



Version 1.0

PROTOCOL

THE GLOBAL PERFORMANCE STANDARD THAT EMPOWERS
SUSTAINABLE NEIGHBORHOOD- AND DISTRICT-SCALE
DEVELOPMENT



V.1: 04.16



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CONTENTS

01 | **THE CHALLENGE**
HOW WE BUILD OUR CITIES IS THE BIGGEST CHALLENGE OF OUR LIFETIME

05 | **OUR RESPONSE**
A NEW MODEL OF URBAN REGENERATION: THE ECODISTRICTS PROTOCOL

09 | **INTRODUCING THE PROTOCOL**
PUTTING PEOPLE AND THE PLANET AT THE CENTER OF NEIGHBORHOOD-
AND DISTRICT-SCALE DEVELOPMENT
IMPERATIVES
PRIORITIES
IMPLEMENTATION

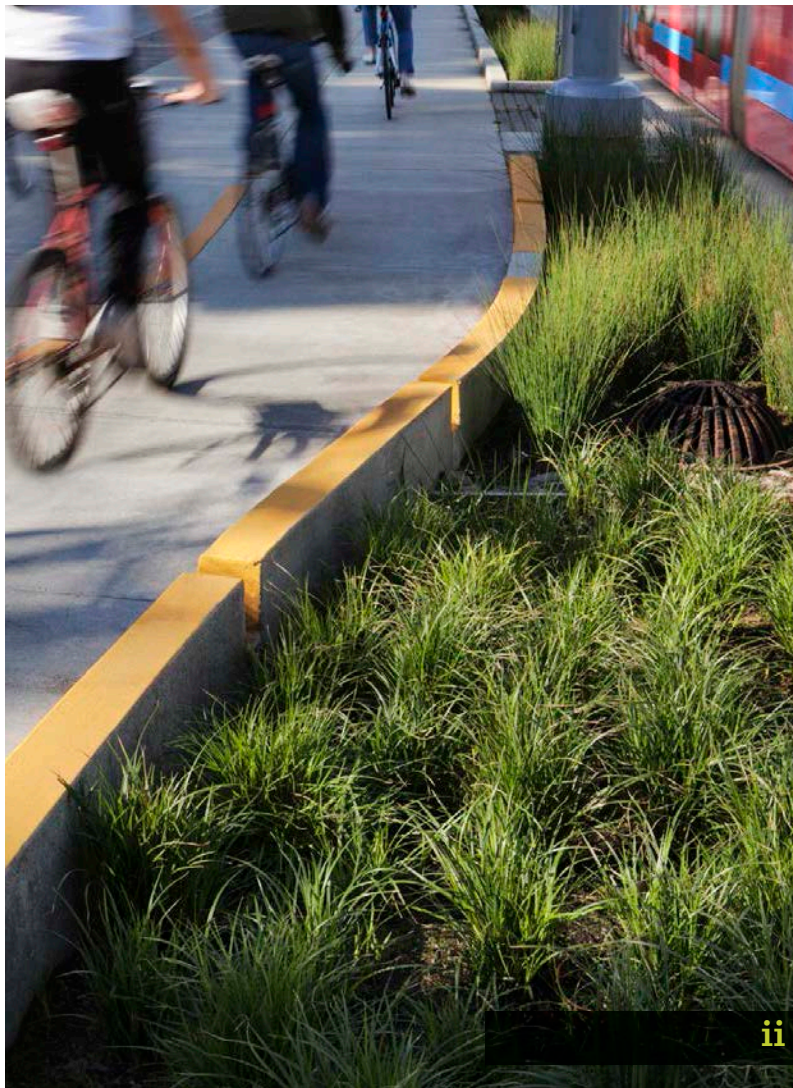
17 | **WHO THE PROTOCOL IS FOR**
SUPPORTING A NEW GENERATION OF URBAN REGENERATION LEADERS

21 | **HOW THE PROTOCOL WORKS**
WE CALL ON VISIONARY CITY MAKERS TO DISRUPT THE STATUS QUO
IMPERATIVES COMMITMENT
FORMATION
ROADMAP
PERFORMANCE
ECODISTRICTS CERTIFICATION

