition recognized the need for authentic community and environmental justice voices in the policy development and implementation arena. Environmental Health Coalition established the SDTEWG in late 2018 as a continuation of the CRUO partnership with expanded membership from community-based organizations working on transit.



Fifth Avenue Committee

Fifth Avenue Committee supports resilient, sustainable, healthy, and safe communities in the Brooklyn, New York coastal



neighborhoods of Red Hook and Gowanus by organizing low-income public housing residents and allies to inform the climate justice and New York City Housing Authority (NYCHA) accountability movements as well as land use and environmental remediation efforts. Fifth Avenue Committee pursued these goals through the following strategies:

- Building knowledge, capacity, power, and social cohesion among Red Hook and Gowanus public housing residents to overcome a range of stressors and influence public policy decisions
- Providing leadership training, development, and support for public housing residents and low-income advocates and allied stakeholders
- Ensuring Turning the Tide (T3) and local community has access to appropriate technical assistance to influence public policy around environmental clean-ups, resilience, sustainability, and land use efforts by NYC, USEPA, NYCHA and others
- Developing alliances across sectors through its efforts in both T3 and the Gowanus Neighborhood Coalition for Justice (GNCJ) with a specific focus on engaging public housing residents, industrial businesses owners, and local allies to influence relevant federal, state and local elected officials and agencies including USEPA, NYC DCP & DEP and NYCHA.
- Advocating to ensure billions of dollars in public and private investments in local environmental cleanups, resilience, sustainability, infrastructure, and real estate development efforts advance climate resilience, sustainability, and equity goals

Policy and Initiatives Advanced During CRUO

Policy	Description	Stage
Create an Eco District in Gowanus - NYC's first	Create an Eco District as part of the Gowanus rezoning to address equity, resilience and climate action to address needs of public housing residents and the larger community.	<i>Advocacy</i>
Promote Public Value Recovery (aka Value Capture) as part of Gowanus rezoning and clean-ups to preserve NYCHA and a promote healthy, sustainable community	NYC should implement Public Value Recovery, the first effort outside of Manhattan and focused on equity, to recapture a portion of increased property value developers will gain as a result of the land use changes and environmental clean ups to dedicate these funds to addressing local public housing capital needs (>\$500 million) and Eco-District goals.	<i>Advocacy</i>
Siting of Combined Sewage Overflow (CSO) Tanks	T3 organized to change public park and public pool locations given impact on the local public housing community; those efforts led directly to NYC DEP selecting a different location (the Gowanus Canal-side site). A larger stakeholder group—the North Canal Visioning Group—has now been formed to promote shared goals.	<i>Early Implementation</i>
Reopening of Gowanus Houses Community Center	The Gowanus Community Center is an important community resource and was a base of emergency support after Superstorm Sandy. Fifth Avenue Committee has supported temporary uses including arts and youth programming. In Oct.	<i>Advocacy</i>

Policy	Description	Stage
	2017, Mayor de Blasio committed to reopen the center and \$4 million is included in the Draft Rezoning Framework for Gowanus.	
Fifth Avenue Committee Solar & Community Solar & Gowanus Wi-Fi-Mesh Projects	Community-controlled resilient infrastructure paired with green job training and placement to address the digital divide and expand access to renewable energy for low- and middle-income multi-family affordable and public housing, contributing to GHG reduction, emergency preparedness, social cohesion and access to green jobs.	<i>Early Implementation</i>

Insights from CRUO

Over the past three years, much has been learned about advancing systems change as it relates to climate resilience and equity.

- **Ongoing pressure on government ensures accountability.** Policymakers are always adapting. If the organization and its partners are viewed as respected sources of community representation, decision-makers will be incentivized to establish a closer relationship. As policy changes occur, Fifth Avenue Committee leverages its embedded position in the community to convene community members and ensure accountability, not allowing policy implementation to occur without community needs being met.
- **Advocacy from the community makes efforts sustainable.** Community ownership of advocacy efforts must be realized. This comes both from ensuring that the priorities of the organization are aligned with the priorities of the community and by providing opportunities for the community to engage in civic matters. Fifth Avenue Committee’s consistent, meaningful embeddedness in the community is key to community empowerment and sustained engagement. If what is advocated for is truly a priority of the community, it will lead to long term sustainability.
- **Building local power and capacity helps build equity.** Fifth Avenue Committee is activating citizens who would not traditionally have a voice at the policy table or access to jobs by creating, investing in, and otherwise supporting capacity and knowledge building/sharing activities and opportunities such as leadership trainings and workforce training. Fifth Avenue Committee has focused its efforts on building power and economic sustainability for the most impacted members of their communities by engaging public housing residents.

Where Our Work Is Headed

Fifth Avenue Committee has positioned themselves as a key player in climate resilience and equity in Brooklyn and New York City. Moving forward, the organization plans on approaching their work in the following ways:

- **Continuing to build on ongoing local, city-wide or broader regional processes.** Fifth Avenue Committee continues to attend to and build on local, city-level and regional-level processes and policies to provide foundations to support their efforts. For example, New York City has been working towards a Gowanus rezoning and city-wide affirmatively furthering fair housing process; Fifth Avenue Committee continues to organize around an Eco-District, Public Value Recovery and efforts to address long-standing neglect of public housing tenants and the environment and create programs and advocate for policies that promote equity, sustainability and resilience.
- **Focusing on the implementation of significant wins.** Following multiple significant recent wins, Fifth Avenue Committee will be focusing on its role as part of ongoing oversight and accountability during their implementation. Fifth Avenue Committee will continue to convene residents, checking in on early implementation; for those wins that seem to have shifted away from addressing or responding to the community’s needs or intentions, Fifth Avenue Committee will provide space and mechanisms to reconvene and determine how to support the community to get the win back “on track.”
- **Implementing new and replicable models.** Fifth Avenue Committee is working to implement several community controlled resilient infrastructure projects that leverage investment to train and place local residents into green jobs to ensure positive environmental and economic benefits for local public housing and affordable housing residents and the larger community.

