



# Step 3: District Projects

DESIGN // FEASIBILITY // FINANCING // EXECUTION

## Step 3: Outcomes

Design  
Feasibility  
Financing  
Execution



BROWNFIELD + NEW DEVELOPMENT



CAMPUS + INSTITUTIONS



EXISTING NEIGHBORHOOD



# Green Buildings at Scale



The Pearl  
PORTLAND,  
OREGON



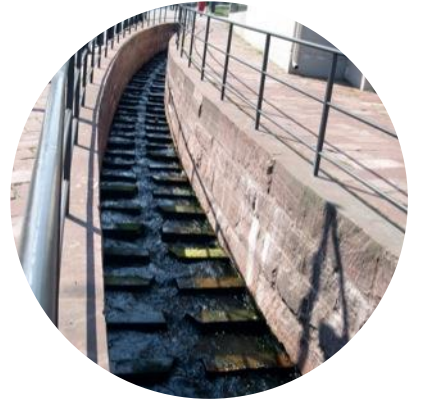
Victoria Harbour  
MELBOURNE,  
VIC

# Community Action & Programs





# Smart Infrastructure



## PROJECT SNAPSHOT

- 81 acre brownfield site
- Integrated infrastructure  
-foreshore/habitat water,  
energy, transportation,  
waste
- District energy: 6.2K  
tons/yr. GHG reductions  
= 65% of reductions to  
achieve GHG neutrality
- District energy: 7.2%  
return compares  
favorably with the City's  
cost of debt of  
approximately 4% (real  
rates of return)



# GOLD METAL NEIGHBORHOOD

Vancouver's SE False Creek Neighborhood, home to the 2010 Winter Olympics Athletes' Village, pioneered new strategies in urban design, neighborhood planning, infrastructure and green building performance. It also earned a LEED Platinum designation.











Image Credit: Danny Singer for The Challenge Series 2009



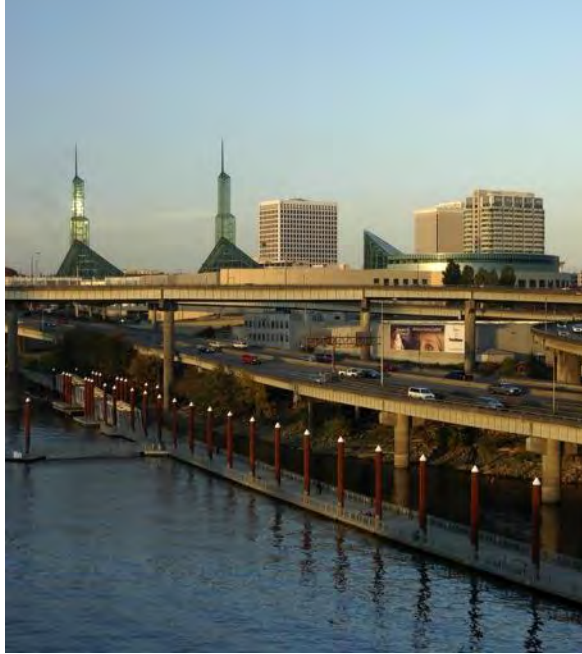


Image Credit: Tilo Driessen



## PROJECT SNAPSHOT

- 1<sup>st</sup> EcoDistricts director in the US
- 60% energy savings by 2035
- Comprehensive building retrofit program
- LED street lighting retrofit
- District thermal energy system
- Aggregated renewable energy –5% of demand by 2035