33 | **APPENDICES**
APPENDIX A: GLOSSARY OF TERMS
APPENDIX B: ROADMAP PHASE DISTRICT ASSESSMENT REQUIREMENTS
TABLE B.1: PRIORITIES, OBJECTIVES, AND INDICATORS

47 | **HISTORY OF THE PROTOCOL: RESEARCH AND DEVELOPMENT**

50 | **ABOUT ECODISTRICTS**



ii



THE CHALLENGE

HOW

WE

BUILD

OUR

CITIES

IS

THE

BIGGEST

CHALLENGE

OF

OUR

LIFETIME



Our Cities Are Undergoing a Radical Transformation

Around the world, cities are undergoing the biggest growth of the past 100 years. More than one-half of the world's people now live in cities, a proportion expected to grow to two-thirds by 2050. To support this urbanization, trillions of dollars are flowing into communities. The number of multiple-building, district-scale projects is increasing at a record pace, and cities are making significant investments to build and revitalize neighborhoods, commercial districts, brownfields, as well as critical water, energy, and transportation systems.

THE COST OF GROWTH HAS BEEN HEAVY, HITTING NEIGHBORHOODS THE HARDEST

Cities now contribute to a vast and growing equity gap — where the postal code a child is born into has a bigger role in determining their future than any other single factor. Worldwide, a number of complex issues are colliding: income, education, and health disparities that sit at the root of social unrest; blight and ecological degradation; and the growing threat of climate change.

Here is the good news — there is a growing appetite for innovation as cities seek competitive advantage to attract talent and investment, embrace aging and historically disenfranchised populations, restore cultural integrity, enhance prosperity, and respond intelligently to a rapidly changing climate.

NEIGHBORHOODS ARE THE SOUL AND LIFEblood OF THE CITY

Yes, neighborhoods sit at the heart of some of the most complex challenges facing city makers today. But they can also become the building blocks of sustainable cities. Neighborhoods provide a uniquely valuable scale to introduce and accelerate investments that can achieve profound improvements in equity, resilience, and climate protection. Neighborhoods are small enough to innovate and big enough to leverage meaningful investment and public policy.

How we build our cities — from the neighborhood up — is the biggest challenge of our lifetime



OUR RESPONSE

A

NEW

MODEL

OF

URBAN

REGENERATION:

THE ECODISTRICTS PROTOCOL



The EcoDistricts Protocol

For far too long, urban regeneration has been primarily about brick-and-mortar solutions to building and rehabilitating neighborhoods. The world of city building has drastically changed, and it requires a more diverse and more integrated range of innovative solutions to empower social vibrancy and restore ecological health. Success hinges on building robust public-private-civic partnerships to align leadership, improve cross-sector collaboration, and build new models of inclusive governance to drive effective planning and project delivery.

To foster a new model and era of urban regeneration, EcoDistricts has created the EcoDistricts Protocol: a framework for achieving people-centered, economically vibrant, planet-loving neighborhood sustainability.

THE ECODEDISTRICTS PROTOCOL IS:

- **A TOOL FOR FOSTERING NEIGHBORHOOD- AND DISTRICT-SCALE SUSTAINABILITY.** The Protocol is freely available and EcoDistricts encourages those interested in advancing neighborhood sustainability to use it.
- **A RIGOROUS CERTIFICATION STANDARD.** Certification attests to the achievement of Protocol requirements, marks industry leadership, and connects certified projects with a global peer-to-peer learning network pursuing continuous improvement.

Above all, the EcoDistricts Protocol is designed to be a flexible performance framework rather than a prescriptive standard. Project Teams tailor the Protocol to local circumstances, set their own performance targets based on local conditions and aspirations, and measure progress against the EcoDistricts Imperatives and Priorities.

Many terms used in the Protocol have specific meanings. Please refer to the Glossary of Terms in **Appendix A** for clear definitions of key terms.

INSPIRATION FROM COLLECTIVE IMPACT

The EcoDistricts Protocol was inspired by Collective Impact, a framework for leaders to come together in a structured and collaborative manner to achieve large-scale social change. The Protocol calls for Project Teams to create a shared vision and common agenda, establish shared measurements, foster mutually reinforcing activities, and identify and support a backbone organization that orchestrates the work of the group. For further information about collective impact, visit www.collectiveimpactforum.org.