Ironbound Community Corporation

Ironbound Community Corporation (Ironbound) works to ensure the City of Newark, NJ and all its residents are more resilient to the effects of climate change, specifically flooding, air pollution, dirty energy, extreme weather, and heat. Jobs



creation and small business development rebuilds and greens the city’s aging infrastructure, pairing climate resilience with economic stability and climate resilience does not lead to displacement of current residents. Ironbound in partnership with Clean Water Fund (CWF) and the New Jersey Environmental Justice Alliance (NJEJA) pursued these goals through the following strategies:

- Building partnerships with stakeholders and residents including public, private, non-profit sectors, housing, labor, business, arts, culture, environment, transportation, government, economic development, and others to advance allied position
- Development of resident, neighborhood-based environmental justice leadership through training programs and support in the development of actional recommendations that offer multiple community benefits
- Educating and preparing residents to respond to impacts of climate change and building community awareness
- Implementation of a resident-developed climate resilience agenda and efforts to mitigate the impact of flooding, air pollution, dirty energy, disaster and extreme heat
- Engagement of residents in the generation of data and research to support resiliency efforts

Policy and Initiatives Advanced During CRUO

Policy	Description	Stage
Environmental Justice and Cumulative Impact Ordinance	Requires the city to create an Environmental Resources Inventory which identifies new commercial or industrial projects and must make to the public the amount and type of pollution associated with the project.	<i>Implementation</i>
Environmental Justice Act of 2017 a.k.a. the Booker Bill	The bill protects the federal EJ Executive Order No. 12898 and states that new applications for pollution permits can be denied under certain circumstances based on cumulative impacts, leveraging language in the municipal ordinance.	<i>Waiting Period</i>
Homes for All Newark Campaign	City-wide coalition to push for stronger rent control after the city council voted to weaken rent control. Passed by municipal council.	<i>Implementation</i>
Heat Relief and Tips	City of Newark heat relief plan including city-wide expansion of cooling centers, placement of oversized cooling tips posters and street banners.	<i>Implementation</i>
Climate Action Planning + Mitigation	Requires 100% of electricity generation to come from clean renewable energy by 2050 with meaningful benchmarks every five years.	<i>Early Implementation</i>
State Energy Master Plan	A state-level Energy Master Plan process that emphasizes energy and transit equity, energy efficiency, and benefits of green power including job training and employment.	<i>Advocacy</i>

Policy	Description	Stage
Executive Order 23	Directs the NJ Department of Environmental Protection (DEP) to take the lead in developing a guidance document for all executive branch departments and agencies for the consideration of EJ impacts on community in implementing their statutory and regulatory responsibilities, as well as facilitate coordination between state agencies.	<i>Early implementation</i>
State Cumulative Impact Proposal - S.1700	Mandates that cumulative impacts of existing and new pollution sources must be documented prior to issuing new site permits.	<i>Advocacy</i>

Insights from CRUO

Over the past three years, much has been learned about advancing systems change as it relates to climate resilience and equity.

- **Community-based organizations are a critical partner in building bridges.** Ironbound links government officials with the work on the ground to lift up best practices in community engagement, green infrastructure, and workforce development to keep economic and social inclusion front and center. Policymakers seek information from partners they see as trusted sources of knowledge and a bridge to the community. This trusted advisor role extends into the implementation of key decisions impacting community.
- **Sustainable change results from a community-driven agenda.** For advocacy efforts to be successful, residents must have a say in the agenda. The successful, sustained movement around climate resilience in Newark started with connecting to residents around their own vulnerabilities and priorities, then discovering together how resiliency works.
- **Don't overlook the small wins.** Quick wins and even "little" wins are important. They provide an opportunity to celebrate, see the results of resident-led efforts, and mitigate frustrations with slow policy process. Being adaptable allows for small wins to arise and avoids a fixation on solely holding out for only a few big wins.

Where Our Work Is Headed

Ironbound, CWF, and the NJEJA are positioned as key advocates in climate resilience and equity in Newark. Moving forward, these organization plan to continue their work on:

- **Sustainability action plan.** As the city begins redoing its sustainability action plan, these partners look forward to elevating the voice of residents, making sure that the city's agenda reflects community needs, and raising issues that are tied to the real-world experiences of those in neighborhoods throughout Newark.
- **Energy work.** Ironbound, CWF, and NJEJA will continue advocacy and accountability efforts around the State Energy Master Plan, ensuring that the focus if fixed to the intended goal to get 100% renewable energy in New Jersey by 2050.
- **Stormwater long-term control plan.** Ongoing work with government officials will lead to millions of dollars of investment particularly in the East and South Wards for large-scale green infrastructure and reduced flooding. The partners will continue to support the finalization of this plan by June 30, 2020 and then the implementation of the plan by ensuring economic and social inclusion of Newark residents in the plan.



Leadership Counsel for Justice and Accountability

Leadership Counsel for Justice and Accountability (Leadership Counsel) has increased resilience in low income and vulnerable neighborhoods in Fresno and Kern counties in California’s San Joaquin Valley (SJV) through improvements in public health, reductions in



private vehicle travel and better alternatives, increased investments in community priorities, and protection from the proliferation of polluting uses in disadvantaged communities. Leadership Counsel pursued these goals through the following strategies:

- Aligning with other organizations for advocacy efforts; building relationships with local, regional, and statewide decision-makers and influencers; and participating in conferences and legislative hearings
- Convening resident leaders to support their advocacy efforts and strategies
- Developing narratives to inform and influence constituencies and community leaders, including conservatives, and communicating through social media, press conferences, and op-eds
- Building organizational expertise in relevant substantive areas to inform complex policy and programmatic changes

