



EcoDistricts

2014

ANNUAL REPORT



WE HAVE A PLAN TO CHANGE OUR CITIES

EcoDistricts is defining and promoting a new model of urban regeneration; an approach rooted in authentic collaboration that honors and respects a community's collective wisdom and demonstrably improves the environmental, economic and social well-being of the neighborhood and city.

At EcoDistricts, we believe world class urban regeneration requires an integrated delivery model, driven by collaboration and shared investment, shaped by rigorous sustainability metrics and inspired by the global green cities movement. It must be spearheaded by urban leaders and visionaries, a private sector with an appetite for innovation and capital to deploy, and an ever growing network of disruptors with the ideas, data, and tools to scale projects. The goal? To empower our communities to create vibrant, just and healthy neighborhoods for all.

The timing couldn't be more critical. Cities are at the center of the biggest environmental, social justice and economic challenges of our time. They also represent the best opportunity for meaningful action to address those problems. Cities can be drivers of the ecological, social justice and economic changes we so desperately need. Yet while numerous local governments, private developers and civic-based organizations are taking action, many lack a systematic framework for cultivating community-level sustainable and equitable development.

This is why EcoDistricts provides the services and programs it does – to accelerate and celebrate the diverse network of district-scale sustainability projects that are changing cities across North America. Everything we do – from the Incubator, to the Summit and our trainings, to the Target Cities program – focuses on giving local leaders and communities a path to address the urban, environmental and social challenges they face.

2014 was a catalytic year for us to expand the reach and impact of our vision through our programs. We launched Target Cities on the global Clinton Global Initiative platform. We held our largest Summit to date in Washington, DC. We trained more than 400 people in our EcoDistricts for Practitioners trainings across the continent. And we helped eight diverse teams create customized project roadmaps in our third annual Incubator.

We built a Board of Directors second to none in the area of urban regeneration innovation. In the past three years, we've grown and diversified the organization 250%, from \$700,000 to \$1.8 million, including three times growth in philanthropic support, two times growth in programmatic and earned income, and a successful Founding member campaign that raised \$545,000. This extraordinary growth has helped us design and launch new initiatives like Target Cities and the Protocol. It's also allowed us to hire excellent and diverse staff – from 2.4 full time employees in April 2013 to 8 in 2014.

And, in 2014, we began in earnest to build the EcoDistricts Protocol – an ambitious two-year, open-source endeavor to create the first global framework for accelerating district-scale sustainability. The Protocol is not a toolkit, but a roadmap for community regeneration leaders to implement equitable, sustainable and measurable changes in the communities they love. The Protocol is elegant – focusing on a series of commitments to performance and process that respect the wisdom of communities and unleash best practices in mobility, health, ecological stewardship, resource efficiency, and more.



The Protocol starts with an unwavering commitment to equity, climate protection and resiliency – a signal and a belief that our power of imagination and ingenuity can solve the most intractable problems that bedevil cities with solutions not yet imagined.

Join us in our journey!

A handwritten signature in black ink that reads "Rob Bennett". The signature is written in a cursive, flowing style.

Rob Bennett, CEO



PROGRESS

Our programs help cities accelerate district-scale sustainable neighborhood development. They do not sit in isolation; rather, they present an interconnected system that leaders and projects can use to navigate through our Imperatives, Priorities and Implementation Model.



THE PROTOCOL

The EcoDistricts Protocol is a set of commitments that we must embrace to build just, sustainable and resilient cities and neighborhoods for all. With the Protocol, EcoDistricts aims to infuse equity, climate protection, and resilience imperatives into every investment we make in regenerating our cities; achieve verifiable, significant outcomes across six sustainable development priority areas – Livability, Prosperity, Health and Wellness, Mobility and Connectivity, Ecosystems Stewardship, and Climate Protection and Resource Efficiency; and implement an open, collaborative and systematic process to project development and delivery.

Born out of the EcoDistricts Framework, the Protocol was developed through five years of cross-sector research and open collaboration. In 2014, we formed an advisory committee of more than 130 members with diverse backgrounds and expertise to review our technical performance areas, our process methodology, and advise on the key strategic issues we need to navigate, such as partnerships, models for rewarding leadership, professional accreditation and others. We kicked off this collaborative process through an Advisory Committee workshop in Portland, OR, where we were joined by more than 75 committee members from across the country for an introduction to our vision for the Protocol and the review and feedback process.

