SOLVING OUR CITIES’ BIGGEST CHALLENGES REQUIRES A SHIFT IN SCALE

FOR A NONPROFIT EARLY IN ITS DEVELOPMENT, OUR IMPACT IN 2015 CAN BE DEFINED IN ONE WORD: SCALE

Since our founding in 2013, we’ve examined, vetted and tested the idea that the neighborhood is not only the heart of our cities, but also the ideal scale to innovate equitable, sustainable development. Since that initial vision was formed, we’ve grown from a small, Portland-serving start-up to a North American-facing nonprofit working to empower cross-sector practitioners to address the complex, fundamental challenges confronting our cities today: poor urban planning, crumbling infrastructure, environmental degradation, and health disparities — all of which limit access to opportunity, shared prosperity and human wellbeing.

Carrying the burden of decades of disinvestment in people, place and planet, our cities are in need of a significant reboot. This is where EcoDistricts™ and our growing global community of neighborhood-scale urban regeneration partners steps in.

In 2015, we witnessed major growth in the district-scale sustainability marketplace as new projects were launched around the globe. We also made significant progress toward publishing the first-ever sustainability management framework expressly designed for neighborhood scale development. We continued to expand our programming across North America through transformative learning experiences and technical assistance. And we grew our capacity by welcoming new staff and Board members into the EcoDistricts family.

Beyond our doors, the Lloyd Ecodistrict in our hometown of Portland, Oregon continues to invest in cutting-edge district-scale infrastructure, including building the country’s first, multi-block, closed-loop biological water management system. Denver, Colorado’s Sun Valley Ecodistrict prepared a game-changing nonprofit governance strategy and an in-depth master plan. The TNT Eco-Innovation District in Boston, Massachusetts launched a community solar initiative to complement its comprehensive weatherization program. Finally, I traveled as far as Colombia, Panama and Hong Kong to introduce the EcoDistricts model of urban regeneration beyond North America.

One of EcoDistricts’ core values is BE BOLD. We believe it’s critical to relentlessly do the ambitious work of improving how our cities are designed, developed and built. In 2015, we continued to expand our network and scale our impact. With trillions of dollars poised to reshape our cities over the coming decades, there is no time to waste. We need to insist and ensure that investments are helping build just and sustainable communities, now and into the future. The future of our planet and communities is at stake. I want to thank each and every city maker who is dedicated to creating sustainable communities.

From the neighborhood, up!

Robert Bennett, CEO
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NEIGHBORHOODS ARE THE HEART OF CITIES

ABOUT ECODISTRICTS™

Led by a talented, multidisciplinary staff and Board of Directors, EcoDistricts offers an interconnected suite of services to support the urban development professionals and policy makers responsible for building the district-scale sustainable development marketplace throughout North America and beyond.

HOW WE WORK

BUILDING COMMUNITY

EcoDistricts is creating a global community of urban development practitioners and advocates committed to build the cities we need to thrive. Our Community program includes a suite of membership, sponsorship and advocacy options granting direct access to district-scale best practices and leadership opportunities.

EVENTS + EDUCATION

EcoDistricts has built an exceptional reputation as a conveyor of innovative, diverse and highly experiential leadership and educational experiences. Our convenings attract some of the world’s most innovative, cutting-edge experts from around the globe to advance neighborhood- and district-scale sustainability. Since 2012, over 5,000 attendees representing over 200 projects from over 100 cities, 25 states, and 12 countries have participated in our workshops, trainings and annual Summit.

ECODISTRICTS STUDIO

EcoDistricts offers multidisciplinary advisory services based on five years of direct experience supporting 16 local pilot projects and 50 years of collective industry expertise in the areas of green building, green infrastructure, urban planning and community development. Our Studio advisors help urban regeneration and community development leaders embrace and apply the EcoDistricts Protocol to a range of districts including brownfield, campus, and community development. In addition, we offer a suite of workshops and technical services in the areas of project readiness, policy and governance to help district teams pursue EcoDistricts Certified.

