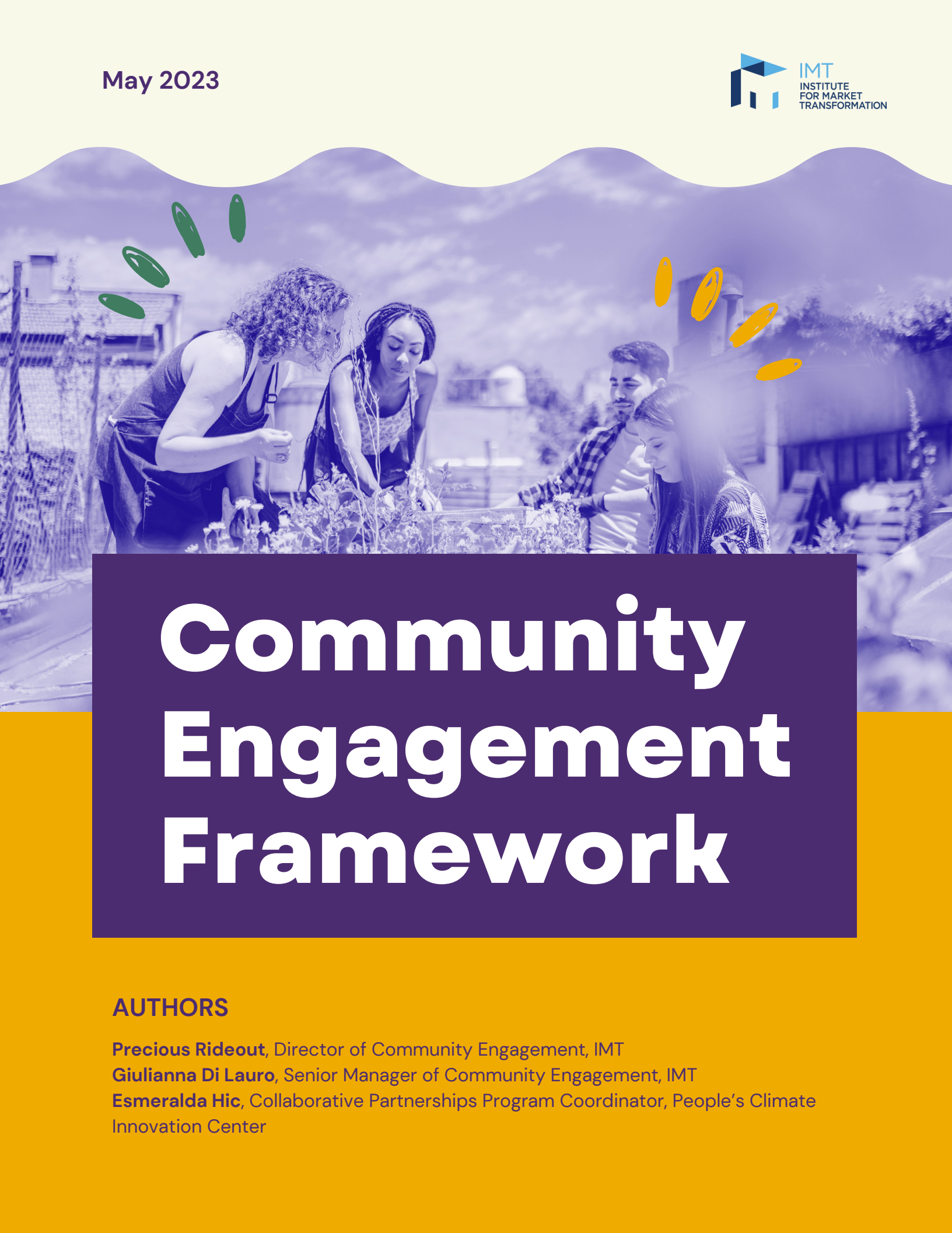


May 2023



# Community Engagement Framework

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## ABOUT IMT

The Institute for Market Transformation (IMT) is a national nonprofit organization focused on increasing energy efficiency in buildings to save money, drive economic growth and job creation, reduce harmful pollution, and tackle climate change. IMT ignites greater investment in energy-efficient buildings through hands-on expert guidance, technical and market research, policy and program development and deployment, and promotion of best practices and knowledge exchange. For more information, visit [imt.org](http://imt.org).



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# CREATING A NEW PRACTICE

For more than 25 years, the Institute for Market Transformation (IMT) has worked hand-in-hand with policymakers to create and deploy building-focused legislation and codes that create momentum for greater building efficiency and performance. We specialize in policy approaches that raise buildings' performance expectations with flexible paths to move forward, reflect the needs of industry stakeholders, support inclusive economic opportunity, and increase resiliency and health. Policies that IMT has helped design or implement **now touch more than 10 billion square feet** of commercial and multifamily space across the United States. However, too often, policy officials exclude frontline communities—those affected first and worst by climate change— from critical decisions, policies, and technical processes. This denies these residents the opportunity to share their knowledge and experience, provide consent, and fully participate in decisions that will affect their daily lives.

In June 2021, the Community Engagement (CE) team began developing the following framework for engaging communities throughout our work toward a resilient, low-carbon future. The team met over several months to research and establish a strategic plan for helping our governmental partners meaningfully engage with frontline communities.

In addition, the **Community Engagement Process Guide** was created in February 2022 as a complementary resource to explain how we do this work, highlight best practices, ask critical questions for reflection, and list helpful resources related to climate change and environmental justice.