Throughout the year, our Director of Innovation, Adam Beck, traveled throughout North America to meet with numerous experts in industries ranging from green building and district energy services, to Community Development Corporations and municipal government.

The Protocol is still evolving. But the work we accomplished in 2014 was vital to laying the groundwork for the final product and introducing the EcoDistricts Protocol to markets and practitioners across North America.



THE INCUBATOR

The annual three-day Incubator is a tried and true program for district-scale sustainability projects to accelerate their progress through the EcoDistricts approach. It's also an excellent opportunity for nationwide leaders to learn from best practices in our own backyard – Portland, OR.

Since 2012, EcoDistricts has trained 26 teams and 30 projects across the continent. In 2014, the eight teams we gathered represented 13 projects in 7 cities: Boise, ID; Boulder, CO; Detroit, MI; Pittsburgh, PA; Prince George's County, MD; San Diego, CA; and Vancouver, BC. These projects represent the diverse network of communities EcoDistricts works with – from low-income residential areas like Perrin Park, Detroit, and the Uptown District in Pittsburgh, to industrial core neighborhoods that are experiencing growth in small businesses and the innovation sector, like Vancouver's False Creek Flats.

Many of the projects are also seeing major success in less than one year since the Incubator.

- The Prince George's County project has garnered support from both community business leaders and officials to officially brand itself as an "ecodistrict."
- Pittsburgh's Uptown Eco Innovation District formed a MOU between the city, county and redevelopment authorities to work collaboratively on community and transportation planning. They have also formed multiple community stakeholder groups and released an Request for Qualifications (RFQ) for a team of consultants to create a complete Uptown Eco Innovation District Plan to guide the district through its long-term sustainable regeneration goals.
- Detroit's Eco-D team, which supports projects in some of the country's most disinvested urban communities, recently received a grant from the Kresge Foundation to participate in the two-year EcoDistricts Target Cities program.

The success of these teams, and the more than 20 others that are Incubator alumni, prove the value that a strategic, collaborative and holistic approach can add to regenerating our cities through an equity, sustainability and resilience lens.



THE SUMMIT

We like to say that the EcoDistricts Summit is a place to spark city-changing conversations. Each year, our Summit convenes the city makers who are passionate about neighborhood-scale sustainable development – and who are ready to commit to the EcoDistricts approach.

Building off of the success of the 2013 Summit in Boston, we partnered with the District of Columbia to bring the 2014 conference to the nation's capital – and a leader in the sustainable development space. The district's unique neighborhoods, such as the DowntownDC ecoDistrict, the SW Ecodistrict, the historic U Street Corridor, and the Yards Park, served as case studies in 2014's theme, the District of Collaboration, for more than 650 Summit participants – our largest number of Summit attendees to date.

In 2014, the District served as curriculum and teacher – a living laboratory – for the Summit. Mayor Vincent C. Gray spoke to DC's more than 100 million square feet of LEED™ certified green buildings – the highest per capita in the nation. Our day two morning plenary featured District leaders who spoke to the challenges they have overcome, public and private sector innovations they have championed, and pressing social, economic and environmental issues DC grapples with to continue to drive livability, innovation and sustainability. Education sessions, mobile labs and studio sessions examined topics like the sharing economy, smart cities, community health and digital engagement, and many used DC neighborhood projects as case studies.

We also hosted an EcoDistricts for Practitioners training, research forum, Protocol Advisory Committee meeting, and Urban Sustainability Rating Tools Symposium, generating a breadth of interest and involvement in our work and significantly growing the network of EcoDistricts practitioners across the globe.



TARGET CITIES

If the annual Incubator serves as many projects' introduction to the EcoDistricts approach to sustainable community development, then our Target Cities program can be considered the "deep dive" into our Imperatives, Priorities and Implementation Model.

We launched this ambitious, two-year program as a Clinton Global Initiative (CGI) 2014 Commitment to Action on a world stage in Denver, CO. The program represents a partnership between EcoDistricts and 11 projects in nine cities: Atlanta, GA; Austin, TX; Boston, MA; Cambridge, MA; Denver, CO; Detroit, MI; Los Angeles, CA; Ottawa, Ontario and three projects in Washington, DC.