ECODISTRICTS CERTIFIED

EcoDistricts Certified is a mark of global excellence and a proven commitment to build people-centered, economically vibrant, planet-friendly cities from the neighborhood up. Certification bridges cross-sector interests, drives the formation of highly collaborative district governance, sets a new bar for meaningful stakeholder inclusion, and delivers powerful outcomes across equity, resilience and climate protection.

ECODISTRICTS ACCREDITED PROFESSIONAL

The EcoDistricts Accredited Professional (AP) program helps urban development practitioners become proficient in using the EcoDistricts Protocol and managing EcoDistricts certification. EcoDistricts AP complements other industry credentials by emphasizing expertise in the most relevant, cutting-edge neighborhood- and district-scale sustainability best practices.
THE GLOBAL NEIGHBORHOOD

SCALING COMMUNITY
ECODISTRICTS™ COMMUNITY

BUILDING A GLOBAL COMMUNITY OF DISTRICT-SCALE SUSTAINABILITY ADVOCATES IS A FUNDAMENTAL COMPONENT OF OUR THEORY OF CHANGE

Changing the way cities are built requires not only a shift in scale, but a shift in how cross-sector practitioners collaborate together toward a common goal. That’s why in the fall of 2015 we launched EcoDistricts Community — a program that directly supports district-scale peer exchange and practitioner professional growth while giving city makers across public, private and civic sectors the opportunity to support our work through membership.

Even prior to the launch of our membership program, building a cross-sector global community has been core to our work. It started with the original Portland Pilots, five distinct Portland, Oregon neighborhoods that came together under a common goal: explore the viability of neighborhood-scale sustainability. It has since continued to include practitioners in 40 cities across North America who are collaborating to improve equity, public health, walkability, affordable housing, resource efficiency, resiliency and prosperity while combating gentrification and the affects of climate change in underserved and vulnerable neighborhoods.

EcoDistricts members represent a wide range of practitioners and city stakeholders who are passionately committed to addressing the biggest challenges facing cities today. As a result of our initial EcoDistricts Community drive, we raised over $165,000 from individual and organizational members. We also mobilized more than 250 people to become EcoDistricts Advocates through our digital EcoDistricts Pledge campaign, which encouraged urban change makers to support toward just, sustainable and resilient cities for all.
GLOBAL COMMUNITY REACH

6 FOUNDATION PARTNERS
41 MEMBERS + FUNDERS
17 TECHNICAL PARTNERS

256 ADVOCATES IN
10 COUNTRIES
31 STATES
91 CITIES

$590k RAISED IN GRANT FUNDING + MEMBER CONTRIBUTIONS
YOUR NEIGHBORHOOD

THE PROTOCOL + SCALING PRACTITIONER IMPACT
THE ECODISTRICTS™ PROTOCOL

2015 MARKED A SIGNIFICANT TURNING POINT FOR THE PROTOCOL — A FRAMEWORK DESIGNED TO GUIDE DISTRICT-SCALE IMPACT

We recognized early in our formation that the market was missing a fundamental tool: a framework that guided cross-sector practitioners to put equity, resilience and climate protection at the center of every urban development decision.

In 2015 our path was deliberately charted toward finalizing such a world-class sustainability performance standard. We implemented a rigorous, integrated stakeholder engagement strategy that brought forth actionable insight from the world’s leading experts and diverse practitioner and citizen perspectives. We provided multiple avenues for stakeholder input through honest and authentic conversations across the globe. Equally important, we worked with real-time urban regeneration projects to test, refine and rebuild components of the what would become the final Protocol.

THE RESULT: A true diversity of perspectives and expertise that helped shape the EcoDistricts Protocol V1.1, which was released in spring 2016. Today, project teams can use the Protocol to guide them through the journey to EcoDistricts Certified.