## BUILDING TEAM GREEN

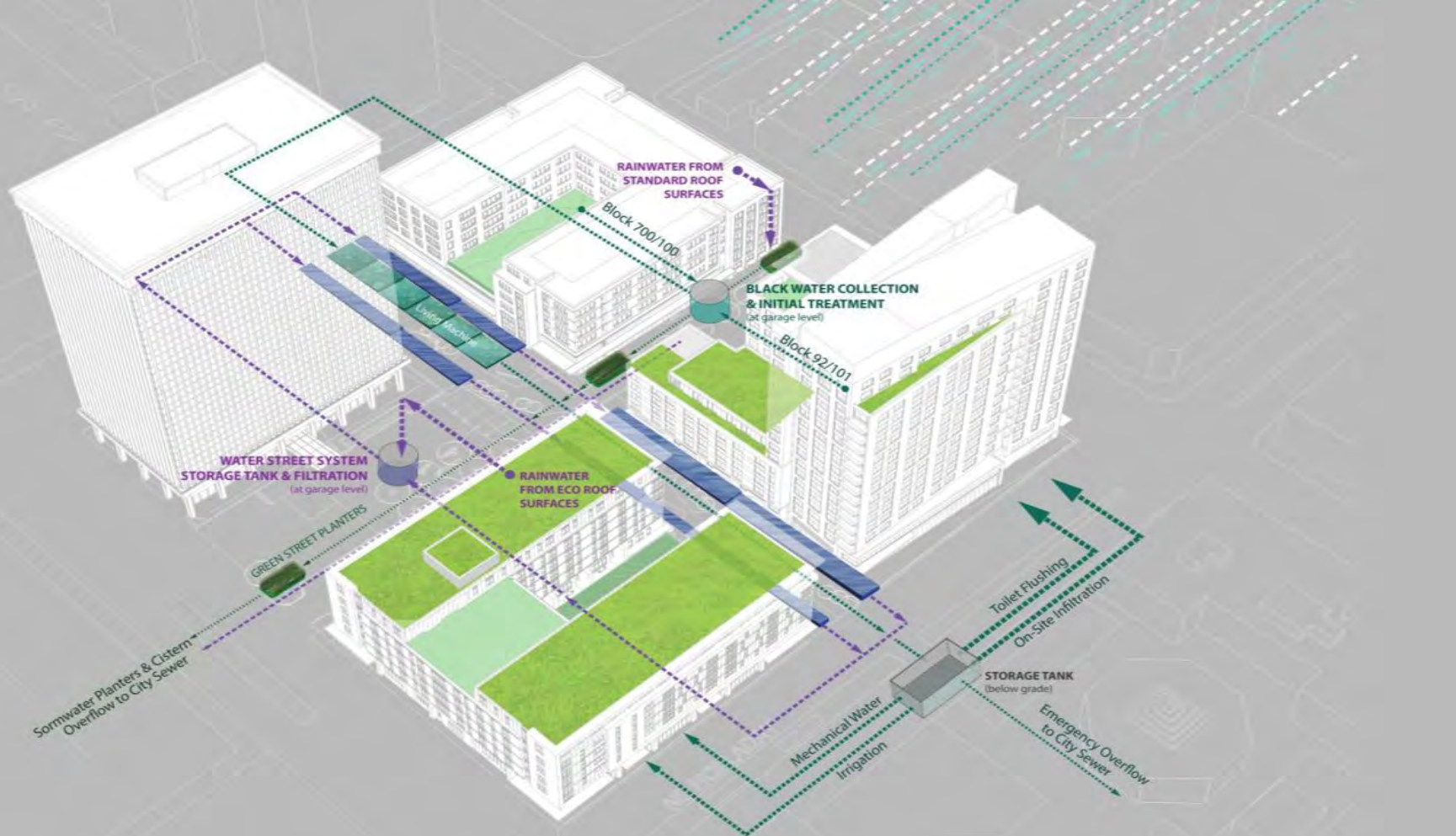
The Lloyd EcoDistrict aspires to be the most sustainable business district in North America. The Portland Trail Blazers are helping lead the way with new investments in their sports campus.











## PROJECT SNAPSHOT

- 300 acre brownfield site
- Net-positive operational GHG emissions goals
- LEED Gold and Platinum buildings
- \$600 million in new transportation infrastructure – rail, streetcar, tram, pedestrian improvements
- District stormwater management
- Proposed district energy system



## CLIMATE POSITIVE

Part of the C40 Climate Positive and LEED ND program, the South Waterfront EcoDistrict is seamlessly integrating high performance buildings, multi-modal transportation, green infrastructure and district utilities into the high density neighborhood.



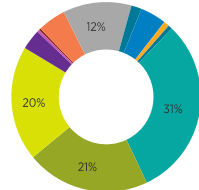
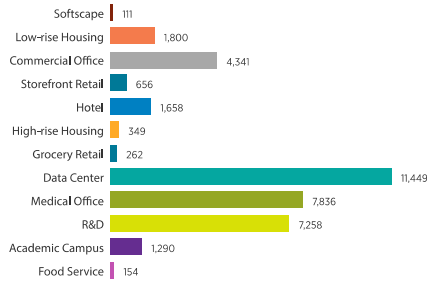




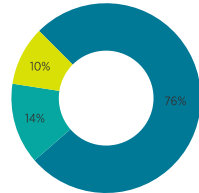
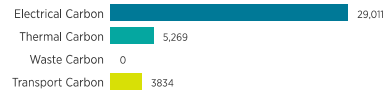
# Climate Positive Partnership

## CASE STUDY

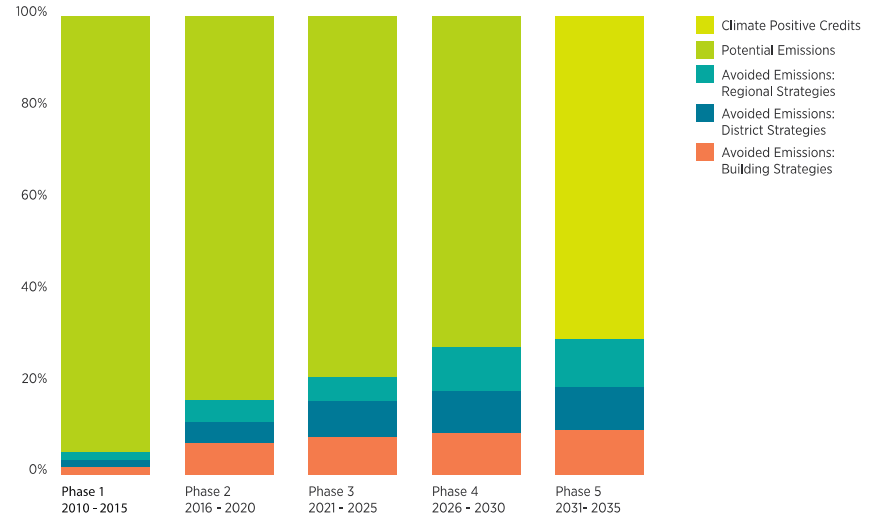
**Scenario 2 Carbon Emissions**  
Land Use Type (mton CO2eq)



