

Partnering for More Resilient and Equitable Communities

Lessons from the Second Resilient Land Use Cohort



**Urban Land
Institute**

About the Urban Land Institute

The Urban Land Institute is a global, member-driven organization comprising more than 48,000 real estate and urban development professionals dedicated to advancing the Institute's mission of shaping the future of the built environment for transformative impact in communities worldwide.

ULI's interdisciplinary membership represents all aspects of the industry, including developers, property owners, investors, architects, urban planners, public

officials, real estate brokers, appraisers, attorneys, engineers, financiers, and academics. Established in 1936, the Institute has a presence in the Americas, Europe, and the Asia Pacific region, with members in 84 countries.

More information is available at uli.org. Follow ULI on [X \(formerly known as Twitter\)](#), [Facebook](#), [LinkedIn](#), and [Instagram](#).

About the ULI Urban Resilience Program

ULI's Urban Resilience program provides ULI members, the public, and communities across the United States with information on how to be more resilient in the face of climate change and other environmental vulnerabilities. The program seeks to

provide technical assistance, advance knowledge, and catalyze the adoption of transformative practices for real estate and land use policy, building from the knowledge of ULI members.

About the Resilient Land Use Cohort

This report is part of a larger series of resilience technical assistance and learning opportunities called the Resilient Land Use Cohort (RLUC). RLUC is a network of ULI district councils, member experts, and community partners in cities across the United States working together to identify strategies to be more resilient in the face of climate change and other vulnerabilities, including floods, extreme storms, drought, wildfire, and extreme heat, as well as the related social, environmental, and economic impacts. RLUC provides on-the-ground technical assistance through ULI's flagship technical assistance models—Advisory Services panels and technical assistance panels (TAPs). These panels leverage ULI member expertise to advise on complex real estate and land use challenges related to equitable climate

resilience, addressing planning, zoning, land use, development strategy, housing, and infrastructure. ULI's Urban Resilience program convenes the cohort regularly to learn from national best practices and discuss peer cities' next steps advancing equitable resilience through land use policies and development strategies. Funding for this engagement and the cohort is provided through the ULI Foundation with support from JPMorgan Chase. The first Resilient Land Use Cohort (RLUC1) included the following ULI district councils: ULI Chicago, ULI Dallas–Fort Worth, ULI Houston, ULI Nashville, ULI New York, ULI Philadelphia, and ULI Tampa Bay. The second Resilient Land Use Cohort (RLUC2), which this report summarizes, included ULI Colorado, ULI Los Angeles, ULI New York, ULI Louisiana, and ULI Philadelphia.

Cover: Aerial view of the Lower East Side of Manhattan with Brooklyn in the background. (Shutterstock)

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Introduction

In the summer of 2022, five ULI district councils—ULI Colorado, ULI Los Angeles, ULI New York, ULI Louisiana, and ULI Philadelphia—began a long-term effort to tackle land use, equity, and climate resilience issues. From flood and wildfire resilience at the community scale to the intersections of racial equity, restorative justice, recovery and redevelopment, affordable housing, and more, the district councils collaborated with the ULI Urban Resilience program to promote and implement tangible solutions to complex real estate and land use challenges.

While climate change remains a global crisis that is not confined by geographical boundaries, place-based approaches can help to ensure that climate change adaptation meets the needs of local communities in an equitable manner. As highlighted by ULI's [Ten Principles for Building Resilience](#) and multiple studies at the [federal](#) and [U.S. census tract](#) levels, communities of low-income and Black, Indigenous, and people of color (BIPOC) facing historic disinvestment and structural barriers reinforcing inequality have the most to gain when it comes to advancing climate resilience. Recognizing this, the district councils in this second Resilient Land Use Cohort (RLUC2) approached their panels with equitable climate adaptation at the core of their analyses and recommendations.

The Resilient Land Use Cohort (RLUC) is a network of ULI district councils, member experts, and community partners in cities across the United States working together to identify strategies to be more resilient in the face of climate change and other vulnerabilities, including floods, extreme storms, drought, wildfire, and extreme heat, as well as the related social, environmental, and economic impacts. RLUC provides on-the-ground technical assistance through ULI's flagship technical assistance models: Advisory

Services panels and technical assistance panels (TAPs). These panels leverage ULI member expertise to advise on complex real estate and land use challenges related to climate resilience, addressing planning, zoning, land use, development strategy, housing, and infrastructure, among other topics.

ULI's Urban Resilience program convenes the cohort regularly to share national best practices from expert speakers, provide cross-cohort networking opportunities, and discuss and support local implementation of resilience strategies. Meeting topics throughout 2022–2024 included team presentations on their local efforts, flood resilience best practices, strategies for neighborhood resilience and resilient building retrofits, how best to engage with frontline communities on climate resilience, resilience hubs and networks, and the intersection between resilience and housing affordability. These virtual and in-person gatherings helped to broaden cohort participant knowledge of climate resilience strategies and policies, to amplify lessons learned from local TAPs and Advisory Services panels, and to inform implementation next steps.

The purpose of this report is to summarize the progress, lessons learned, and outcomes from the five RLUC2 panels and cohort from 2022 to 2024. It provides an overview of each local panel, notes the recommendations laid out by panelists and follow-up implementation activities, and highlights both community-level and national takeaways and lessons learned from the cohort overall.

Funding for the cohort is provided by the ULI Foundation with support from JPMorgan Chase. More information about the cohort and its activities over time is available at americas.uli.org/resilient-land-use-cohort.

Overview of the Resilient Land Use Cohort Panels

ULI district councils collaborated with the Urban Resilience program, their local partners, and ULI member experts to define the area of study and relevant climate vulnerabilities of focus. Following pre-TAP and Advisory Services panel briefings, each panel of experts toured the local study areas, conducted stakeholder interviews, and synthesized

findings before presenting a set of recommendations for the local partners to pursue. After the panels, cohort members continued to connect with their local collaborators and one another to strategize implementation of the recommendations. The following section details the highlights of each of the RLUC2 panels.



The Resilient Land Use Cohorts are addressing a wide array of climate-related challenges in their respective communities. (ULI)

ULI Colorado—Marshall Fire Recovery

In December 2021, the Marshall Fire spread across the open spaces and grasslands of Boulder County into residential neighborhoods in the town of Superior and the city of Louisville, burning 6,000 acres and destroying or damaging 1,100 structures. Wildfires in forested areas are not uncommon, yet grassland fires are becoming a wider threat. Municipal officials and planners are considering how to better prepare for future wildfires and further mitigate risk to their communities and residents. Through the RLUC2 program and Advisory Services panel process, Louisville and Superior municipal staff sought guidance on how to best address community resilience questions, better incorporate the Wildland-Urban Interface into municipal codes, meet the housing needs of the two communities, and help ensure that community members can participate in the critical post-disaster decision-making that will impact their homes and lives in the years to come.

The ULI panel delivered a set of recommendations that the communities can implement in the coming years as each continues to recover from the Marshall Fire and build future resilience.