We divided this framework into three goals: transform, balance, and close the gap, and further divided the framework into objectives and tactics that support the groundwork for unlocking solutions to our climate issues. With this approach, we aim to dramatically improve electrical grid systems, boost community resilience, increase equitable access to natural ecologies, and enable comprehensive and community-driven civic leadership.

While the framework isn't exhaustive, we aim to cover the core, current climate issues impacting frontline communities. From the beginning, we sought and received extensive feedback from partners and collaborators on the ground in frontline communities. By outlining the common interests and perspectives, we provide a vision of how IMT seeks to support climate and environmental justice solutions to adequately respond to the unique challenges and needs faced by frontline communities across the nation.



# ACKNOWLEDGEMENTS

IMT recognizes and understands the importance of including community-based organizations (CBOs) and community members in the development and implementation of policy in order to ensure the passage of equitable and successful community solutions to energy and climate challenges.

We value the expertise and insights that the following community-based organizations have to offer, and their partnership in this work ensures equitable and meaningful community engagement in the co-development of effective energy efficiency and building performance policies. IMT would like to thank the following community-based organizations for their leadership and guidance. We are so grateful for these partners who offered invaluable feedback and upgrades to this framework, including the review of our Memorandum of Understanding for CBOs and Process Guide:



[Bridges, Inc.](#)

Washington D.C.



[CARECEN](#)

Washington D.C.



[Coalition for Communities of Color\\*](#)

Portland, OR



[Cooperación Santa Ana](#)

Santa Ana, CA



[CRECE Urban Farms](#)

Santa Ana, CA



[Empower DC\\*](#)

Washington D.C.



[Orange County Environmental Justice](#)

Orange County, CA



[Pueblo Unido CDC\\*](#)

Coachella Valley, CA



[Santa Ana Building Healthy Communities](#)

Santa Ana, CA



[Verde\\*](#)

Portland, OR

\*The Coalition for Communities of Color and Verde authored the community memorandum of understanding (MOU) documents that IMT updated and currently uses as its main agreement with community partners. Empower DC and the Pueblo Unido CDC also contributed their time and expertise to IMT's updated MOU agreement.

# ROOTING THE FRAMEWORK

The Community Engagement Framework (CE Framework) aims to answer the calls to action of communities at the frontline of the climate crisis. Frontline leaders seek to implement a [Just Transition](#) in their communities, therefore IMT's CE Framework is also rooted in the principles of a Just Transition and follows the lead of this movement.

## FRONTLINE COMMUNITIES

Communities of color, people with lower incomes, and indigenous peoples are on the frontlines of climate and environmental change. Frontline communities are those that experience "first and worst" the consequences of climate change. These are communities of color, Native communities, immigrants, undocumented people, and people of low-income, whose neighborhoods often lack basic infrastructure to support them, whose resources have been exploited, whose daily work or living environments are polluted or toxic, and who will be increasingly vulnerable as our climate deteriorates.<sup>1</sup>

**SANTA ANA BHC**

**"We ask folks to be on the frontlines of this work, but they are often going through the negative consequences of the inequities we are trying to improve. How can IMT support them?"**

<sup>1</sup> Ecotrust

# THE JUST TRANSITION

“The Just Transition is a **vision-led, unifying and place-based set of principles, processes, and practices** that build economic and political power to shift from an extractive economy to a regenerative economy.” (Source: [Climate Justice Alliance](#))

There are 8 main principles that have guided the Just Transition work:

1

**Create buen vivir.** Buen vivir means that we can live well without living better at the expense of others.

2

**Create meaningful work.** Work must center on the development of human potential, creating opportunities for people to earn, grow, and develop to their full capacities and interests.

3

**Uphold self-determination.** All peoples have the right to participate in decisions that impact their lives.

4

**Equitably redistribute resources and power.** Actively work against and transform current and historic social inequities based on race, class, gender, immigrant status and other forms of oppression.

5

**Employ regenerative ecological economics.** We must advance ecological resilience, reduce resource consumption, restore biodiversity and traditional ways of life, and undermine extractive economies, including capitalism, that erode the ecological basis of our collective well-being.

6

**Retain culture and tradition.** We must create inclusionary spaces for all traditions and cultures, recognizing them as integral to a healthy and vibrant economy.