Like the Incubator projects, the Target Cities projects reflect the diversity of urban neighborhoods that are using the EcoDistricts approach to solve their unique community challenges.

In total, Target Cities represents more than 60 project partners collaborating to transform more than 1,300 acres of existing neighborhoods, downtown areas, business districts, historical precincts, brownfield sites, and university campuses. It encompasses tens of millions of square feet of real estate occupied by tens of thousands of existing and new residents, workers, visitors and students. It focuses on sustainable, affordable, accessible, and equitable housing; high-performing, integrated, and low impact infrastructure; and places that attract, promote activity, and build vibrancy and equity.

We gathered members from each team at the 2014 Summit for a Governance Workshop to kick off the Target Cities program and work through Phase I of our Implementation Model. Throughout the year, we hosted customized Inception Workshops with each individual team. We also offered webinars on multiple topics, from the Protocol, to Crowd Resourcing, to District Organization.

Target Cities is an integral part of our plan to help cities accelerate district-scale sustainability. Each participating project serves as a testing ground for both the EcoDistricts Protocol and the capacity of diverse communities and cities to implement economic, environmental and social neighborhood-scale change – a learning process for EcoDistricts, our partners and cities that will ultimately drive the successful adoption of district-scale sustainable development across North America.



TARGET CITIES

ATLANTA, GA – AUC Vine City Ecodistrict, a community in the Proctor Creek Catchment, which includes the world’s largest consortium of African American private institutions that want to restore ecological health and social opportunity in the area.

AUSTIN, TX – Seaholm District, a redevelopment of a former industrial area in downtown Austin. The site features adaptive reuse of a decommissioned power plant, a 200,000 square foot library and 1,500 units of multi-family housing, retail and office space.

BOSTON, MA – TNT Eco-Innovation District, a community-driven effort to secure greater equity and prosperity in the neighborhood, including energy efficient retrofits, community renewable energy systems, and transit-oriented development.

CAMBRIDGE, MA – Kendall Square, a 10-acre, high-density commercial, innovation and transportation hub with carbon reduction goals that seek to take the city beyond net zero.

DENVER, CO – Sun Valley, an effort driven by the Denver Housing Authority to revitalize Colorado’s poorest neighborhood and reconnect residents to the larger city.

DETROIT, MI – Eco-D, a collaborative structure and process for supporting the community-driven creation of projects throughout the city of Detroit.

LOS ANGELES, CA – Little Tokyo, a culturally rich 20-acre neighborhood in the heart of downtown, seeking to accelerate transit-oriented development, green infrastructure and community-driven projects that promote identity and prosperity.

OTTAWA, ONTARIO – Zibi, a 37-acre brownfield site on the Ottawa River being developed into a mixed-use walkable village, integrating sustainable infrastructure and strengthening the connection between the cities of Ottawa and Gatineau.

WASHINGTON, DC – DowntownDC ecoDistrict, a BID-led initiative of 138 blocks and 90 million square feet of real estate with energy efficiency and green infrastructure goals to develop downtown DC into the world’s most sustainable financial district.

WASHINGTON, DC – Southwest Ecodistrict, a long-range plan to turn an isolated neighborhood defined by massive federal office buildings into a lively, ecologically progressive neighborhood.

WASHINGTON, DC – St. Elizabeths-Congress Heights, a mixed-use campus and low income neighborhood of 350 acres, with an opportunity to leverage federal investment dollars in a manner that creates economic opportunity for area residents.



PROJECTS

Of course, the real test of the EcoDistricts approach is in the projects applying it on the ground in neighborhoods across North America. Here's a snapshot of a few exemplary communities improving equity, sustainability and resilience through our programs.



WASHINGTON, DC

The EcoDistricts approach is based on the premise that equitable and sustainable urban regeneration happens from the neighborhood up. Washington, DC has captured that spirit like few others, becoming a case study in creative collaboration. The District is showing the world that public-private-civic partnerships can transform the urban landscape and lay the groundwork for the neighborhoods of the future: healthy, vibrant, sustainable, and just.

The District's Sustainability Plan touts a major vision for the nation's capital: In just one generation—20 years—the plan proposes that the “District of Columbia will be the healthiest, greenest, and most livable city in the United States.” That's a tall order, but thanks to DC's strong partnership with EcoDistricts across several of our programs throughout 2014, it's well on its way to becoming a reality.