- **Communities must incorporate fire mitigation and resilience planning into their planning efforts.** This includes building back the whole community, not just the areas destroyed in the fire, using a community-wide approach that balances rebuilding with longer-term visioning and priority planning. Building and maintaining staffing and skillset capacity in disaster recovery, response, and mitigation is needed to manage a response and recovery effort even through “blue sky” days when there are no immediate hazards. Resilience-focused infrastructure improvements, staff training, and emergency response protocols and practices should be coordinated and folded into regular planning functions. Funding and staffing for resilience projects should expand to identify, pursue, support, and track the variety of available and future funding opportunities to support the community’s ongoing resilience-building capacity.
- **Wildland-urban interface (WUI) best practices should be incorporated into building and landscaping requirements.** WUI best practices include developing a comprehensive educational program for residents, landscapers, developers, and builders about best fire prevention and mitigation practices for structures and landscapes; adopting a WUI vegetation management ordinance for the town and city to reduce potential fire



Home reconstruction is taking place across wide swaths of neighborhoods in Louisville and Superior. (ULI Colorado)

“So grateful for you all! It was great to spend time with you and hear your fresh ideas and encouragement. Long road ahead, but I’ll count this as one of those wins we need to keep our momentum and energy up to move forward!”

— Lisa Ritchie, planning and building director,
town of Superior



Panelists tour neighborhoods destroyed in the 2021 Marshall Fire in Colorado. (ULI)

spread from landscaping and fences to buildings; developing a WUI construction ordinance to harden future structures, reducing their fire risks; and pursuing WUI funding opportunities through state and federal resources.

- **Preserve housing affordability and diversity throughout the rebuilding process and beyond.**

The rebuilding process is stressful and made even more so for community members, many of whom were underinsured, who now face an escalation of materials costs, temporary or long-term rental rates, and more. Housing affordability is at risk and will require intentionality to ensure that community members are not pushed out following a fire. Specifically, Louisville and Superior should opt in for Colorado's Proposition 123 funding, indicating their willingness to work on affordable housing needs. Both communities should consult research findings and complete housing needs assessments to better understand the socioeconomic characteristics of the affected residents and assist in the development and implementation of approaches to meet their housing needs. Superior and Louisville should individually hire or collectively share a staff person focused solely on housing to advance affordable housing goals, pursue and administer housing funding opportunities, and oversee policy initiatives. The municipalities can support affordability by

purchasing lots that come up for sale, using deed restrictions to maintain affordability, splitting large lots into two or more parcels, encouraging mixed-use development, and securing infill sites for deed-restricted affordable housing. Land use updates, such as allowing accessory dwelling units (ADUs) in more locations and transfer of development rights (TDR), can allow municipalities the flexibility to adjust density where appropriate. Finally, community education and outreach will underpin the importance of housing affordability for the region.

- **Community engagement around WUI best practices and rebuilding efforts should include efforts to build future resilience** and could include tapping into existing and emerging social capital, leveraging lines of existing communication such as NextDoor and Slack, and ensuring equitable representation in technical and community advisory committees.

In addition to addressing present recovery efforts, Louisville and Superior must plan for the future, work to mitigate future risk, and put plans and processes in place to create stronger fire-adapted communities. Preparation and planning today will determine how deeply the fires of tomorrow will impact residents, economies, and the futures of these Front Range communities.

ULI Los Angeles—Building Resilience Ecosystems: A Model for Delivering Climate Resilience to All Communities

Resilience hubs and networks, particularly those that are community led, can provide robust support during stressors and shocks instigated and amplified by climate change. These resilience networks can also help meet the pressing need for transformation in communities where environmental burdens such as air pollution and contamination are magnified due to historic injustices. Resilience hubs can give residents places to organize and craft their ongoing response to localized issues related to climate change, and a network of resilience hubs will increase the capacity of communities to survive, recover reliably and equitably from disasters, and thrive.

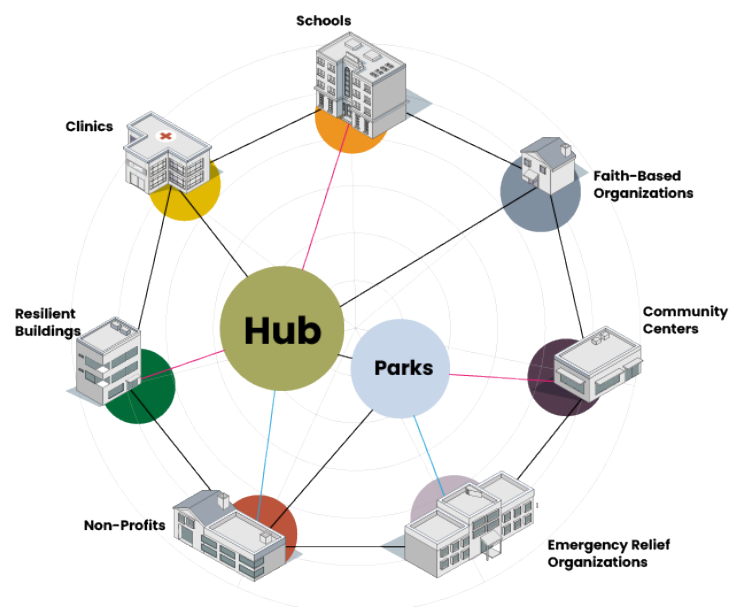
The U.S. Green Building Council Los Angeles asked ULI Los Angeles to convene a TAP to create a plan for developing and scaling “resilience ecosystems” of existing and proposed community resources, including physical facilities, services, communications, and community-led human networks to prepare communities for the impacts of climate change while enhancing social equity and environmental justice.

The panel focused its effort on the community of Boyle Heights and used the Boyle Heights Arts Conservatory (BHAC) as a prototype resilience hub. Located in East Los Angeles, Boyle Heights is severely affected by climate impacts due to a history of redlining, white flight, community disinvestment, and other racist practices that have created disparities in the tree canopy, health care access, asthma rates, park access, and more. The challenging urban environment in Boyle Heights makes it an excellent location for a resilience hub, and the BHAC, an existing community gathering spot and strong community advocate, provided the panel with an excellent template for scaling community resilience through an ecosystem where developers, community planners, investors, public agencies, and most important,

community residents can all contribute functionally to the health, safety, and vitality of the community.

The panel developed a model for scaling community resilience through “resilience ecosystems” of resources, hubs, and networks. The ecosystems would consist of existing and proposed community resources, including physical facilities, services, communications, and community-led human networks that prepare communities for the impacts of climate change while enhancing social equity and environmental justice.

- **The resilience hub should deliver services and programs in normal times, during disruptions, and in recovery.** “Normal time” delivery includes the physical spaces, social activities, operations, community awareness and engagement, and proactive programming such as education and child care. In times of disruption, services should also include food or health care, capacity building, partnerships with recovery agencies, communications within and outside the area, emergency operations and kit distribution, and recovery services such as insurance and legal support.



Visualization of a resilience ecosystem as a network of organizations and physical spaces that can help the community respond to and recover from emergencies. (ULI Los Angeles)

Developing a resilience hub is an opportunity to create both a physical space and also a culture and relationships that support all residents and work to dismantle historic inequities and their root causes.