7

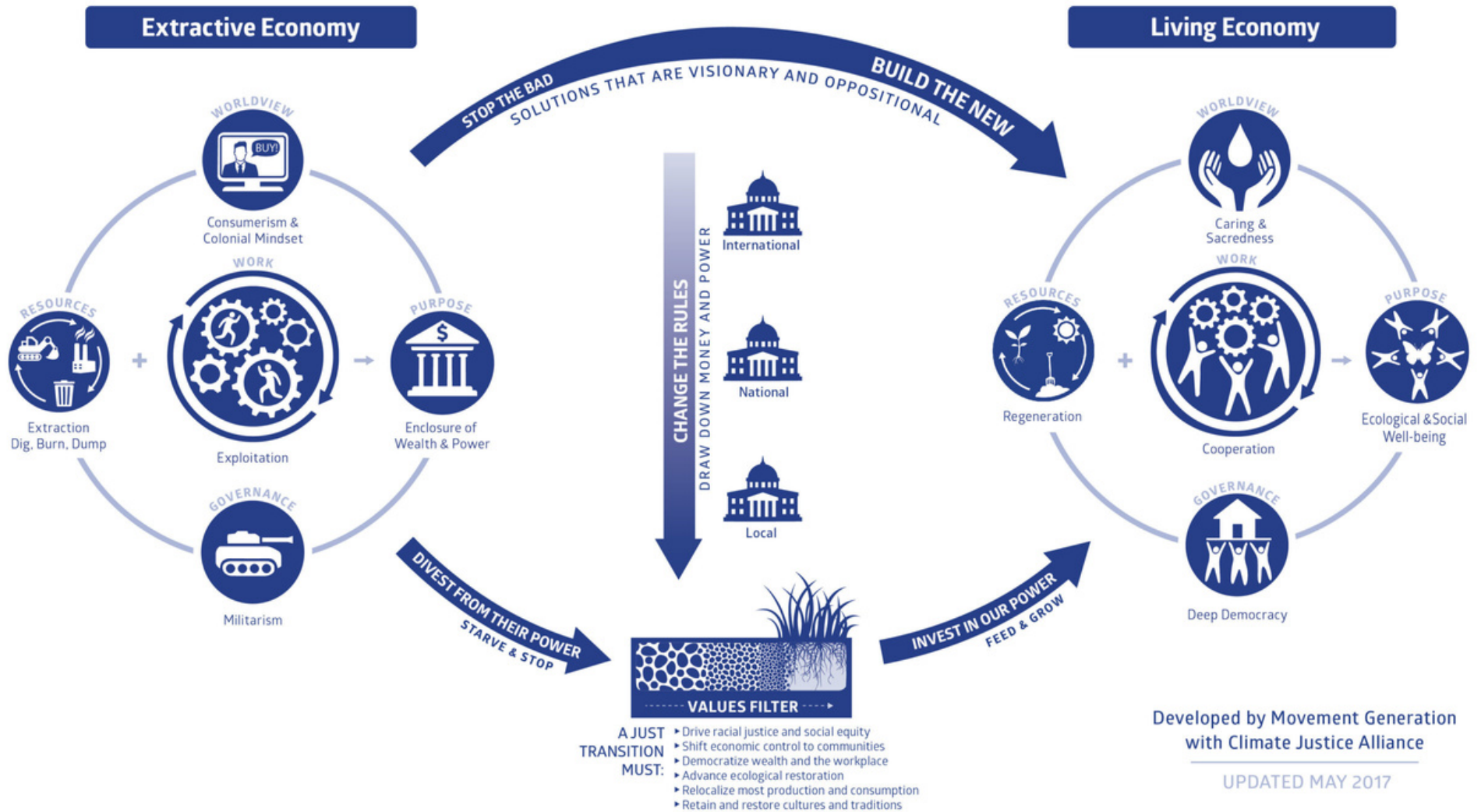
**Embody local, regional, national and international solidarity.** We recognize the interconnectedness of our communities as well as our issues. Therefore, our solutions call for local, regional, national and global solidarity that confronts imperialism and militarism.

8

**Build what we need now.** We cannot wait to do our work. Our efforts must begin immediately, even if they are initially at a local small scale, and must expand to begin to displace extractive practices. We must build and flex the muscles needed to meet our communities' needs.



# A STRATEGY FRAMEWORK FOR JUST TRANSITION



Developed by Movement Generation with Climate Justice Alliance

UPDATED MAY 2017

Source: [Climate Justice Alliance](#)

# MEANINGFUL ENGAGEMENT

For IMT, meaningful engagement means taking a **“person-centered approach which encourages and invites communities to purposefully participate in the work [of an engagement process] to increase justice to the communities in which they belong.”**<sup>2</sup>

Meaningful engagement with frontline communities requires all of the following:

- A welcoming attitude from staff and volunteers
- Staff that understands the effects of climate injustices on communities
- A participatory approach (“nothing about me without me”)
- Allowing communities to speak for themselves
- Active listening and engagement in dialogue
- Open expression of opinions and ideas without fear of judgment or dismissal

This “person-centered” approach leads to:

- Doing work that is relevant to all residents of the communities in which the work takes place
- Centering frontline communities in decision-making
- Identifying gaps in services, information, or access to community
- Supporting solutions that address the concerns of frontline communities
- Gaining credibility and legitimacy for IMT’s work among community-based organizations and residents of frontline communities

<sup>2</sup> Adapted from the Alzheimer’s Society guidance on how to engage with a person experiencing dementia.



# THE SPECTRUM OF COMMUNITY ENGAGEMENT TO OWNERSHIP

The [Spectrum of Community Engagement to Ownership](#) is another key tool that the Community Engagement team is using to root its framework. This tool was developed by Rosa Gonzalez of [Facilitating Power](#). It is aimed at leaders of community-based organizations, local governments, philanthropic partners, and facilitative leaders trusted by communities to assess and revolutionize community engagement efforts to advance community-driven solutions.

At IMT, we position ourselves as a “3rd party facilitator” between cities and communities. We work to redefine who qualifies and is valued as an “expert” in our engagement processes. IMT uses the Spectrum whenever applicable to ensure we are fostering the conditions, conversations, and resources necessary to “move to the right” of the Spectrum toward community ownership of energy efficiency and climate solutions.