Policy and Initiatives Advanced During CRUO

Policy	Description	Stage
Legislative advocacy	Following the passage of AB 617, which requires air quality monitoring and community-level reductions for air contaminants, Leadership Counsel, Center on Race, Poverty & the Environment (“CRPE”) and partners are engaged in developing community air monitoring and emissions reduction plans in Fresno in Shafter. Leadership Counsel and CRPE supported passage of SB 1000, which requires general plans to include multiple environmental justice elements. They are currently working on implementation in Fresno and Kern Counties.	<i>Design/Advocacy/Implementation</i>
Adoption of various community plans in Kern County	Secured commitments to transparency and compliance with environmental justice legislation in the update of the Kern and Fresno Counties General Plans (in advocacy phase). Leadership Counsel is designing an advocacy approach to inform the Kern County Alternative Rural Transportation Plan rural communities feasibility study. Due to Leadership Counsel advocacy, final adoption of the Kern County Regional Transportation Plan (in early implementation) includes commitments to direct resources to disadvantaged communities, reduce greenhouse gas emissions, and consider alternative transit options.	<i>Design/Advocacy/Early Implementation</i>
Dairy digester funding requirements	Through community engagement and education of state-level decision-makers, Leadership Counsel secured language requiring community outreach and mitigation by dairy digester developers applying for public resources from the California Department of Food and Agriculture.	<i>Early Implementation</i>
Launch of Van y Vienen	Leadership Counsel advocacy contributed to the deployment of an all-electric community-driven rural rideshare program in Fresno County. This program has now expanded to Merced County.	<i>Implementation</i>
Adoption of various community plans in Fresno	Leadership Counsel advocacy led to community and sustainability commitments in the 2018 Fresno Regional Transportation Plan. The City of Fresno Active Transportation Plan includes a decision-making equity matrix developed by Leadership Counsel, partners, and community members. Following Leadership Counsel and community efforts, the City of Fresno unanimously approved the first Southwest Fresno community plan to prioritize green space, public transportation, mixed-income housing, jobs, and zoning practices for overconcentrated industrial uses in West Fresno.	<i>Early Implementation/Implementation</i>

Policy	Description	Stage
Funding/ investments in SJV	Due to Leadership Counsel and partner advocacy, over half the \$70 million Fresno TCC investment will go to SW Fresno; Leadership Counsel and partners also influenced TCC statewide guidelines to require community engagement and support plans. Leadership Counsel and CRPE advocacy led to investment in Kern County public parks and affordable housing and implementation of affordable energy pilot projects in SJV; pedestrian improvements in Lamont and Rexland Acres; public housing improvements in Wasco; and a new Arvin drinking water well.	<i>Early Implementation/ Implementation</i>

Insights from CRUO

Over the past three years, much has been learned about advancing systems change as it relates to climate resilience and equity:

- **Demanding government accountability ensures strong implementation.** If an organization and its partners are viewed by decision-makers as respected sources of knowledge and representative of the community, decision-makers will understand the benefit of establishing closer relationships and developing mutually-beneficial policies. As collaboration leads to policy change, Leadership Counsel maintains pressure on responsible government entities both to create explicit implementation mechanisms to ensure conformity with the policy and ensure ongoing community engagement in policy and program implementation.
- **Building local power helps build equity and makes efforts sustainable.** Community ownership comes from ensuring the priorities of the organization are aligned with the priorities of the community and in providing opportunities for the community to engage in decision-making processes. Leadership Counsel’s efforts to bring state-level attention to the issues in SJV has been strengthened by its engagement at the community level. By sharing local and state-level knowledge and information and co-creating strategies with communities and partners, Leadership Counsel brings community-developed solutions to the state-level table.
- **Approaching the work holistically can highlight new paths.** Rather than assuming a linear strategy, it is important to attend to different potential opportunities and avenues for reaching goals. This can include considering how to work with or otherwise influence decision-making bodies outside the primary target who can also have an influence on the goal, such as working with a state-level agency to create requirements that will hold local elected officials accountable.

Where Our Work Is Headed

Leadership Counsel has positioned themselves as a key player in climate resilience and equity in SJV. Moving forward, the organization plans on:

- **Working with new governor on climate adaptation policy.** With a new administration, Leadership Counsel plans to continue their engagement with state agencies but expects that the interaction will be different. Under the previous governor there was a heavier focus on global climate impacts, sometimes to the detriment of neighborhoods in California. Leadership Counsel hopes to engage the new administration on a climate resilience strategy that focuses on neighborhood well-being in addition to global metrics.
- **Expanding consideration of potential needs and opportunities.** Leadership Counsel anticipates that there will be other important areas of advocacy besides climate change in the coming years. Based on San Joaquin Valley projected population growth and associated demographic, economic, environmental and political impacts and on the recent environmental issues such as wildfires, droughts, and the economic downturn, considering what those issues mean for their communities and how to focus on adaptation strategies at the state level helps shape the agenda moving forward.
- **Leveraging/sustaining policy wins.** Policy wins such as the Transformative Climate Communities program, AB 617, SB 1000, and increased investments in community priorities serve as foundational starting points. As noted above, key to the success of such policies is implementation and identification of opportunities to leverage and maximize impact. Leadership Counsel will work with community leaders to monitor and engage in implementation efforts that will lead to community resilience.

Los Angeles Alliance for a New Economy

Los Angeles Alliance for a New Economy (LAANE) works to ensure that frontline communities drive the decisions that impact them at work and at home, to create a sustainable economy that works for all. The organization fights for a green economy that creates access to good jobs and to the benefits of clean energy and clean water, with the ultimate goal of creating more resilient and safe communities. LAANE pursued these goals through the following strategies:



- Building a powerful cross-sector coalition, RePower LA, and a committee of resident ratepayers to have a leading voice in climate resiliency issues
- Cross-sector leadership development and community engagement
- Employment training and support through the Utility Pre-Craft Training Program
- Raising awareness about climate change through social media, earned media, and meetings with city leaders
- Organizing community events with local partners that built support for a climate agenda
- Developing and implementing educational programs around the importance of conserving water
- Campaigning in support of water infrastructure investment