The District joined EcoDistricts' Target Cities program in 2014 with three projects – the SW Ecodistrict, DowntownDC ecoDistrict, and St. Elizabeths/Congress Heights. Each project has a distinct focus and community it affects.

The DowntownDC project is part of a Business Improvement District with ambitious energy efficiency goals and plans to transform a central tourist and office space sector of DC. The SW Ecodistrict, led by the National Capital Planning Commission and a group of 17 agencies, aims to transform a federal office district south of the National Mall and implement walkability to connect the District's main tourist centers with the Southwest Waterfront. And in Congress Heights, District leaders are investing more than \$58 million in connecting the low income, active residential neighborhood to the former St. Elizabeths Hospital campus, a historic DC gem that is being repurposed into a mixed-use community.

With all the right ingredients already in place, DC is poised to create a replicable model for next-generation urban revitalization.



DETROIT, MI

Population loss, soaring vacancy rates, sprawling lots and abandoned building. The story of the decline of Detroit, formerly one of the nation's booming urban centers, is a tragic and very public one.

Yet many tenacious members of Detroit's population are fighting back against the city's notorious image as a model of urban decay. And it's working. Detroit's downtown is in the midst of a very visible transformation thanks to community-led initiatives supported by non-profits, private investors, and EcoDistricts.

In 2014, we were joined by two teams from Detroit's less-invested outer core. The Perrin Park group hoped to begin building a framework to regenerate a low-income, high unemployment area just northeast of the city that is adjacent to several planned city and private development and redevelopment projects and is close to grassroots sustainability momentum, blight removal, food production and creative arts industries.

The Eco-D team, with the support of multiple foundations and partners, including the Kresge Foundation, came to the Incubator with a unique proposition. Rather than approach the event with one defined development project, the team aimed to develop a program and framework to support the development of multiple neighborhood-scale projects across the city of Detroit.

The hard work done at the Incubator firmed the commitment of the Eco-D team leaders to formally launch the initiative – a collaborative, technical assistance program that helps pioneer the creation of Detroit's first ecodistrict projects. Throughout 2014, the team has formalized their governance structure with a Declaration of Cooperation, as well as created defined metrics and criteria to guide communities' sustainable neighborhood development processes.

And, with help from the EcoDistricts team, Eco-D recently received a grant from the Kresge Foundation to join our Target Cities program, guaranteeing them two years of guidance, technical assistance and collaboration with our partners as they work to launch district-scale sustainability projects across the city.

The next two years will function as a testing ground for the Eco-D model and the real neighborhood-scale projects they are helping get off the ground.



PITTSBURGH, PA

Pittsburgh is undergoing an enormous transition. After a generation of economic decline following a collapse of heavy industry, the city is now benefitting from strategic investment and a resilient and progressive core of long-time residents, young talent and urban leaders who are championing sustainable growth in neighborhoods, including the central Uptown District.

Uptown sits at the center of Downtown Pittsburgh and Oakland. The area is also home to two large universities, a major medical center, a professional sports venue and emerging innovation and creative clusters of activity.

In 2010, a group of local civic and government leaders began conversations about developing a bus rapid transit system (BRT) to run through the already transit-rich corridor, extending from Downtown Pittsburgh, Uptown and to Oakland, capturing the mobility needs of the community, as well as embracing the multitude of vacant lots as an opportunity to build a new Uptown that is sustainable, economically viable, and ecologically sensitive. With that in mind, a team of civic and public leaders attended the 2014 Incubator.

