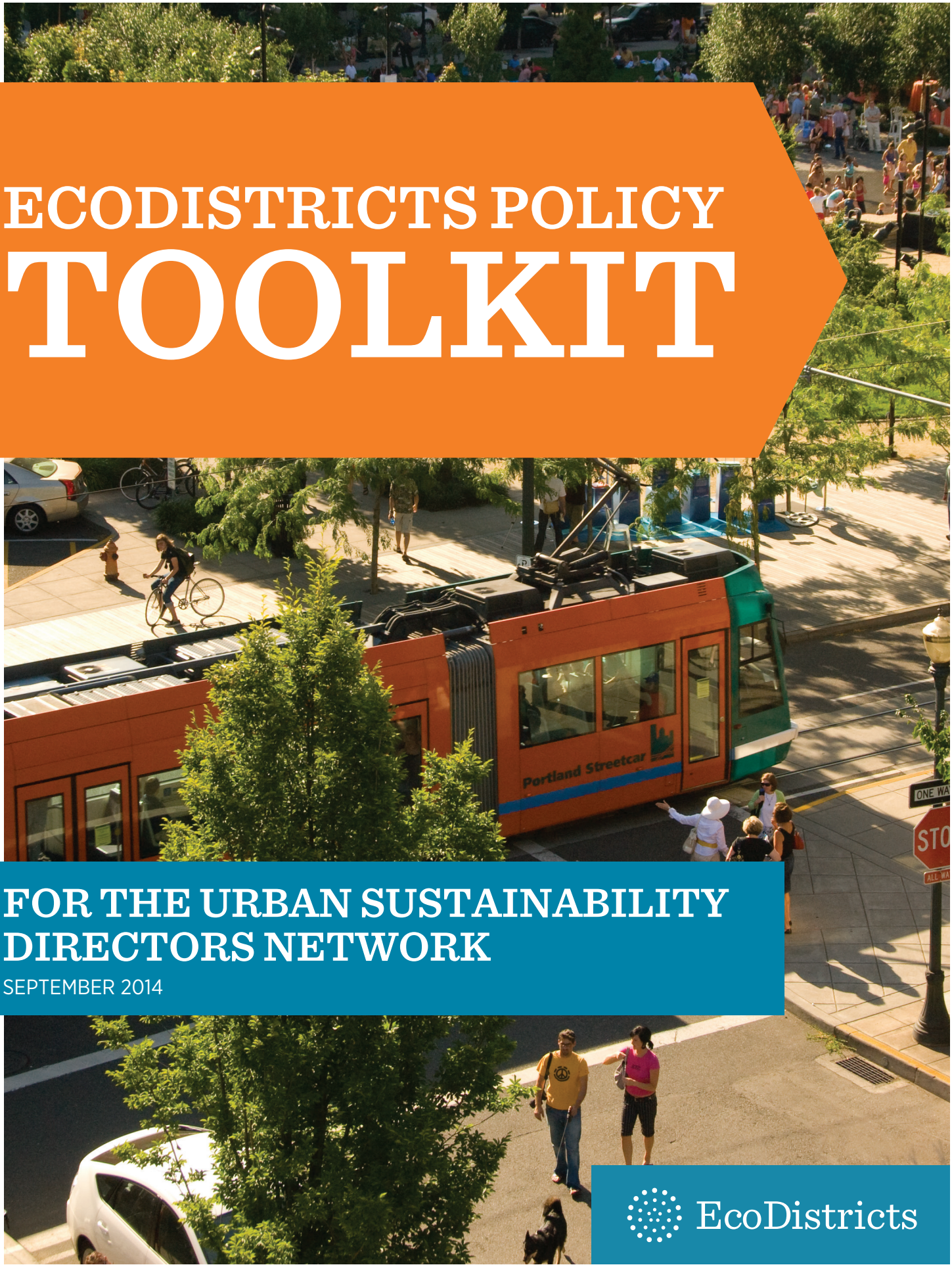
ECODISTRICTS POLICY TOOLKIT



FOR THE URBAN SUSTAINABILITY DIRECTORS NETWORK

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EcoDistricts

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WELCOME TO THE ECODISTRICTS POLICY TOOLKIT

Welcome to the EcoDistricts Policy Toolkit.

This toolkit is here to help you establish the conditions for promoting policies and practices that accelerate district and neighborhood-scale sustainable development within your city. It is a toolkit containing suggestions, ideas, and practice examples that can help guide your efforts.

Regardless of where you are on your district sustainability journey, regardless of resources, regardless of political agenda, and regardless of development opportunities, there is information contained within that will provide support, if not immediately, hopefully in the not too distant future.

The toolkit has been written for a municipal government audience, a level of government closest to community building and best placed for capacity building, and central to the planning and resourcing of neighborhood development.

It is a practical toolkit, helping you to build internal capacity and arranging and aligning resources in a way that best positions you for developing and implementing effective policy.

Enjoy.

PART 1: AN ORIENTATION TO ECODISTRICTS AND THE CITY

INTRODUCTION

In working towards healthy, vibrant and sustainable cities, one of the first issues to be addressed is scale. At what scale should stakeholders be engaged, projects planned, implemented and then managed?

Districts and neighborhoods are the building blocks of cities, so here is where sustainability must begin. Neighborhood-scale sustainability initiatives make sense for many reasons. From an engagement point of view, people often identify with their neighborhood more than with their entire city. It's where they live, play, shop, and sometimes work.

From a planning perspective, it's much easier to provide context sensitive solutions at the district and neighborhood-scale, and to adapt plans to make sense for the specific assets, challenges and characteristics of a specific neighborhood. On that same note, the primary stakeholders may be able to move faster with planning, financing and implementation, without many of the barriers that come with long-term city-wide planning. Urban regeneration projects are challenging and complex with many different issues and stakeholders. Narrowing in and focusing on one district can be an efficient means to get things done, build neighborhood identity and capacity, attract investment in a project, and then evaluate its results.

Cities across North America, and globally, are now seeking innovative new approaches to core city-building issues – energy, community engagement, mobility and access, health, education and employment. In working at the neighborhood scale, practitioners can reach across sectors in an integrated fashion to form solutions that may not be so readily achievable at a city-wide level.

Best practice policies are needed as inspiration to showcase how different municipalities are effectively working in this integrated, neighborhood-focused manner. In addition, new agendas are forming which also require new thinking and creativity, such as the sharing economy, smart cities technologies, and urban analytics.

The EcoDistricts Protocol is a key reference document referred to within this Toolkit. It presents a methodology for accelerating district and neighborhood-scale sustainability. It should be read prior to applying this Toolkit.

WHY AN ECODISTRICTS APPROACH?

A district-scale approach to sustainable urban regeneration is now a critical city-making tool in repairing our stressed infrastructure, reducing gentrification, obesity and poverty, as well as building greater resilience to the impacts of a changing climate.

Approaching sustainable development at a district-scale can also deliver effective outcomes in an efficient way, including the building of 'place', creating greater equity, increasing innovation, and attracting investment.

CREATING PLACES FOR PEOPLE

'Place' as an economic development strategy is now common in many cities seeking to attract talent, tourism, and vibrancy. It is no surprise that identity plays a large role in well-being of residents and how people interact in their neighborhood, enhancing safety, social interaction and civic engagement. Creating a strong sense of "place" is also being recognized, by organizations like Project for Public Spaces, Main Street associations and business improvement districts as a key economic development strategy.

Focusing on the district scale, community leaders and municipal government are able to map the strengths and assets of that area, and highlight distinct characteristics through relevant events, infrastructure and public space improvements in mixed-use and commercial areas. This, in turn, works to attract residents and visitors to spend time and money in the district and strengthen the local economy.

BUILDING EQUITY

A district-scale approach to sustainable development can also be beneficial when pursuing equitable outcomes in a community. When municipalities create comprehensive, thoughtful and holistic master plans for districts, as opposed to the entirety of a city, the needs, challenges and strengths of specific groups in a neighborhood can be more deeply embedded and partnerships more easily formed around shared goals and vision.

This is especially important for ensuring that development considers the needs of vulnerable populations, including low-income, elderly, youth, and people with disabilities. Any successful district-scale initiative would select projects that improve the quality of life for existing residents, including prioritizing affordable housing, job opportunities, and health and well-being.

ATTRACTING INNOVATION AND INVESTMENT

Neighborhoods operate at a scale that lend themselves to innovative pilot projects that attract partnerships and investment that would not otherwise be suited to buildings or city-wide application. Pilot projects are key in getting quick, on-the-ground results and testing community response to potential infrastructure investments, new land-uses or municipal policies. The innovative work by the New York City Department of Transportation with bike lanes, road diets, and public space creation in historically gridlocked Times Square proves the value of the pilot approach. That said, most pilots, unlike Times Square, are usually done at smaller scales, where innovators can take more risks, reduce costs, and get quicker wins when the community supports the initiative.

Another benefit of piloting at the district-scale of planning and project delivery is that once a pilot is performing successfully, and is well received by the community, replication across the city is more readily achievable. Challenges and victories can be documented, local and relevant best practices can be applied to neighboring districts, and new projects can be funded and implemented faster than the pilot.

THE LEADERSHIP OPPORTUNITY

Since the beginning of the millennium there has been movement by cites to play a more central role in major policy issues that were the traditional focus of state and federal governments. For example, at the Copenhagen Summit Climate Summit in 2009 it was cities that showed leadership on climate change issues and not federal governments. This trend has continued and expanded to other issues such as food, urban design, last-mile transit, green infrastructure, housing and income equity.

Actions taken by municipalities are often taken out of necessity as the impacts of climate change, poverty and community health are experienced most acutely in cities. The leadership shown by cities in dealing with these issues has moved them into non-traditional roles, and it has driven innovation and changed the perception of cities by both residents and businesses alike. Cities are now increasingly seen as solution providers and the level of government that private and third sector organizations can proactively partner with.

The net effect is that cities are becoming powerful brands that are driven by the values they broadcast to the world through action. Cities are also in competition with each other for investment, funding, and talent to resource these new roles, which is also driving bolder visions and actions.

The various drivers and outcomes of cities assuming different roles are outlined below.

THE CITY AS A LEADER

A city may be motivated to assume this role if they are looking to leverage or expand its brand or political capital. A city may also be motivated to take a leadership position in order to entice other resources and attract investment. Typical resources and investment that can extend the influence and brand of a city include the recruitment of executive and senior staff, establishment of programs and departments that respond to key emerging issues (e.g. open data, smart cities, resilience), and the attraction of major companies and organizations that invest locally in operations.

THE CITY AS SERVICE PROVIDER

At their core, cities are service providers. They supply utility services such as water and sanitation, fire and police services, and in many cases social and recreation services, such as housing and parks. This role of service provider is changing. As noted above, cities are taking on non-traditional roles such as energy utilities and efficiency financiers (e.g. property assessed clean energy or PACE programs).

The motivation for adapting their service provision roles varies depending on the project and the objectives of a given municipality. An example of why they may change roles to become a financier under a PACE program might be related to community greenhouse gas emission reduction targets, while rethinking how the city provides landscape maintenance contracts in a given district may be related to goals concerning community economic development (CED).

THE CITY AS AN ENABLER OF INNOVATION

The best example of cities playing this role are the open data initiatives that are allowing software application developers access to city data in order to better connect citizens with services. A city will usually be motivated to take on this role if it aligns with its brand or economic development interests.

A city may be also motived to pursue this role if there is a project or objective that it wishes to support, but is more appropriately dealt with by a third party. These third parties may need regulatory exemptions or relaxations to operate. An example of this is regulatory reform to support car and ride share initiatives, and community-based markets. Other variants of this approach could be a city lending its brand equity through endorsements with partners that are willing to lead such projects. This can also add legitimacy to groups or start-ups that are in their infancy.

THE CITY AS ECONOMIC ENGINE ROOM

While economic development has been a traditional role of cities, there has been a shift to examining how economic development can be matched with grassroots development to unlock the potential for greater equity and prosperity for all levels of society. These strategies are prevalent in cities that are in transition from heavy manufacturing , for example. Common strategies include cities shifting their purchasing policies to accommodate social enterprise, and using city owned assets like vacant land to lend to start-up companies.

The clearer a city is about its brand, and why it would embrace a given leadership role, the more quickly it can realize partnerships and take advantage of potential project opportunities driven by stakeholders. This recognizes that sometimes leadership is saying "no" to some projects or proposals, and sometimes it is saying "yes" to the ones that may challenge traditional city operations.

MULTIPLE ENTRY POINTS, MANY STAKEHOLDERS, VARIOUS TOOLS

A project, strategy or program always has a genesis. May be it comes from a policy, an overlay zone, a master plan, incentive program and/or a grant. Along the way, detailed planning is undertaken, as well as design, feasibility, financing, and procurement. Ongoing monitoring and management is then critical for success. Whether a community garden, housing project, or a streetcar system, this typical process stands.

Throughout this process, many different stakeholders can act as a catalyst, supporter, implementer or manager with these different roles switching throughout the project life. The EcoDistricts Protocol is designed to be used by a variety of stakeholders including those in the private, public, and civic realm.

As a project, strategy or program evolves, the use of various rating tools and other supporting frameworks may emerge. In 2014 the Funders' Network for Smart Growth and Livable Communities, through the support of the Barr Foundation, Bullitt Foundation, Garfield Foundation, Summit Foundation, and Surdna Foundation, commissioned a research report that evaluated the many different rating systems available to Cities and the broader marketplace. The EcoDistricts Protocol was identified as an emerging approach that is flexible, focused on governance and integration, and has engaged the market.

Tools and frameworks such as LEED for Neighborhood Development, 2030 Districts and the Living Community Challenge are but some tools that work in a complimentary way with the EcoDistricts Protocol. The EcoDistricts approach is agnostic to the downstream rating tools, and provides a process management approach that compliments those quantitative criteria-based rating tools.

ORGANIZING FOR LEADERSHIP

Cities will have different motivations for action but for projects to be catalytic they need to be supported by an organization that is looking for integrated outcomes. They will also need an integrated team to deliver it.

Many of the most successful sustainability initiatives driven by local governments, such as PlaNYC, South East False Creek Olympic Village, and the Austin Green Building Program, all have used cross-sector staff teams that are empowered to enact a holistic vision or mandate. These teams can either help build district-scale projects or policy from the ground up, or can respond and support third party groups that are driving projects from the grass-roots. This kind of effective organizational strategy that embraces the value proposition of district-scale sustainability is at the core of Part 2 of this toolkit.

PART 2: BUILDING A FRAMEWORK FOR SUCCESS THROUGH ORGANIZATIONAL ARRANGEMENT

INTRODUCTION

Cities have for many years pursued sustainable development strategies, through planning efforts, policy actions, and community programs that engage citizens and build lasting outcomes. Once you become clear on what you wish accomplish and why, it is import to understand where district-scale sustainable development fits in your organization.