THE PATH TO THE PROTOCOL

DEVELOP

2011 - 2012

The Portland Sustainability Institute (PoSI) published the EcoDistricts Framework, the precursor to the Protocol, informed by a 70-person Technical Advisory Committee. The Framework was tested in five Portland Pilot projects.

LISTEN

2013 - 2015

From 2013-2014, we dug deep into research and development. We formed a 100-member Global Advisory Committee, conducted over 50 industry interviews and briefings and held equity, governance and district assessment roundtables.

LAUNCH

2016

In 2015, we refined details in the Protocol with Metrics and Accreditation Subcommittees. We tested the Protocol with 11 Incubator teams, 11 Target Cities projects, and consulting clients in Boise, ID; Fresno, CA; Seattle, WA; Pittsburgh, PA; and San Jose, CA. Advisors tested international applicability in Canada, Australia and the UK.

After more than five years of development, we launched the EcoDistricts Protocol V1.1 in early 2016. Since its launch, the Protocol has been downloaded by 1,445 people from 374 cities, 47 states and 46 countries.
“The Protocol drives community collaboration. It allowed us to develop an important role as a ‘dot-connector’ between stakeholders, including the various levels of government, utilities, other institutions and the private sector.”

– OTTAWA CENTRE ECODISTRICT
At the heart of the Ecodistricts™ Protocol are 3 imperative commitments, 6 priorities and 3 guiding phases of implementation.

Together, these represent the interconnected elements of a sustainable urban development framework for achieving people-centered, economically vibrant, planet-loving, neighborhood- and district-scale sustainability.

“The Protocol offers a roadmap for city leaders and innovators looking to address core issues facing their communities, helping guide them toward equitable decision-making during a time of rapid urban change.”

– CH2M
ABOVE: Protocol Advisors Dave Ramslie of Integral Group and Ralph DiNola of the New Buildings Institute participate in an Advisory Committee workshop.

BELOW: Adam Beck leads a panel discussion on how the Protocol works with other urban sustainability rating tools.
IN 2015, WE EMPOWERED 60 PRACTITIONERS ACROSS 8 NORTH AMERICAN CITIES TO SCALE MEANINGFUL, INCLUSIVE IMPACT

Target Cities is a two-year immersion program that has now benefited 11 districts across nine North American cities. Launched in 2014 as a Clinton Global Initiative Commitment, Target Cities was designed to advance sustainable, district-scale development while creating replicable models for change. Simultaneously, the program also informed the final development of the EcoDistricts Protocol. The cohort encompasses tens of millions of square feet of real estate spanning downtown areas, commercial districts, historical precincts, brownfield revitalization sites and university campuses.

2015 was a year of major progress for Target Cities and its participating teams. The program expanded to include commitments by the City of Detroit and the Kresge Foundation. From January-May 2015, EcoDistricts staff conducted site visits to each Target Cities community to facilitate district-scale assessment workshops and to guide teams through the EcoDistricts Protocol. We held two national workshops in Cambridge, MA and Atlanta, GA to dive deep into project development and implementation. And throughout the year, the Target Cities teams were supported by 15 informational webinars hosted by experts on topics ranging from neighborhood resilience and community engagement to crafting a citywide district-scale policy agenda.

The Target Cities program officially closes in 2016. The progress each team made in 2015 will help prepare them for the next step — becoming EcoDistricts Certified, a program that launched in October 2016.
Target Cities team members gathered in Cambridge, MA in November 2015 for their third group workshop of the pilot program.
TARGET CITIES TEAMS HAVE BEEN HARD AT WORK SCALING IMPACT WITH PROJECTS ALIGNED WITH THE 6 PROTOCOL PRIORITIES

AUSTIN, TX: SEAHOLM POWER PLANT REDEVELOPMENT

The Seaholm District in Austin, TX has been cultivating a sense of place with the transformation of the iconic and historic Seaholm Power Plant into a mixed-use hub. The site is complete with almost 200,000 square feet of office and restaurant space, 280 residential units, a new public library, a new green roof plaza and three acres of open space, which includes a public plaza and an outdoor terrace overlooking the adjacent Lady Bird Lake natural area.