Policy and Initiatives Advanced During CRUO

Policy	Description	Stage
Community Solar Rooftops Pilot Program	Provides incentives for low-income homeowners to install solar panels to generate in-basin solar energy and lower their energy bills; Created the opportunity for 400 low-income households to benefit from solar installations without the considerable up-front cost and expanded well-paying jobs for LA residents through the Utility PreCraft Trainee (UPCT) program; homeowners hosting solar panels also received discounts.	<i>Implementation</i>
Passage of Measure W	The parcel tax established by Measure W will generate over \$300 million annually to fund LA County's Safe, Clean Water Program (SCWP) to modernize the water system and capture and clean storm water. The funds will be allocated to green water infrastructure projects that can reduce storm water pollution and improve local water resilience, while also creating thousands of good construction and permanent maintenance jobs that benefit disadvantaged workers and their communities	<i>Implementation</i>
Shared Solar	After a four-year campaign led by RePower LA, in 2018 the Los Angeles Department of Water and Power (LADWP) Board of Commissioners voted to adopt a Shared Solar program that will increase solar access for 13,000 renters and provide energy efficiency retrofits under the Home Energy Improvement Program.	<i>Implementation</i>
\$100 million for energy efficiency measures	Together with allies, the RePower LA coalition advocated to move the LADWP towards a more renewable future, helping to radically cut back on a contract with a natural gas plant, generating savings of \$100 million over five years which	<i>Early Implementation</i>

Policy	Description	Stage
	will be directed towards free energy efficiency measures for low- and moderate-income renters.	

Insights from CRUO

LAANE has learned a lot in the last three years about what it takes to advance systems change related to climate resilience and equity:

- **Organizing frontline communities is critical to success.** Campaigns will not be won without frontline leaders doing direct advocacy. Conducting outreach and engaging frontline communities is necessary to ensure that climate resilience and equity stays at the heart of the work. It is important to create space for those in greatest need to have a seat at the table. Beyond Kresge, most philanthropy has yet to fully understand the real value of mobilizing the people who are most impacted by climate change.
- **Government works best when the community is engaged.** LAANE believes in the power of government and that for all issues, even beyond climate resilience, government action is necessary and can be effective. LAANE wants communities to understand why and how government can play a key role in providing the solutions to climate change.
- **Connect climate change to tangible outcomes for the community.** Helping community members understand how climate change impacts them in terms of pollution or heat effects and linking that to a green jobs pathway can help to make community organizing more successful. Community members become aware of the problem but are also actively engaged in solutions that have a positive impact on their daily lives.

Where Our Work Is Headed

Moving forward, LAANE plans on approaching its work in the following ways:

- **Continued focus on shared solar program implementation, implementation of renter-focused energy efficiency, and solar and energy efficiency jobs.** The shared solar program is directed at renters and LAANE will focus on ensuring there is equitable access for ratepayers. There are numerous pieces of implementation that need to stay on the right track. LAANE has fostered a lot of good will with the Department of Water and Power (DWP) but LAANE will need to have a strong continued presence to make sure that the work is being connected properly to the larger energy efficiency package.
- **Explore EV charging infrastructure.** LAANE is looking into initiatives at the county level to operate in an alternative model with a power purchase agreement.
- **Focus on making the hiring process at DWP more seamless.** Training community members for utility jobs or as private union contractors has been successful, but the jobs pipeline into public jobs has been too slow. LAANE is working to tweak current city rules for entry-level positions and working with DWP so that trainees can more rapidly enter into positions.



Native American Youth and Family Center

Working in partnership with the Coalition of Communities of Color and OPAL Environmental Justice Oregon, Native American Youth and Family Center (NAYA) is working



toward comprehensive and equitable climate resilience policy and practices changes that deliver multiple forms of justice to communities of color and low-income people. This trio of organizations pursued this goal through the following strategies:

- Increasing access to and ownership of infrastructure for climate resilience in communities of color and for low-income people in the Portland Metro Area
- Creating a network of leaders of color and low-income people prepared for emergencies and with an improved sense of belonging
- Pushing for development without displacement with choice and stability for people of color and people with low income
- Building a shared analysis within the Just Transition strategic framework
- Building power in culturally-specific and cross-cultural venues to advance climate resilience systems change
- Leading and winning the Portland Clean Energy Initiative ballot measure camping in partnership with the Climate Justice Coalition members, NAACP, 350PDX, and Sierra Club
- Adoption and monitoring of City of Portland’s anti-displacement measures in the Portland Comprehensive Plan and Inclusionary Zoning implementation
- Building capacity for our community partners/organizations and individual community members through a series of classes, summits, and volunteer opportunities to engage and drive climate resilience work

Policy and Initiatives Advanced During CRUO

Policy	Description	Stage
HB 2017 Keep Oregon Moving	\$125 million annually for safe routes to school, \$15 million annually for cross walks, bike lanes, and sidewalks; a requirement for local transit authorities to plan, justify and evaluate how they will use funds for low-income riders; and rebates for zero emission vehicles for low-income communities.	<i>Implementation</i>
Portland & Multnomah County’s 100% Clean Energy Resolutions	The first city and county commitments to 100% clean energy in the Northwest. Explicit inclusion of low-income communities’ goals.	<i>Implementation</i>
HB 2059 - Student transit	Allows for 1% of transportation funding coming to TriMet to be utilized for student transportation. Creation of grant program for school districts to apply for funding for transportation.	<i>Implementation</i>
Expanded TriMet Youth Pass	Portland City Council agreed that Youth Pass should also cover transportation for the Parkrose and David Douglas school districts.	<i>Implementation</i>

Policy	Description	Stage
Low Income Fare Secured (2017)	Riders with qualifying incomes, along with organizations that distribute fare to low-income clients, can take advantage of the programs to get their transit fare at a lower cost or at no cost.	<i>Implementation</i>
Portland Clean Energy Community Benefits Fund	Imposes surcharge on certain retailers; funds clean energy and job training. \$30 million in new annual revenue for clean energy and clean energy jobs in Portland.	<i>Early Implementation</i>

Insights from CRUO

Over the past three years, much has been learned about advancing systems change as it relates to climate resilience and equity.