The corporate structure of municipalities can have a big effect on how successful they are at the district scale. Your city may already be divided into districts or neighborhoods that have resources and staff allocated geographically. This structure can help build trust and familiarity, and help speed the deployment of projects. A more centralized corporate structure may be able to bring more resources to the table, but developing an integrated staff team with district focus may be difficult to establish and sustain in those circumstances.

The political structure of a city council, whether members are elected at large or by wards, can also have an effect on how district scale projects can be realized. Under a ward system, politicians have to be part of the process and likely are among the leadership of district scale projects. Under an at-large system, it is not clear if close political sponsorship is required.

Takeaway

Understanding your corporate and political governance structures, and how your district scale project fits within them, is step one.

WHAT'S YOUR STARTING POINT?

There are many different starting, or entry points on a journey to build organizational capacity and alignment for promoting Ecodistrict projects. You may consider one or more of the following as an initiator of your district scale sustainability project:

- A project – This could be an investment you or another stakeholder are making, like a major mixed-use development, district energy system, or park redevelopment.
- A policy – A district scale policy initiative such as inclusionary up zoning, or the updating of a comprehensive or general plan.
- A program – An incentive or community scale grant program.
- A stakeholder engagement process – an ongoing or project-focused engagement process building community capacity and leadership.

And where are you organizationally, in promoting the benefits of, and investment in, district scale sustainable development projects?

- Do you have strong political support, from the Mayor or Councilors, or another political champion?
- Do you have aligned stakeholder interests, between City, private sector, and community-led organizations?
- Have you received a compelling proposal from a community or stakeholder group?

At times, district scale sustainability action is driven from the top down, and at others times it emerges from the grassroots. As noted above, knowing what your objectives are, your leadership opportunities, and how your project can be led or supported by city government, will help provide clarity on where and when it is best to intervene.

KNOW YOUR "VALUE-ADD"

A key success factor in being a good partner is knowing what your city government brings to the table for a project. Local governments are at the heart of the EcoDistricts movement because they are robust institutions that have authority, resources and abilities that many other institutions do not have. Being a good partner and leveraging the most out of your agreements is knowing what you bring to a project that no one else can, or what you do better than any other stakeholder. For example, many levels of government regulate land use, function as utilities, and own the streetrights-of-way. Understanding how some or all of these powers interface with roles that a given city is willing to take on such as financier, convener, purchaser, or promoter is helpful in defining your role.

This process of role definition can help to focus your city's involvement in a district scale project. This step, if ignored, can lead to projects being delayed in lengthy engagement or negotiating. It may also lead to the city committing to project outcomes it is not well suited to take on.

In addition, cities typically have areas of expertise, or a sphere of influence in certain sectors, that is greater in some than it is in others. For example, a city is typically well positioned to influence transportation and mobility projects. It is traditionally less able to deal with food systems. This is not to say that food systems do not play an important role in district scale sustainability, but that a city may have more limited ability to have transformational results in this area.

Takeaway

Know your role as a city, what you do that no one else can, where you are best positioned to achieve results, and embrace those opportunities.

"THE CITY CAN BE THE CATALYST"

A useful role that cities can play that is unique and sometimes overlooked is the financing of early planning studies and scoping processes. Often there is an information gap that needs to be overcome in order to communicate the district opportunity to stakeholders. Cities are ideal funders for these projects as they can aggregate contributions and interests from multiple stakeholders, and are not constrained by predetermined business objectives.

The city can also make small scale investments in catalytic projects. Architect and urban theorist Ariane Lourie Harrison used the term, "urban acupuncture," to describe small-scale interventions that can be used to transform the larger urban context. "Sites are selected through analysis of aggregate social, economic and ecological factors, and are developed through a dialogue between designers and the community. Just as the practice of acupuncture is aimed at relieving stress in the human body, the goal of urban acupuncture is to relieve stress in the built environment." [1] The basic thesis is that a series of small interventions can have profound results, and given that cities control much of the public realm, there are usually ample opportunities to develop these types of projects.

FUNDAMENTAL BUILDING BLOCKS

We have identified some fundamental building blocks to arranging your organizational capacity to promote district-scale sustainable development policy and programs.

A DISTRICT DEFINITION – WHAT ARE YOU TALKING ABOUT?

There are several approaches to defining a district or neighborhood - none of them definitive. A district can be defined by its geography, its people, its institutions, policy, or the way it uses resources, or often by some combination of factors.

A district approach is about creating positive, equitable change for communities by communities. Change is often driven or challenged at the neighborhood level by its residents and businesses, so self-determination of what the neighborhood is by the primary actors can be a critical ingredient for success. Fundamentals are important. It is also important to be flexible with boundaries as districts and neighborhoods do evolve, grow and change.

Another useful principle in district definition is to build on successes and assets. So it is important to identify existing institutions, organizations, business associations, or funding mechanisms that can be adapted or leveraged to effect positive, equitable change. Do these assets have geographic implications for district definition?

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[1] *Ruin Academy - Casagrande Lab. in Architectural Theories of the Environment: Post Human Territory, ed. Ariane Lourie Harrison. Routledge, 2013.*

Other organizing principles for articulating the district can be more environmentally-oriented. Some useful questions to pose in this regard are:

- Watersheds - Are there stormwater management, water use or drainage districts that can define a community?
- Community Energy Systems - Are there neighborhood-based energy systems or programs?
- Walksheds – What unit of the urban environment is accessible by walking in five, ten, or twenty minutes? Is there access to transit within a quarter or half mile?
- Food-shed – Are there community food assets like gardens, kitchens or markets whose catchment areas define a neighborhood?
- Emergency/resiliency planning - Can you define a neighborhood by how it is prepared to respond to emergencies?

TAKEAWAY

The organizational ownership and empowerment of staff necessary to drive projects at the district scale requires clarity on overall objectives and desired outcomes, rather than project-specifc marching orders.

YOUR STAKEHOLDERS – GATHERING, MOBILIZING AND CONTRIBUTING TO SUCCESS

EcoDistricts has identified "collaborative governance" as one key tool to a successful stakeholder engagement and mobilization process. Collaborative governance involves project governance in which stakeholders representing different interests are collectively empowered to make decisions, or recommendations to a final decision-maker. These processes require a high degree of mutual trust and are usually the product of mature working relationships between project stakeholders.

In order to get to this phase of engagement it is critical to identify the key actors and stakeholders who will contribute to the success of your district projects. These are typically stakeholders that have a track record of action, or have the resources to be able to take action. The stakeholders can also be opinion makers and local leaders who can adequately reflect the needs and desires of a district.

In some cases mobilization and organization are required if these stakeholders and organizations do not exist. This could include the city playing the role of convener to encourage groups to collaborate and form alliances. Such a process can be time intensive and should be employed more as a last resort, as mature organizations often have more capacity to act and are generally more resilient.

Its also important to note that it is never solely your job to deliver district scale sustainability. The end goal of integrated, district-scale sustainable development is to create an outcome bigger than the sum of the parts. In order to achieve this you need 'parts' as represented by stakeholders.

TAKEAWAY

Identify and mobilize key stakeholders early in the process. Get "change-makers" and active participants in the district involved.

Delivering disitrict-based sustainability projects in existing neighborhoods is different than greenfield development. Existing neighborhoods start on day one with a history. Working in such a context, a city has to be equally good at leading, supporting, and collaborating. Recognizing when to play these different roles is largely dependent on what the project origin is.

Some projects will have their origins within city government, in which case your engagement strategy will be one of ensuring that your project is needed and desired by the community. And then you will focus on the refinement of the project to meet those needs and desires, and then move to a constituency-building strategy to ensure long term success.

Often district scale sustainability projects will have their origins outside of city hall in the community. Recognizing these projects and on-boarding them can require as much effort as leading them. Providing support without taking over, and involving the appropriate city departments will usually require a point person to coordinate these efforts, and communicate the broader goals of the project. City departments concerned with infrastructure development may need to be informed as to why a given project is important.

Cities typically have well-defined processes for developer-driven projects, but have less definition when the project is not typical or is lead by a non-profit or neighborhood group. Even identifying the right groups to work with and support can be difficult.

The process of community mobilization and engagement is dynamic. Regular check-ins should be done to review who is at the table, who is not, and who should be? If on-boarding of new stakeholders is required, this should be approached strategically with open communication between the current stakeholders. The goal is to not erode collective trust by adding additional participants.

DOING PROJECTS - MOVING FROM FRAGILE TO AGILE

The ways and means of project development – planning, financing, deploying – is rapidly changing. The economic conditions that most cities are operating in has changed since 2008. Crowd resourcing, public-private partnerships, and civic-public-private coalitions are rapidly emerging in response to government's limited ability to keep pace with, and effectively contribute to, the necessary investments for modern and sustainable transformation within our cities.

Parts of the city-ecosystem are changing whether municipal government is involved, or not. The sharing economy is one example. Change is the new constant in city planning and management. A city's ability to participate, engage, and help shape or manage this change will be determined, in part, by whether it is broadly perceived to be a good organization to work with. This requires a city to cultivate the following attributes:

- Able to build relationships and therefore capacity. The health and resiliency of an ecosystem can be measured by how many relationships there are between the species present. The same can be true of creating relationships in the project delivery space.

- Able to deliver. This means having departments purpose built for sustainable development and innovative projects. This also means being able to access resources, hire staff, and have support to engage contractors.
- Able to do deals. The city government is in a unique position to be able to negotiate deals on behalf of the public. Often, financing of parks and infrastructure investments can be negotiated into developer-driven projects in suitably robust property markets.
- Be clear on priorities/goals/targets. Being clear on your city's brand, high-level objectives, and value-add will allow you to be clear with stakeholders, broadcast where you are open for business and where it will be more difficult to partner.

Having a clear framework for deals to occur, such as community benefit agreements or discretionary zoning districts, can also help to mainstream partnership and collaboration with staff throughout departments. Important components in a framework for deals include:

- A mechanism that can assess and capture value/uplift. Understanding how much value is being added to a project by a given deal is critical. Developing capacity in-house to understand the real-estate economics of a given real-estate deal is also important.
- A definition of "public good." Having a definition of a generic term such as this can help to guide staff in negotiations, and protect them in cases where there are questions over why certain deals were done.
- A vetted list of projects or amenities that require resources. Knowing not only what the specific projects are that need funding in a given district, but also the types of projects can help not only staff but also proponents with their proposals. Prioritizing these projects also help staff act more quickly and direct resources more appropriately.
- A gated process that defines how these decisions will be made. This process doe not have to be complicated or require complex auditing, it can be as simple as a defined group of executive staff meeting and approving the deal to be taken to the city council for consideration. Knowing how decisions get made within a city may sound unimportant, but it is often not well understood and can slow down negotiations.

TAKEAWAY

The marketplace is rapidly changing, so enagage or be challenged by the change that is ocurring. Your ability to shape outcomes for the public good will be affected by the capacity to engage and act and react.

DEFINING SUCCESS, OVER TIME

District-scale sustainable development success can come from many directions. It can be driven by targets or by opportunities. While the 'EcoDistricts Protocol' provides eight areas for measuring performance, these are not exhaustive, nor do they carry the same priority in all communities.

So while success for districts embracing the EcoDistricts approach will likely share many of the same core attributes, they will all be different and unique. EcoDistricts also defines four steps within the Protocol that can help define the terms of success. They are district engagement and governance, district assessment, project delivery, and district management.

Generally the definition of "success" is determined by the actors within a given district or neighborhood. Whether this is a city government that has defined targets set out by a strategic plan, or an association with board approved priorities, usually key partners will come to the table with desired outcomes or trends they are supporting. Another key determinant of success is the fact that often changes at the district and neighborhood level are driven by one or more catalytic projects. These may push certain opportunistic outcomes that also need to be considered.

The definition of success will need to be developed out of the needs and aspirations of the key participants, combined with the unique opportunities present in each community, and while similar it will be different in each case.

There are also many different 'yardsticks' of success, from a range of rating tools and assessment systems and frameworks. A recent USDN-sponsored research report looked at a sampling of tools and emerging theories of neighborhood sustainable development to better understand what they offer, and the role they can play in contributing to successful outcomes.

When defining success, some key questions to pose are:

- What are the overarching goals of major stakeholders and change makers? Knowing this will allow you to work better together, assess success, and identify new projects that may be of mutual interest.
- Are the metrics comprehensive or holistic? Assessing the environmental, social, and economic dimensions of a project is a cornerstone of sustainable development.
- Is there a city plan, and does it have targets and approved metrics? This may already define how success is measured.
- Can rating tools help define and monitor success? If there are tools already being used by a project partner, such as a developer using LEED, this can help to establish reporting protocols or success measures.

Once you have a comprehensive definition of success the management of programs will be easier.

BUILD YOUR ORGANIZATIONAL CAPACITY - SUMMARY

How has your city management team developed their approach and assembled resources to 'unleash' the potential of an EcoDistricts approach to urban regeneration? Do they have clear objectives? Are they aware of their leadership opportunity? Is there an interdisciplinary team or access to one? Do they understand their value add? Have they built a network and engaged the right stakeholders? Do they have a framework in which they can do deals? If they have all of these components, then they are ready to boldly support and lead district scale sustainability projects. The next section of this Toolkit contains practice examples to inspire your efforts.

PART 3: DELIVERING DISTRICT-SCALE STRATEGIES – PRACTICE EXAMPLES

INTRODUCTION

This section contains a selection of practice examples on strategies that promote district and neighborhood-scale sustainability. They have been selected to provide inspiration and information on the possible approaches to delivering district and neighborhood-scale sustainable development outcomes. A more comprehensive library of practice examples is provided in Appendix A, and uses the eight EcoDistricts Performance Areas as a structure, and supplemented with additional sustainability aspects as required (e.g. Resilience). This includes:

- Equitable Development
- Health and Wellbeing
- Community Identity
- Access and Mobility
- Energy
- Water
- Habitat and Ecosystem Function
- Materials Management

FEATURED PRACTICE EXAMPLES

BACKYARD HABITAT CERTIFICATION PROGRAM

PORTLAND, OREGON

Project Summary: The Backyard Habitat Certification Program provides assistance and incentives to residents on lots less than one acre within the cities of Portland and Lake Oswego to restore native wildlife habitat in their backyards. The program consists of five elements: removal of aggressive weeds, naturescaping with native plants, on-site stormwater management, pesticide reduction and wildlife stewardship. After filling out an application, a Backyard Habitat Technician will visit your yard. The main purpose for this visit it to create a personalized list of ways that you can help restore and enhance the natural habitat of your backyard. Participants can then use this as roadmap towards certification.