— [Guide to Developing Resilience Hubs](#)
by the Urban Sustainability Directors Network

- **The design of the resilience ecosystem should include physical, social, and information networks.** The physical network centers around familiar facilities with resilient features that can be accessed by community members within a 40-minute walk (roughly two miles). The social network includes community-based organizations, community members, and organizers who have defined roles to play in service to the community. The information network identifies locations and people responsible for resources and knowledge (community action partnerships, city council districts, etc.) and a convener who maintains and activates the network and engages with public sector officials as needed. Funding is required to support the community partner as the convener, local government support is needed, and technology resources and social networks will facilitate information-sharing across the

community and ecosystem in normal times and in times of disruption.

The panel outlined an implementation action plan for developing a resilience ecosystem that relies on a coordinated and inclusive approach that remains people-focused, responsive, and community led.

- Action 1: Determine potential locations and resources needed for future resilience ecosystems.
- Action 2: Create a coalition for the resilience ecosystem.
- Action 3: Support and scale up existing local resilience resources.
- Action 4: Plan physical spaces as resilience hubs and nodes.
- Action 5: Identify funding options.
- Action 6: Use public policies to support resilience ecosystems.

By reinvesting in communities of higher risk or higher vulnerability, communities can help themselves and augment limited public resources that are always stretched thin—especially in an emergency. Locally adaptive resilience hubs, particularly in vulnerable communities, can provide critical resources during times of crisis and, when the immediate emergency of a disaster has abated, also serve to build ongoing community resilience.



TAP panelists, ULI staff, and USGBC-LA staff pose in front of a mural of community resilience created by artists from the Mural Workforce Academy for the Boyle Heights Arts Conservatory. The mural uses nontoxic, smog-eating paint to illustrate a vision of a thriving future for Boyle Heights. (ULI Los Angeles)

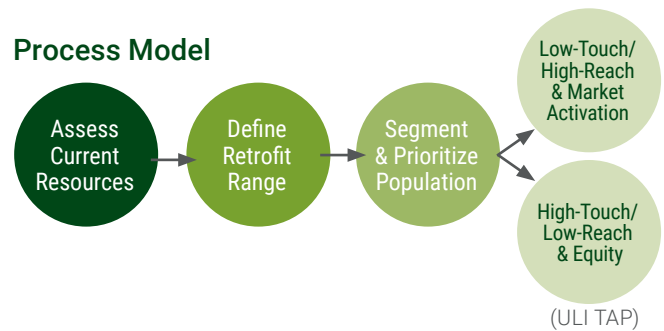
ULI New York—A Path to Small-Home Flood Resilience in Brooklyn, New York

Improving flood resilience in New York City’s coastal floodplain is a complex challenge for city leadership and a personal struggle for tens of thousands of South Brooklyn residents. With more than 50,000 homes at risk of coastal flooding citywide, the NYC Department for Housing Preservation & Development and Department of City Planning turned to ULI’s Urban Resilience Program and ULI New York’s trusted TAP program for guidance in supporting residents in their pursuits of safer and more resilient living environments. This work builds on the city’s initiatives to reduce damage and disruption from coastal flooding, including updated zoning regulations that make it easier to retrofit buildings to contemporary resilience standards, as well as supporting home repairs to eligible owners of one- to four-family homes.

Focusing on the Brighton Beach, Sheepshead Bay, Gravesend, Gerritsen Beach, and Manhattan Beach neighborhoods, the TAP began by prioritizing

and segmenting the neighborhoods’ properties by need and identifying strategies for enhanced flood resilience with an intentional focus on equity in resource deployment. Strategies included city promotion of or assistance with flood insurance, educational support, zoning interventions to allow for ADUs, technical assistance, TDR, voluntary buyouts, public or subsidized loans, and light-touch and deep retrofits. More resources and assistance would be made available to low-income homeowners in the 100-year floodplain.

Process Model



Using the panel’s segmentation by floodplain and income level, the city can prioritize its delivery of assistance packages with the goals of serving the greatest number of residents and achieving broad



The below-grade garages in the study area are often converted to apartments, which easily flood during significant rain events. (ULI)



Raising the first level of living space above base flood elevation can ease some of the impacts from flooding. (ULI)



Staff from the New York City Department for Housing Preservation & Development and Department of City Planning provided the panel with a briefing of the study area's geography and climate-related challenges impacting the built environment. (ULI)

resilience. The TAP also delivered the following key recommendations to the city:

- **Encourage homeowners and tenants to retrofit during “blue sky” days** when there are no immediate hazards to speed retrofits in quiet times between flooding events.
- **Collaborate with community-based organizations** to help reach the most vulnerable homeowners and share education and resilience retrofitting information. Educational materials and messaging should demonstrate that the return on investment for flood retrofits is as quantifiable as energy efficiency retrofits.
- **Assist homeowners with obtaining flood insurance.** Even if it is subsidized by the public sector, the potential cost savings during future disasters are enormous.
- **Utilize land use tools.** Zoning to allow ADUs and utility “bump outs” can support alternative paths to safer and more resilient living environments. TDR can assist redevelopment and allow residents to move to safer spaces in less vulnerable areas.
- **Center equity in the retrofit process and package design and delivery** by segmenting properties from lowest touch for high-income homeowners in low-risk areas to highest touch for low-income homeowners in areas of high flood risk.
- **Consider strategic retreat** in high-risk areas and include a voluntary buyout program.

Preserving the 50,000 to 83,000 homes at risk in New York's coastal floodplain and helping people find stable, resilient housing will require strategic systems-level changes. Supporting the capacity of and partnering with community-based organizations should help to localize activities and shift control over implementation to the communities. Solutions should be provided to all homeowners yet provided only at the level of need for each homeowner. Investments in resilience today will be less costly than future recovery efforts and, more important, will go a long way in supporting the future health and safety of New York's residents.

ULI Louisiana—A Healthier Community for Generations to Come in New Orleans’ Lower Ninth Ward

Eighteen years after Hurricane Katrina, the people of New Orleans’ Lower Ninth Ward, strongly rooted in their community, are rebuilding the neighborhood to honor its past while looking toward the future. Sankofa Community Development Corporation (CDC), a community-based organization formed in 2008 to support the Lower Ninth Ward community members’ health and well-being, is now expanding its services to support community development and climate resilience across the neighborhood.

Recognizing the continuing and increasing threats posed by climate change and seeking guidance for a path forward that would support the neighborhood’s continued revitalization, Sankofa CDC sought expert guidance through ULI Louisiana’s TAP process. The TAP identified approaches for reducing neighborhood vacancy and blight, catalyzing development in key corridors, and incorporating resilience throughout the Lower Ninth Ward, all with a focus on equitable and environmental-justice oriented outcomes.

The work that is already underway in the neighborhood and broader plans—including [Louisiana’s Comprehensive Master Plan for a Sustainable Coast](#) and funding on the horizon for the region, including [American Rescue Plan Act](#) and [Neighborhood Housing Improvement Fund](#) resources—led the TAP to identify the following areas of focus for Sankofa’s work:

- **Actively partner with the public sector to address quality-of-life issues.** Vacancy, slow emergency services response times, and challenges around pedestrian and bicyclist safety continue to impact community members and must be improved for the neighborhood to thrive.
- **Support housing development and redevelopment that is community centered.** Sankofa CDC can play a pivotal role in supporting neighbors in their homeownership journey and can help lead community retention planning efforts to establish antidisplacement strategies and tools. Embracing alternative uses for vacant properties such as edible gardens and intentional open space is encouraged and will assist with stormwater management and support ecological health, further supporting the community’s climate resilience.