**Scenario 2 Carbon Emissions**  
Resource Type (mton CO2eq)



**Program Emissions**  
% Emissions by Program



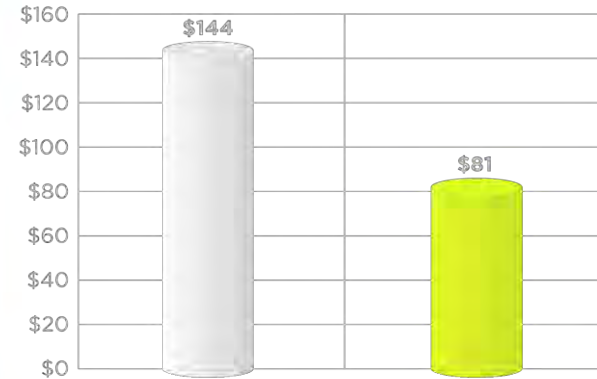
# Tabor to the River

Portland

CASE STUDY



## RETURN ON INVESTMENT



- \$63M savings (\$11M investment)
- Achievement of watershed goals

- Improved place making
- Enhanced property values
- Local job generation





We might not be able to change the world, but we can at least do something on the block.”

Erin Barnes, Co-Founder, ioby

# Crowd Resourcing

ioby

CASE STUDY

## Citizen-led neighbor-funded projects – ioby by the numbers

Crowd-resourcing gives people the ability to organize all kinds of capital- cash, social capital, in kind donations, volunteer time, advocacy -from within the community to serve the community.

- **\$941,031** total given
- **350** projects successfully funded
- **\$5,287** average goal for active projects
- **\$35** average donation
- **83%** funding success rate
- **71%** projects that also have a social justice objective







# Step 4: District Management

MONITORING // REPORTING // IMPROVEMENT

## Step 4: Outcomes

Monitoring  
Reporting  
Improvement



# District and neighborhood management...

a framework for continual improvement

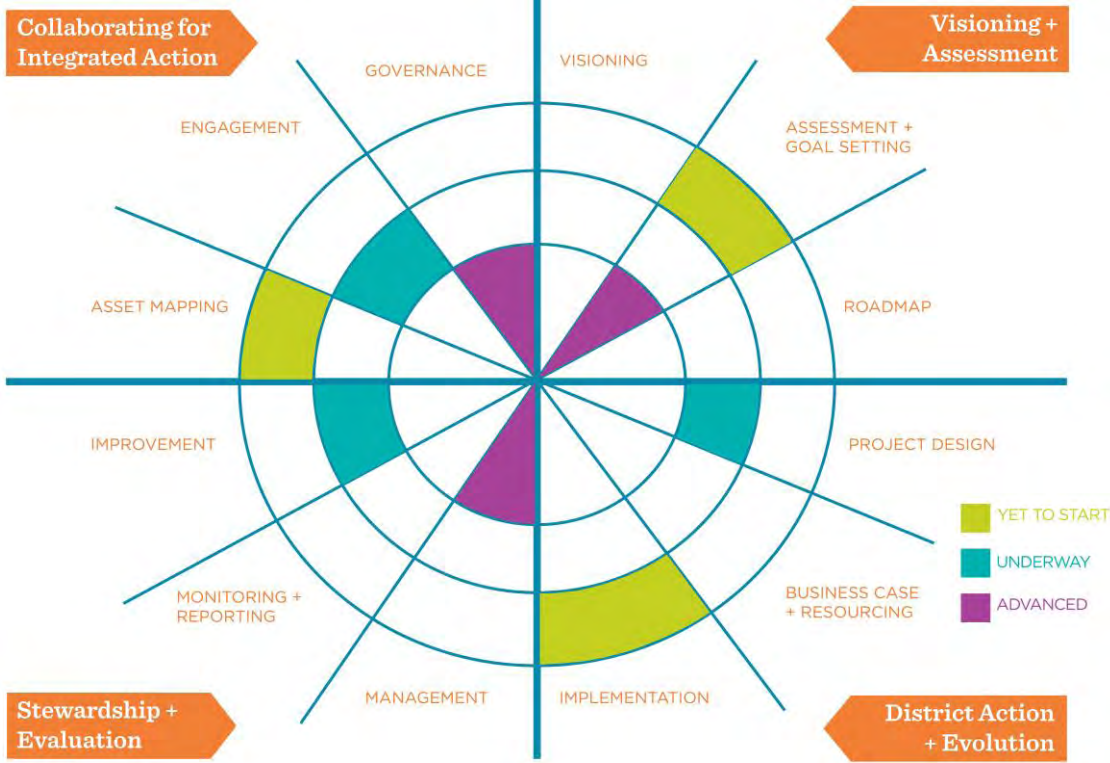


# Key Framing Questions

- Is there a process for monitoring and reporting neighborhood performance?
- Who is responsible, and what are the governance arrangements for ensuring this happens?
- If changes need to be made, or opportunities arise for improved outcomes, how might this be coordinated and implemented?