The program elements have different qualifications depending on which level of certification you are aiming for. In the invasive species category, there are different plants that need to be removed at each level. Each certification level builds upon the next; meaning that to achieve a platinum rating you will have removed all of the invasive weeds in all categories. The native plants category takes into account what percentage of your yard is naturescaped with native plants and what types of vegetation levels are present. The pesticide reduction category specifies which color pesticides are acceptable based on your certification level. The stormwater management and wildlife stewardship categories provide a list of tasks and depending on the certification level you are aspiring to you must undertake up to three of them. Those aspiring to the platinum certification level, must also undertake at least one task from the education and volunteerism category. Tasks range from getting two neighbors to sign up to participation in continuing education classes throughout the community.

Participation in the programs comes with a number of benefits beyond the beauty of the natural habitat now in your backyard and increase as your certification level increases. Benefits include a sign indicating your certification level, steep discounts on native plant species, memberships to the Audubon Society of Portland and the Columbia Land Trust, tickets to the Oregon Zoo and more. Today there are 2,200 homes in Portland and Lake Oswego participating in the Backyard Habitat Certification Program.

Strategic Partners: Audubon Society of Portland, Columbia Land Trust and Friends of Tryon Creek

Financing: This program is run with funding from Metro, East Multnomah Soil Water Conservation District, West Multnomah Soil Water Conservation District, the City of Lake Oswego, the Rose E. Tucker Charitable Trust, PGE and a number of private donations. Residents also pay a fee of $25 when applying which helps to support and grow the program.

Capacity: While the program is run mainly by the Portland Audubon Society and the Columbia Land Trust, there are a number of agencies and partners that make this work possible. The partnerships yield technical expertise and review of the certification criteria, incentives and discounts for participation in the program, and community outreach through local organization to spread the reach of the program. A full list of partners that help make this program a success can be found on the organization's website.

Barriers to Implementation: The majority of the work for this project is done by members in the community, not the organization overseeing the certification. Because of this, it is crucial that you make sure you have buy in from your community before establishing a program. Is this program something that community members will be committed to partaking in? The major involvement strategy is that people will become involved through word of mouth and from seeing signs declaring their neighbors' yards certified. You must make sure that this enough of a catalyst to get a program like this off the ground. If the conditions are right in your community a program like this can be extremely successful.

The Backyard Habitat Certification program was made possible through the commitment of over thirty partners bringing both funding and technical assistance to the table. Without these partnerships, this program may not have been possible. A steady funding stream as well as a committed group of volunteers, to help spread the word or donate supplies and time, will be necessary to carry out this program.

Lessons Learned

- It's not a one size fits all approach. The Backyard Habitat Certification program understands that every participant is going to be faced with different circumstances. The criteria for this certification reflects this understanding. In many cases, participants chose from a list of tasks allowing them to work towards certification, while still taking into account and choosing which will work most for them.
- Take advantage of the momentum of your highest achievers. The Backyard Habitat Certification program requires those aspiring to the platinum level of certification to engage with others about the program either through recruitment or volunteering. This is a cost effective way for the organization to grow in size and have a greater effect.

References:

http://audubonportland.org/issues/backyardhabitat

http://backyardhabitats.org/

BLOCK PARTY IN A BOX

PHILADELPHIA, PA

Project Summary: The People's Emergency Center (PEC) in Philadelphia, has come up with a creative and engaging way to bring community members together to discuss their visions for their community's future, with funding help from the Knight Foundation. They are awarding Block Parties in a Box to community organizations and leaders. The block party come with a diorama of the neighborhood, a gift card to provide food, a free moon bounce and pop-corn maker, things like chalk and bubbles and the option to have a DJ, photo booth or clown. The group receiving the box just needs to secure a permit with the city, set the date and then work with PEC to ensure that everything is ready for event day! The idea is that a block party will foster civic leadership and get people outside of their homes and talking to their neighbors- helping to build communities. PEC also use these block parties as a platform for dispersing information about services people can use.

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

Financing: The Knight Foundation provided PEC with a $25,000 grant to host 20 block parties in their service area. Community Organizers are responsible for obtaining the permits and costs associated with them. The People's Emergency Center, however, reimburses that money once the permit has been secured.

Barriers to Implementation: Because this project was funded through The Knight Foundation, there is no steady source of funding to carry out projects like this. It would be crucial that an organization find funding immediately to carry out a program like this. This model also relies on the neighborhood groups or leaders that are present and have a desire to organize an event like this. While it is likely that great community leaders exist, they may not be connected to the funding organization. Without ambitious and engaged community leaders, a block party in a box wouldn't be as successful.

Lessons Learned:

- Opportunity to integrate other programs. PEC has a program funded through another grant that has created Community Connectors. These are essentially young adults ages 16-21 living in PEC's service area that are hired to help carry out projects in the community. These young adults helped with many aspects of the block party program including assembling the block and going out to the parties to talk to community members about what is going on in the community.
- Building these interactive boxes can become costly, but have aided in excitement and advertising for the events in the community.
- A system to needs to me in place to ensure that the programs are actually having a positive effect in the neighborhoods. PEC has a table of metrics that they use to assess the success of events.

Contact:

blockparty@pec-cares.org

267-777-5824

References:

http://www.knightfoundation.org/blogs knightblog/2014/7/1/neighbors-connect-with-block-party-box-philly/

http://www.generocity.org/block-party-in-a-box-program-boosts-summer-tradition-in-west-philadelphia/

Personal Communication:
Kevin Musselman- Manager, Neighborhood and Resource Planning at the People's Emergency Center

Metrics Used by PEC to determine program success:

METRIC	DESCRIPTION	PURPOSE
BLOCK LEADERS ENGAGED	Tracking the total number of block leaders, including registered Block Captains (if any), civic association leaders, and other self-identified block leaders. This metric will be tracked in a spreadsheet which includes contact information, contextual notes, and next steps for further engagement.	To increase its network of volunteers who are enthusiastic, engaged, have established leadership roles in their communities. Block Party in a Box will be used as a tool to identify these motivated community leaders and tie them into existing programming (e.g. Community Connector Drop Spots, Make Your Mark! committees, and other PEC-led initiatives).
RESIDENT CONTACT INFO COLLECTED	Block leaders who host a party will collect information from neighbors through a series of sign-in sheets. This tool will include name, address, phone number, email address, and specific interests or quality-of-life concerns	To increase the number of residents who receive ongoing information and updates about available resources and upcoming events. Block Party in a Box is an innovative communications tool which encourages residents to voluntarily sign up to receive these updates via newsletter or text.
NUMBER OF REFERRALS MADE TO ASSISTANCE PROGRAMS	Through the efforts of Neighborhood Advisory Committee staff, block leaders will identify neighbors who seek individualized attention to address quality of life issues, including housing or energy assistance, L&I complaints, financial counseling, job training, street tree signup, community gardening assistance, etc.	To provide direct service to neighbors seeking help with a wide range of issues and help elevate PEC's reputation as a resource within the community. Through these block parties PECCDC's NAC staff can tie neighbors into a long list of assistance programs available through our organization, the city, and a multitude of other nonprofits.
NUMBER OF RESIDENTS ATTENDING COMMUNITY MEETINGS / VOLUNTEER EVENTS	Neighbors who attend one of our block parties will become excited about other community events taking place. We hope to see increased attendance at other PEC events, community meetings, and neighborhood cleanups. There may also be the opportunity for spin-off events to be organized through PEC or local civic associations.	To increase overall resident engagement in civic-minded activities. Block Party in a Box will help elevate enthusiasm for community events and possibly persuade neighbors to participate in events which they may have ever attended before. This increased level of resident involvement helps build stronger, more empowered communities.
NUMBER OF POSITIVE MEDIA HITS	Press coverage of this program will increase awareness of PEC on both a local and city-wide level, allowing neighbors to become more familiar with who we are the services we provide.	We seek to demonstrate our capacity as a high-performing CDC in the city, and showcase our intent to build Block Part In a Box! into a national model

EVERGREEN COOPERATIVE

CLEVELAND, OH

Project Summary: Evergreen Cooperatives, is a program to create community wealth and economic sustainability through leveraging local business and institution anchors purchasing power and stability.

The Cooperative is based on the idea of community wealth building, which aims to improve "the ability of communities and individuals, to increase asset ownership, anchor jobs locally, strengthen the municipal tax base, prevent financial resources from "leaking out" of the area, and ensure local economic stability. This partnership has created four cooperatives to date: Evergreen Cooperative Laundry, GreenCity Growers Cooperative, Evergreen Energy Solutions and The Neighborhood Voice. All four businesses are employee-owned and committed to environmental friendly practices that support the needs of the local businesses, institutions and residents. Beyond establishing and fostering business that meet the needs of the local anchors the Evergreen Cooperative has an important aspect to its plan whereby each of the Evergreen co-operatives is obligated to pay 10 percent of its pre-tax profits back into the fund to help seed the development of new jobs through additional co-ops. Thus, each business has a commitment to its workers (through living-wage jobs, affordable health benefits and asset accumulation) and to the general community (by creating businesses that can provide stability to neighborhoods).

Strategic Partners: The Cleveland Foundation, the City of Cleveland, Ohio, the Cleveland Clinic, University Hospitals, Case Western Reserve University, Towards Employment, Ohio Employee Ownership Center, the National Development Council, Democracy Collaborative, Cleveland Housing Network and the Kelvin and Eleanor Smith Foundation

Financing: Since July 2005, a coalition led by the Cleveland Foundation has been implementing an ambitious strategy to stimulate reinvestment in Greater University Circle. Now included in this group are Case Western Reserve University, University Hospitals, the Cleveland Clinic, the Veterans Affairs Medical Center, University Circle, Inc., Neighborhood Progress, Inc., The George Gund Foundation, the Kent H. Smith Charitable Trust, Charter One Bank, the Greater Regional Transit Authority and the City of Cleveland. The Greater University Circle area expects to have $1.5 billion of institutional developments in the next three-to-five years. Leveraging this investment holds great promise for making this area even stronger.

Initially, the Evergreen Cooperative Corporation received $5.8 million in financing: $1.5 million from HUD from the city of Cleveland, $1.8 million on federal tax credits called New Markets, $750,000 from the Cleveland Foundation and $1.5 million from two banks.

Barriers to Implementation: Organizational: It must be noted that this model has succeeded largely due to the proximity, buy-in, financial support and partnership of the businesses within the University Circle area. The combination of very successful and organized businesses that agree to invest in such a program – with a proximal low income

area or district to draw from – may be difficult to replicate with success and so become a barrier to implementation. It may also be difficult in future projects similar to the Evergreen Cooperative to successfully recruit and organize businesses and institutions into contribute as generously.

Also, important – (from video comment: http://evergreencooperatives.com) this is not a program that is providing training and then releasing those students into the market-place. This is a program that is investing in a business, in this case mutually supportive cooperatives, and then recruiting from the affected neighborhoods and training-up those people into those long term, district stabilizing, jobs and careers.

Capacity: It is important to note that the process of leveraging grants, applying for tax credits, securing overall financing and reaching out to area business for buy-in and support was a significant aspect of this models success and not a task that the neighborhoods could have most likely succeeded in alone. The development of this program took the combined efforts of the Cleveland Foundation, the city government, the Democracy Collaborative at the University of Maryland, College Park, the Ohio Employee Ownership Center at Kent State University along with many of the key area institutions, the Cleveland Clinic and University Hospitals to name only a few.

Also, walking the fine line of creating a businesses structure that provides greater neighborhood opportunities and investment for local residents while avoiding gentrification and displacement is a further important finesse of such a program and the programs location.

Equity: While successful public and private businesses may operate within a given community, or group of communities, this does not necessarily mean that the community is either being well served or profiting from these businesses. Evergreen Cooperatives was established to provide increased equity and long term economic stability for both the immediate neighborhood of University Circle as well as the City of Cleveland at large.

Community Engagement: The business strategy, modeled after both the efforts of Youngstown Sheet and Tube Company and more notably Mondragon, of building a business first and then reaching out to the community to employee and train has the added positive externality of increasing community engagement, involvement and pride. The further step of creating a cooperative where employees are not simply hired as workers but become part owners also increases the success of the project.

References:

The Nation: http://www.thenation.com/article/cleveland-model#

Grassroots Economic Organizing: http://www.geo.coop/node/515

Evergreen Cooperatives: http://evergreencooperatives.com/news/

Capital Institute: http://www.capitalinstitute.org/sites/capitalinstitute.org/files/docs/FS2-Evergreenarticle-C%20%282%29.pdf

Consumer Health Foundation: http://www.consumerhealthfdn.org/index.php/site/page/community_wealth_building/

The Cleveland Foundation: http://www.clevelandfoundation.org/grants/our-priorities/greater-university-circle/

KANSAS CITY GREEN IMPACT ZONE

KANSAS CITY, MO

Project Summary: The Green Impact Zone- a 150 square block area in the heart of Kansas City- was created in response to an increase in disinvestment in this neighborhood. Prior to the zone's creation the neighborhood had a quarter of its lots vacant, one-sixth of its buildings vacant, one-fifth of all mortgages were delinquent and one-half of the population in the area was unemployed. The idea was that if funding, coordination, and partnerships could all be directed towards this zone to help with job growth, neighborhood stability, and increased sustainability change would be imminent. Central to the zone's mission was community engagement- leaders working with the community members to develop a vision and determine which pre-defined strategies were most important to them. The zone has worked on the weatherization of homes, installation of a smart grid, and has created strategies to surrounding economic development, sustainability and the issue of the vacant lots and buildings

Strategic Partners: City of Kansas City, MO, Full Employment Council, KC Area Transportation Authority, KC Metro Crime Commission, KC Power and Light, KC Police Department, Metropolitan Community College, Metropolitan Energy Center, Missouri Gas Energy, Policy Link, Time Warner Cable, University of Missouri-KC, US Census Bureau, Habitat for Humanity, and Local Initiatives Support Corporation,

Financing: Kansas City initially invested $4.2 million into the initiative over four years. This funding helped with administrative tasks, community leadership training and events, data collection, and planning. This initial investment was also used to help obtain additional federal grants, as well as increased public and private investments. Over $178 million has been invested in the area in addition to the $4.2 million that Kansas City brought forth in the beginning.

Barriers to Implementation: In their first annual report, the Green Impact Zone cited that some of the success in this project was due to the combination of unique circumstances. This included resources and funding available under the American Recovery and Reinvestment Act, local government leadership dedicated to place-based approaches to dealing with distressed communities and an increased focus and support for green jobs and increased sustainability. While the Green Impact Zone can be replicated, this culmination of circumstances will not fall into place everywhere—especially now that funding from the American Recovery and Reinvestment Act is no longer available. The Green Impact Zone also had five very active neighborhood associations. This made outreach and engagement a slightly easier task than those without an engaged and organized community.