**CRECE URBAN FARMS**

**"Encourage the City to say that this is a process that they are working toward building, not just a policy or a one-time deliverable."**



# THE SPECTRUM OF COMMUNITY ENGAGEMENT TO OWNERSHIP



# AVOIDING FALSE SOLUTIONS

False solutions are approaches to climate change that will only worsen our ecological and economic crises. False solutions are exclusionary and inaccessible because they treat the symptoms and not the root causes of climate change while excluding frontline and marginalized communities. The proposed 'fixes' often:

1

Extract wealth from frontline community members and further concentrate wealth and political power

2

Continue to poison, displace, and imprison residents of frontline communities

3

Reduce the climate crisis to a crisis of carbon, rather than a complex and unjust humanitarian crisis

As an organization founded primarily to reduce carbon and emissions in buildings, IMT has contributed to or proposed solutions that have not fully addressed the root issues of the climate crisis. Here are some examples of false solutions that IMT has embraced in the past, and how it is working to course correct.



# COURSE CORRECTION FOR IMT

**Table 1:** False Solutions and Course Correction

FALSE SOLUTIONS	REALITY AND COURSE CORRECTION
<p><b>Building performance is the main or only solution for climate and decarbonization challenges.</b></p>	<p>There is a hyper-focus on buildings and not on the people and communities who live in them. Cohesion between both is needed for real solutions. IMT now embraces a people-first approach where climate solutions cannot exacerbate existing inequities.</p>
<p><b>Technical knowledge is the only way to understand and develop solutions for climate and decarbonization challenges.</b></p>	<p>Lived experience and expertise are valuable for real solutions; members of frontline communities can offer insights that strengthen proposed solutions because they are closest to the problems that we are trying to help solve. The CE team has shifted internal processes to center community voices and actively encourages government and real estate partners to do the same.</p>
<p><b>Market incentives will drive building decarbonization.</b></p>	<p>We need to mandate and regulate change through equitable building policies (e.g. <a href="#">building performance standards</a>), rather than trusting that incentives like recognition programs or tax breaks will solely compel the commercial real estate industry to meet urgent climate milestones.</p>
<p><b>Market transformation will resolve climate challenges.</b></p>	<p>IMT's influence over the "Market" and its actors (i.e. investors, building owners, developers, operators, and tenants) has been about strategically changing the way commercial real estate operates at scale, and traditionally, has not addressed existing power imbalances and inequities.</p> <p>We must leverage our network, resources, and thought leadership to build collective momentum to change systems, which includes frontline communities impacted most by the processes we seek to transform.</p>
<p><b>For many years, governments and real estate actors have considered carbon reduction as the primary goal in fighting climate change.</b></p>	<p>The primary goal of climate action should not only reduce carbon, but also to protect the people who will suffer most from the impacts of climate change. IMT's building performance standards stress equitable decarbonization and electrification that simultaneously support ambitious environmental goals and communities' climate-related priorities.</p>



# TRANSFORMATIVE SOLUTIONS

We can move away from false solutions by listening to and collaborating with frontline communities.

Sustainability solutions often exclude frontline community voices, which perpetuates a power imbalance as shared resources go to policies or programs that may not be effective nor meet their needs.

We can unleash transformative solutions when governments and frontline communities operate on the higher levels of the Spectrum of Community Engagement to Ownership. The goal of policy design should be to support community-led solutions that address their priorities. IMT commits to using its power (institutional, positional, relational and other forms) to foster community-led policymaking and to seek these transformative solutions.

**IMT commits to using its power (institutional, positional, relational and other forms) to foster community-led policymaking and to seek these transformative solutions.**

## CRECE URBAN FARMS

**“Policy change and community empowerment are two goals that are touched upon multiple times; both of them are pillars of what I would consider a ‘traditional’ policy advocacy framework. If you want to do justice to the Community Engagement to Ownership Framework, IMT will need to come to terms and be open to the possibilities of transformative solutions that can come from asking residents what is needed to improve their lives.”**

# COMMUNITY ENGAGEMENT FRAMEWORK

## MISSION

Drive the co-development of **energy efficiency and climate solutions** that identify and address the challenges, priorities, and aspirations of frontline communities through meaningful community engagement.

## VALUES

- 1** Solidarity
- 5** Integration
- 2** Advocacy
- 6** Intentionality
- 3** Justice-Informed
- 7** Strategy
- 4** Use Power for Good
- 8** Culture of Care