# Creating a Reporting Infrastructure



# Inspiration from the Corporate Sector

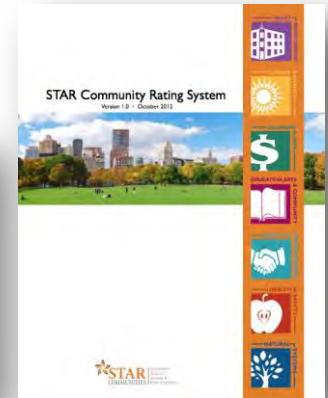
- A sustainability report is a report published by a company or organization about the economic, environmental and social impacts caused by its everyday activities.
- Presents the organization's values and governance model, and demonstrates the link between its strategy and its commitment.



**Corporation™**

Setting the new corporate standard for social and environmental performance.

**bcorporation.net**





# Lloyd EcoDistrict

## Portland

### CASE STUDY

- Increase employee use of transit to 32% of all commute trips (all businesses).
- Increase number of bicycle commute trips to the Lloyd District by 5% annually, ultimately comprising 10% of all trips
- Beginning to monitoring against additional environmental goals – energy/water/waste
- Proposed District Dashboard - real time performance data at the building level



# Discussion – 10 minutes

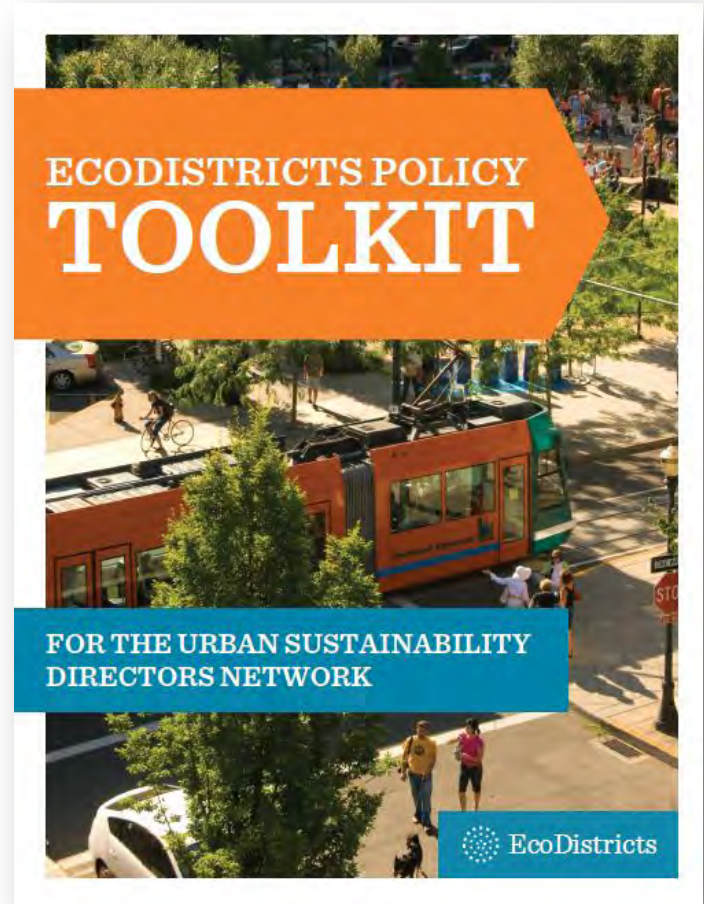
How would you **start to report** on district projects?

> Quickly brainstorm at your table on why you would do it, who to take lead, and key top indicators



# EcoDistricts Policy Toolkit

- Establishing conditions favorable for Ecodistrict policy-making
- Internal capacity-building
- Library of policy snapshots



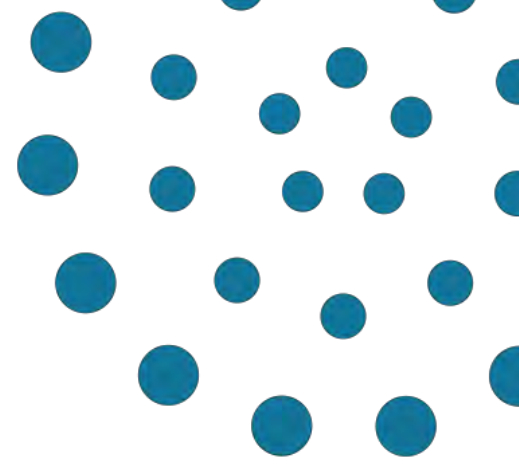
# What's Inside

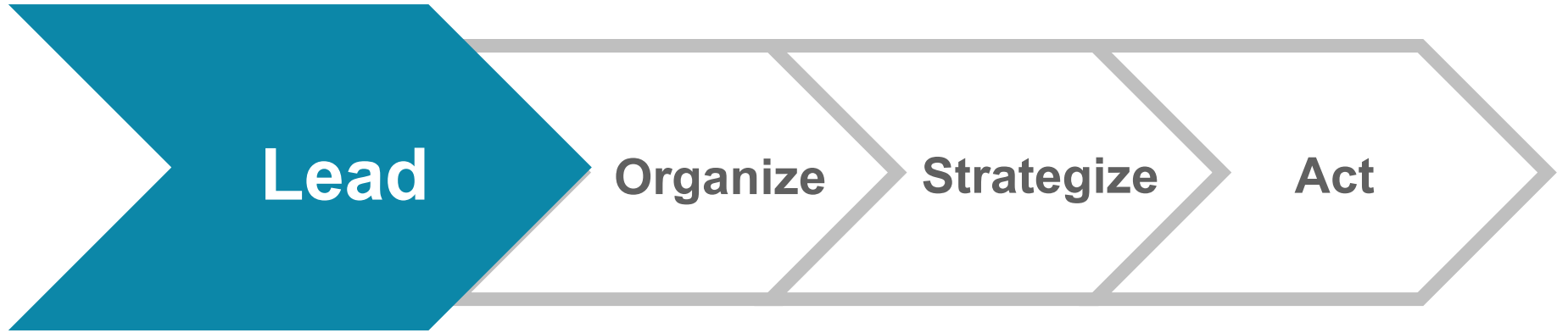
**Part 1** Ecodistrict development and cities