Panelists, Sankofa CDC leadership, and community stakeholders toured the Sankofa Wetland Park and Nature Trail and the broader Lower Ninth Ward. (Brandin Walker, Sankofa CDC)

- **Concentrate commercial supports along key corridors.** Efforts to support the development of more retail options in the neighborhood, including the growth of commercial operations out of homes and into storefronts, should be directed to and concentrated along the neighborhood’s key commercial streets.
- **Continue to support and expand the Sankofa Wetland Park and Nature Trail.** This world-class ecopark provides both recreation and critical stormwater management for the community.
- **Install community solar and create small micro-grids in the neighborhood.** This additional capacity will help the community maintain power during periods of high demand load, such as during heat waves with rising global temperatures. Community solar could also provide some revenue generation if excess power is sent back to the larger grid.

Sankofa CDC is a highly trusted and capable community development corporation focused on the health and vitality of the Lower Ninth Ward. While it considers expanding its services to broaden its capacity, the panel also encouraged CDC leadership to seek strong partners with expertise in discrete areas. Sankofa CDC does not need to do everything, but, as a leader in the community, it should play an active role in curating and inviting other organizations to help support the neighborhood in its community development and climate resilience efforts.

“Working with ULI offered an opportunity to expand our resilience-focused work with a diverse group of development professionals, builders, and planners to support our efforts to bring equitable systemic solutions to the restoration of the Lower Ninth Ward area.”

— Rashida Ferdinand, executive director, Sankofa CDC

ULI Philadelphia—Exploring Pathways to Community Safety and Restorative Justice in Eastwick, Philadelphia

Philadelphia’s Eastwick neighborhood underwent dramatic change from the 1950s through the 1970s, when the city’s Urban Renewal program—the largest of its kind in the nation—forced the displacement of 10,000 residents to make way for a highway extension, airport expansion, and sewage plant construction. In return, residents were promised the same or better-quality homes; yet the newly developed homes were built on improperly filled land, resulting in resident health disparities, structural problems, and regular flooding—all of which continue today.

The constant threat of environmental disaster looms over the Eastwick community as climate change spurs more frequent, intense storms and flooding. Given the inevitability of future disasters, Eastwick United CDC, which was founded to revitalize the neighborhood and pursue restorative justice for its residents, sought solutions that keep residents safe, keep the community whole, and deliver a reparative outcome for Eastwick. Together with the Philadelphia Office



TAP panelists evaluate the options for a land swap versus a levee installation or homeowner buyout program. (ULI Philadelphia)

of Sustainability, the Eastwick United CDC asked ULI Philadelphia to convene a TAP to explore the feasibility of a land swap, exchanging vacant city-owned, higher-elevation Eastwick parcels for 300 flood-prone and sinking homes. The TAP evaluated a land-swap arrangement and additional alternatives that would accomplish the following objectives: supporting the safety of residents in the floodplain amid growing risks of climate change; preserving a sense of community as residents relocate to safer housing; providing replacement housing at no additional cost to residents; and safeguarding household generational wealth from disaster and more loss.

Through the course of the TAP, the panelists provided the following guidance to the community:

- **A land swap will require a collaborative approach between the public and private sectors.**

The community has already built important relationships with the Office of Sustainability, Drexel University, and other institutions. Ideally, the community would expand its outreach to partner with nonprofits, developers, and philanthropic organizations while working with all levels of government for funding, implementation, and

community support. Strong partnerships with these organizations and others could enable concurrent planning efforts and help speed the timeline to completion.

- **The community should first clearly define and develop a conceptual plan.** The conceptual plan should meet the community’s core values—safety, avoided displacement of residents, community wholeness, and protection of generational wealth—and align with potential funding opportunities and requirements.
- **The proposed land-swap arrangement best suits the community’s goals and criteria for action.** While best poised to meet the community’s goals, the land swap will require the most time, cross-sector and cross-agency collaboration, and coordination to overcome the technical and financial challenges it poses. With best practices—including relationship-building among the involved agencies, project elements to attract more funding, and well-managed timelines—the solution is feasible, if complicated. The process could take up to 20 years to complete.



A buyout of the rowhomes in the Planet Streets area would require all owners in a contiguous set of homes to agree to the buyout. (ULI Philadelphia)

Eastwick Alternative Evaluation

Options	Safety	Avoid Displacement	Wholeness	Time	COMPLEXITY		
					Financial	Technical	Cooperation
LANDSWAP	●	●	●	up to ~ 20 yrs.	○	◐	○
LEVEE	◐	●	●	~ 4 - 10 yrs.	◐	●	◐
BUYOUT	●	○	◐	~ 5 yrs.	◐	●	◐
BUYOUT NAVY YARD OR OTHER	●	○ ◐	◐	~ 10+ yrs.	○	◐	○



In its presentation to the Eastwick United CDC, the panel outlined alternative solutions and the associated benefits and challenges of each approach. (TAP/ULI Philadelphia)

- Immediate steps should be taken to support flood safety for residents.** Flood safety and resilience measures should be taken immediately to address community flood and disaster preparation. Measures should ensure resident safety and reduce property damage, help fund collective community flood insurance, and provide access to mental and physical health counseling. Additionally, city flood and disaster preparation steps should include implementing a flood warning system, providing flood barriers for residents, identifying or building flood-safe parking lots to avoid damage to cars and to provide shuttle service for residents, and developing and distributing evacuation plans and emergency kits.

As the land swap will likely take years to execute, the panel offered additional ideas for the community that will support improved community resilience in the near term. These steps included pursuing a resident relocation program within Eastwick, working with neighboring communities and the public sector

to create a regional flood management district, fostering economic opportunities for the community, and cultivating philanthropic partnerships to support the needs of the community.

“The result of this TAP will help position the community with meaningful information that will influence the city’s application to FEMA in addressing the long-standing flooding issue in the Eastwick Community.”

– Carolyn Moseley, executive director, Eastwick United CDC

Key Takeaways and Lessons Learned from the Cohort

Based on recommendations and themes that came out of each of the RLUC2 panels, the Urban Resilience program synthesized key takeaways and lessons learned from the cohort. The following takeaways can be applied to communities across the United States and the broader ULI network.

Work on Equitable Resilience and Restorative Justice Should Take Place in Collaboration with the Community

From increased flooding to extended droughts and extreme heat, the changing climate poses severe threats to cities and communities, especially communities that have been historically marginalized by land use decisions. Low-income communities and communities of color face disproportionate risk; for example, neighborhoods that were subject to redlining are more likely to experience both extreme heat and flooding. And low-income households are also more likely to face financial and logistical challenges in recovering from the disruption of a major climate event such as a hurricane.