## GOALS



**Transform** the violence inherent in an overly technical process

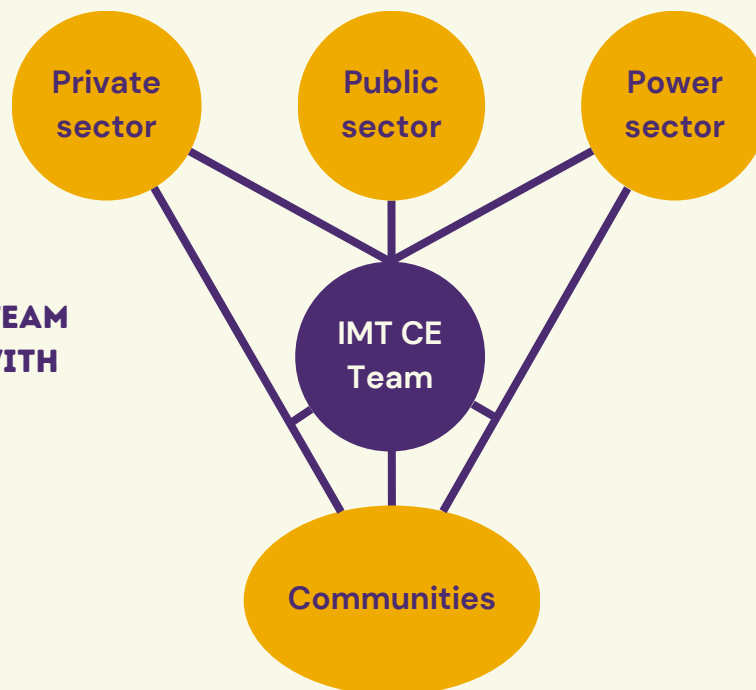


**Balance** uneven power dynamics in our energy-related work



**Close Gaps** in climate vulnerability through direct participation by impacted communities

## HOW THE IMT CE TEAM COLLABORATES WITH COMMUNITIES:



## MISSION

The mission for community engagement at IMT is to drive the co-development of energy efficiency and climate solutions that identify and address the challenges, priorities, and aspirations of frontline communities through meaningful community engagement.

## VALUES

The mission is supported by eight values that are non-negotiable for community engagement at IMT:

- 1 Act in solidarity.** Have empathy and humanize energy efficiency in a way in which everyone understands that these issues impact the livelihood of real people.
- 2 Advocate for transformative solutions.** Make the case for cities, business leaders, and other stakeholders to collaborate with community.
- 3 Be justice- and issue-informed.** Clearly understand the issues at hand about and the language we use so that we are intentional in our work.
- 4 Use our power for good.** Use our influence and resources to challenge the status quo systems that marginalize communities.
- 5 Be intentional.** Develop long term strategies for community engagement so that we aren't rushed or stumbling in our steps.
- 6 Be integrated.** Clear communication between IMT staff on programs and projects, as well as clear communication between sectors and the Community Engagement team.
- 7 Strategize before acting.** Avoid shortcuts and prioritize research and planning before engaging with communities or making commitments to partners.
- 8 Foster a culture of care.** Care for each other as colleagues first and foremost, so we can process and heal before engaging with others.

## GOALS

Frontline communities experience real and disproportionate types of violence from the climate crisis and are left out of the policymaking process. Communities often know the solutions to the issues they're facing but lack the political, economic, and technical resources needed to make their voices heard. The CE team has outlined three major goals to help hold IMT accountable to shifting how the organization works with communities and governments: **Transform, Balance, and Close Gaps.**

Overall, this means that we do not take pre-defined solutions into frontline communities but rather engage community members early-on, and follow their lead in co-developing the process.



### TRANSFORM

Make the policy-making process more accessible to communities at the national organization level and transform the slow violence that is inherent in an overly technical process.



### BALANCE

Balance uneven power dynamics in our energy-related policy work by leveraging and redistributing our resources and power.



### CLOSE GAPS

Close the gaps in climate vulnerability through direct participation of affected communities.





## TRANSFORM

Make the policy-making process more accessible to communities at the national organization level and transform the slow violence that is inherent in an overly technical process.

At first glance, it may seem like an over-exaggeration or inaccurate to describe this process as inherently 'violent.' However, when the decision-making around climate-related issues is so technical and outright inaccessible to already marginalized groups, it results in adverse health effects and even the loss of life. One may look to examples like "[Cancer Alley](#)" in Louisiana where the petrochemical corridor along the lower Mississippi River has not only polluted the surrounding water and air, but also subjected its mostly African American residents to cancer, respiratory diseases and other adverse health effects. Being left out of these decisions—intentionally or otherwise—is a form of violence because it results in the very real loss of health and human life.

## OBJECTIVES

- **Subvert the "Expert Paradigm" by reconsidering who is deemed an "expert" and establishing those with lived experience as authoritative.**
  - Ex: Explore Power Analysis exercises to identify spheres of influence, and integrate targeted strategy into our organization-wide planning.
- **Acknowledge past harm and actively work to rebuild trust.**
  - Ex: At quarterly meetings, report on impact assessments, reflections, and conversations with the community around improvements and best practices, if applicable.
- **Develop increasing competence in understanding the social impacts of our energy-related work.**
  - Ex: Conduct baseline [Racial Equity Impact Assessment \(REIA\)](#) in each place-based project that will inform our strategy, policy suggestions, and collaboration with local CBOs.



## BALANCE

Balance uneven power dynamics in our energy-related policy work by leveraging and redistributing our resources and power.

IMT is not an expert in climate resilience, equity, or environmental justice, but we can adopt aspects of that work as we position ourselves as a “3rd party facilitator” (see Facilitating Power’s [Spectrum of Community Engagement to Ownership](#)) between cities and communities. We must work to redefine who qualifies and is valued as an “expert”. IMT has the connections and network to make this possible, and we are committed to sharing our resources.

## OBJECTIVES

- **Be a “facilitator” between various stakeholders and cultivate the conditions for collaboration and participation across sectors, while assessing and documenting progress towards practice goals and community solutions.**
  - Ex: MOU becomes a requirement for the jurisdictions we are working in.
- **Establish an evaluation system 6–12 months after place-based projects to monitor the impacts experienced by a community.**
  - Ex: At the beginning and end of a community engagement process, host a learning session with program staff and CBOs to develop recommendations for processes and systems improvement.
- **Develop a market scan of community-priority areas for research in [National BPS Coalition](#) cities, including racial equity, health, resilience, economic inclusion, and affordable housing.**



## CLOSE GAPS

Close the gaps in climate vulnerability through direct participation of affected communities.