Capacity: In 2009, urged by Congressman Cleaver Kansas City's city council approved funding to pay for the Green Impact Zone's core staff (an executive director and six staff members). The Mid-American Regional Council, a well-recognized organization in the area, was then selected to administer the funding that was coming from the city and anticipated grants. They were also put in

charge of monitoring the zone's progress, which is done through sporadic progress reports and annual reports. Shortly after solidifying the organizational structure, staff held a series of focus groups with community members to determine the vision and implementation strategies that would guide the work on the initiative.

Lessons Learned:

- Dedicated staff was key to the success of this initiative as it is in many community revitalization processes.
- Support from a well-known and trusted organization was helpful in grounding the initiative's movement and attracting new and varied funding sources.
- A cookie cutter approach, in terms of community outreach, is not the answer. It must be culturally relevant. This is especially true in areas that have been historically oppressed.
- To ensure funding and organization success, long after grants and initial funding are gone, there must be a strategy to diversify funding and cover operating costs.

References:

http://www.greenimpactzone.org/about.aspx

http://greenimpactzone.org/assets/10-16-09_performance_report.pdf

http://greenimpactzone.org/assets/GreenImpactZone_EnergyWorksKC_WhitePaper.pdf

SOCIAL AND ECONOMIC EQUITY

KING COUNTY, WASHINGTON

Summary of Program: King County is recognized as having one of the most diverse populations in the nation. Acknowledging this and anticipating increased diversity in the future county officials pressed to make even greater gains regarding equity and social justice ensuring that no portions of society are left behind.

Through adoption of the King County Strategic Plan 2010-2014: Working Together for One King County, King County has transformed its work on equity and social justice from an initiative to an integrated effort that applies the countywide strategic plan's principle of "fair and just" intentionally in all the county does in order to achieve equitable opportunities for all people and communities. The Equity & Social Justice ordinance establishes definitions and identifies the specific approaches necessary to implement and achieve the "fair and just" principle that is embedded as a core element of the goals, objectives and strategies of the countywide strategic plan.

Strategic Partners: Partnerships and programs resulting from the King County's equity and social justice initiatives include:

- King County, all governmental agencies, to provide access to human and health services helping people who are uninsured become enrolled in free or low-cost health insurance.
- Nurse Family Partnership, providing early childhood development and quality education in an effort to support young first time mothers to get their babies off to a good start.
- Metro, regarding transportation bus services prioritizing transit service for low-income communities and communities of color when considering service changes.
- County school districts, to access affordable, healthy, local food resulting in the 17% decline of childhood obesity following healthy eating and physical activity programs with area schools.
- Raikes Foundation, to reduce youth homelessness through a strategy of prevention and stable housing placement
- Area Parks and Recreation organizations, including the construction of a technology center for youth, community garden, picnic shelter and play area in White Center and the Lake to Sound Trail in South King County.

Financing and Budget: The best examples of applying the Equity Impact Review tool or variations of it have occurred in informing budgets, policies and decision making. Examples of this include:

- The department of Parks and Natural Resources development of a score card approach to look at equity impact review as it is related to Parks. This included the distribution of parks, open space, trails and Farmer's Markets in King County by race, income and language spoken.
- Equity impact review in policy decisions such as the Department of Transportations applying social equity guidelines in decisions regarding reductions and enhancements in transit service.
- Providing multiple trainings for budget analysts and department finance managers on equity and social justice so that staff have a tool to use to complement decision-making on budget changes.
- The Prosecuting Attorney's Office proposes as a one year project to expand truancy prevention education and enhance juvenile detention diversion with potential to save money.
- The Park Division will maintain youth recreation programs in White Center, a diverse and low income urban unincorporated are of the County.

Barriers to Implementation:

Organization and Engagement: As a part of the equity and social justice initiative the Community Engagement Guide was created. This guide promotes effective engagement and customer service with all county communities. Engagement activities include a range of approaches from informing residents to community-led efforts. Community engagement should offer opportunities for people to express their views and have a meaningful role in decision-making.

Coordination: To help provide assistance and support to all branches of King County Government regarding the implementation and integration of the fair and just principles the Inter Branch Team (IBT) was developed. The IBT helps to facilitate accountability of and coordination by all branches of county government through helping develop tools for the specific branches to use. Other methods by which the IBT provides inter agency support includes, assistance with public and community engagement, training, work plan creation, organizational practices and as a forum for ideas for collaboration.

Political: Fostering a program of this type, with the aim to ensure that equity and social justice is the lens through which all government programs are viewed and implemented takes great political will. King County has identified the unique diversity aspect of its composition and leveraged this into a program that has received universal support among its constituents. A less diverse community may have greater difficulty implementing or initiating such an ambitious program.

Community Engagement and Outreach: The outreach involved with the initial crafting of the "fair and just principles" within the adopted 2010-2014 countywide Strategic Plan included input from thousands of residents and county employees over a period of 18 months and was developed in collaboration with council and the county's separately elected officials.

King County Profiles Examples:

City of Kent: With a median household income of $50,000 and more than 1 in 3 residents near poverty the City of Kent determinant of equity was seen to be quality education. Empowered with this knowledge the city moved to reduce barriers to academic achievement for children of color, revise procedures and guidelines for student discipline and establishing the Parent Academy for Student Achievement (PASA) as a means to assist parents of elementary students engage with their schools using peer instruction and real-time, multiple language interpretation during sessions.

Northgate: Having over 20,000 residents with about 1 in 7 in poverty, and 1 in 3 of which is a person of color, along with such amenities as North Seattle Community College, NW Hospital and Medical Center, Northgate saw a need for increased connectedness. With safe and efficient transportation as the key equity determinant Northgate moved to identify strategies to help realize improved neighborhood development outcomes regarding future light rail construction, leveraging land acquisitions for improved transit to the area, and impacts to the City's Comprehensive Plan seeking greater mixed-use and walkable characteristics.

City of Bellevue: With 40 percent of the city's population as being of color, up from 28 percent in 2000 the city saw affordable, safe, quality housing as their determinant of equity. To aid in this an outreach including a mini city hall was established in the heart of Bellevue's most diverse neighborhood, Crossroads and a cradle-to-career community collaboration program was established.

References:

King County Equity and Social Justice: http://www.kingcounty.gov/exec/equity/toolsandresources.aspx

Bothell / Kenmore Reporter: http://www.bothell-reporter.com/news/226533791.html

W.K. Kellogg Foundation: http://www.wkkf.org/news-and-media/article/2012/08/king-county-wash-releases-report-on-equity-and-social-justice

Performance, Strategy and Budget: http://www.kingcounty.gov/exec/PSB/StrategicPlan/CountyStratPlan.aspx

PARKING BENEFIT DISTRICT

AUSTIN, TEXAS – WEST CAMPUS

Summary of Program: A parking benefit district (PBD) is a defined geographic area of a neighborhood, district or city, in which all or a portion of the meter revenue is returned to the district to finance improvements that enhance the quality of life and promote walking, cycling, and the use of public transportation.

The Austin, Texas West Campus PBD was designated in 2005, in an area adjacent to the University of Texas where the city wanted to increase residential density. Due to the area's experiencing significant growth and congestion the city acted to increase parking turnover, and in effect parking availability, while also promoting alternative modes of transportation and generating revenue. Improvements in the area resulting from the program include such amenities as wider sidewalks, benches, street trees and bike racks (see above pictures).

Strategic Partners: The impetuous for the PBD originated from the West Campus neighborhood reaching out to the city for assistance and support for innovative strategies and better management of the areas parking problems. Parking was in great demand and yet because it was free it was being taken advantage of to the point where vehicles were being parked on the streets for entire terms and academic years. The West Campus PBD was a pilot program to help the neighborhood ameliorate this parking problem while generating neighborhood funds at the same time.

Financing: Initial financing for the program came in 2005 when Austin received a $43,275 US Environmental Protection Agency Mobile Source Outreach Assistance Program competitive grant to reduce car emissions. Through the grant the city was able to initiate the pilot PBD in the West Campus district to manage parking demand. The city purchased and installed 96 parking meters setting a flat rate of one-dollar per-hour, with a two hour maximum, from 8am to 5:30pm Monday through Friday. In the first year of the program meters generated $163,000 for the PBD with more than $40,000 being committed to community streetscaping projects. The program has been so successful that in this past year the PBD has generated over $250,000 in funds to be allocated to the neighborhood for benches, sidewalk widening and street lighting.

Future PBDs must also comply with regulations regarding financing outlined in the PBD Ordinance (#20111006-053). As a condition of the application process for PBD at least 96 paid parking spaces must be designated, this is the minimum number of spaces required to pay for the expenses of maintaining and operating parking pay stations and meters in the district.

Barriers to Implementation:

Organizational: For the program to succeed it must be supported by the community. This support comes through inclusion of the neighborhood or district area as well as through outreach to other area stakeholders and neighborhood groups. For the West Campus PBD the city met with 12 area neighborhood and stakeholders groups for advice, buy-in and support en route to a successful project. This thorough outreach included initial feedback for organizing and implementing the program as well as with how collected revenues were to be invested back into the district.

A final aspect that is key to the acceptance of the program by area community members is for the city to be cognizant of the impact that metering the once free parking spaces will have on area residents. For the West Campus PBD area residents who received permits for themselves and their guests were exempted from parking charges involved with the program. The permits were available to residents for the nominal fee of ten dollars per year with a limit of four per resident.

Capacity: A program of this type, requiring significant initial expense, for meters and enforcement, would be difficult for area residents to fund, but not difficult to initiate. Incidentally, the area community of West Campus has succeeded in initiating and implementing a larger section of the neighborhood for additional PBD, beyond the original 96 parking spaces. In 2013 University Area Partners, an independent association in the West Campus neighborhood, advocated to increase the PBD area to 350 metered spaces with a five-hour limit and a $1-an-hour fee.

Equity: The incorporation of PBD insures that everyone who wants a parking space pays and that free parking is not taken advantage of. Equity issues are often leveraged when discussing the impact to community members. Often, as in this case, residential parking permits are made available either at a reduced price or free to area residents. The availability and low cost of the parking permits to area residents ensured that no one was left out.

Community Engagement: Parking Benefit Districts are often supported by area businesses due to the fact that they increase parking turnover creating improved parking ease for an increase in the number of potential customers. Local businesses and residents also support the program because much of the revenue generated stays within the PBD helping to add and improve amenities such as sidewalks, area lighting, curb ramps and bicycle lanes.

References:

City of Austin, TX Parking Benefit District Ordinance: http://austintexas.gov/sites/default/files/files/Transportation/pbd-ordinance.pdf

The Connector: http://www.metroplanning.org/news/blog-post/6717

Sightline Daily: http://daily.sightline.org/2013/10/04/curb-appeal/

Better Cities & Towns: http://bettercities.net/article/%E2%80%98parking-benefit-districts%E2%80%99-make-headway-texas-and-west

Parking Spaces Downtown (real-time parking availability map): http://austintexas.gov/page/parking-spots-downtown

Steve Grassfield, Austin Transportation Department: 512-974-1489

RENEWABLE ENERGY MITIGATION PROGRAM

ASPEN, CO

Project Summary: The Renewable Energy Mitigation Program (REMP) was designed to promote renewable energy and energy efficiency in Aspen and Pitkin County by requiring larger homes and businesses and homes that have energy intensive amenities to mitigate their negative effects. The REMP is essentially a carbon tax run out of the Community Office for Resource Efficiency (CORE), which is a non-profit agency that promotes energy efficiency and renewable energy in Colorado. All new homes or remodels over 5,000 square feet and residential and commercials buildings that have snow melt systems, pools and spas must either pay a mitigation fee or install a renewable energy system onsite. The program was implemented in 2000 and in 2010 the county and city officially adopted the 2009 International Energy Conservation Code with come amendments into their building codes.

The fees collected from REMP are cycled back into the community to pay for energy efficiency upgrades in schools, affordable housing structures, municipal buildings, non-profit buildings, and in a few cases private sector buildings. Projects are selected by CORE with the approval of the Aspen City Council and the Pitkin County Board of County Commissioners. Projects are selected if they have some of the following attributes: affordable housing, cost effectiveness, public visibility, educational potential, environmental benefits, unique opportunities and more. Fees are also used to fund a rebate program. Citizens can apply to this program to get rebates on energy efficient appliances and the installation of photovoltaic and geothermal systems. In 2010, $65,000 was used to fund over 500 rebates saving over 4,500 tons of potential CO2 emissions. It has estimated that REMP has generated over $12 million in fees that have been used for increased energy efficiency rebates and renewable energy projects.

Strategic Partners: Core Office of Resource Efficiency, the Aspen City Council and the Pitkin County Board of City Commissioners

Financing: The funding for the rebate program and renewable energy projects in the community is financed through the mitigation fee collected from those with energy intensive developments. Fees vary depending on the type off development in place. Homes over 5,000 feet in size are charged a one-time fee based on a $1.00 per square foot. Residential homes that have a snowmelt system, spa or pool are charged additional fees. Residential snowmelt systems are charged a fee of $34 per square footage divided by boiler efficiency. Residential pools are charged $136 per square footage divided by boiler efficiency and spas are charged $176 per square footage divided by boiler efficiency. Residential pools and spas under 64 square feet in size are exempt from the fee. Commercial property fees are structured the same way, except the fees are slightly higher. Snowmelt systems are $60 per square foot; spas are $170 per square foot; and pools are $176 per square foot, all divided by boiler efficiency.

All the fees collected are put into a fund which is then used to fund the aforementioned rebate program and renewable energy installations.

Barriers to Implementation: A program like this requires a serious amount of collaboration. While the local government would be responsible for voting the code into action, getting buy-in from their constituencies is integral to its success. This program in its simplest form is a carbon tax, which can seem extremely intrusive to many individuals. In this example, there was a strong collaboration between the city, county and a non-profit. For success at a scale similar to the REMP program, a readiness and willingness to collaborate and work together will be necessary.

Lessons Learned: A non-profit was integral to the success of the rebate program. Being an impartial party, the non-profit could ensure that there was transparency in managing the rebate and project funding. While the city and county have to approve the projects, the non-profit manages applications and project selection along with the rebate system.

References:

http://aspencore.org/remp-the-renewable-energy-mitigation-program/

http://dsireusa.org/incentives/incentive.cfm?Incentive_Code=CO16R&re=0&ee=0

http://www.ilsr.org/rule/climate-change/2536-2/

The actual building code outlining the policy can be found here: http://www.aspenpitkin.com/Portals/0/docs/county/countycode/Building%20Code.pdf

SAN FRANCISCO INDICATOR PROJECT

SAN FRANCISCO, CA

Project Summary: The San Francisco Indicator Project evolved out of the Eastern Neighborhood Community Health Impact Assessment (ENCHIA). ENCHIA was a collaborative decision making process that brought together city leaders, community leaders and other stakeholders to create an indicator system that would help determine how new development affects the various social and physical environments on surrounding neighborhoods. Today the San Francisco Indicator Project has 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. The intention is that the data that is gathered and made available can be used to make better informed decisions. It has also been developed in a way that anyone, from private businesses to community organizations, can use it to assess their neighborhood and compare it to others.