**Part 2** Organizing for Ecodistrict development

**Part 3** Strategies and practices

**Part 4** Five ways to start



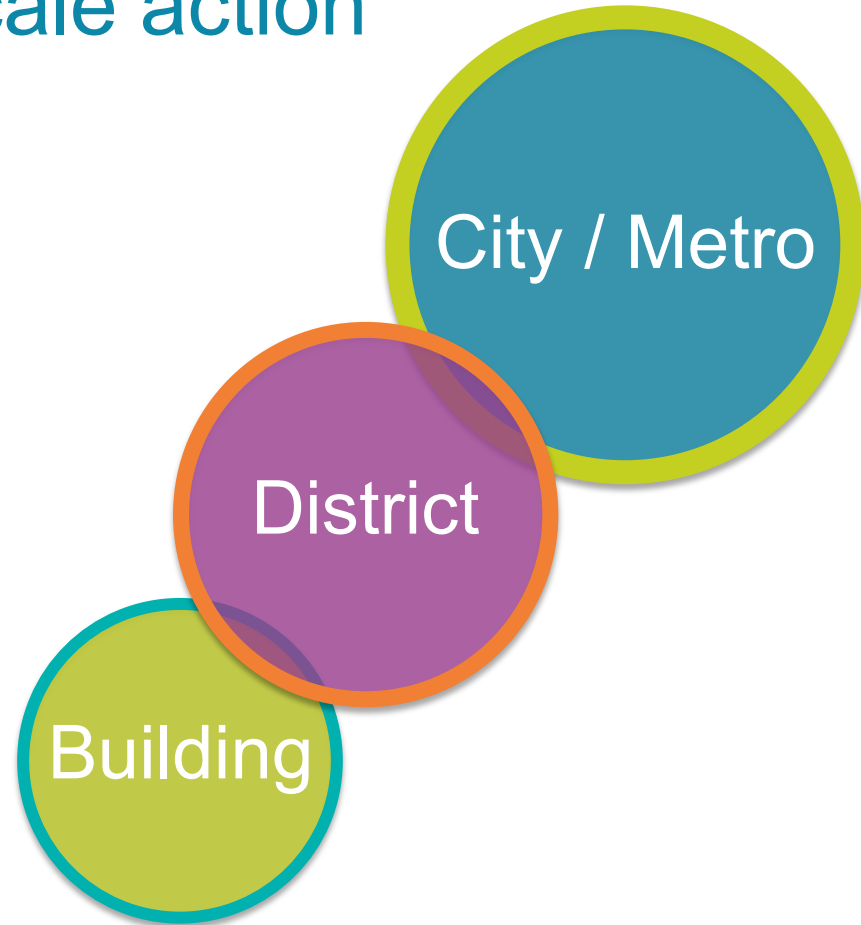


## Part 1: An Orientation to EcoDistricts and the City



# The power of district-scale action

- Identification with residents and businesses
- Tailor-made, context sensitive plans and projects
- Clear connections across sectors
- Nimble, agile in planning and implementing