- **Engage residents across the city as grassroots leaders to activate your base.** For the Portland Clean Energy Fund, the organizations engaged residents of color and residents with low income as grassroots organizers to knock on the doors of their own neighbors, many of whom had never had their door knocked on before.
- **Create clear and simple messages that spell out the benefits of a policy for community.** Many new people joined the climate justice fight because they saw what was in it for them, their families, and their neighbors.
- **Create a shared space for analysis and the development of a shared language.** The organizations held a Just Transition Assembly with members of the Climate Justice Coalition and 250 frontline community members to learn about the Just Transition Framework and develop an understanding of the intersection of climate resilience and equity.
- **Community-based participatory research is a powerful tool for engaging the grassroots and grass-tops.** The Low-Income Fare Equity (LIFE) report provided local data and stories to demonstrate the need for a low-income fare. The report articulated a solution based on the experience of other jurisdictions working toward a low-income fare.

Where Our Work Is Headed

NAYA, CCC, and OPAL Environmental Justice Oregon have positioned themselves as key players in climate resilience and equity in and around the city of Portland, Oregon. Moving forward, the organizations plan on approaching their work in the following ways:

- **Keeping benefits local.** In the wake of policy wins, it will be important to ensure that people of color and residents with low income remain the primary beneficiaries of recent policy wins.
- **Fighting gentrification and displacement.** The organizations will fight to mitigate the adverse effects of urban development so that current residents can benefit from climate resilience policy.
- **Creating an equitable regional transportation package.** The organizations will use the mobilization model from the recent transportation package win for the next regional transportation package with a focus on the intersectionality of housing, transit, climate, economic justice, and gentrification.



Neighborhood of Affordable Housing, Inc.

Neighborhood of Affordable Housing, Inc., (NOAH) is working to bring attention to community climate resilience needs and priorities while supporting residents in their diverse East Boston community to be embedded and take leadership roles in climate resilience efforts occurring at the neighborhood, city, and state levels. NOAH pursued these goals through the following strategies:



- Engaging residents, including youth, in culturally sensitive settings and providing multi-lingual information about E. Boston’s vulnerability to climate changes/sea-level rise
- Promoting resilience and preparedness so community members can speak ‘Climate’ and recruiting neighborhood residents to participate in planning, review, and decision-making processes of public-sector planning efforts
- Serving as a resource and partner for the City of Boston and its agencies in its climate resilience efforts and supporting, promoting, and creating connections between community members and inter-agency city and state representatives
- Through formation of the Adaptation Planning Working Group (APWG, which includes community members and infrastructure managers), influencing the type and timing of planning and implementation efforts of multiple participating city/state agencies responsible for sea level rise and asset protection in E. Boston in a manner that also provides co-benefits to the community.
- Collaborating with other non-profits or agencies which promote carbon reduction/energy-saving programs as well as household waste strategies
- Increasing NOAH’s internal capacity to acquire technical expertise and ‘authority’ through knowledge partnerships with agencies, universities, and other non-profit organizations, committed to climate resilience

Policies and Initiatives Advanced During CRUO

Policy	Description	Stage
Impacting city climate and environmental programs in E. Boston	Supporting efforts by the city to prioritize E. Boston in its energy efficiency program and remove E. Boston community participation barriers; advocating for improved E. Boston resident access to household hazardous waste drop off locations and events; and sharing E. Boston resident questions and concerns to inform the Suffolk Downs development process.	<i>Advocacy</i>
Mass DOT transit planning	NOAH engaged in work with city and consultants to support Mass DOT plans to protect three tunnels that connect E. Boston to the rest of the city.	<i>Waiting Period</i>
Prioritizing local and regional resilience projects	Following NOAH advocacy efforts, Massachusetts Bay Transportation Authority is prioritizing the Blue Line from E. Boston to Downtown Boston in its current resilience planning efforts; Boston Sewer and Water Commission will begin work on prioritized upgrades for E. Boston storm sewer inlets.	<i>Early Implementation</i>
Increasing access to state energy efficiency program	Partnering and collaborating with city departments, program administrators, energy/performance contractors, development organizations, local nonprofits, and community development corporations to remove participation barriers in the program during the program’s current planning cycle.	<i>Early Implementation</i>
Guiding Principles for APWG in E. Boston	Tool to guide future development in E. Boston and to create accountability for city and state agencies, quasi-publics, and nonprofit organizations in E. Boston.	<i>Implementation</i>

Policy	Description	Stage
Work with City's Park Department	Boston's Park Department and Arborist are partnering with NOAH's youth-led tree canopy advocacy maintenance program to increase the tree canopy in E. Boston.	<i>Implementation</i>
Informing the Climate Ready E. Boston program	NOAH led outreach and planning to drive greater community involvement and engagement in the development process, communicating community concerns that were included in the final report.	<i>Implementation</i>

Insights from CRUO

Over the past three years, much has been learned about advancing systems change as it relates to climate resilience and equity:

- **Meaningfully position community as experts.** The Adaptation Planning Working Group (APWG) provides the opportunity to have true, meaningful engagement between key city/state agencies and community members, who sit at the table and surface valuable perspectives. In its next phase, NOAH plans to expand the group's membership and work in more deliberate ways to move its agenda forward by pushing for specific plans to be actualized into city/state/agency capital budgets.
- **Joint ownership of advocacy efforts must be realized.** This comes both from ensuring that the priorities of the organization are aligned with the priorities of the community but also in partnership with the city. NOAH forged a formal relationship with the city that opened doors for reciprocal benefit from the relationship and establishes legitimacy for talking about the work.
- **Engaging youth provides an intergenerational advantage.** NOAH learned that one key target of community activation should be directed at E. Boston's youth as future and current leaders in their community. Youth bring a different perspective to the table and provide continuity to the work. Their passion and excitement provide further intergenerational inspiration.