Strategic Partners: San Francisco Department of Public Health, City of San Francisco, various city departments

Financing: Staff to run the San Francisco Indicators Project are funded through the City. There was an understanding that there was value in having public health at the table when it came to planning decisions, but that public health work often comes from a benevolent perspective. This perspective helped create a sense of importance and funding for this project. In similar projects, funding mechanisms have varied, with funding coming from grants or the city in partnership with local foundations and universities.

Barriers to Implementation:

- Specific to ENCHIA process
- Retaining participants. ENCHIA was an 18-month commitment. Many started the process and then dropped mid-way through for a variety of reasons.
- Because this was a consensus driven process, many individuals-some affiliated with city agencies and some not affiliated- questioned the process, legitimacy and importance of ENCHIA.
- Some viewed this as duplicative or competitive with traditional planning processes.
- Consensus driven decision making is a challenging process.
- Specific to SFIP
- Availability of data and the available capacity to analyze this data can be limited.
- This is not done in isolation. There needs to be a strong network between various offices throughout the cities.

Lessons Learned:

- Must be flexible with regards to the process and outcomes
- Acknowledge the political context of development
- Be adaptable to stakeholder needs.
- Engage your stakeholders early on.
- Pick a name that meet aligns with you vision.
- With your stakeholder group established, work to set goals because without goals your indicators have no purpose.

Contact: megan.wall@sfdph.org

References:

http://www.sfhealthequity.org/component/jdownloads/finish/12-eastern-neighborhoods-community-health-impact-assessment-final-report/19-enchia-final-report/0?Itemid=0

http://www.sfindicatorproject.org/about

Personal Communication: Meg Wall Shui, MPH, Lead - Land Use Planning and Health, San Francisco Department of Public Health

PART 4:
FIVE THINGS YOU CAN DO NOW

HERE ARE FIVE THINGS YOU CAN DO TO START BUILDING AN ECODISTRICTS AGENDA WITHIN YOUR MUNICIPALITY.

1. GET EDUCATED - READ THE ECODISTRICTS PROTOCOL

The EcoDistricts Protocol is free to download from the EcoDistricts website (www.ecodistricts.org). Download it, read it, and share it. Be sure to explore other parts of the website that contain additional resources, such as case studies and technical notes on a range of relevant district sustainability issues.

2. GET CONNECTED – SUPPORT IS ALL AROUND YOU

The USDN is an excellent forum for exchange and networking, and the Ecodistricts Task Group is one of several active groups that can support your efforts. Go to www.usdn.org for further information.

EcoDistricts hosts a Summit and an Incubator every year for the key purpose of building the market for district and neighborhood scale sustainable development, and participation is a great way to get connected.

3. BUILD AWARENESS - HOST A BROWN BAG SESSION

It is important to share you inspiration, ideas, and suggestions with colleagues and peers. It is an important first step toward getting everyone on the same page with the EcoDistricts approach. Host a brown bag lunch session within your department, or even better, across departments. Use the toolkit slide deck that accompanies this Toolkit to build awareness among your municipal staff and leaders.

4. TRY IT OUT - CREATE A PILOT

The best way to learn, build support, and identify opportunities for improvement is to develop a pilot project.

5. INSTITUTIONALIZE THE THINKING - EMBED THE ECODISTRICTS APPROACH

There are many ways in which municipal government can embed this approach to promoting district and neighborhood-scale sustainability, through mechanisms such as zoning ordinances, development evaluation, infrastructure investment and procurement of services. Appendix B contains a brief list of examples for you to consider and implement.

APPENDIX A - PRACTICE EXAMPLES

POLICY TOOLKIT

CODING SYSTEM:

1) TYPE OF POLICY

- Regulations and Codes
- Partnerships
- Financial Incentives
- Technical Assistance
- Education and Engagement
- Governance and Stakeholder Agreements
- Budgeting and Infrastructure Investment

2) PERFORMANCE AREAS ADDRESSED:

- Equitable Development
- Health + Wellbeing
- Community Identity
- Access + Mobility
- Energy
- Water
- Habitat + Ecosystem Function
- Materials Management
- Resiliency*

3) PROJECT LEAD:

- Private
- Public
- Third Sector

SOCIAL AND ECONOMIC EQUITY

ENVIRONMENTAL JUSTICE MAPPING TOOL

Summary: Out of a partnership between the Center for Earth, Energy and Democracy (CEED), the Center for Urban and Regional Affairs (CURA) at the University of Minnesota and the West Side Community Organization (WSCO), emerged the CEED Environmental Justice Mapping Tool. This tool is an interactive web-based GIS that allows communities to understand what pollutions and environmental toxins might be present in their neighborhoods. It was created to serve as a knowledge platform that would allow community members to access information that they could then use to advocate on their own behalf.

Policy: Partnerships; Education and Engagement

Performance Area: Equitable Development; Health + Wellbeing; Energy; Materials Management; Community Identity

Lead: Public

Link: http://www.ceed.org/latest-with-ceed/twin-cities-environmental-justice-mapping-tool-released/

COMMUNITY BENEFIT AGREEMENTS:

Summary: Community Benefit Agreements (CBAs) are agreements between a developer and the community in which a development is being sited. Usually these are drawn up because of adverse, development-related effects on the surrounding community (e.g. a large factory). The benefits granted to the community are negotiated between the community group, municipality, and developer. Common promises include drawing workers from the local community, providing affordable housing, paying a living wage, and increasing environmental standards.

Revive Oakland: Oakland, California

When the Oakland Army Base was scheduled for redevelopment, the Revive Oakland association advocated for a community jobs agreement and secured half of the project's jobs for Oakland residents, a living wage for all workers employed on the redevelopment site, employment for community members with criminal records, the promise that all new construction apprentices be from Oakland, and funding for a West Oakland jobs center.

Link: http://workingeastbay.org/section.php?id=75

Connecticut Center for a New Economy: New Haven, Connecticut.

The Yale-New Haven Hospital was looking to expand its physical presence. Through the CBA, the New Haven community was able to voice some of their concerns regarding the expansion. The CBA required the Hospital to provide $1.2 million for housing and economic development in the neighborhood adjacent to the hospital, hire 500 area residents within the five years following the agreement (with at least 50 of these positions providing the opportunity for growth through a designated training program), and devise and fund a strategy to reduce the number of employees that drive by 10% in order to reduce congestion in the neighborhoods.

Links: http://www.ctneweconomy.org/about/history/

http://www.forworkingfamilies.org/sites/pwf/files/documents/YaleNewHavenHospitalCBA.pdf

Policy: Partnerships; Regulations and Codes; Education and Engagement

Performance Area: Equitable Development; Energy; Access + Mobility

Lead: Public and Private

COMMUNITY LAND TRUSTS:

Community land trusts (CLT) are often created with the intentions of helping to transform low- and moderate-income (LMI) neighborhoods. The general concept is that when a bank forecloses on a property it falls into disrepair. The CLT will then negotiate with bank to purchase the property. To maintain permanent affordability on the parcel, the CLT will sell the home to a family that falls within certain income thresholds, but maintain ownership of the land. When the homeowner moves on, the home is to be sold to another LMI family. CLTs provide neighborhoods with stability even as the housing market and economy fluctuate.

First Homes: Rochester, Minnesota

First Homes is an initiative run by the Rochester Area Foundation. The Mayo c Clinic donated $7 million to the creation of a CLT, because their expansion put pressure on housing affordability in the area. Other private businesses were encouraged to provide matching funds, and the collaboration raised $13 million dollars in total. Today, the Community Land Trust operates in the traditional sense, but it is a good example of a private sector-sponsored CLT.

Link: http://www.firsthomes.org/

Homestead Community Land Trust: Seattle, Washington

Homestead was created in 1992 by low-income residents living in South Seattle, and they operate in a manner slightly different from what is described above. In a traditional CLT, the trust acquires the

properties and then sells them to low-income families without the cost of the land. Homestead instead provides families with grants, allows them to afford a home on the private market. After the grant has been used on a property, it becomes part of the trust and the restrictions for resale exist. Homestead added its 150th home to the trust in 2013 and has plans to add another 100 homes to the trust each year by 2020.

Link: http://www.homesteadclt.org/about-homestead/Our-History

Policy: Partnerships; Financial Incentives

Performance Area: Equitable Development; Community Identity

Lead: Third Sector and Private

Link: http://www.urbanstrategies.org/foreclosure/Community_Land_Trust/CommunityLandTrusts_brief.pdf

HEALTH + WELLBEING

BACKYARD INITIATIVE
MINNEAPOLIS, MINNESOTA

Summary: Backyard Initiatives is a partnership between Allina Health, LISC-Twin Cities, and community members in the neighborhoods surrounding Allina Health's Headquarters, Abbott Northwestern Hospital, and the Phillips Eye Institute. It was created out of the realization that even though residents were surrounded by great health care facilities, they were more likely to experience health related issues. The initiative has created Citizen Health Action Teams (CHATs) to rally community members with similar interests and health related concerns. These CHATs are helping the Backyard Initiatives define the health needs of the community and a plan to address them.

Policy: Partnerships; Education and Engagement. A similar program is the Community Benefit Programs at St. Joseph Health Sonoma County.

Performance Area: Health + Wellbeing; Equitable Development

Lead: Third Sector

Link: http://www.allinahealth.org/ahs/aboutallina.nsf/page/Brief_Backyard_Initiative

http://www.stjosephhealth.org/For-Community/Community-Outreach/Community- Benefits/Programs-and-Clinics.aspx

SEED CHICAGO
CHICAGO, ILLINOIS

Summary: SEED Chicago is a curated Kickstarter page from World Business Chicago that features small businesses and community development projects that benefit communities and Chicago as a whole. It has raised money to start projects that attack food deserts in the Chicago area. These projects include Rogers Park Business Alliance's GROW-Food business incubator, Growing Home's Englewood Urban Farm, the Garfield Park Community Council's Fresh Food Market, Albany Park's Global Gardens refugee training project, and YoLo's Food & Snacks Mobile Kitchen in the Austin neighborhood. The majority of these programs start small in the districts that have a need for food resources, but are selected based on their level of severity. By using companies in the area to spark donations this method creates change in districts first without the need of citywide policy or approval.

Policy: Partnerships; Financial Incentives; Budgeting and Infrastructure Investment

Performance Area: Health + Wellbeing; Community Identity; Equitable Development

Lead: Public

Link: http://www.worldbusinesschicago.com/seed-chicago

http://www.cityofchicago.org/city/en/depts/mayor/press_room/press_releases/2013/august_2013/ayor_emanuel_

KABOOM!

WASHINGTON, DC

Summary: KaBOOM! is a national non-profit organization that partners with small 501(c)3 organizations that work in low income communities that lack a space for children to play. They two organizations work together to plan, fundraise and build playgrounds. Core to their mission is community involvement; the playground planning board must be made up of community members and parents. The group must raise at least $8,500 towards the costs and be able to ensure that 200 community volunteers will be present on the build day. The end result of this partnership is a playground in the community that acts as public space and a means of recreation for children. Follow-up studies have also found that community members use the skills they received during the training process to carry out neighborhood scale improvements post-playground installation.

Policy: Partnerships; Financial Incentives; Technical Assistance; Education and Engagement

Performance Area: Health + Wellbeing; Equitable Development

Lead: Third Sector

Link: http://kaboom.org/build_playground/build_it_kaboom_playground_grant

http://www.knightfoundation.org/media/uploads/publication_pdfs/KaBoom-executive-summary.pdf

FRESHMOVES

CHICAGO, ILLINOIS (STALLED W/O FUNDS)

Summary: Freshmoves was created by a group of three community activists in Chicago after they read a report about food deserts in their neighborhood. They knew that they didn't have the capacity to open their own grocery store, nor did they have the resources to attract an established grocer to the area. They instead worked with the city to secure an old bus, which was then retrofitted with refrigerators and shelves. The bus is now stocked with fresh produce and moves to different sections of the neighborhood ensuring that all have access to healthy fresh food. Other examples of similar projects include StockBox in Seattle and the Twin Cities Mobile Market in Minneapolis.

Policy: Partnership

Performance Area: Health + Wellbeing; Equitable Development

Lead: Third Sector

Link: https://www.facebook.com/freshmoves/info

http://stockboxgrocers.com/

http://www.wilder.org/Programs-Services/tcmm/Pages/default.aspx

NYC GREEN CART INITIATIVE

NEW YORK CITY, NEW YORK

Summary: In a response to the vast number of food deserts in New York City, the Tisch Illumination Foundation and the New York City Department of Health and Mental Hygiene partnered to create the NYC Green Cart Initiative (NYC GCI). The NYC GCI allows 1,000 additional mobile vendors to operate within the city. The one stipulation is that they have to sell raw fruits and vegetables and must operate within a designated food desert. When receiving their permits, operators are assigned to one of the five boroughs and can operate only within that borough. Since 2008, approximately 500 carts have applied and secured permits to sell fresh produce.

The city and the Tisch Illumination Foundation have worked to provide training to the operators, provide the NYC Green Cart Fresh Food Packs to the communities (these food packs have seasonal recipes and produce tips), and secure devices that will allow cart operators to accept SNAP benefits.

Policy: Partnership

Performance Area: Health + Wellbeing; Equitable Development

Lead: Third Sector

Link: http://www.lmtilluminationfund.org/grants/food/nyc-green-cart

NEW COLUMBIA

PORTLAND, OREGON

Summary: New Columbia, a Hope VI redevelopment project, carried out by HomeForward (formerly the Housing Authority of Portland) was plagued by crime and social isolation shortly after opening. Even after hiring additional police officers to patrol the area, HomeForward still noticed that social isolation was an issue. To combat this, they hired a person that would work on strengthening community relations. They also provided six months of rent relief to community members that were willing to volunteer up to 15 hours a week working on community building. Out of this incentive came a variety of social groups, including a LGBT group, a mommy group and a Biggest Loser weight loss support group. There has recently been a decrease in crime in the New Columbia neighborhood and residents have reported that they feel safer.

Policy: Partnerships; Engagement and Education

Performance Area: Health + Wellbeing; Equitable Development; Community Identity

Lead: Third Sector

Link: http://www.oregonlive.com/portland/index.ssf/2014/06/new_columbia_states_largest_pu.html

OAKWATCH: THE OAKLAND CODE ENFORCEMENT PROJECT

PITTSBURGH, PENNSYLVANIA

Summary: Oakwatch is a partnership between Oakland community members, the Oakland Planning and Development Corporation, and a number of other city organizations. Their objective is to increase community livability and safety by enforcing building codes, parking violations, and excessive and disruptive behavior. To achieve this there is a community reporting function, volunteer citizen patrols which work closely with the police and monthly meetings held with all of the collaborators. These meetings allow all city organizations to understand where the nuisance properties are in the neighborhood and where the issues are. By having this open line of communication and a group of community members to follow up on the complaints, it is more likely that code violations with be addressed in a timely manner.