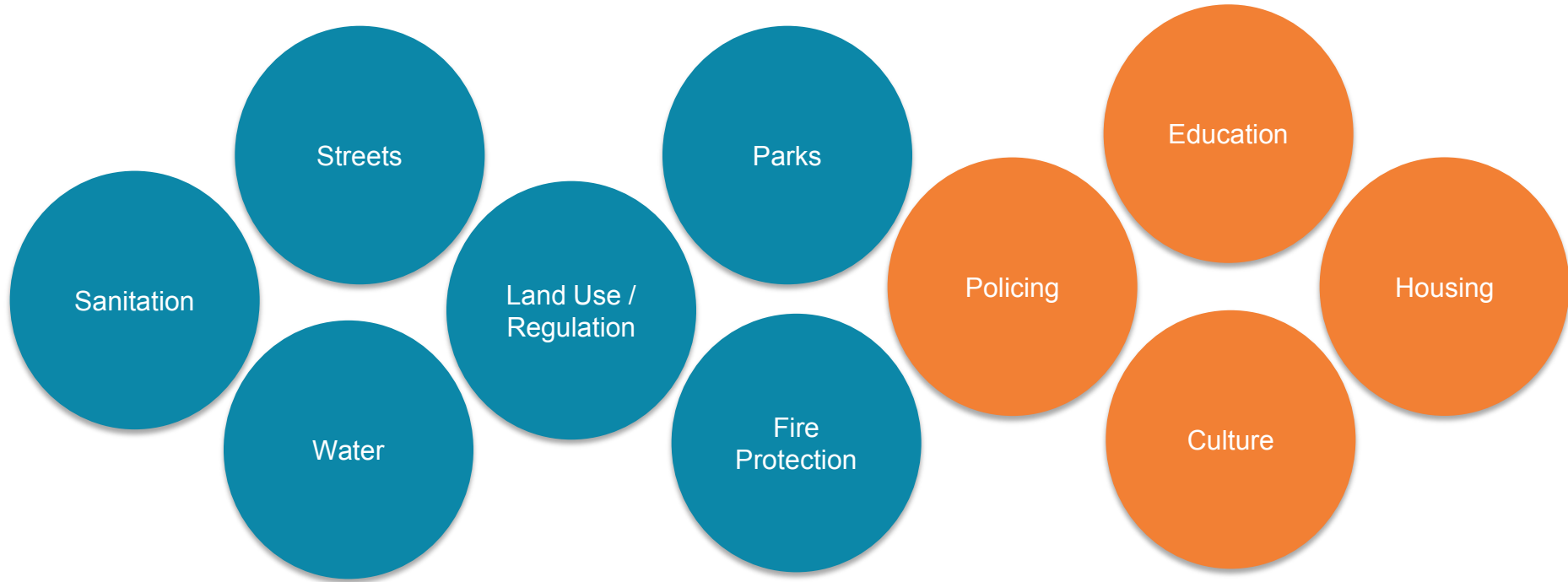


# The Leadership Opportunity

- Cities at the forefront of innovation
- Powerful brands
- Competitors



# Evolving Roles





# Evolving Roles



# The city as a leader

- Leverage the brand or political capital
- Institutionalize emerging issues
- Recruit talent



## The city as service provider

- Rethinking traditional roles
- New non-traditional roles

# The city as an innovator and enabler

- Open data initiators
- Regulatory reform
- Partner endorsements

## The city as an economic engine

- Greater equity and prosperity
- Purchasing policies oriented to social enterprise
- Asset lending for job creation





# Discussion – 10 minutes

Select a recent district-scale policy initiative in your city.

- What factors impeded the effort?
- What factors facilitated it?



## Part 2: Organizing for EcoDistrict Development

# What's your starting point?

- Project
- Policy
- Program
- Stakeholder Process

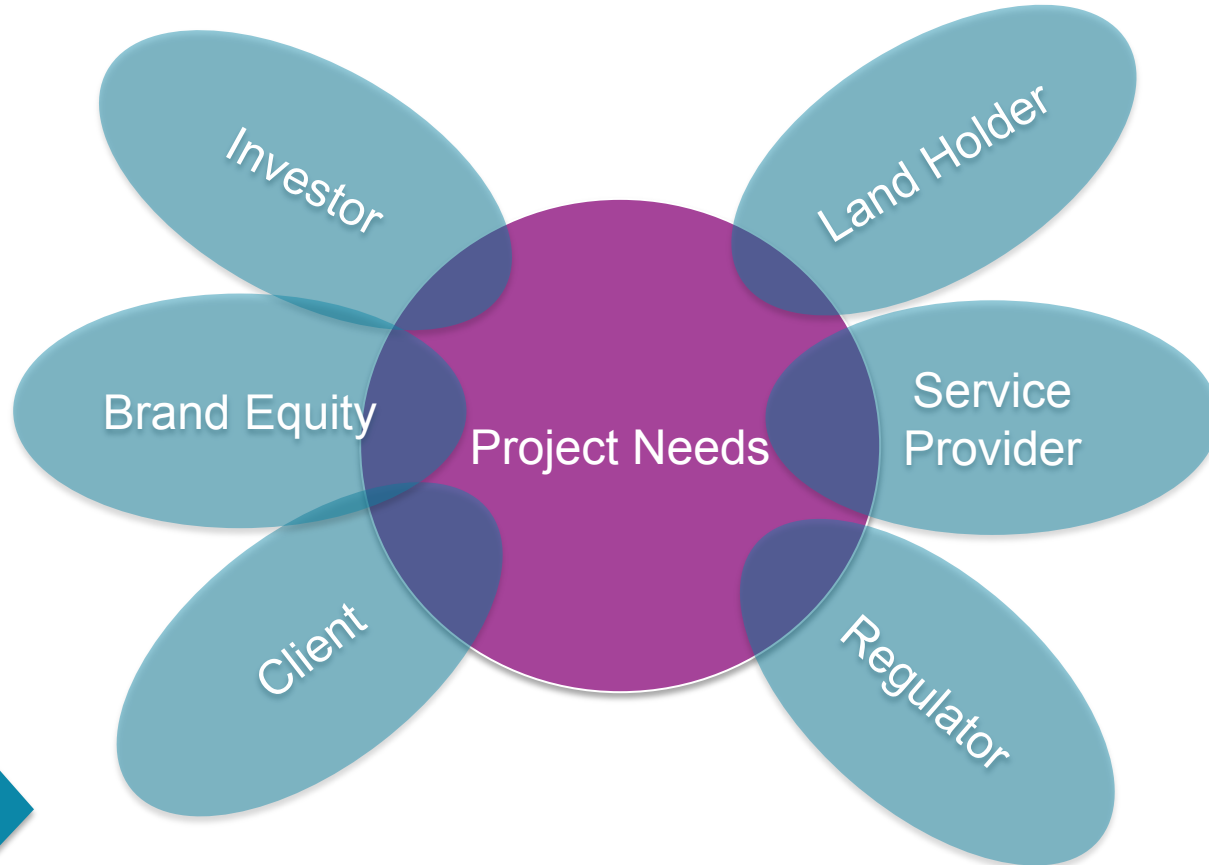
## Know your “value-add”