Community-based organizations are actively addressing these challenges. Many are focused on helping local residents be more prepared for the impacts of climate change and advocating for resilient land use solutions such as flood-ready parks, community resilience hubs, green stormwater infrastructure, and affordable housing designed to withstand future climate events. These investments will bolster neighborhood and citywide preparedness for disaster events, support access to housing, and enhance quality of life. The real estate and land use

sectors have important roles to play in designing, funding, and delivering this much-needed future infrastructure and development.

RLUC2 matched district councils and ULI members with community-based organizations (CBOs) to address these pressing climate and equity challenges. The program provided grants to partnering CBOs to participate in the cohort and help direct local panels and activities. The result was that the panels' recommendations and the following activities align with local communities' needs related to equitable climate resilience and restorative justice.

RLUC2 participants worked with community members to understand their lived experiences and ensure that the communities have a direct hand in shaping the resilience strategies for their unique environments. This community-based approach served as the foundation for the cohort's work and helped ensure that equity and environmental justice remained centered in the recommendations presented.

Increasing equity is critical to achieving resilience.

Pursuing equity means purposefully addressing racial, social, environmental, and economic injustices to build stronger communities and to support the most vulnerable communities in reducing risk.

— [*Ten Principles for Building Resilience*](#)
by ULI

As vulnerable and low-income communities face unprecedented

risk of impact from extreme events, a variety of strategies enhance equity and build resilience:

- **Earlier dialogue.** Vulnerable and low-income community members should be a key part of resilience conversations from the very beginning of the resilience planning and decision-making process. Their input can help community leaders and public decision makers define the full extent of the vulnerabilities faced, and craft realistic solutions.
- **Inclusive decision making.** When decision-makers are representative of the communities they serve, disadvantaged and low-income communities are more likely to receive solutions that accurately respond to their needs.
- **Additional resources.** Planning for extreme events should assume that low-income and disadvantaged communities will need additional resources to cover preventative measures that should be taken prior to extreme events, such as preparing homes for incoming storms, and higher-than-average resources to recover from the impacts of extreme events.
- **Prioritized investments.** Investments in infrastructure and mitigation should prioritize the safety and security of low-income individuals and communities of color that are most in harm's way.
- **Double-bottom-line solutions.** Resilience resource allocations and investments should affirmatively seek to provide other quality-of-life or economic development opportunities, or cobenefits, in addition to their resilience benefits.

— [*Ten Principles for Building Resilience*](#)
by ULI

The Sankofa CDC, working in the Lower Ninth Ward since 2008, is highly respected and has developed a deep-seated trust with the community. This trust is reinforced by the CDC's patient and consistent focus on resident health and well-being and following through on the promises made to the community. By partnering with Sankofa CDC, ULI Louisiana was able to have frank and open conversations with residents in their community. These conversations led to the panel's understanding of the challenges residents face as pressures mount for community rebuilding. Community stakeholders regularly pointed to city-owned parcels in the neighborhood that would provide value, not as new home sites but instead as community gardens or other open space. By engaging with the community in this manner, partnering with a trusted community-based organization, and ensuring that community members can equally participate in decision-making and receive needed funding, equity can be supported in the neighborhood's climate resilience pursuits.

Community members who have experienced the impacts of climate change personally often know what needs to be done to improve their resilience. Their knowledge and lived experience can lead to innovation as in the case of the Eastwick community identifying the opportunities that a land swap could bring to their most vulnerable neighbors. The Eastwick United CDC was founded to revitalize the neighborhood and pursue restorative justice for the residents. Working in close collaboration with the CDC, the ULI panel heard firsthand the goals and challenges of the residents and wrestled with a path forward that would meet the community's goals in a reasonable timeline. The innovative real estate solution posed by the community is complex and will take years to execute, yet it is the path that provides the community with the restorative justice and future wealth-building opportunities it needs and deserves.

In each of the five cohort engagements, community-based organizations played a critical role and proved invaluable in clarifying the nature of the resilience challenges community members face. These same organizations can also provide continuity in the work

for the long run, convening community members around the recommendations delivered by each panel and working with the applicable public sector entities to help ensure that the work is supported and funded.

“By recognizing and combining the community’s expertise with the ULI member’s expertise, the recommendations and actions coming out of the partnership advance climate, land use, and community goals simultaneously.”

—Michelle de la Uz, executive director,
Fifth Avenue Committee

Resilience Hubs Are a Locally Adaptive Solution for Vulnerable Communities

Community resilience is increasingly supported in cities and neighborhoods through the provision of resilience hubs. These community-centered facilities provide critical central gathering spaces for the community, both in the everyday and in times of climate shocks or disasters. The resilience hub can be adapted to the specific needs of the local community, serving as a central point of contact for resource distribution and recovery information, a place to receive training in disaster response protocols, and even a renewable energy resource for charging phones and other electronic devices when the power grid fails.

Resilience hubs can be purpose-built or, as in the case of the Los Angeles Boyle Heights Resilience Hub, can make use of existing community structures, leveraging centralized facilities already known for community gatherings and information and resource distribution. Firmly established in the Boyle Heights community, the BHAC has readily transformed into a locally adapted resilience hub. New solar panels provide resilient energy access and ongoing training

for community leaders and members help prepare individuals to better support one another during times of distress. In addition to leveraging the panel’s findings from the Boyle Heights Resilience Hub to inform additional hub and ecosystem development, a partnership between ULI and the Urban Sustainability Directors Network will soon deliver more resilience hub content to communities across the country.

Investing in and further supporting places where community members already gather can enhance the health and vitality of the community, improving the spaces they frequent and shoring up the asset to become a critical hub of communication and resource distribution, and a haven of safety for community members when shocks occur.

Community-centered resilience hubs and resilience ecosystems, established using national best practices and tailored to the needs of the local community, can provide community members, particularly vulnerable residents, with the support and resources to recover, recover quickly, and even collaborate to begin to prevent the escalation of disasters in the future.

Although adapting to the shocks of climate change often brings to mind investment in built or natural infrastructure such as seawalls or living shorelines, pairing that investment with spaces that foster social cohesion and community well-being to minimize stresses can magnify the benefits.

— [*Social Spaces, Resilient Communities*](#)
by ULI

Move from Disaster Recovery to Prevention

Historically, the United States has focused on disaster recovery—replacing what was there before the disaster—rather than prevention. While every effort should be made to help communities recover from climate disasters, efforts to prevent future

disasters deserve equal attention. Through greater prevention efforts, less rebuilding will be required. Although communities may not be able to prevent the next coastal storm or wildfire, where and how those communities choose to build new homes, businesses, and neighborhoods can positively impact the health, safety, and resilience of those communities. To support thriving, diverse communities, future disaster prevention should take center stage.