Policy: Partnership; Regulations and Codes; Education and Engagement

Performance Area: Health + Wellbeing; Community Identity

Lead: Public and Private

Link: http://www.opdc.org/oakwatch/

AIRBEAT
ROXBURY, MASSACHUSETTS

Summary: AirBeat is a current pilot project being funded through the Environmental Protection Agency. It came out of a growing concern of asthma rates in the community. The neighborhood experienced a higher presence of diesel fuel from buses and other particulate-releasing entities. Through a partnership with community members, government agencies and research groups, a real-time air quality monitoring system has been put in place. The data is analyzed and is available to community members online within an hour, providing particulate levels and warnings regarding which groups may be susceptible to respiratory issues.

Policy: Partnership; Education and Engagement

Performance Area: Health + Wellbeing; Community Identity

Lead: Public

Link: www.airbeat.org http://www.researchgate.net/publication/11435262_From_asthma_to_AirBeat_community-driven_monitoring_of_fine_particles_and_black_carbon_in_Roxbury_Massachusetts

COMMUNITY IDENTITY

SUSTAINABLE NEIGHBORHOOD SMALL GRANT COMPETITION
ST. LOUIS, MISSOURI

Summary: The city of St. Louis launched a competitive grant proposal process in May of 2013. Grants were being awarded to neighborhood groups that proposed projects aimed at helping to improve livability and quality of life at the local level. Projects that received funding included painting roof tops with white paint to reduce energy expenses, teaching teens about entrepreneurship through bee keeping, and installing natural prairie ecosystems into a blighted area as a means of beautification and enhanced sustainability.

Policy: Technical Assistance

Performance Area: Community Identity; Energy; Water; Habitat + Ecosystem Function

Lead: Public

Link: https://stlouis-mo.gov/government/departments/mayor/news/Building-Sustainable-Neighborhoods-Grant-Competition-Winners-Announced.cfm

Contact: Catherine Werner

DC VIBRANT RETAIL STREETS TOOLKIT
WASHINGTON, DC

Summary: The DC Vibrant Retail Streets Toolkit provides city agencies, non-profits, business owners and other stakeholders with the tools needed to evaluate the retail streets in the District and a suite of strategies to aid in improvement. The city created this toolkit to help leverage retail success with the renewed interest in urban form, walkability and sustainability. The toolkit contains best practice studies, metrics and advice and guidance of the key issues that retailers can face. Through the use of the toolkit, the District hopes to foster collaboration among stakeholder, support new businesses and ensure that visitors to the District have access to a wide range of goods and services.

Policy: Partnerships

Performance Area: Community Identity; Access + Mobility

Lead: Public

Link: http://planning.dc.gov/DC/Planning/Across+the+City/Other+Citywide+Initiatives/DC+Vibrant+Retail+Streets+Toolkit

CULTURAL PROGRAMMING:

Neighborhoods and local cultural organizations are banding together to transform their cultural attributes into celebrations in order to attract people into the area. In some cases, cultural programming has been shown to help revitalize communities through increasing levels of economic investment and strengthening social ties amongst residents. There has also been evidence of crime reduction and an increased perception of safety within the neighborhood. Cultural Programming can take many forms, including: festivals, monthly arts and music events, open studio sessions, celebrations of cultural and ethnic experiences unique to an area, etc.

Williamsburg Walks: New York City, New York

Neighbors Allied for Good Growth partners with the NYC Department of Transportation to shut down car access to Bedford Avenue on Saturdays in June. The community is then allowed to use this public space to celebrate their neighborhood. Local businesses, community groups and residents are all encouraged to participate. Past Williamsburg Walks Saturday have included adding a grassy pad to the street, exercise classes, tables and chairs set up to act as plaza, life size scrabble games on the street and much more. The community is in charge of determining what activities they want to see. Because the population of this neighborhood has been changing, many have seen this as a good opportunity for old and new community members to come together and create meaningful connections.

Link: http://nag-brooklyn.org/issuesprojects/williamsburgwalks/

East Somerville Community Placemaking: Somerville, Massachusetts

Isolated from the rest of the city by construction of Interstate 93 in the 1970s, the East Somerville neighborhood is home to a large immigrant population (48% foreign born) and is undergoing rapid transformation with a newly built park and streetscape improvements. With help from funding from the National Endowment for the Arts "Our Town" grant, East Somerville Main Street and local organizations worked together with community members and artists to tell the neighborhood's unique history and to celebrate its future. Activities included street festivals, community-led tactical urbanism projects, and culturally relevant and family friendly arts workshops outdoors in public spaces and in the business corridors restaurants.

Link: http://arts.gov/national/our-town/grantee/2013/east-somerville-main-streets#sthash.lcJgangy.dpuf

AHA!: New Bedford, Massachusetts

AHA! is an initiative of the city of New Bedford intended to revitalize the downtown core and attract more visitors to the area. Plagued by crime, drugs, and violence, a partnership comprised of nonprofit organizations, art galleries, restaurants, retail and schools came together to create AHA! in 1999 as a monthly event to celebrate and showcase the arts and culture of the city. The monthly event has helped to attract new cultural activities to the city and generate an atmosphere of creativity for the city. Research has shown increased revenue and job growth in the Downtown and has shown that perceptions of the area have changed after coming to the event.

Link: http://ma-smartgrowth.org/news/placemaking-project-aha-nights-new-bedford/

Policy: Partnership

Performance Area: Community Identity; Access + Mobility

CITY REPAIR
PORTLAND, OREGON

Summary: City Repair is a group that formed out the growing realization that many modern cities lack public spaces or plazas for individuals to gather in. The grid system, which is used as the major street network for many cities, had been found to foster and promote social isolation. City Repair formed to reclaim these public spaces at the cross roads of streets in order to promote social cohesion and sustainability.

There most notable projects are Share-It Square and Sunnyside Piazza in Portland, Oregon. Both were carried out by community members and include an intersection painting and variety of installations on the street corned abutting the intersection. Share-It Square has a bench, lending library, solar powered tea stand, children's playhouse, brick oven and a number of fruit trees. These are all available for the community to use. Sunnyside Piazza, which was created in response to noise, traffic, drug dealing and other crimes has trellises on the corners and arches over the sidewalks surrounding the intersection. In both cases, research has shown increased levels of participation and approval of the neighborhood be community members and decreased levels of crime. City Repair works with the neighborhood to plan and implement the projects, which are intended to help build community and increase/highlight sustainability. This concept has been implemented in other neighborhoods in Portland and in other U.S. cities.

Policy: Partnership

Performance Area: Community Identity; Materials Management; Equitable Development

Lead: Third Sector

Link: http://cityrepair.org/about/

http://www.restreets.org/case-studies/share-it-square-sunnyside-piazza

PEOPLE ST
LOS ANGELES, CALIFORNIA

Summary: People St is program of the City of Los Angeles Department of Transportation. The City provides materials and tools in a DIY Kit that community members and organizations can apply for to revitalize public spaces in their communities. The first project launched in 2011 as a Bicycle Corral. Residents took over a parking space on the street to install a 10-bike parking stall. This led to increased foot traffic and stimulated further economic development. The goals of People St are to increase community engagement and identity, improve public transportation and increase ridership, and stimulate economic vitality and development in the hopes of attracting future capital-intensive investments in the physical infrastructure of the neighborhood. This project is a collaboration between community groups, elected officials, and city staff. It is important to note that the city provides cost-efficient design materials to make the project possible.

Policy: Partnership; Financial Incentives

Performance Area: Community Identity; Access + Mobility

Lead: Public

Link: http://www.psfk.com/2014/01/diy-street-design-kit-la.html#!0a2Of

LITTLE TOKYO CULTURAL ECODISTRICT

LOS ANGELES, CALIFORNIA

Summary: The Little Tokyo district maintains over 130 years of culture, history and identity. As stakeholders look to redevelop the district, community members, local businesses, and community based organizations want to maintain and enhance this identity. The Little Tokyo/ Arts District Regional Connector (LTSC) is set to attract new visitors and significant amounts of private investments to the area, so organizations like the Little Tokyo Service Center Community Development Corporation want to ensure that local residents are included in the process to establish the vision and set the standards for this redevelopment project. LTSC has strategically brought together key stakeholders ranging from city departments to community-based organizations by co-creating a transparent governance structure and process with the hopes of being able to retain that 130-year cultural identity that makes Little Tokyo so unique and special.

Policy: Partnerships; Governance and Stakeholder Agreements

Performance Area: Community Identity; Equitable Development; Access + Mobility

Lead: Public

Link: http://www.kcet.org/socal/departures/la-in-motion/envisioning-little-tokyos-future-as-a-cultural-ecodistrict.html

THE VILLAGE AT MARKET CREEK

SAN DIEGO, CALIFORNIA

Summary: The Village at Market Creek is the result of a major planning project that was co-designed and implemented by community members. Partnering with the Jacobs Center for Neighborhood Innovation and various sponsors at the local and national level, residents were able to set a vision for the 60 acre area which had suffered from decades of disinvestment and neglect. The Village is considered a Cultural Center used to advance a healthy and sustainable lifestyle for the community while also promoting cross-cultural learning and understanding. Almost 40% of the Market Creek Plaza, the Village's major retail area, is owned by the community. The Village won an Our Town Grant from the National Endowment for the Arts for its commitment to using art and culture to unite the neighborhood. This can be seen in public art installations and creative walking paths. The Village has also been cited as a successful example of what can happen "when residents own the vision and are incolved in the decision making process from the beginning."

Policy Type: Partnerships; Education and Engagement

Performance Area: Community Identity; Access + Mobility

Lead: Public

Link: http://www.thevillageatmarketcreek.com

CAFÉ AU PLAY

PORTLAND, OREGON

Summary: Café au Play is a great example of a neighborhood solving one of its needs through grassroots methods and determination. Looking for a place to meet with their children, three neighborhood mothers envisioned a café as the perfect solution. After testing its model for six months at six local area coffee houses and raising $24,000 in donations, they took possession of an

area business recently seized by federal marshals due to drug-related issues; Cafe au Play was born. Cafe au Play is a nonprofit coffeehouse whose mission is to meet the needs of diverse families for a comfortable, accessible space that encourages social interaction, genuine and sustainable support, creative stimulation, and community inclusion. As a combination coffee shop and play center, it draws families in and allows them to stay longer to build community and to access Cafe au Play's programs and services such as its "krafty kids" and barista training programs.

Policy Type: Partnership

Performance Area: Community Identity; Equitable Development; Health + Wellbeing

Lead: Private

Link: http://cafeauplay.org/about/

ACCESS + MOBILITY

PARKING BENEFIT DISTRICT

AUSTIN, TEXAS

Summary: In 2005, the area of Austin around the University of Texas' West Campus experienced significant growth, bringing increased congestion. The city secured a grant from the EPA to help deal with the issue and created a Parking Benefit District (PBD). Meters would be installed in an area with clear boundaries where parking would no longer be free. The revenue, after city maintenance fees, would be split between the city's general fund and direct investment into district improvement. Austin used the grant to install 96 parking meters that charged $1 per hour with a two-hour limit to ensure turnover. In the first year, the meters generated over $163,000 for the PBD. This money was used to improve sidewalks, bike lanes, transit shelters, benches, crosswalks and more throughout the parking benefit district. Studies have shown that local businesses in the area were not adversely affected by metered parking.

Policy: Regulations and Codes; Budgeting and Infrastructure Investment

Performance Area: Access + Mobility

Lead: Public

Links:

Texas: http://austintexas.gov/department/parking-benefit-district-pbd and http://www.metroplanning.org/news/blog-post/6717

Washington, DC: http://ddot.dc.gov/service/performance-based-parking-pilots

Pasadena, CA: http://www.uctc.net/access/23/Access%2023%20-%2002%20-%20Small%20Change%20into%20Big%20Change.pdf

COMPLETE STREETS ORDINANCE

Summary: A Complete Streets Ordinance strategy aims to make roads and street networks safer, more livable, and welcoming to everyone. The intention is that streets will be planned, designed, operated, and maintained to enable safe, convenient, and comfortable travel and access for all users regardless of transportation mode. Specific pedestrian elements include sidewalk improvements such as raised crosswalks, median pedestrian refuge crossing islands, curb cuts, sidewalk bulb-outs and full Americans with Disabilities Act (ADA) compliance. Regarding motor vehicles, traffic calming measures are often implemented

including reducing the size of the travel lanes, road diets, inclusion of center medians, street trees, the elimination of free-flow right-turn lanes, and shorter curb corner radii. For cyclists, dedicated bicycle lanes, cycle tracks, contraflow lanes, neighborhood greenways, increased bike parking and wide paved shoulders are often implemented for easier access. Transit accommodations often include, improvements to waiting areas and increased headways, bus rapid transit options, transit signal priority, and dedicated bus lanes.

Case Study: Lancaster, CA

In 2010, six traffic signals and two lanes were removed and a central "rambla" (a nod to Barcelona, Spain's famous thoroughfare) was built on Lancaster Boulevard, providing pedestrian facilities, parking spaces, and a space for community events. Existing sidewalks were widened and new lighting, landscaping, paving, and trees were put into place. After the renovations, the total number of car crashes dropped nearly 70% and sales tax revenue in the area has increased 26% since the overhaul. 40 new businesses have opened, providing 800 new jobs; 100 new housing units sprouted up a block from the newly christened "BLVD"; and after the initial public investment of $10.4 million in 2006, private investment in the downtown area is currently estimated at $125 million.

Policy: Regulations and Codes; Budgeting and Infrastructure Investment

Performance Area: Access + Mobility; Health + Wellbeing; Energy

Lead: Public

Link: http://www.smartgrowthamerica.org/complete-streets

McCann, B., Meyer, A., Woods, J., and Morfas, C. (2012) It's A Safe Decision: Complete Streets in California, National Complete Streets Coalition and Local Government Commission, Washington, DC.

BIKESHARE PROGRAMS

Summary: Bike share programs aim to provide short-term bicycles rental options for interested users. These programs, currently in place in cities ranging from London to NYC to Montreal are similar in that they provide docking stations across the given city where one can unlock and rent a bike for a time usually less than 30 minutes. When the user has completed their ride they only need return their rented bike to another docking station.