BOSTON, MA: TNT ECO-INNOVATION DISTRICT WEATHERIZATION PROGRAM

In 2014, TNT Eco-Innovation District (EID) team members engaged with all 525 housing units in the district boundary to assess resident interest in home energy retrofits. In 2015, they facilitated 200 energy retrofits, more than 40 percent of the homes in the neighborhood. These retrofits included installing window insulation to keep heat inside during the winter and hot air outside in the summer, LED lighting and energy efficient appliances.

ATLANTA, GA: AVE ECODISTRICT TRULY LIVING WELL PARTNERSHIP

Atlanta’s AVE Ecodistrict partnered with local urban farming nonprofit Truly Living Well to create programming in the district, including Urban Grower and Young Grower training programs, summer camps, gardening workshops, an Aquaponics Research Center, community and senior gardens and the production of over 25,000 pounds of food for the community. This urban farm provides kids with a safe after school space in their community, teaching them new skills that can be transferable to a job later on. The partnership also offers adults mentoring, monitoring and technical support for agribusiness opportunities or employment.
BELOW: EcoDistricts CEO, Rob Bennett, leads a Target Cities workshop with the Los Angeles Little Tokyo team.
The annual EcoDistricts™ Incubator is designed to bring the practice of enrolled teams to the next level, deepening their district-scale sustainability knowledge, challenging their assumptions and empowering them to adopt and scale new approaches to community-driven development.

With our 2015 class of Incubator teams, we can now count 37 districts and nearly 200 urban development leaders from across North America who have graduated from this three-day district-scale intensive and are working to implement real change in their communities. The 11 projects represented at the 2015 Incubator comprised more than 5,000 acres of redevelopment including business districts, underserved communities, institutional campuses and transit-oriented developments.

Participants were led through interactive Protocol-based skill sessions on district governance, assessment, project development and management. More than 35 faculty imparted expertise ranging from creative finance and innovation districts to healthy places and equitable development. A Solutions Café connected participants with industry experts for interactive Q&A sessions on 12 diverse topics, and teams toured Portland neighborhoods that are experimenting with some of the nation’s leading best practices in urban regeneration. Each team left with a customized and comprehensive EcoDistricts Roadmap.
“I was glad to be introduced to a novel and well-organized approach to holistic community and urban rejuvenation.”

– TERRY SUTTON, 2015 ATLANTA, GA TEAM MEMBER

“The EcoDistricts™ Incubator was an excellent opportunity to convene various partners for dedicated time together to build trust and enthusiasm and get on the same page!”

– JANA MCCANN, 2015 AUSTIN, TX TEAM MEMBER

<table>
<thead>
<tr>
<th>2015 INCUBATOR IMPACT</th>
<th>2015 INCUBATOR REACH</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>11</strong></td>
<td><strong>11</strong></td>
</tr>
<tr>
<td><strong>TEAMS</strong></td>
<td><strong>TEAMS</strong></td>
</tr>
<tr>
<td><strong>70</strong></td>
<td><strong>PRACTITIONERS</strong></td>
</tr>
<tr>
<td><strong>FACULTY + FACILITATORS</strong></td>
<td><strong>FACULTY + FACILITATORS</strong></td>
</tr>
<tr>
<td><strong>39</strong></td>
<td><strong>LOW-INCOME NEIGHBORHOODS</strong></td>
</tr>
<tr>
<td><strong>5,000+ ACRES</strong></td>
<td><strong>5,000+ ACRES</strong></td>
</tr>
</tbody>
</table>
TARGETED CONSULTING EMPOWERED PRACTITIONERS ACROSS 3 DISTRICTS TO ACHIEVE DECIDED PROGRESS IN 2015

Our EcoDistricts Studio advisors help urban regeneration and community development leaders embrace and apply the EcoDistricts™ Protocol to a range of districts including brownfield, campus and community development. In addition, we offer a suite of workshops and technical services in the areas of project readiness, policy and governance to help district teams pursue EcoDistricts Certified. We made significant progress with major consulting projects in 2015, described below.