### OBJECTIVES

- **Create a space where frontline community members have autonomy over the decisions that will impact their daily lives.**
  - Ex: Conduct policy-mapping (policy development process, timelines, etc.) sessions from CBO and resident perspectives.
- **Provide the capacity building and technical assistance needed to support community-led change.**
  - Ex: Provide funding to CBO partners for them to carry on this work without disrupting their current workstreams and help increase capacity.
  - Ex: Develop a series of BPS 101, Utilities 101 and other “101-201” educational workshops.
- **Incorporate frontline community needs and goals into the policy as much as possible.**
  - Ex: Create a collection of resources for frontline community audiences that includes policies other than building performance policies (e.g. tenant rights, case studies from other jurisdictions, etc.).
- **Promote the creation of community-led boards, appointments, and positions of authority with legally-mandated authority and influence.**

“Community knows what they need, they just need guidance on the ‘how.’ IMT needs to offer opportunities for learning and education. If [IMT] doesn’t have the expertise, [your] role can be connecting them with a group that can help them address their specific issues and priorities.”

**Bridges, Inc.**

## DEVELOPING OUR COMMUNITY AGREEMENT

We reached out to a total of eight Community Based Organizations (CBOs) to review our draft [Memorandum of understanding \(MOU\)](#). The purpose of this effort was to vet our MOU, which would go on to become the grant agreement we use with community partners and ensure it embodied equitable and just principles and practices for our partnerships. The grant agreement proposed \$5,000 of convening and editorial work over three months, with a focus on equitable partnership and policy development.

IMT purposely sought out organizations that prioritized the issues that come from unintended consequences of climate and environmental policies, particularly smaller organizations with fewer connections to resources. We could not hit all categories—for instance, the transportation sector isn't represented anywhere on this chart, nonetheless, we started where we saw solid connections to IMT's social priorities work.

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The expertise of the CBOs we reached out to ranged from food sovereignty to affordable housing, health, immigration and cooperative development, environmental justice, and more.





**Table 2:** Organizations, locations, and expertise

ORGANIZATION	LOCATION	EXPERTISE
<a href="#"><u>Bridges, Inc.</u></a>	Washington, DC	Community engagement/organizing, government/community relations building, and advocacy
<a href="#"><u>CARECEN</u></a>	Washington, DC	Affordable housing, immigration, citizenship
<a href="#"><u>CooperAción Santa Ana</u></a>	Santa Ana, CA	Cooperative development
<a href="#"><u>CRECE</u></a>	Santa Ana, CA	Food sovereignty, cooperative development
<a href="#"><u>EmpowerDC</u></a>	Washington, DC	Community organizing, advocacy, racial, economic and environmental justice
<a href="#"><u>Orange County Environmental Justice</u></a>	Santa Ana, CA	Environmental justice
<a href="#"><u>Pueblo Unido CDC</u></a>	Coachella Valley, CA	Sustainable infrastructure, affordable housing
<a href="#"><u>Santa Ana BHC</u></a>	Santa Ana, CA	Health, community resources

## PROCESS FOR GATHERING MOU FEEDBACK

The table below shows the process of engagement specifically for gathering feedback on documents developed at IMT. Across the top is the process flow, details for that process are listed in the middle, and the time it took to complete each step is across the bottom.

**Table 3:** Process for gathering feedback

INVITATION	MOU REVIEW	IMT & CBO	REVIEW AND VISIBILITY
Commitment to social & environmental issues	MOU between IMT and local partner (guiding principles and partner roles)	Section-by-section, line-by-line review	Review of final grant agreement template
Demonstration of co-development and co-ownership with community	<a href="#">Summary of BPS Model Ordinance</a>	Considered the perception of IMT as a national organization engaging local communities, questions of power dynamics, consensus building, and funding during COVID-19	Share Grant Agreement template on IMT website/Community Engagement page
Familiarity with work (Esme's and Precious's networks)	RFP Orlando Engagement	Open to further partnership with IMT	
Invitation to meet via formal letter and meeting	Questions to Consider (MOU partners, anticipating conflict, budget, recruitment process)		
<b>Timeframe:</b> 1-2 weeks	<b>Timeframe:</b> 3-4 weeks	<b>Timeframe:</b> 1 hour	<b>Timeframe:</b> Ongoing

## INVITATION

Before reaching out, Esme Hic, former Policy and Community Engagement Fellow at IMT, and Precious Rideout, IMT's Director of Community Engagement, discussed what groups they wanted to engage: CBOs had to have a commitment to social and environmental issues, and demonstrate co-development and co-ownership with their clients and their communities. They selected groups from their networks, then sent formal invitation letters and conducted introduction meetings with each to review the ask, the mini-grant amount (\$5K), and answer questions they may have.

## MOU REVIEW

Each group received the MOU template, our guiding principles, the Model Ordinance, and questions to consider as a guide for how to evaluate the documents.

## IMT & CBO FEEDBACK SESSION

After 3–4 weeks, they met again for one hour with each group, reviewing each document section-by-section and line-by-line (particularly the MOU) for their feedback. The CBOs shared their perception of IMT's role in community and policy work, guidance on navigating conflict, building consensus, and what it's been like for CBOs and communities on the ground during COVID-19. Each group expressed interest in continuing the conversation, not just on document reviews, but for future partnership opportunities.