Policy: Technical Assistance; Education and Engagement

Performance Area: Access + Mobility; Energy; Health + Wellbeing; Equitable Development

Lead: Public

Links: http://www.altabicycleshare.com/about

http://en.cyclocity.com/

WALKING SCHOOL BUSES OR BICYCLE TRAIN

Summary: The Walking School Bus or Bicycle Train is a group of children that walk or bike to school with the supervision of an appointed adult, usually a parent or teacher volunteer. These programs have established routes, pick-up location and pick-up time similar to a typical school bus. These exist all over the country, and the impacts on health and school achievement are being tracked. Springfield,

Massachusetts established a walking school bus as a strategy to reducing chronic absenteeism. The school bus started with approximately ten children, but in the 2011-2012 school year had grown to about 135 students. Initial finding have proven that student participating in the walking school bus have on average a 2% higher attendance rate and teachers report that those students have let out some of their pent up energy, allowing them to focus better in the classroom.

Policy: Education and Engagement

Performance Area: Access + Mobility; Health + Wellbeing; Equitable Development

Lead: Private

Link: http://www.walkingschoolbus.org/index.html

http://www.attendanceworks.org/what-works/springfield-walking-school-bus/

MAKE WAY FOR PLAY TOOLKIT

CHICAGO, ILLINOIS

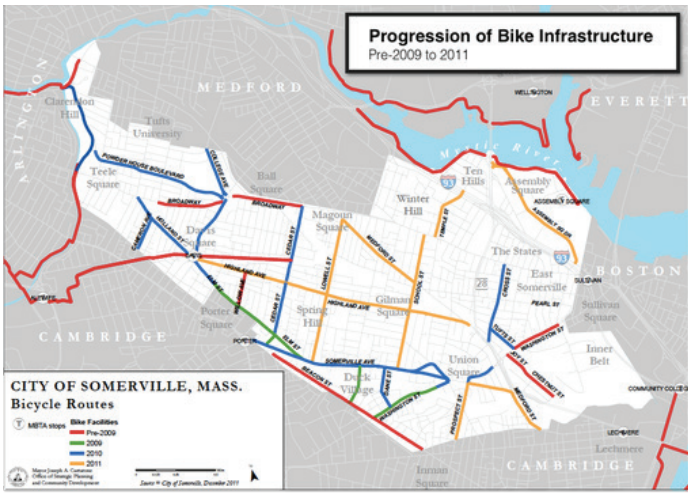
Summary: The Make Way for Play Toolkit, developed through the Chicago Department of Transportation, was designed to encourage alternative transportation and recreation while also attempting to better energize the public right of way to promote active living. The program provides specific strategies and design recommendations as well as a toolkit to aid neighborhoods in creating safer streets for pedestrians and cyclists. The goal is to increase walking, bicycling, and transit use within and through parks via the planning, design, construction and maintenance of parks and complete streets that are safe and attractive for people of all ages and abilities. Specific aspects of the program include providing outreach on the benefits of active transportation and physical activity, encouraging the use of parks for active transportation and play; enforcing traffic and personal safety laws within parks; and encouraging collaboration among city departments, county, state and federal agencies, as well as private developers and civic partners, to improve the health of Chicago residents through the implementation and evaluation of this and other related documents.

Policy: Education and Engagement; Partnerships; Regulations and Codes

Performance Area: Access + Mobility; Health + Wellbeing; Community Identity; Energy

Lead: Public

Link: http://www.cityofchicago.org/city/en/depts/cdot/supp_info/make_way_for_play.html



NEIGHBORWAYS

Summary: Neighborways are streets that have been known to have low traffic volumes that are optimized to promote bicycle travel. These neighborways are shared roadway facilities that utilize pavement markings, way-finding signage, and a variety of traffic calming solutions. The overall goal is to make these facilities extremely attractive to all types of cyclists, while discouraging automobile traffic. Current projects being planned and implemented include those in Louisville, Kentucky, Somerville, Massachusetts, and Palo Alto, California.

Policy: Partnerships; Regulations and Codes; Education and Engagement

Performance Area: Access + Mobility; Health + Wellbeing

Lead: Public

Links: http://www.louisvilleky.gov/BikeLouisville/Neighborways/

http://www.somervillestreets.com/

http://www.tucsonaz.gov/files/bicycle/BIKESAFE_32%20-%20Bicycle%20Bou...pdf#32%20-%20Bicycle%20Bou...pdf

WALKABILITY AUDITS:

Summary: A walkability audit is an overall assessment of the pedestrian environment of a street, usually carried out by community groups, planners, or urban designers. Participants go out into the public space and, with a ranking sheet, note and score the environments. Things that are considered include crosswalks, sidewalk conditions, sidewalk obstructions, traffic, and pedestrian amenities. An example of a traditional walkability audit is the Flagstaff, Arizona link below. A more modern approach to a walkability audit is walkscope, a web-based platform where community members in Denver, Colorado can report conditions on a map. A comprehensive example is walkscore, which incorporates transit and bicycling into its metrics.

Policy: Education and Engagement

Performance Area: Access + Mobility; Community Identity

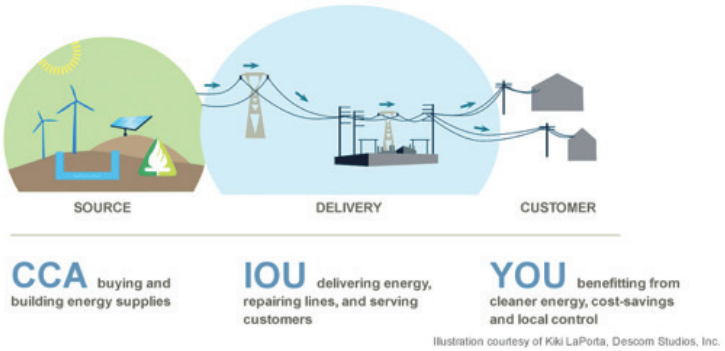
Lead: Public

Links: http://www.flagstaff.az.gov/index.aspx?NID=1893

http://www.walkscope.org

http://www.walkscore.com

ENERGY



COMMUNITY CHOICE AGGREGATION

Summary: Community Choice Aggregation is an electric procurement system that—once enabled by state law—allows municipalities and counties to aggregate the buying power of a defined jurisdiction. From there they are able to secure alternative energy supply contracts that have proven to be both reliable and capable of providing greener power at a cheaper price. CCAs provide residential and small business electricity customers a greater chance to engage with the deregulated electric market.

Policy: Partnerships; Budgeting and Infrastructure Investment; Financial Incentives

Performance Area: Energy; Equitable Development

Lead: Public

Link: http://ase.tufts.edu/uep/degrees/field_project_reports/2013/Team_7_Final_Report_2013.pdf http://www.thesolarfoundation.org/sites/thesolarfoundation.org/files/TSF_CCAfactsheet_Final.pdf

GREENEST CITY 2020 ACTION PLAN
VANCOUVER, BRITISH COLUMBIA

Summary: Vancouver, British Columbia has set a goal to become the greenest city in the world by 2020. The Greenest City 2020 Action Plan sets forth ten goal areas that have very specific 2020 targets. Two innovative ideas in the plan regarding energy were Vancouver's Neighborhood Energy Utility (NEU) and Green Rezoning. The NEU, the city's first renewable district heating system, has seen a 55% reduction of greenhouse gas emissions through connecting all the building in the district to one shared renewable heating source. Green Rezoning, established in 2008 to ensure higher sustainability standards, enforces environmental regulations on large site redevelopments. Any land over two acres that is rezoned must include plans in district energy screening and feasibility, sustainable site design, green mobility, clean vehicles, rainwater management, solid waste diversion, sustainable housing affordability, and housing mix.

Policy: Regulations and Codes

Performance Area: Energy; Access + Mobility; Water; Materials Management

Lead: Public

Link: http://vancouver.ca/green-vancouver/greenest-city-2020-action-plan.aspx

PLANYC: NYC ENERGY EFFICIENCY CORPORATION
NEW YORK CITY, NEW YORK

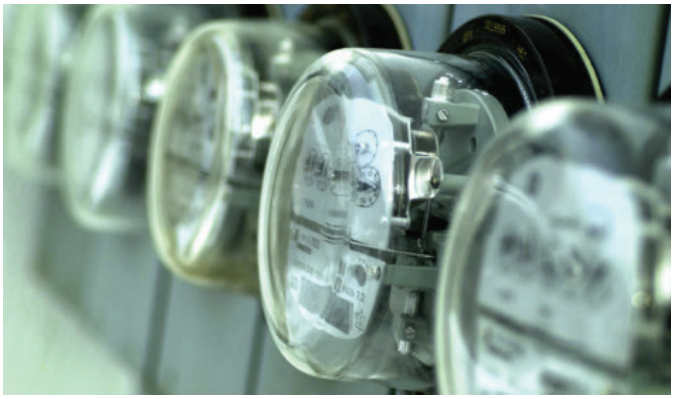
Summary: Through the PlaNYC process emerged the NYC Energy Efficiency Corporation (NYCEEC). This corporation was created as a way to leverage federal funding and commercial lending services to finance energy projects. This makes lending for these types of projects less risky from a lenders perspective, but makes funding more accessible for property owners. The NYCEEC is also tasked with providing the latest information on energy efficiency funding and tax incentives.

Policy: Financial Incentives; Education and Engagement

Performance Area: Energy

Lead: Public

Link: http://nytelecom.vo.llnwd.net/o15/agencies/planyc2030/pdf/planyc_2011_energy.pdf



CHICAGO ENERGY BENCHMARKING
CHICAGO, ILLINOIS

Summary: The energy benchmark ordinance was passed in hopes that by having information on energy performance and use, awareness could be raised. The ordinance, which will be phased in over three years, requires that all buildings over 50,000 square feet track their energy consumption and report it to the city on an annual basis. Every three years, the reported information will be verified by a licensed architect, engineer, or city appointed

technician. The hopes are that when equipped with information, the building tenants and owners will take steps towards increasing their energy efficiency.

Policy: Regulation and Code; Education and Engagement

Performance Area: Energy

Lead: Public

Link: http://www.cityofchicago.org/city/en/progs/env/building-energy-benchmarking---transparency.html

FORTZED
FORT COLLINS, COLORADO

Summary: FortZed's mission was to transform the downtown area of Fort Collins, Colorado and the main campus of Colorado State University into a net-zero energy district. This would be carried out through conservation measures, energy efficiency upgrades, renewable energy generation, and the incorporation of smart technologies. A partnership between the Colorado Clean Energy Cluster (CCEC), Fort Collins Utilities and Colorado State University was created to carry out this project. The overall goal of FortZed's energy district is to create more energy than it uses

Policy: Partnerships

Performance Area: Energy

Lead: Public, Private and Third Sector

Link: http://fortzed.com/home

WATER

RIVERSMART PROGRAM
WASHINGTON, DC

Summary: The River smart Program, which is run out of the District Department of the Environment, offers incentives to those who install technologies aimed at reducing stormwater run-off on their properties. The first incentive is available to those in priority watersheds, which pays for the entirety of the design and build fees incurred when installing low impact development (LID) practices. The other incentive is available citywide and will pay for up to 60% of the project's cost for specific LID developments. The incentives assist in covering the costs of cisterns, rain gardens, pervious pavement improvements, and other landscaping that would encourage stormwater retention.

Policy: Financial Incentives; Regulations and Codes

Performance Area: Water; Habitat + Ecosystem Function

Lead: Public

Link: http://ddoe.dc.gov/service/riversmart-communities

GREEN STREETS PROGRAM
PORTLAND, OREGON

Summary: Portland has implemented the Green Street Program, in which the city installs stormwater management devices—like bioswales—in the public right-of-way. These installations not only capture stormwater and allow it to filter back into the ground, but also help to create attractive green spaces in neighborhoods and enhance pedestrian safety. The city is technically responsible for the upkeep of the green streets, but has established the Green Street Stewards Program. Stewards are community members who, after a brief training, adopt a green street and work to maintain it in between city visits.

Policy: Partnership; Budgeting and Infrastructure Investment

Performance Area: Water; Habitat + Ecosystem Function

Lead: Public

Link: https://www.portlandoregon.gov/bes/article/209685

HIGHPOINT REDEVELOPMENT
SEATTLE, WASHINGTON

Summary: Starting in 2000, Seattle began to implement small scale Green Stormwater Infrastructure (GSI), and in 2005 they began work to carry out their first neighborhood scale GSI. They worked with the Seattle Housing Authority and the Washington Department of Ecology to incorporate GSI into the 129-acre High Point Public Housing Redevelopment Project. There are more than four miles of vegetated swales throughout the development and a retention pond that collects and cleans runoff before it flows into a local creek. The pond is now a central feature in the neighborhood.

Policy: Partnership; Education and Engagement

Performance Area: Water; Habitat + Ecosystem Function

Lead: Public

Link: http://www.seattlehousing.org/redevelopment/high-point/sustainable/

POTZDAMER PLATZ URBAN WATERSCAPE
BERLIN, GERMANY

Summary: The Potzdamer Platz Urban Waterscape is a good example of rainwater harvesting at the district level. Six million gallons of rainwater are currently collected from the rooftops of 19 buildings in the area. The water is used for landscape irrigation and water features on site, as well as within building to flush toilets and in the fire suppression system. Underground cisterns and ecoroofs are key features to the function of this waterscape. In addition to water retention, the system provides natural cooling systems for the urban area with a measured cooling effect of 2 degrees Celsius (3.6 degrees Fahrenheit) during the summer.

Policy: Budgeting and Infrastructure Investment; Education and Engagement

Performance Area: Water; Energy

Lead: Public

Link: http://www.dreiseitl.com/index.php?id=82&lang=en

https://ilbi.org/education/Resources-Documents/Reports-Docs/WaterDocs/toward-net-zero-water-report (pg 56)

POROUS PAVING
PHILADELPHIA, PENNSYLVANIA

Summary: Philadelphia's first porous green street on the 800 block of Percy Street replaced traditional impervious asphalt and reduces the amount of stormwater entering city sewers. Located in South Philadelphia's Bella Vista neighborhood, the porous pavement allows stormwater runoff to infiltrate the surface, storing the water in a stone bed until it can be absorbed by the soil. This project was a collaboration between the Philadelphia Water Department and the Philadelphia Streets Department.

Policy: Partnership

Performance Area: Water; Access + Mobility

Lead: Public

Link: http://www.phillywatersheds.org/what_were_doing/green_infrastructure/tools/porous_paving

HABITAT + ECOSYSTEM FUNCTION

DEPAVE
PORTLAND, OREGON

Summary: This is a group that focuses on neighborhood-scale projects to promote green development, specifically through removing pavement. The featured case is a nature playground constructed after removing an area of concrete at Opal School. Aimed at improving the future of local communities, this organization targets places like schools and parks to promote green development and awareness: a perfect example of a neighborhood scale organization creating positive change without citywide legislation.