Where Our Work Is Headed

NOAH has positioned themselves as a key player in climate resilience and equity in E. Boston, the City of Boston and the greater Boston area. Moving forward, the organization plans to approach their work in the following ways:

- **Focusing on social cohesion and emergency preparedness.** Through a new two-year funding opportunity with the Robert Wood Johnson Foundation, NOAH will be working with NYU to map and increase social cohesion so that emergency preparedness planning is undertaken and coordinated in E. Boston. This is based on repeated concerns they have heard from the community around the lack of neighborhood/individual emergency preparedness plans, and research showing that communities/persons with more social cohesion tend to be more resilient in emergency situations.
- **Working with the City of Boston, advocating with and on behalf of the community.** NOAH plans on leveraging their growing climate and organizational credibility with the City to continue their resilience and preparedness work. Climate is a long-term investment and to be effective, implantation plans must be based on the reality of local people's lives and needs. NOAH will continue to demonstrate that community knowledge/expertise, fueled by increasing social cohesion in the neighborhood, offers valuable insights and practical applications to the City's agencies.
- **Driving a state-level focus on E. Boston.** While the state has recently been turning attention to Climate and resiliency, currently, there is little state involvement in community-based climate resilience work. NOAH plans to broaden its efforts to engage with state-level departments and bring attention to climate resilience needs and efforts in E. Boston.

The Point CDC

The Point CDC (The Point) and the New York City Environmental Justice Alliance (NYC-EJA) are working to realize comprehensive and equitable climate resilience policy and practice changes that deliver multiple benefits

to South Bronx residents. Focused on neighborhoods in the South Bronx Significant Maritime and Industrial Area (SMIA), The Point and NYC-EJA are creating neighborhoods that are healthy, safe, sustainable, resilient, and equitable. To reach this goal, the organizations are engaged in several strategies:



- Coordinating local planning and development efforts
- Facilitating community education, advocacy, and organizing to push for resiliency plans and improved community preparedness
- Creating a resiliency roadmap for SMIA communities that serves as an advocacy document
- Shaping an energy pilot project for both residential and industrial areas
- Conducting a feasibility study for implementation of coastal protections and green infrastructure
- Assessing the feasibility of creating a microgrid and resilient energy systems
- Strategic use of communications and media to support campaign goals

Policy and Initiatives Advanced During CRUO

Policy	Description	Stage
Hunts Point Resiliency Project Advisement	Organizations are a part of the Advisory Working Group that is convened by the City to guide a \$45 million investment related to developing and implementing resilient energy solutions on public schools and the Hunts Point Food Distribution Center.	<i>Design</i>
Advocating through State-wide Coalition on Climate	Organizations have become founding members of NY Renews a statewide coalition demanding environmental justice, good jobs, and healthy communities and pushing for legislation.	<i>Advocacy</i>
Ramp-up of Green Infrastructure Advocacy	Organizations are engaging in advocacy to highlight the benefits of pursuing coastal resiliency and green infrastructure by liaising with the NYC Department of Environmental Protection including inviting them to a round-table to discuss benefits with local community leaders.	<i>Advocacy</i>
Revision of the HUD Action Plan	Organizations raised concerns regarding air quality and the use of diesel-powered generators as resiliency solutions through the Hunts Point Resiliency Plan, resulting in an amendment by The City of New York to their Community Development Block Grant HUD Action Plan.	<i>Design</i>
Informing State Administration on Climate	Organizations are appointed to the Governor's Environmental Justice and Just Transition Working Group, ensuring that the new state legislation, policies, and initiatives incorporate a strong representative environmental justice leadership body that would identify the disadvantaged communities to be prioritized for investments and provide a platform for community governance.	<i>Implementation</i>

Policy	Description	Stage
Progress on Community Solar	The Point received commitment from major industrial space to explore the development of large-scale community solar in the Hunts Point Peninsula.	<i>Early Implementation</i>

Insights from CRUO

Over the past three years, much has been learned about advancing systems change as it relates to climate resilience and equity.

- **Tap into what residents are already doing to inspire a network of agents for resiliency.** The Point and NYC-EJA created a network of local change agents by training local residents of all ages in grassroots organizing and advocacy campaigning and helping them see how resiliency is a route to accomplishing something they care about and believe in. Climate resiliency cannot live in the policy space only.
- **Use principles to create accountability.** The Point and NYC-EJA were successful in ensuring the Guiding Principles of Implementation developed by the Hunts Point Resiliency Advisory Working Group were included in the Community Development Block Grant Disaster Recovery (CDBG-DR) Request for Proposal and finalized contract thereby holding the City and the selected consultants accountable to community priorities.
- **Put a human face on the impacts of climate disaster.** The Point and NYC-EJA were able to move the conversation from being about local businesses to being about the thousands of people impacted in a flood and extreme heat disasters.



Where Our Work Is Headed

The Point and NYC-EJA have positioned themselves as key players in climate resilience and equity in the South Bronx. Moving forward, the organizations plan on approaching their work in the following ways:

- **Hunts Point Resiliency Project Implementation.** The Point plans to continue its advocacy work to influence the next phase of the City's \$45 million energy pilot project in Hunts Point.
- **Wi-Fi Network Construction.** Construction of the resilient mesh network will be done by the end of January.
- **Community Emergency Preparedness.** Working with climate preparedness and resiliency organizers, The Point will provide direct outreach by connecting volunteers to climate-vulnerable community residents through NYC's Be a Buddy Program. In addition, the organization will leverage local health centers and businesses to strengthen the community's ability to act before, during, and after the next natural disaster.
- **Community Solar.** In response to the overwhelming need for renewable energy solutions, The Point and NYC-EJA are working to alleviate the energy burden experienced by the community's most vulnerable populations by advancing a community solar project.