## REVIEW AND VISIBILITY

Finally, they sent the final template back to the groups to review before posting it on IMT's website. As one of the CBO reviewing partners, CARECEN stated, **"IMT's Community Engagement Framework process is an outcome in and of itself."** Working in this way honors true collaboration, accountability, and gives credit to the CBO partners for their knowledge and guidance.

## CBO COMMENTS

Each group's feedback varied in terms of approaches and resources, but several commonalities were identified between all the groups.

### IMT is on the right track:

- Groups across the board commended IMT on displaying interest and action on community engagement.
- Establishing Guiding Principles sets us apart because we're choosing to step into our responsibility and leverage our privilege to do this work, which was also commended.
- Instituting possible community solutions, such as the Community Accountability Board and Community Benefits Fund, were well received. Groups stated that they rarely see this type of community legacy established for residents to co-develop and lead, so this was seen as a valuable part of our work.

### Things that need work:

- **Language used.** Groups suggested that rather than saying "as needed" or "as appropriate", IMT should change its language to "as much as possible" to imply that IMT will do as much as it can to encourage inclusive processes.
- **Definition of an "Expert".** Local and state governments have the expertise, as do third-party facilitators like IMT, but frontline community members have lived experience and can best explain what is needed now to meet their daily needs. For many staff members working in this space, this is their passion and profession. But for communities, this is about their lives. IMT needs to shift whom we consider an "expert". The expertise of frontline community members must be valued and prioritized as a critical resource.
- **Definition of terms and clarity of provisions.** IMT needs to be clear about what we mean. This is essential for transparency and breaking down the legal jargon that often clutters agreements like this.
- **Timing.** Across the board, groups expressed that six months was far too short a time for engagement. Our MOU would require significant additional work beyond their regular programming and would not always match their priorities.
- **Funding.** A few groups agreed that six months of work for \$50,000 is workable, though it gives little flexibility to CBO partners. IMT needs to reconsider the amount of funding required for a CBO's work, and help fundraise to support the extension of work.



# CASE STUDY: PODER LATINX AND NAACP IN ORLANDO

In March 2021, IMT announced a Request for Proposal (RFP) process funded at \$50,000 for community-based organizations serving Orlando, FL communities. The goal was to engage stakeholders, residents, and the City of Orlando in the development, implementation, and evaluation of a building performance standard policy in order to ensure the passage of equitable and successful community solutions to energy efficiency challenges. [Read the full story about our work in Orlando here.](#)



## WHAT WE WERE LOOKING FOR

### Climate Justice Criteria

- Experience supporting social, climate, or environmental justice and equity work, particularly related to affordable housing, health services, clean energy, water, air quality, pollution/contamination, energy burden, and related issues.
- Understanding of the impact of climate change and the urgency to act quickly, yet carefully, through equitable community involvement.
- Understanding of the project objectives and scope of work to implement meaningful community engagement.

### CBO Criteria

- A non-profit organization with 501(c)(3) status, or has a sustainable fiscal sponsor
- Located within and/or serving Orlando, FL
- Willing and able to collaborate with the City of Orlando
- Able to convene, synthesize, and involve community voices in the co-development process
- Dedicated contact(s) for the project

## THE PARTNERSHIP

### Poder Latinx

Poder Latinx is a civic and social justice organization building the political power of Latinx peoples in the U.S through their efforts on immigrant, economic, and climate justice issues.

### NAACP

Founded on February 12, 1909, the NAACP is the foremost, largest and most widely recognized civil rights organization in the nation. Its more than half a million members and supporters throughout the United States and the world are premier advocates for civil rights in their communities, conducting voter mobilization and leading grassroots campaigns for equal opportunity. The Orange County Branch was chartered in 1929, and continues to be a voice for the citizens of Orange County.



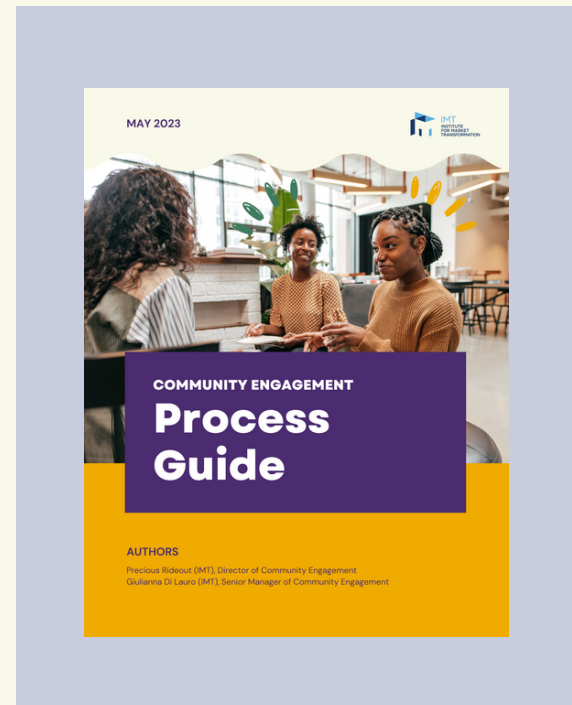


# ADDITIONAL RESOURCES

## PROCESS GUIDE

The [Community Engagement Process Guide](#) was created to guide IMT staff in implementing the Community Engagement Framework.