- Role definition- what are you bringing to the table
- Unique municipal powers and assets
- Play to your strengths



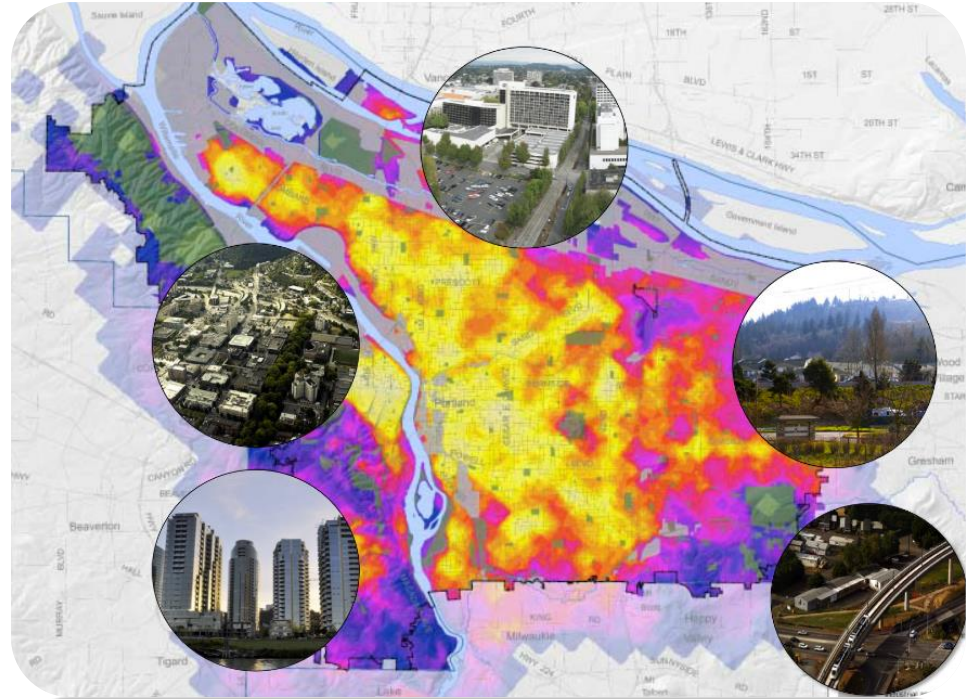


# Being a good partner



# Some Fundamental Building Blocks in Organizing

- The District Definition
- Your Stakeholders
- Doing Projects
- Defining Success
- Building Organization Capacity



# Setting Boundaries

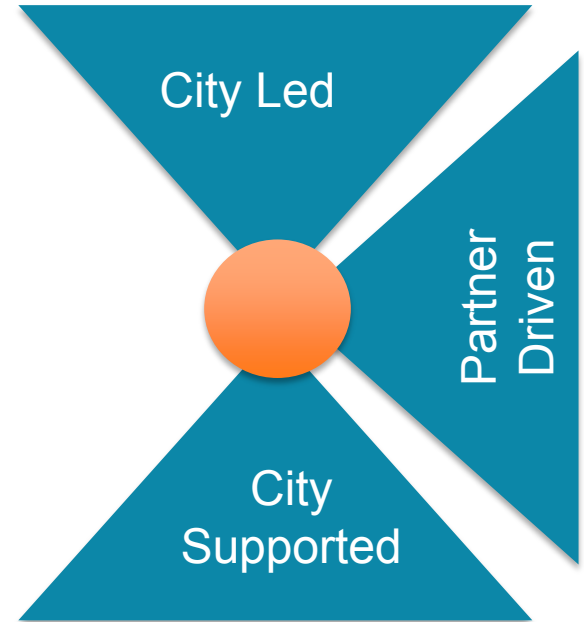
- Geography, people, institutions
- Adapting, existing mechanisms
- Self-determination by primary stakeholders



# Mobilizing Stakeholders

- Key Participants
- City as Convener
- Aim for Collaborative Governance

Mobilizing Based on Project Origin





# Doing Projects: Moving from fragile to agile

- Clear Goals and Priorities
- The Ability to Build Relationships
- Capacity to Engage
- Power To Do Deals