The five RLUC2 communities closely studied what, where, and how today's resilience measures can reduce the risk of future disasters and lessen the need for heroic and costly recovery efforts. In Colorado, the communities of Louisville and Superior are considering how building materials and landscaping selections can help curb the spread of wildfire across neighborhoods, and how the public sector can support these safer materials selections through recommendations or, in some cases, mandates. In Eastwick, residents are advocating for new construction in areas that are on higher elevations and on ground that has not been filled and will prove more stable in the long term. Knowing that this approach is not a quick fix, but is the right solution, the panel also outlined a series of steps the community can take to better prepare homes to withstand flooding in the near term. The monumental task of flood-proofing the homes of Brooklyn's coastal neighborhoods will also take years, therefore

measures to prevent property damage and loss in the meantime are critical. Zoning measures that would limit the occupation of basement apartments will help prevent the loss of life in future flood events, and raising air handling units and other utilities above the base flood elevation will help households remain comfortable and resilient when storm surge recurs. For the Lower Ninth Ward, the panel recommended expanding the Sankofa Wetland Park and Nature Trail, which will provide additional stormwater management opportunities and help protect residents and structures from future coastal flooding.

Resilience and Housing Affordability Are Both Needed

Building household and community resilience while maintaining housing affordability was an important challenge addressed by each of the five panels. Communities that have been historically marginalized by historic land use decisions often experience greater degrees of distress during disasters and difficulty in the recovery process. These challenges exacerbate existing household financial challenges, making it stressful to rebuild, challenging to access critical financial resources to support a rebuilding effort, and difficult to maintain a sense of community if forced by economics to move out of the neighborhood for more affordable accommodations.

Climate gentrification, or the process by which affluent populations move away from historically high-value yet vulnerable areas and move inland, is becoming a concern among low-income communities that are not located in vulnerable parts of cities. . . . Fears of displacement—both physical and cultural—are part of a larger conversation about preparedness, climate change, and housing affordability.

— [*Ten Principles for Building Resilience*](#)

by ULI



Communities are striving to maintain housing affordability for current residents in the midst of rebuilding efforts. (ULI)

Following the Marshall Fire in Colorado, supply and demand pressures pushed rental rates and property values higher as significant numbers of rental properties, including naturally occurring affordable housing, were destroyed by the fire. This affected everyone but has particularly affected the area's most vulnerable populations. The Advisory Services panel recommendations called for zoning updates in both communities, allowing ADUs and TDR, to provide opportunities for additional housing units and density. Other measures, such as municipal purchase of infill lots for deed-restricted affordable housing and splitting large lots into two or more parcels, can also support affordable housing production.

In the Lower Ninth Ward, community members were highly attuned to the need to maintain housing affordability in the neighborhood. As community members who were displaced by Hurricane Katrina seek paths to return to the neighborhood, residents are keen to support the return of their neighbors. Community members asked the panel to make recommendations regarding maintaining housing affordability for neighbors moving back

to the community and for new families who are purchasing a home for the first time. The panel noted the importance of rental opportunities in the neighborhood, as an easier first step toward eventual homeownership, and the addition of owner-occupied doubles or duplexes back into the neighborhood fabric. The doubles provide homeowners with a unit for their occupation as well as a unit for rent, which can help offset some of the mortgage expense, support wealth generation, and increase the supply of rentals for returning families.

The pursuit of affordability and enhanced resilience was of particular note in the panel's work in South Brooklyn. Recommendations to the city will help prioritize which community members should receive the greatest degree of flood assistance, and the panel also stratified the types of assistance that would be most beneficial to each group identified. This ability to uplift creative solutions that center those most in need created a roadmap for city agencies as they begin to address the monumental task of building resilience for the tens of thousands of homes in the coastal floodplain.



Residents are rebuilding their homes following the Marshall Fire in Louisville and Superior, Colorado. In some cases, entire neighborhoods are being rebuilt. (ULI)

Encouraging the Longevity of Climate Resilience Work in U.S. Communities

Beyond supporting resilience needs through technical assistance, the RLUC program seeks to build long-term relationships with communities by supporting implementation of the panels' recommendations and ongoing partnerships to further strengthen the resilience of these communities and other communities across the United States.

Resilient Land Use Cohort Follow Up and Implementation Grant Activities

The Urban Resilience program offered implementation grants to fund activities that further RLUC panel recommendations. The following activities are a result of the panels' engagements and provide additional points of connection between ULI district councils, their community partners, and the municipalities in which they operate.

Louisville and Superior, Colorado

Since the Advisory Services panel, Louisville and Superior have been working on housing needs assessments and comprehensive planning, which were discussed at length during the Colorado panel. The panel delivered its recommendations with the hope that their work would help inform and influence the communities' assessment and planning activities. Marianne Eppig, senior director for ULI's Urban Resilience program and project manager for the Advisory Services panel, participated in a focus group for Louisville's comprehensive planning as a result of the panel engagement.

The RLUC implementation grant will support the Superior Disaster Recovery General Program and the

Louisville Recovery & Resilience General Program implementation of the following activities that were recommended by the panel:

- A disaster education series to bring awareness regarding disaster preparedness and hazard mitigation to the community. This community-wide engagement strategy involves improving education and information accessibility regarding WUI best practices, resilience, and preparedness topics for residents and to help initiate broader conversations about long-term priorities.
- Identification, pursuit, and tracking of available and future funding opportunities for recovery and resilience.
- Staffing for disaster recovery, response, and mitigation.

New Orleans, Louisiana

The RLUC implementation grant will support the development of a pollinator habitat on vacant 100- by 30-foot lots on Tennessee Street, near the Sankofa People's (Community) Garden. The area will be designed with a variety of flowering plants that are cultivated specifically to provide nutrition and nesting space for bees, butterflies, birds, and other pollinators. Consisting of Louisiana native plants, this habitat will become a living landscape, providing services essential to climate resilience, including supporting healthy ecosystems; helping to filter contaminants, stabilize soils, and reduce erosion; and oxygenating the air. Led by Sankofa's Community Advisory Action Board, the project will engage community members and culture-bearers in the design, development, and ongoing maintenance of the habitat, ensuring that the project empowers local

residents and honors the history of the Lower Ninth Ward community.

Beyond the implementation grant, ULI Louisiana continues to support Sankofa CDC in advancement of the TAP recommendations. For example, when Rashida Ferdinand, executive director at Sankofa CDC, was asked to present to the New Orleans City Council's Economic Development and Special Development Projects Committee, ULI Louisiana TAP chair Davon Barbour testified in support of the Sankofa CDC's efforts. ULI Louisiana is also organizing a roundtable discussion in an effort to further recommendations related to public-sector partnerships.

Philadelphia, Pennsylvania

Since the TAP, the Philadelphia Office of Sustainability referred to the TAP process and recommendations in its successful application to FEMA for a \$450,000 Flood Mitigation Assistance grant. The city was successful in its application and will apply the grant funds toward developing a community-driven flood resilience strategy for the Eastwick neighborhood. In addition, ULI Philadelphia and members from the TAP have offered to host a roundtable with the Eastwick CDC, community stakeholders, and the Office of Sustainability to workshop the sequencing

of recommendations and provide additional clarity around the time frame.

The RLUC implementation grant will be used to establish a dedicated Eastwick Resilience Fund. The fund can be used to provide assistance to Eastwick residents seeking to enact strategies to reduce the risk and impact of flooding on personal property and belongings included in the Office of Sustainability's "[A Resident's Guide to a Flood Ready Home](#)," which are tested strategies to reduce flood risk for homes in Eastwick, as well as recommendations included in the ULI TAP report. Funds can also be used to support professional services that will lead to a long-term equitable solution to relocate and rehouse impacted neighbors in a way that is congruent with resident goals.