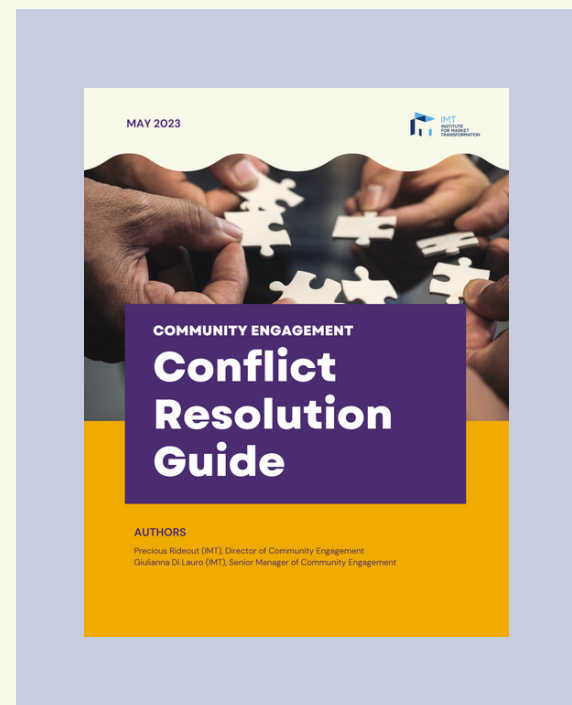
While the CE Framework describes the foundational approach to IMT's engagement with communities, the process guide outlines a set of objectives, tactics, guidelines, and templates that serve to guide staff on how to implement the framework through IMT's four primary programmatic areas: public policy, commercial real estate, utility & grid regulation, and community engagement.



## CONFLICT RESOLUTION GUIDE

Conflict is an inevitable part of every relationship. We experience conflict with our partners, children, friends, colleagues, even strangers. Conflict is harmful when we are unwilling or unequipped to address it, but it can also be a powerful tool for reaching deeper levels of understanding and bringing about restorative justice when we are prepared to face it.

IMT has developed a [Conflict Resolution Guide](#) in an effort to promote transparency and accountability, and guide us when conflict arises between IMT, community partners, and other external stakeholders.



# GLOSSARY OF TERMS\*

## **ACCOUNTABILITY**

How individuals and communities hold themselves to their goals and actions and acknowledge the values and the groups for which they are responsible. To be accountable, one must be visible, with a transparent agenda and process.

## **CLIMATE JUSTICE**

As a form of environmental justice, climate justice means that all species have the right to access and obtain the resources needed to have an equal chance of survival and freedom from discrimination. As a movement, climate justice advocates are working from the grassroots up to create real solutions for climate mitigation and adaptation that ensure the right of all people to live, learn, work, play, and pray in safe, healthy, and clean environments.

## **CLIMATE RESILIENCE**

A future in which ecosystems, human labor, and cultures are integrated into a thriving regenerative web of life.

## **DECARBONIZATION**

The process of stopping or reducing carbon gases, especially carbon dioxide, being released into the atmosphere as the result of a process, for example the burning of fossil fuels.

## **EXTRACTIVE ECONOMY**

A capitalist system of exploitation and oppression that values consumerism, colonialism, and money over people and the planet. An extractive economy views natural resources as commodities to dig, burn, and dump with no regard for its impact on communities and utilizes oppressive force to undermine democracy, community, and workers. The extractive economy perpetuates the enclosure of wealth and power for a few through predatory financing, expropriation from land and commonly accessed goods and services, and the exploitation of human labor.

## **FRONTLINE COMMUNITIES**

Members of the communities include those impacted most by climate change and its root causes, which include white supremacy, patriarchy, and colonization. These communities are embedded in legacy struggles against social, economic, and environmental injustices exacerbated by extractive and pollutive industries that have been purposely and systemically situated adjacent or within to their communities.



## **IMPERIALISM**

State policy, practice, or advocacy of extending power and dominion, especially by direct territorial acquisition or by gaining political and economic control of other areas. Because it always involves the use of power, whether military or economic or some subtler form, imperialism has often been considered morally reprehensible, and the term is frequently employed in international propaganda to denounce and discredit an opponent's foreign policy.

## **INTERSECTIONALITY**

Coined by Kimberlé Williams Crenshaw, intersectionality can help clarify how a person can simultaneously experience privilege and oppression. For example, a Black woman in America does not experience gender inequalities in the same way as a White woman, nor does she experience racial oppression identical to that experienced by a Black man. Each race and gender intersection produces a qualitatively distinct experience.

## **JUST TRANSITION**

A set of unifying principles and practices supporting a just society has shifted from an extractive economy to a waste-free, regenerative economy. It must be equitable and must redress past harms. Its process must be just, or the outcome will not be.

## **MILITARISM**

The belief or the desire of a government or a people that a state should maintain a strong military capability and to use it aggressively to expand national interests and/or values. It may also imply the glorification of the military and of the ideals of a professional military class and the "predominance of the armed forces in the administration or policy of the state."

## **POWER**

The ability to influence others and impose one's beliefs. All power is relational, and different relationships either reinforce or disrupt one another. The importance of the concept of power to anti-racism is evident: racism cannot be understood without understanding that power is an individual relationship and a cultural one. Those power relationships are constantly shifting. Power can be used malignantly and intentionally but need not be, and individuals within a culture may benefit from power they are unaware of. Cultural power is all-encompassing, economic power is foundational, and political power reflects economics and culture.

\*Definitions above are from the [Movement Strategy Center](#), with the exception of the three noted.



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