Puget Sound SAGE

Puget Sound SAGE (Sage) and its frontline community partner, Got Green, are working to ensure that communities with low income and communities of color prosper in place through the advancement of climate adaptation and mitigation and the reduction of carbon emissions. Their goals include maintaining established affordable housing while also finding new affordable housing opportunities in order to stabilize communities; preserving culturally relevant community anchors; and a living wage. Sage and Got Green pursued these goals through the following strategies:



- Deepening their engagement with Front & Centered and the City of Seattle’s Environmental Justice Steering Committee organizations
- Establishing a communications strategy centered on justice and equity, resulting in earned media, more followers on Sage’s policy blog, and government and decision-makers repeating its climate resilience and equity messages
- Practicing Deep Democracy by engaging south Seattle residents through town halls and our climate resilience curriculum and zines on issues of climate resilience, housing and displacement, and jobs
- Cultivating champions in the City Council, City Departments, and Mayor’s office and linking them with allies within mainstream environmental organizations and the Equity and Environment Initiative so that environmental policy work is informed by and rooted in communities facing the biggest impact from climate change and environmental injustice
- Facilitating a local visioning process for the S. Graham St. light rail station area to create a community-driven climate-resilient cultural hub

Policy and Initiatives Advanced During CRUO

Policy	Description	Stage
Environmental Justice Steering committee	Creation of a local city advisory committee of leaders from environmental justice communities to carry out the city’s Equity and Environment Initiative (EEI) and hold the city accountable to its EEI goals.	<i>Completed</i>
Environmental Justice Fund	Creation of a city fund of resources to be allocated to communities most impacted by environmental injustice and climate disaster. This fund was replicated at the county level.	<i>Completed</i>
Public Health – Seattle & King County blueprint for Addressing Climate Change and Health	Influenced the Public Health – Seattle & King County blueprint for Addressing Climate Change and Health to include the voices and priorities of impacted communities of color.	<i>Completed</i>

Insights from CRUO

Over the past three years, much has been learned about advancing systems change as it relates to climate resilience and equity:

- **Use community-based participatory research to engage community in climate resilience.** Sage and Got Green produced *Our People, Our Power, Our Planet* which identified key community vulnerabilities exacerbated by climate change and climate justice priorities. It served as an important catalyst for Seattle's Equity and Environment Initiative.
- **Create a pathway for community to exercise progressively greater power.** Sage and Got Green are training community members to serve on city boards and commissions so that residents traditionally left out of the policymaking process are able to shape strategy and outcomes for their communities.
- **Frame climate issues in terms of community priorities.** Sage and Got Green have had success engaging communities on climate issues when these issues are framed in terms of community priorities like healthy communities and the daily challenges residents face.

Where Our Work Is Headed

Sage and Got Green have positioned themselves as key players in climate resilience and equity in Puget Sound. Moving forward, the organizations plan on approaching their work in the following ways:

- **Emergency planning and energy democracy to ensure a just transition.** Sage and Got Green are building community self-determination to transition into the new renewable energy economy where communities have control over land and resources, including energy, so that they are resilient in the face of climate and environmental disasters.
- **Equitable distribution of benefits.** Making sure communities of color and communities with low income are not left behind as the region transitions to the electrification and solarization of its energy and transit systems.
- **Identifying unintended consequences.** Being sensitive to the complexity of systems change, Sage intends to anticipate and respond to potential adverse impacts that climate and energy policy may inflict on community resilience in such areas as housing and displacement.



Southwest Workers Union

Southwest Workers Union (SWU) advocates for socially-just climate resilience in San Antonio, Texas, including increased low-income access to weatherization and renewable energy programs and services which reduce low income energy costs, increase local green jobs, and reduce air pollution and heat impacts in disproportionately-impacted communities. The organization pursued these goals through the following strategies:



- Recruiting and training climate justice leaders to participate in activities, events, and policy processes
- Researching local climate change impacts, including air quality and flooding
- Creating events, camps and workshops to train local residents on air quality health impacts and build regional grassroots power
- Drawing attention to air quality issues through press conferences, fact sheets, and other communication materials
- Forming cross-sector coalitions, movement building, and policy advocacy to support the City’s Climate Action and Adaptation Plan

Policy and Initiatives Advanced During CRUO

Policy	Description	Stage
SA Tomorrow Sustainability Plan and Climate Action and Adaptation Plan (CAAP)	The Sustainability Plan is a roadmap for enhancing the community’s quality of life and overall resilience while balancing the impact of expected growth of 1.1 million people by 2040 with existing economic, environmental, and social resources. The CAAP is aligned with the SA Tomorrow Plan and will focus on GHG emissions reductions targets for the City.	<i>Early Implementation</i>
Air Quality Ordinance	Passage of air quality ordinance for the city that included a lot of one-on-one work and continuous engagement with the neighborhood around the Port of San Antonio. SWU also worked with the EPA on this effort. One of the largest lessons learned is the importance working with scientific partners to decipher data and develop workshops with the community to understand the data and how it can affect them.	<i>Early Implementation</i>
Accountability Forums	Venues bringing together mayoral candidates and the community during the 2017 elections. Two specific forums on Environmental Justice and another on Social Justice highlighted issues around health, air quality, transparency and climate action. These spaces coordinated with 10–15 local allies and gave the community an understanding of where key leaders stood on environmental issues. These forums were the only spaces talking about environment and accountability through the lens of equity and race.	<i>Completed</i>
Climate Action San Antonio Coalition	External coalition of organizations working on the Climate Action and Adaptation Plan, including pulling together recommendations for the plan. This effort was highly focused on social cohesion.	<i>Implementation</i>
Water Stakeholders Meeting	Worked with San Antonio Water System to create monthly meeting updates about conservation efforts and updates on water quality.	<i>Implementation</i>

Policy	Description	Stage
Office of Sustainability Community Outreach Program	SWU's Climate Promotora program and success in engagement with frontline communities led towards conversations with the city to offer a similar program for the climate action efforts. The city is currently developing a pilot program modeled on our Climate Promotora engagement strategies to further advance the Climate Action and Adaptation Plan and climate issues from a municipal level.	Waiting Period

Insights from CRUO

Over the past three years, SWU has learned a lot about advancing systems change as it relates to climate resilience and equity:

- **Consistency is essential for successful community engagement.** It is important to keep the community informed and engaged at all times. This allows for an educated community that can be quickly mobilized when bad things are happening. Consistency and follow-up are key to ensuring that the community stays involved.
- **Community voices are critical through all phases of policy development.** Though the community is well-educated on issues and understands how policy processes work, there continue to be systemic barriers to bringing the community into the policy process. Even when policies are won, the community has to remain vigilant to ensure that the benefits reach the community as intended.
- **Lasting change takes a long time and is a long-term investment.** It is important to look at the bigger picture and invest in the community and not just in a moment. Though often more intensive and challenging, long-term thinking will pay off in sustained community support through buy-in and ownership of projects and the benefits of these efforts remain within the community.