Eastwick United CDC will administer the program and the Office of Sustainability will manage tracking of all financial activity. Eastwick United CDC, in partnership with the Office of Sustainability, will provide quarterly reports detailing the use of funds and the impact of individual assistance grants on residents of Eastwick. Eastwick United CDC can also use the establishment of this dedicated fund to generate additional resources, supporting the growth of this fund over time and, in turn, the amount of neighborhood assistance available.



Information gathered from community stakeholders in Eastwick, Pennsylvania, led to the formation of the Eastwick Resilience Fund. (ULI Philadelphia)

Southern California

The city of San Bernardino is combating the impacts of climate change and climate-related hazards such as poor air quality, extreme heat, wildfires, flooding, and severe weather. Out of the 48 census tracts in the city, 38 tracts (75 percent) are noted as disadvantaged communities according to the CalEnvrioScreen 4.0 tool. Of those communities, 21 score in the 90th percentile of disadvantaged communities. Climate impact mitigation efforts are critical to the future of San Bernardino and its residents.

Building on the lessons of the ULI Los Angeles TAP, the RLUC implementation grant will support the neighboring community of San Bernardino in building a resilience hub in the Arrowhead Grove community and developing plans for a larger, citywide resilience ecosystem. These efforts will be formalized in a report detailing actions the city, the Housing Authority, and the community should take to bring the Arrowhead Grove Resiliency Center and citywide resilience ecosystem to reality. Funded activities include the following:

- Arrowhead Grove community asset mapping and design of a resilience ecosystem map.
 - The Uplift San Bernardino Accountable Community for Health (ACH) will convene organizations that respond to climate-related emergencies to guide the ACH's resilience ecosystem mapping work. By identifying the existing assets in and around Arrowhead Grove and assessing the needs of Arrowhead Grove residents, the collaborative will determine the physical needs, resources, and services

required to bridge the gap between existing resources and the community's unmet needs

- Using the information gathered from the assets and needs assessment, a consultant will design the resilience ecosystem map for the Arrowhead Grove Resiliency Center. This process will include design charrettes with Arrowhead Grove community members and surrounding neighbors to inform the asset-mapping efforts, provide community ownership over the work product, and, at the same time, help educate the community on climate-resilience preparedness efforts.
- Amend existing architectural plans for the Arrowhead Grove Resiliency Center.
 - The Housing Authority of the County of San Bernardino will host design charrettes to further inform the planning and design of the resiliency center.
- Integrate the Arrowhead Grove Resiliency Center into citywide resiliency plans.
 - The consultant will work with the city's hazard mitigation teams to incorporate Arrowhead Grove community input and resilience ecosystem map into the city's resilience report and efforts.

Brooklyn, New York

The RLUC implementation funding will be used to support activities identified by the New York City Department for Housing Preservation & Development (HPD) that align with the TAP recommendations. ULI New York will work closely with HPD, acting as the fiscal agent for the grant.



San Bernardino, California. (Adobe Stock)

The Long Tail of RLUC: Continued Impacts from the First Resilient Land Use Cohort

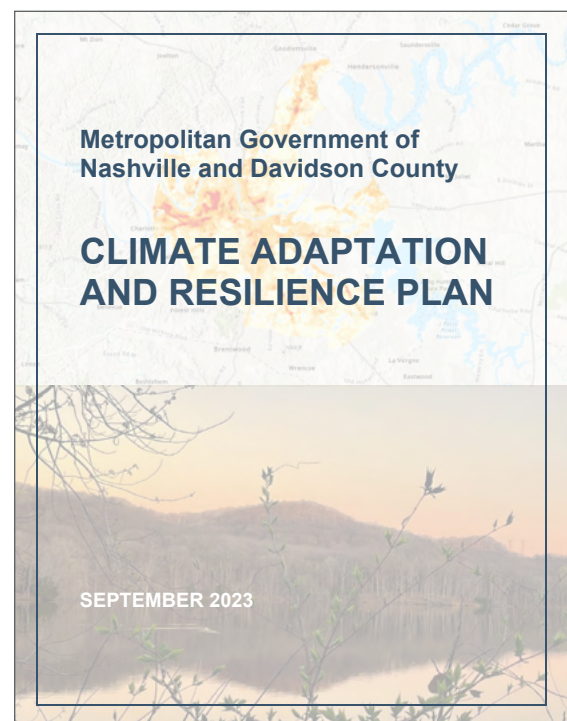
The resilience work of the first ULI Resilience Land Use Cohort continues and the communities involved are seeing progress in citywide planning, informative mapping, and significant resilience infrastructure improvements.

Chicago, Illinois: In October 2020, ULI Chicago, one of several cities that participated in RLUC1, launched its Resilience Initiative, convening over 60 ULI members and partners over nine months to develop a framework for building equitable and sustainable neighborhoods as building blocks of a thriving, resilient city. This initiative informed the citywide plan, “We Will Chicago,” prepared by the city of Chicago under then-mayor Lori Lightfoot to address longstanding systemic inequities. Scott Goldstein, co-chair of the ULI Chicago Resilience Initiative, explains that “the process allowed community leaders, real estate professionals, and city officials to work together around key goals and strategies. While Chicago is known as a resilient city, its success depends on partnerships and collaboration to enhance economic, environmental, and housing opportunities for our great neighborhoods.”

Houston, Texas: Following the May 2021 virtual TAP (vTAP) on urban heat island (UHI) mitigation, ULI Houston has continued the UHI conversation with the public and real estate community, most recently at a 2023 event focused on the intersection of extreme heat and real estate. At the event, the panelists’ key themes aligned with the recommendations from the vTAP, including the importance of incorporating shade, operable windows, lighter colors, and reflective materials into building design. Panelists also focused on design and building solutions that have cobenefits, such as increased native vegetation that can help with stormwater management, and pursuing financing tools such as Commercial Property Assessed Clean Energy (C-PACE) to help finance energy-saving and heat-reducing measures. The panel also stressed the importance, when a project is complete, of using

analytics and data to help developers and building owners track a development’s latent heat, wind, and solar radiation to understand where improvements are still needed.

Nashville, Tennessee: In the summer of 2021, ULI Nashville convened a vTAP to focus on land-use strategies, building requirements, and other policies and programs that can help mitigate the effects of extreme heat in downtown-adjacent neighborhoods. The panelists recommended strategies to apply at the site, neighborhood, and city/regional scales, including expanding green infrastructure, updating building codes, developing citizen science programs, and using economic development tools and incentives to fund resilient real estate projects. Since the release of the recommendations, Kendra Abkowitz, chief sustainability and resilience officer at Metro Nashville/Davidson County, has pushed forward many of the key strategies and cemented an urgency for addressing extreme urban heat, leading to an urban heat mapping exercise using citizen science. “That helped broaden the conversation beyond subject



Nashville, Tennessee, released its draft [Climate Adaptation and Resilience Plan](#) in 2023. (Metropolitan Government of Nashville & Davidson County)

matter experts to community-based organizations and individual residents and other institutional partners who have a vested interest in the topic,” she noted. The city also released its first climate adaptation and resilience plan in September 2023, and as Abkowitz notes, “the majority of [ULI vTAP] recommendations are included in the adaptation and resilience plan.”