Policy: Partnerships; Technical Assistance; Education and Engagement

Performance Area: Habitat + Ecosystem Function; Community Identity

Lead: Third Sector

Link: http://www.depave.org

FRIENDS OF TREES
PORTLAND, OREGON

Summary: Friends of Trees is an organization originally based out of Portland but now running programs in Salem and Eugene, OR as well as Vancouver, WA. Their mission is to build community and improve the urban environment by increasing the number of trees planted within neighborhoods and throughout the community. Through their Neighborhood Trees program Friends of Trees reaches out to communities, often targeting those with the fewest overall street trees, and provides discounted trees for homeowners to purchase. Friends of Trees then organizes and coordinates the tree planting at no additional expense. Their Green Spaces Initiative program trains crew leaders to guide volunteers to restore green spaces and watersheds

Policy: Partnerships; Technical Assistance; Education and Engagement

Performance Area: Habitat + Ecosystem Function; Water; Community Identity; Access + Mobility

Lead: Third Sector

Link: http://www.friendsoftrees.org

WILD NEIGHBORHOODS
JACKSON HOLE, WYOMING

Summary: Wild Neighborhoods is a Jackson Hole Conservation Alliance program that works with experts from their partner organizations, such as Grand Teton National Park, Jackson Hole Fire/EMS, Wyoming Game and Fish Department, and the Jackson Hole Wildlife Foundation to reduce wildlife conflicts in neighborhoods, facilitate free movement of wildlife through residential areas, prepare homes for wildfires, and protect habitat near residential areas. Their goal is to provide homeowners with the measures they can take to be safe, responsible stewards of their land – knowing that neighborhoods can be wild places and wanting to keep it that way. Specifically, they work with the experts from their partnership organizations to evaluate neighborhoods and homes that might increase the risk of a wildlife conflict. Once they

have evaluated the residence and the surrounding area they present the results to the homeowner along with a set of recommendations to make their "already great neighborhood even better."

Policy: Partnerships; Education and Engagement

Performance Area: Habitat + Ecosystem Function;

Lead: Public

Link: http://www.jhalliance.org/?q=WildNeighborhoods

GREENTHUMB

NEW YORK CITY, NEW YORK

Summary: GreenThumb is the largest community gardening program in the nation, providing programming and material support to over 600 community gardens in NYC. Initiated in the 1970s in response to the city's financial crisis and the subsequent abandonment of public and private land, GreenThumb renovated derelict land for community garden use. These community gardens—now managed by neighborhood residents—provide important green space, improving air quality and livability, bio-diversity and the overall wellbeing of residents. GreenThumb now assists those looking to start a garden at vacant lots as well as finding and joining an already established garden community. They also provide a number of resources including how to request assistance and material support, aid with signage, and help with basic gardening knowledge and skills.

Policy: Education and Engagement; Technical Assistance

Performance Area: Habitat + Ecosystem Function; Health + Wellbeing; Community Identity; Equitable Development

Lead: Third Sector

Link: http://www.greenthumbnyc.org/

URBAN BEEKEEPING PROGRAMS

Summary: The East Cleveland Community Garden has expanded its events from simple garden education to hosting an extensive beekeeping program through the summer for both adults and teens in the neighborhood. Aimed as a way to improve pollination in the garden and surrounding neighborhood area, educate those involved, and increase habitat for an insect seeing massive die-offs due to corporate agriculture herbicides, the beekeeping program has also provided a valuable education tool to those involved.

Policy: Partnerships; Education and Engagement

Performance Area: Habitat + Ecosystem Function; Health + Wellbeing

Lead: Private

Links:

East Cleveland, OH: http://www.neighborhood-voice.com/neighborhood-news/east-cleveland/community-gardeners-bring-beekeeping-program-to-east-cleveland/

Oakland, CA: http://ecologycenter.org/events/introduction-to-backyard-beekeeping-2/

New York City, NY: http://www.honeybeesuite.com/tag/beekeeping/ (blog)

RESIDENTIAL ENVIRONMENTAL PROGRAM SERIES

FORT COLLINS, COLORADO

Summary: As a way to encourage improved habitats at the neighborhood level the city of Fort Collins has implemented a free environmental program series to educate home and property owners on how to better landscape their property. The program series includes three classes: understanding permaculture, covering the holistic approach to landscape design; unique and functional xeriscaping, which covers residential landscape design using low water use native plants and vegetation; and wildscaping 101: habitat hero landscaping, which educates one on how to provide habitat for songbirds and pollinators while continuing to use native plants and plants with low water requirements while improving habitat.

Policy: Education and Engagement

Performance Area: Habitat + Ecosystem Function; Water

Lead: Public

Link: http://www.fcgov.com/utilities/community-education/adults/environmental-program-series/

URBAN ECOLOGY CENTER

MILWAUKIE, WISCONSIN

Summary: The Urban Ecology Center is an innovative organization with three locations in the greater Milwaukie area. A particular program of interest within the organization is their Neighborhood Environmental Education Project (NEEP), which serves kids in more than 44 urban Milwaukee schools each year. This program gives students the opportunity to walk in the woods, stand in a river in hip waders, or run along the beach at Lake Michigan when they might have no other opportunities to do so. The school program is complemented by afterschool programs, summer camps, and weekend activities designed to involve, inspire, educate and connect kids to each other, to caring mentors, and to the natural world. A similar thing is being done at the Belafonte Tacolcy Center in Miami Florida.

Policy: Partnerships; Education and Engagement

Performance Area: Habitat + Ecosystem Function; Health + Wellbeing; Community Identity

Lead: Third Sector

Links: http://urbanecologycenter.org/

http://urbanecologycenter.org/what-we-do/neep.html

http://www.urbangreenworks.org/tacolcy-park-wildlife-habitat

MATERIALS MANAGEMENT

ENVIRONMENTALLY PREFERABLE PURCHASING POLICY

BURLINGTON, VERMONT

Summary: Burlington, Vermont has committed to ensuring that all purchasing done through any of its departments will be environmentally friendly, with items ranging from energy to paper towels. This Environmentally Preferable Purchasing Policy has been cited as particularly innovative because of the shift to a centralized purchasing location at City Hall, with deliveries that will only be made once a week and a tote service to cut down on cardboard and other supplies used in the shipping process. Similar programs are active in Minneapolis, Minnesota and Richmond, California.

Policy: Regulation and Code

Performance Area: Materials Management; Energy

Lead: Public

Links: http://www.icleiusa.org/action-center/learn-from-others/EPP%20policy%20ADOPTED.pdf

http://www.minneapolismn.gov/www/groups/public/@citycoordinator/documents/webcontent/convert_261511.pdf

http://www.ci.richmond.ca.us/index.aspx?NID=1882

MANDATORY RECYCLING AND COMPOSTING ORDINANCE

SAN FRANCISCO, CALIFORNIA

Summary: San Francisco has a goal of sending zero waste to the landfill by 2020. One of their monumental steps towards achieving this goal was making recycling and composting mandatory for all city residents and businesses. Residents have the option participate in the curbside-recycling program run by Recology or they can compost on their property.

Policy: Regulation and Code

Performance Area: Materials Management

Lead: Public

Link: http://www.sfenvironment.org/article/recycling-and-composting/mandatory-recycling-and-composting-ordinance

VIRTUAL WAREHOUSE

SAN FRANCISCO, CALIFORNIA

Summary: The City of San Francisco has created a Virtual Warehouse for its city offices to use. This website is a location for offices to post their excess or no longer needed furniture, office supplies and technology. The idea is that when other city agencies need to purchase something, they should check the Virtual Warehouse before buying new. It is estimated that since 2004, the Warehouse has redistributed over 900 tons of furniture, supplies, and equipment. This redistribution is thought to have also saved the city over $6 million.

Policy: Partnerships, Financial Incentives

Performance Area: Materials Management

Lead: Public

Link: http://www.sfenvironment.org/article/municipal-recycling-and-composting/virtual-warehouse-re-use-depot-for-city-departments

PAY-AS-YOU-THROW

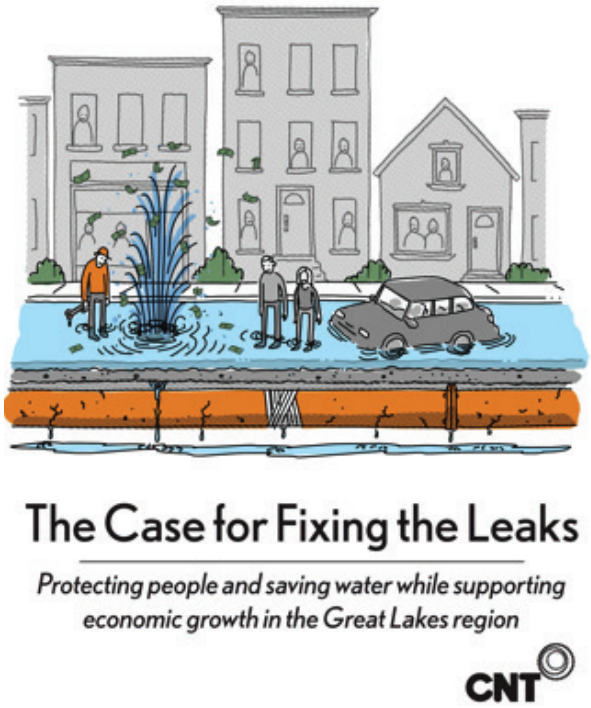
Summary: Municipalities all over the country use some form of a pay-as-you-throw program. The idea is simple: residents are charge a variable rate for trash collection, which is based on the amount of waste that they dispose of. Traditionally, waste services are paid for through a property tax or flat fee. It is often argued that this was inequitable and discourages recycling. Pay-as-you-throw programs have yielded great results. Communities with programs in place have seen an increase in recycling and a decrease in waste being sent to the landfill. For example, Dubuque, Iowa achieved a 30% increase in recycling and a 28% decrease in garbage tonnage after only four years with a pay-as-you-throw program.

Policy: Regulations and Codes; Financial Incentives

Performance Area: Materials Management; Equitable Development

Lead: Public

RESILIENCY



WETROFIT PROGRAM
CHICAGO, ILLINOIS

Summary: Run through the Center for Neighborhood Technology (CNT), Wetrofit is a pilot program working with property owners that have experienced flooding. The main goal is to implement this wet-weather retrofitting service at the neighborhood scale to help reduce overall flooding. They currently work with the homeowners to install environmentally conscious flood mitigation techniques, including landscaping and rerouting stormwater discharge. Priority is given to homeowners that are surrounded by other homeowners also dealing with the implications of flooding that are willing to take part in the program.

Policy: Education and Engagement; Technical Assistance

Performance Area: Water; Health + Wellbeing; Equitable Development

Lead: Third Sector

Link: http://www.cnt.org/water/projects/neighborhood-flood-reduction/

THE BIG U
NEW YORK CITY, NEW YORK

Summary: After Hurricane Sandy and the subsequent flooding of Manhattan, New York began to look into measures of prevention against such natural disasters. The Big U proposal, which recently won $335 million to fund implementation processes, addresses the idea of resiliency through design. Preventative measures must be multi-functional in order to provide services when there is no threat of a storm surge. Big U has broken the U-shape of Manhattan into three districts and is implementing projects specific to each area's needs. These developments will work to mitigate the effects of large storms similar to Hurricane Sandy while enhancing the public space. Projects include deployable walls and berms, the former decorated by local artists and attached to the underside of FDR Drive to drop during storms and prevent surges from rushing into the city all while helping bring art into the area, the latter acting as open space for citizens to enjoy as well as flood mitigation in the case of storm surges.

Policy: Budgeting and Infrastructure Investment; Technical Assistance

Performance Area: Health + Wellbeing; Community Identity; Access + Mobility; Water

Lead: Public

Link: http://www.rebuildbydesign.org/project/big-team-final-proposal/

SUSTAINABLE COMPREHENSIVE PLAN

GREENSBURG, KANSAS

Summary: A tornado tore through Greensburg Kansas in 2007 destroying 95% of the built environment. Faced with building the town from the ground up, Greensburg seized the chance to create a sustainable community that incorporated resiliency planning into its new roots. Greensburg is the highest ranked community in the world in regards to LEED-certified buildings per capita, with about half a dozen buildings alone achieving LEED platinum certification. The city also gets 100% of its energy from wind energy. An entire section of the comprehensive plan is dedicated to hazard mitigation and preparedness.

Policy: Education and Engagement, Regulations and Codes; Budgeting and Infrastructure Investment

Performance Area: Equitable Development; Health + Wellbeing; Community Identity; Access + Mobility; Energy; Water

Lead: Public

Link: http://www.greensburgks.org/residents/recovery-planning/sustainable-comprehensive-master-plan/view

APPENDIX B - EXAMPLES OF EMBEDDING THE ECODISTRICTS APPROACH

FIVE WAYS TO INSTITUTIONALIZE ECODISTRICTS IN MUNICIPAL GOVERNMENT

ZONING

Encourage the establishment of EcoDistricts by adopting a zone with outright or conditional use privileges for projects meeting EcoDistricts criteria for social equity, economic prosperity, and environmental stewardship. The zone could be either an overlay, where eligible areas are pre-identified by the municipality, or a floating zone that authorizes the use in any location that meets siting criteria.

Mechanism: model Zoning Ordinance amendment.

LARGE DEVELOPMENT EVALUATION

As part of the development permitting process, require that large projects, e.g. over 5 acres, prepare a feasibility assessment of EcoDistrict measures that could be incorporated into the project, or undertaken in cooperation with the surrounding neighborhood, e.g. district energy. The assessment would conclude with those measures the developer commits to investigating further, and those not being pursued and the reasons why.

Mechanism: model Zoning Ordinance amendment.

INFRASTRUCTURE PLANNING AND INVESTMENT

Adopt a decision-making step on infrastructure planning and investment that screens major projects, e.g. over $1 million, for EcoDistrict leveraging opportunities. These would include situations where infrastructure could anchor or catalyze an EcoDistrict, e.g. a new composting facility; or support an adjoining EcoDistrict, e.g. ped/bike connectors that create needed linkages.

Mechanism: model Resolution or administrative directive.

PUBLIC LAND DEVELOPMENT

Require that developers bidding on the acquisition and development of municipally-owned land include a proposed approach for achieving EcoDistrict goals and performance targets, either internally or in partnership with the surrounding neighborhood. The bidding provision could either mandate that feasible EcoDistrict measures be incorporated into the project; or the proposed approach could simply be used as one consideration among several for selecting the developer.

Mechanism: model Request for Proposals language.

PROCUREMENT OF SUPPLIES AND SERVICES

As part of the procurement of supplies and services, a municipality could identify those with a strong neighborhood-level geographic orientation, e.g. park maintenance, and ensure equitable access or preference for small business or community-based bidders located in the same geography. To strengthen the pool of bidders, the municipality could partner with community-based entrepreneurship programs on capacity-building.

Mechanism: model procurement policy.

EcoDistricts

1223 SW WASHINGTON ST., SUITE 200 | PORTLAND, OREGON 97205 | 503.863.2565