Where Our Work Is Headed

SWU has positioned itself as a key player in climate resilience and equity in San Antonio. Moving forward, the organization plans on focusing on the following areas of work:

- **Focus on CAAP Implementation.** SWU will continue to engage with the city to hold it accountable to its commitments. Continued community education and awareness will also be necessary to ensure that the city does what it has promised to do through the CAAP and that the city is actively engaging working groups in the proper way.
- **Engage in Water Sustainability Issues.** SWU will work to hold the San Antonio Water System accountable. Community involvement continues around documenting contaminated waterways, monitoring community spaces impacted by extreme weather and sewage releases, flood control and access to emergency services, water quality literacy, and organizing against extraction of water sources from other communities.
- **Ensure City Public Services Rate Hikes are Affordable and Clean.** SWU will ensure that weatherization programs offered by the public energy utility continue to benefit low income residents. Consistent community pressure will be needed to keep rate hikes to a minimum and to discourage the use of coal or nuclear energy.



WE ACT

WE ACT is working to ensure that Northern Manhattan neighborhoods are energy secure through a resilient energy infrastructure that uses renewable technology, supports microgrids that can work independently of the larger, more vulnerable grid, and provides access to these innovation to low-income residents. WE ACT pursued these goals through the following strategies:



- Installation of solar panels on affordable housing (Solar Uptown Now)
- Leveraging the broader NYC civic community through partnerships and direct community engagement at the city and state levels to increase knowledge and awareness, organize events, and collectively impact the decision-making of public agencies
- Public will-building to promote energy security and clean energy infrastructure
- Grassroots community outreach where WE ACT serves as a social hub to engage community around its priorities
- Emergency Preparedness resources to provide community with information about preparing for the next environmental disaster
- Sponsoring citizen-driven research to support advocacy efforts and policy development
- Development of community and implementor readiness assessment to carry through on work

Policy and Initiatives Advanced During CRUO

Policy	Description	Stage
Environmental Justice Study Bill (Intro 359)	The Environmental Justice Study Bill requires the City of New York to conduct a city-wide survey and analysis to identify potential EJ areas and to make the findings of the analysis publicly available through an interactive EJ portal on the city's website.	<i>Early Implementation</i>
Environmental Justice Policy Bill (Intro 886A)	The Environmental Justice Policy Bill establishes an Interagency Working Group to develop a comprehensive environmental justice plan "to provide guidance and recommendations on incorporating EJ concerns into city decision-making, operations, programs, and projects." The bill also establishes an EJ advisory board of advocates appointed by city officials and requires the Interagency Working group to consult with the EJ advisory board on the EJ plan. The draft of this EJ plan must be completed by December 31, 2019.	<i>Early Implementation</i>
Phase Out of Number 4 Oil in Boilers (Intro 1465)	Intro 1465 would require that the timeline for the phase out of Number 4 oil in boilers be moved up from 2030 to 2025. The bill is in the Committee on Environmental Protection.	<i>Early Implementation</i>
Northern Manhattan Climate Action Plan: Solar Uptown Now	Building financial stability for low-to-moderate income residents through energy conservation by installing 300kw+ solar PV on tenant-owned affordable housing buildings.	<i>Implementation</i>
Asthma-Free Homes Bill: The Asthma-Free Housing Act (Intro 385C)	Requires New York City landlords to annually inspect and correct indoor allergen hazards, including mold, pests, and underlying symptoms that may	<i>Implementation</i>

Policy	Description	Stage
	cause hazardous conditions in the homes of residents diagnosed with asthma, COPD, or lung cancer	
Proposal for EPIK kiosks have moved on to the second round	Working with NYCHA to develop Emergency Preparedness Informational Kiosks in public housing as part of NYCHA's Next Generation Agenda	<i>Design</i>

Insights from CRUO

Over the past three years, much has been learned about advancing systems change as it relates to climate resilience and equity.

- **Group pressure on government ensures accountability.** Policymakers are always learning and if the organization and its partners are viewed by decision-makers as trusted sources of knowledge, decision-makers will be incentivized to establish a closer relationship. As collaboration leads to policy change, it is still important for WE ACT to insist on accountability and not allow the implementation of the policy to be held up.
- **Advocacy from community makes efforts sustainable.** Community ownership of advocacy efforts must be realized. This comes both from ensuring that the priorities of the organization are aligned with the priorities of the community and by providing opportunities for the community to learn how to practice civic engagement. Learning through consistent, meaningful participation is key to empowering community and sustaining engagement. If what is advocated for is truly a priority of the community, it will lead to long term sustainability
- **Building local power helps build equity.** As mentioned above, the community must have ‘buy-in’ and must believe that the organization has listened to their needs. WE ACT is activating citizens that would not traditionally be impacting change in the community. WE ACT has learned that a significant target of such activation should be directed at the youth.

Where Our Work Is Headed

WE ACT has positioned themselves as a key player in climate resilience and equity in New York City. Moving forward, the organization plans on approaching their work in the following ways:

- **Developing the Solar Uptown Now initiative.** WE ACT will dedicate 2019 to the continued planning process of solar installation and research of battery storage systems for neighborhood resilience. They are targeting 2020 to begin implementation. Strengthening their relationship with NYCHA public housing has been identified as a key strategy for these goals.
- **Member meetings as tool for engagement.** As policy wins develop into the implementation phase (i.e. Bill 1253), it will be important to keep members informed on how that process is going. WE ACT plans to use engagement as a way to impact regulations and provide guidance to agency staff.
- **Make sure there is adequate oversight of council members.** As policy wins develop into the implementation phase (i.e., Bill 1253), it will be important to hold decision-makers accountable. Maintaining relationships with key decision-makers responsible for overseeing policies such as the Environmental Justice law and Asthma-Free Homes law will be very important.