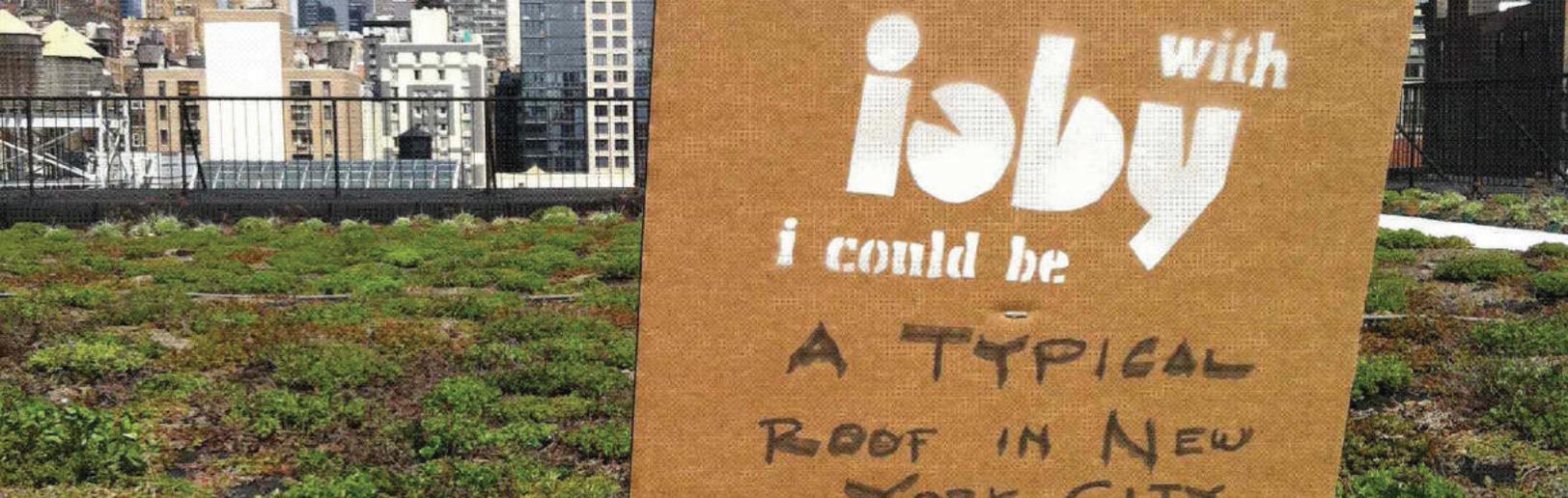
Coming back from the Incubator, the Uptown Eco Innovation District team used the EcoDistricts approach to work through both governance and assessment of their project. They formed a MOU between the City of Pittsburgh, the Port Authority of Allegheny County and the Redevelopment Authorities of Pittsburgh and Allegheny County to work on community planning, the EcoDistricts process and the development of an evaluation of the area's bus-rapid transit project. They also established three community stakeholder groups representing major area institutions and organizations and will form the governance structure of the district.

Finally, in late 2014, Uptown released a Request for Qualifications (RFQ) for a team of consultants to officially jump start their planning, specifically based on the Implementation Model, to complete an Uptown Eco Innovation District Plan to guide the district through its long-term sustainable regeneration goals. As the first district in the City to follow the EcoDistricts model, the team hopes the project will be seen as an "Urban Lab," and be replicated in other neighborhoods.



PEOPLE + PARTNERS

No movement is successful without a group of champions committed to advancing its mission and vision. Our diverse partners – including urban designers, architects, higher education leaders, affordable housing experts, equity and justice visionaries, and many others – were our eyes and ears on the ground in neighborhoods across the globe.



OUR BOARD

The EcoDistricts Board represents a group of leaders from a diverse range of sectors, from affordable housing and municipal city leaders, to university experts and sustainable justice pioneers.



ANTWI AKOM

Co-Founder, I-SEED
Professor, San Francisco State
University



LUCIA ATHENS

Chief Sustainability Officer,
City of Austin, Texas



ERIN BARNES

President and Founder,
ioby



UWE BRANDES

Executive Director, Urban and
Regional Planning Master's
Program, Georgetown
University



DON EDWARDS

CEO, Justice and Sustainability
Associates



ISMAEL GUERRERO

Executive Director,
Denver Housing Authority



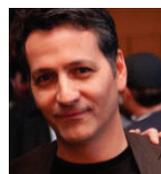
JOHN KNOTT

President and CEO,
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MELANIE NUTTER

Past Director, San Francisco
Department of Environment



TOM OSDoba

Vice President, Green
Initiatives, Enterprise
Community Partners



PHIL WILLIAMS

Executive Director, Project
Delivery, Delos



FOUNDING MEMBERS

Our Founding Members help us ignite the EcoDistricts movement. Together we are creating a new marketplace of ideas and investments that accelerate neighborhood sustainability and transform cities. We thank our Founding Members for their foresight and investment.