**BOISE, ID: CENTRAL ADDITION LIV DISTRICT**

Boise's Central Addition District is comprised of a mix of residential, institutional and commercial development. The Central Addition team attended the 2014 EcoDistricts Incubator in Portland, and we have been working with them since to further advance the district's governance arrangements. In 2015, our Studio team facilitated a district Formation and district Roadmap workshop with the City of Boise and key stakeholders. This workshop covered collaboration and governance, local district leadership and key areas of common interest by the participants.

**CALIFORNIA HIGH-SPEED RAIL**

The California High-Speed Rail Authority is responsible for the nation’s first high speed rail system, which will include 24 stations throughout California. After the Burbank rail station team attended the 2015 EcoDistricts Incubator, the High Speed Rail Authority adopted plans to make at least eight rail stations into ecodistricts. In 2015, our Studio team hosted one-hour webinars with each station stakeholder group to introduce them to the EcoDistricts Protocol and build support for the Protocol as a framework for sustainable growth.

**SEATTLE, WA: CAPITOL HILL ECODISTRICT**

The Capitol Hill Ecodistrict is one of our oldest and most advanced partner projects. Led by Capitol Hill Housing, the Ecodistrict first organized around EcoDistricts’ original Framework, created in 2012. With funding from the Bullitt Foundation, we held a work session in 2015 to review the requirements of the new EcoDistricts Protocol against the Capitol Hill Ecodistrict’s activities to date. The workshop served as an opportunity to review alignment and identify areas of interest. It also helped inform the most recent round of updates to the Protocol.
A community solar project in the Capitol Hill Ecodistrict in Seattle is the first solar array on an affordable housing development in Washington State.
OUR NEIGHBORHOOD

SCALING INTERNAL EXPERTISE
OUR GROWING TEAM

2015 WAS WITNESS TO THE MOST SIGNIFICANT AND DELIBERATE TEAM EXPANSION TO DATE, RESULTING IN A COMBINED 100 YEARS OF EXPERTISE FOR OUR CLIENTS AND PARTNERS WORLDWIDE

EcoDistricts launched in 2013 with a staff of just three people. In 2015-2016, we added nine full time staff members with diverse expertise in finance, operations, marketing, events, technical consulting, development and program management, growing our capacity to facilitate sustainable urban regeneration across North America. We introduced five new team members in 2015, including two additions to the leadership team:

ANGIE SABIN, DIRECTOR OF FINANCE AND OPERATIONS. (Top row, left) Angie brings 12 years of experience in accounting and business administration to EcoDistricts. She was previously the Finance Director for the Bicycle Transportation Alliance in Portland. An Oregon native, she returned to Portland in late 2009 after spending several years in Washington, DC working as an accountant for a tax and estate planning law firm.

KEVIN LE, EVENTS COORDINATOR. (Top row, middle) Over the past 10 years, Kevin has been involved with conservation and environmental non profit organizations and public agencies in California, Michigan and Oregon. Prior to joining EcoDistricts, he was a jack-of-all-trades at The Intertwine Alliance in Portland, managing office administration, events and the Equity Initiative.

TIFFANY MEYER, DIRECTOR OF MARKETING AND ENGAGEMENT. (Top row, right) Tiffany brings 20 years of experience in marketing, public relations and community engagement to EcoDistricts. She has worked with some of the most admired brands in the world, while helping substantiate corporate commitments to water conservation, renewable energy and climate change mitigation. She has a passion for solutions designed to build collaborative, vibrant change in the place we call home.