New York, New York: The Urban Resilience team has been working with ULI New York and the New York City Housing Authority (NYCHA) on resilience-related technical assistance for several years. In 2022, as part of RLUC1, the Urban Resilience team supported ULI New York in using an implementation grant to host a workshop with NYCHA focused on developing multifunctional landscape and infrastructure solutions that will help NYCHA’s portfolio of over 300 public housing developments adapt to extreme rain events, or “cloudbursts.” Experts in landscape architecture and engineering created a [handbook of strategies](#) that will reduce the impact of extreme rain, build nature-positive outcomes including increased biodiversity, and, as NYCHA noted, “reimagine NYCHA’s active and passive recreational facilities” to improve the well-being of residents. NYCHA released a request for proposals to pilot cloudburst infrastructure at five developments and directs respondents to review ULI’s handbook for inspiration during the design process. As NYCHA’s portfolio houses more than 400,000 residents, ULI’s work to inform this process has the potential to positively impact a population of low- and moderate-income households roughly equal to the population of Miami, Florida.

Philadelphia, Pennsylvania: In April 2021, as part of RLUC1, ULI Philadelphia hosted a virtual Advisory Services panel, sponsored by the Delaware River Waterfront Corporation (DRWC), focusing on the DRWC’s support of resilient redevelopment and activation of a set of abandoned pier sites. DRWC sought strategies to ensure that this section of the future riverfront is active, vibrant,

and resilient to the impacts of sea-level rise and storms. Recommendations included creation of a comprehensive infrastructure resilience plan, creation of a formal coalition of waterfront property owners to foster partnerships, and exploration of resilient infrastructure funding and land value capture mechanisms to pursue further revitalization. The panel also helped advance the DRWC’s work on a resilient waterfront. In 2023, ULI Philadelphia and the DRWC used additional RLUC funding to host the Resilience in Place Management workshop, convening experts in public space management to generate best practices, lessons learned, and ideas for further exploration for managing public spaces through the lens of climate change and resilience. Leveraging insights from these two engagements, DRWC will soon create a resilience and sustainability plan. “We are updating the sustainability plan that was a part of the 10-year-old master plan, and this effort really provides a good seed for that update. A lot of the analysis can be very useful,” said Lizzie Woods, senior vice president, strategic planning and real estate development. “Both the Advisory Services panel and the implementation workshop were very helpful in framing what we wanted out of this plan.” RLUC participation has also been transformative for the Philadelphia district council, elevating resilience and sustainability as a core aspect of its focus and culture. “This project was probably the linchpin for constituting a local resilience initiative that’s becoming a Resilience Council of members. It has driven the institutionalization of resilience within the ULI Philadelphia framework,” said Kevin Moran, executive director, ULI Philadelphia. The district council has also seen resilience and sustainability topics lead other programs hosted by its members, including the Young Leaders’ shark tank event and the council’s annual awards program. “That’s another concrete example of how resilience is now top-of-mind for our members,” noted Moran. “When we talk about making it part of the fabric of the organization, that’s what it looks like. That’s how we shift the culture toward resilience.”

San Diego, California: In April of 2022, ULI San Diego convened a TAP to study how the built environment can help rural and urban communities mitigate the intensity of extreme heat. The recommendations from that study, which focused on building- and site-scale heat resilience strategies for vulnerable populations, have sparked additional measures by the county to inform the community about extreme heat readiness. [Public-facing messages on the County's website](#) provide detailed information about maintaining personal health and well-being in extreme heat. A [2023 report](#) from the Health and Human Services Agency dives into the 2022 data around extreme heat and its impact on the population. Separately, the county's Planning and Development Services Department has followed the recommendations from the TAP that the county should lead resilience efforts regionally and has begun incorporating extreme heat risk and exposure into regional plan documents as those documents are updated. ULI San Diego has also continued its work with the county's Land Development Technical Working Group, which is advising county staff on climate action planning, an inclusionary housing ordinance, and an update to the multi-species conservation plan; in each case, county staff is integrating heat-related topics into these important policy and planning documents.

Tampa Bay, Florida: Coastal flooding and stormwater management were the focus of a ULI Tampa Bay vTAP in April 2021. In addition to addressing the questions posed to the panel by the city of Tampa during the vTAP, the panel also recognized and stressed the importance of community engagement and communication in the city's efforts to re-envision the city's stormwater management infrastructure as green and equitable community assets. A May 2021 pilot engagement with the community followed and was hosted jointly by the city's Community Engagement & Partnerships Department, the Office of the Chief of Staff, Applied Sciences (consultant), several other city departments, and ULI Tampa Bay. Using a vacant, city-owned neighborhood parcel for the event, organizers were able to meet community members in their neighborhood, reaching many through pre-event advertising but also engaging with community members who were drawn to the activity in their neighborhood. Food, recreation for children, and educational tables and boards complemented the organizers' requests for insights and input from attendees, resulting in a successful engagement that delivered valuable information to the city's design team.



The May 2021 community engagement pilot in Tampa Bay gathered resident input, helping to re-envision the city's stormwater management infrastructure in their neighborhood as green infrastructure and a community asset. (Applied Sciences/ULI)

Conclusion

The second Resilient Land Use Cohort produced five panels in communities across the United States, with a focus on advancing equitable resilience to climate change. RLUC2 focused on each community's climate risks and vulnerabilities, developed recommendations in tune with their local contexts, and built long-term relationships with communities to advance implementation of resilience solutions. Moving forward, the district councils and communities that have participated in RLUC continue to build on this momentum to help make their communities more resilient to the impacts of climate change.

The RLUC process provides exciting opportunities for learning across all constituencies. The district council members and staff learn from one another and national resilience experts and share these learnings with the public and private sectors in their communities. The ULI members and staff associated with the panels also learned from community members who shared their insights, lived experiences, and ideas for solutions in their neighborhoods. The collaborative and cross-sector nature of the technical assistance and Advisory Services panel processes and the deep cooperation with municipal staff and community members help ensure that the resulting

recommendations are grounded in reality, actionable, and have the potential to create long-term, meaningful impact for all.

Within ULI, programs such as RLUC reiterate the power of the cohort model. These programs garner enduring impact in communities, build local capacity, and foster meaningful relationships across sectors and geographies. With each cohort, ULI improves the model for even greater impact. Insights gained from RLUC will continue to inform future ULI cohorts such as the Cohort for Park Equity, the Net Zero Imperative, and many others, supporting healthier, more equitable, more sustainable, and more resilient communities across the globe.

Climate-fueled disasters can change a community overnight, and building lasting climate resilience takes time. With the support from JPMorgan Chase and the district councils and community partners committed to the work, communities across the United States can leverage the learnings from RLUC to better prepare, build resilience, and advance social equity for long-lasting climate resilience that has the potential to positively impact communities for generations to come.



Interconnected Relations Mural: Envisioning a Clean Energy Future for the Boyle Heights Community. (ULI)

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