ADVISORS + PARTNERS

At EcoDistricts, we like to say that our approach is rooted in authentic collaboration, both with the communities we work in, as well as with the numerous individuals and organizations we partner with for our programs. Our partners volunteer their time, expertise and resources to help us and our projects and leaders work toward a common goal – creating vibrant, resilient, sustainable and just cities and neighborhoods.

The Protocol Advisory Committee is a group of more than 130 industry leaders from a diverse range of fields, including municipal government, urban planning and design, architecture and engineering, district and alternative energy systems, community development and social justice, academia, ecological conservation and protection, and many others. Our advisors have the chance to become deeply involved in the development of the Protocol. We've held both an Advisory Committee kick-off meeting in Portland, as well as a half-day workshop at the 2014 Summit. Throughout the year, advisors generously volunteer their time to review and provide feedback on each version of the Protocol that we release, creating a collaborative, open-source document.

Implementation Partners and Collaborators are a small group of nationally-recognized organizations that act as consultants to our Target Cities teams. These organizations are directly investing their technical support, advisory services, finance, research and/or strategy deployment.

2030 Districts

Brookings Institute Metropolitan Policy Center

CityCraft Ventures

Enterprise Community Partners, Inc.

Global Green USA

International District Energy Association

ioby

I-SEED

National Resources Defense Council

NeighborWorks America

Place Matters

Project for Public Spaces

Walkable and Livable Communities Institute

U.S. Green Building Council

2014 FINANCIALS

ASSETS

Cash and cash equivalents	\$452,216
Grants and contracts receivable	\$137,056
Prepaid expense	\$3,495
Total Assets	\$592,767

In-kind donations	\$27,218
Fees	\$130,146
Event income	\$199,937
Interest income	\$33
Miscellaneous income	\$0
Total Revenues + Other Support	\$1,409,995

LIABILITIES + NET ASSETS

Liabilities

Accounts payable	\$41,546
Accrued payroll and related liabilities	\$39,908
Deferred revenue	\$53,681
Total Liabilities	\$64,678

Net assets

Unrestricted	\$54,528
Temporarily restricted net assets	\$403,104
Total Net Assets	\$457,632

Total Liabilities + Net Assets	\$592,767
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REVENUES + OTHER SUPPORT

Grants and contracts	\$527,500
Contributions	\$396,592
Government grants	\$128,569

EXPENSES

Program services

EcoDistricts Target Cities	\$268,442
EcoDistricts Summit	\$421,637
EcoDistricts Incubator	\$78,926
Training and Consulting	\$84,176
Tools and Research	\$244,604
Total Program Services	\$1,097,765

Supporting services

Administration	\$126,248
Fundraising	\$88,536
Total Expenses	\$1,312,549

Change in Net Assets	\$97,446
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Net Assets, Beginning of Year	\$360,186
Net Assets, End of Year	\$457,632

OUR SUPPORTERS

FOUNDING MEMBERS

ARUP
Canada Green Building Council
City of Boulder
City of Portland Development Commission
City of Portland, Bureau of Planning & Sustainability
Corix
District of Columbia Enterprise Community Partners, Inc.
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Georgetown University Healthy Buildings
IES
Justice & Sustainability Associates
King County Department of Natural Resources & Parks
Metropolitan Washington Council of Governments
NeighborWorks America
Pepco
Pepco Energy Services

Portland State University
Prince George's County
Rabinowitz Communications
Skanska
US Department of Transportation
US Environmental Protection Agency
Venable
Virginia Tech, Center for Leadership in Global Sustainability
Washington Gas
Washington Gas Energy Services
Zipcar

FOUNDATIONS

Bullitt Foundation
Ford Foundation
JPB Foundation
Kresge Foundation
Summit Foundation
Surdna Foundation
Urban Sustainability Directors Network

BOARD CONTRIBUTIONS

Antwi Akom (on behalf of I-SEED)
Uwe Brandes
Don Edwards
Ismael Guerrero
John Knott
Melanie Nutter

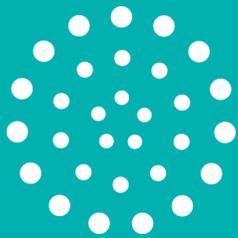
Tom Osdoba
Phil Williams (on behalf of Webcor)

INDIVIDUALS

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Theodore Labbe
Robert Berkebile
Grey Lee
Jean Fordyce
Jess Zimbabwe
Perry Lorenz
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