MARISSA MASTORS, DEVELOPMENT AND INFORMATION SYSTEMS COORDINATOR. (Bottom row, left) Marissa has a deep love for sustainable design and community development. Previously, she supported the Major Gifts department for the Central Park Conservancy. She earned a Permaculture Design certificate in Israel and is a graduate of PSU’s Leadership for Sustainability Education Master’s program. Previously, Marissa worked as Program Coordinator for Tivnu: Building Justice.

JAZMIN ROBERSON, OPERATIONS COORDINATOR. (Bottom row, right) Jazmin is a recent graduate from San Diego State University. During her time there she interned with San Diego Poetry Annual and Poetry International. Her time with San Diego Poetry Annual sparked a passion for work that makes a difference. Poetry International, which strives to give voice to poets all around the world, made her realize how important a sense of community is.
BUILDING OUR BOARD

4 NATIONALLY RENOWNED ADVISORS JOINED OUR BOARD IN 2015

EcoDistricts™ Board members provide their expert insight and guidance to help drive the growth and success of our organization.

In 2015, our Board of Directors welcomed four new members — Julian Agyeman, Debra Guenther, William Carson and Claire Bonham-Carter. At the end of the year, we said goodbye to John Knott and Uwe Brandes, whose two years of Board service helped define the future of our organization. We thank our Board for the time and passion they bring to EcoDistricts.
## 2015 FINANCIALS

### ASSETS

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<td>Prepaid expenses</td>
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<td><strong>Total assets</strong></td>
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### NET ASSETS

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### Total liabilities and net assets

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<tbody>
<tr>
<td><strong>Total assets</strong></td>
<td><strong>$351,012</strong></td>
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### REVENUES + OTHER SUPPORT

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### EXPENSES

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### Change in net assets

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<td>Net assets, beginning of year</td>
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<tr>
<td><strong>Net assets, end of year</strong></td>
<td><strong>$78,696</strong></td>
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2015 SUPPORTERS

FOUNDATIONS
Blackstone Ranch Institute
Bullitt Foundation
JPB Foundation
Kresge Foundation
Summit Foundation
Surdna Foundation

FOUNDING MEMBERS
Arup
Canada Green Building Council
City of Boulder
City of Portland
Corix Utilities
Enterprise Community Partners
Green Building Council
Australia
Google
International District Energy Association
Integral Group
Interface Engineering
Lend Lease
McGuireWoods
Mithun
Northwest Energy Efficiency Alliance
National Resources Defense Council
Portland Development Commission
District of Columbia
US Bancorp Community Development Corporation
US Green Building Council
Webcor Builders
ZGF Architects, LLP

ORGANIZATIONAL MEMBERS
Criterion Planners
Denver Housing Authority
Enterprise Community Partners
Mithun

INDIVIDUAL MEMBERS
Gregory Acker
Michael Adams
Lawrence and Ina-Lee Block
Mark Brandt
Grace Carlson
Suzanne Fast
Robert Fraser
Garry Harris
John Hoal
Lloyd Kass
Wayne Olson
Heather Ohta
Lore Pekrul
Frank Rodriguez
Kate White

DONORS
Julian Agyeman
Antwi Akom
Lucia Athens
Erin Barnes
Rob Bennett and Courtney Yilk
Heather Bennett
Claire Bonham-Carter
William Carson
Don Edwards
Jonathan Fink
James Finlay
Jean Fordyce
Ismael Guerrero
Theodore Labbe
Grey Lee
Tom Osdoba
Kari Skedsvold
Daniel Slone
Tennise Thornton
Upstream Foundation
La Vang
Phil Williams

SPONSORS
CH2M
City of Boulder
Enterprise Community Partners
Denver Housing Authority
Integral Group
NeighborWorks America
New Belgium Brewery
Parsons Brinckerhoff
US Bancorp Community Development Corporation

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Nwamaka Agbo
Lynne Barker
Adam Beck
Robert Bennett
JC Burton
Kevin Le
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Tiffany Meyer
Katy Ricchiuto
Jazmin Roberson
Angie Sabin
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Margaret Tallmadge
La Vang