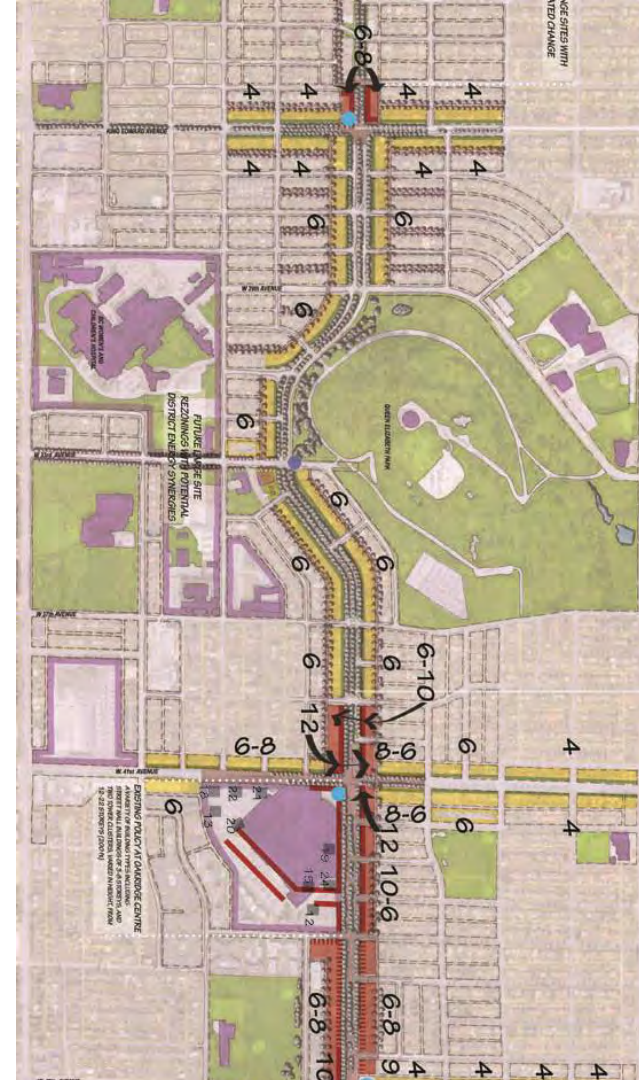
# Defining On-Going Success

- Stakeholder Needs and Aspirations
- Targets and Opportunities
- Wide Range of Yardsticks



# Create a District-Scale Policy Environment

- Community Benefits Agreements
- District Energy Franchise Area and Policy Zones
- Watershed based policies
- Neighborhood Specific Urban Design Policies



# Tools for rating district & neighborhood performance

## Cities

- CASBEE for Cities
- Comp Plans for Sustaining Places
- STAR Community

## Transportation

- INVEST
- Greenroads
- Walk Score

## Infrastructure

## Neighborhoods

- 2030 Districts
- Enterprise Green Communities
- Living Community Challenge

- CEEQUAL
- Envision
- IS Rating Tool

## Special Purpose

- GRI – Const. & Real

## Landscapes

- Cooperative Sanctuary
- Green Mark – Parks
- SITES

## Estate

- H+T Affordability Index
- STARS - AASHE



# Discussion – 10 minutes

A redevelopment project is proposed by a low-income housing developer, who needs surrounding neighborhood energy loads to make district heating feasible, plus regulatory help managing rainwater onsite.

- What's the best role for the city?
- What city entities does the developer work with?
- What kind of deal can the city offer?



## Part 3: Strategies and Practices

# Strategies across the country

- Case studies and snapshots
- Performance areas addressed
- Policy types
- Project leadership
- Web link



# Case Studies





# Block Party in a Box

**Location:** Philadelphia, Pennsylvania

**Summary:** The People's Emergency Center awards Block Parties in a Box to community organizations and leaders to foster leadership and get people talking to their neighbors - helping to build communities.

**Strategic Partners:** The Knight Foundation, People's Emergency Center

**Financing:** Foundation and local organizations

## Barriers:

- No steady source of funding
- Great community leaders may not be connected to funding



## Lessons Learned:

- Opportunity to integrate with other programs
- Building these interactive boxes can become costly
- System needs to be in place to ensure programs are having a positive effect

# Green Impact Zone

## CASE STUDY

**Location:** Kansas City, Missouri

**Summary:** Created in response to an increase in disinvestment; the zone has worked on the weatherization of homes, installation of a smart grid, and has created sustainability strategies

**Strategic Partners:** Local governments, universities, non-profits

**Financing:** Municipal, Federal, State

**Capacity:** Executive Director and six staff members

**Barriers:** Culmination of circumstances will not fall into place everywhere

### Lessons Learned:

- Dedicated staff was key to success
- Support from a well-known and trusted organization
- A cookie cutter approach is not the answer
- Must be a strategy to diversity funding



# Renewable Energy Mitigation Program

## CASE STUDY

**Location:** Aspen, Colorado

**Summary:** Requires large homes and businesses with energy intensive amenities to mitigate their negative effects; essentially a carbon tax.

**Strategic Partners:** City of Aspen and Pitkin County

**Financing:** Municipal

### **Barriers:**

Serious amount of collaboration necessary  
Getting Buy-in from their constituencies

**Lessons Learned:** Non-profit was integral to the success of the rebate program



# SF Indicator Project

**Location:** San Francisco, California

## Summary:

Over 100 measures that can be used to assess whether or not neighborhoods have all of the necessary components they need to lead healthy lives.

**Strategic Partners:** City and County of San Francisco

**Financing:** Municipal


## Barriers:


- Retaining individuals
- Individuals question the process and it can be viewed as duplicative or competitive
- Consensus driven decision making is challenging

## CASE STUDY





 Environment

 Transportation


 Community

 Public Realm

 Education

 Housing

 Economy

 Health

## Lessons Learned:

- Must be flexible
- Acknowledge the political context
- Be adaptive
- Engage early on
- Pick a name that aligns with vision
- Set goals





EcoDistricts

Thank You