INTRODUCING THE PROTOCOL

PUTTING

PEOPLE AND PLANET

AT THE

CENTER

OF

NEIGHBORHOOD-

AND

DISTRICT-SCALE

DEVELOPMENT

Introducing the Protocol

WHERE VALUES, PERFORMANCE, AND COLLABORATION MEET TO SPUR INNOVATION AND CHANGE

The Protocol is a rigorous sustainable urban development framework designed to achieve vibrant community outcomes. The Protocol puts a comprehensive lens on every urban regeneration decision, drives the delivery of meaningful performance outcomes, and sets the conditions for sustainable, collaborative impact.

The Protocol is structured around three core areas:

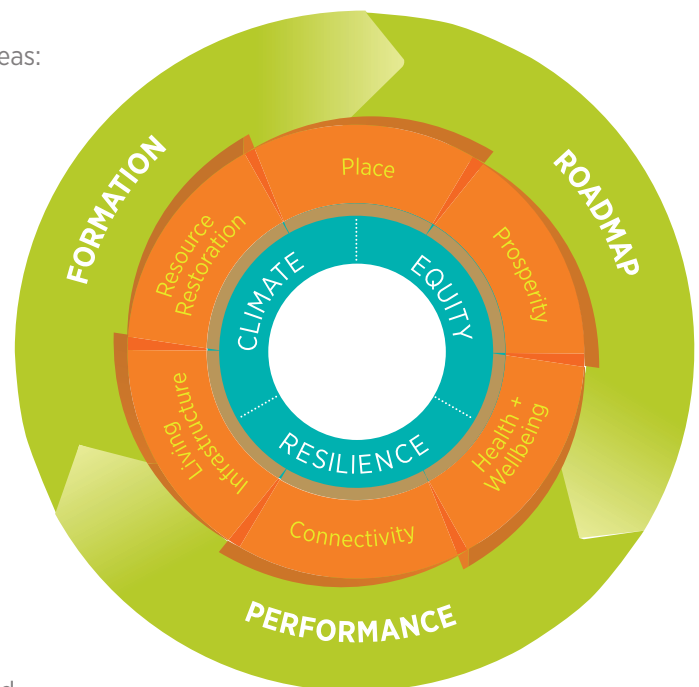
3 IMPERATIVES: Equity, Resilience, and Climate Protection

6 PRIORITIES: Place, Prosperity, Health + Wellness, Connectivity, Living Infrastructure, and Resource Restoration

3 IMPLEMENTATION: Formation, Roadmap, and Performance

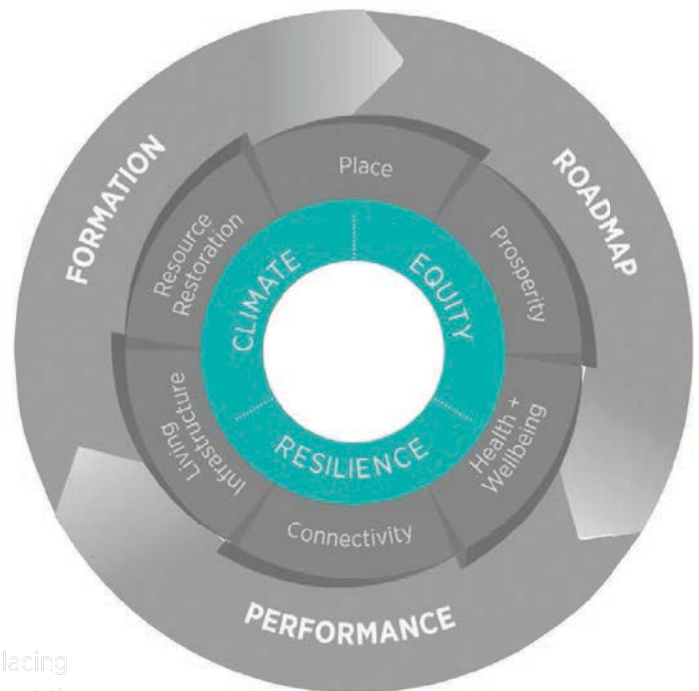
The Protocol is designed to inspire urban regeneration projects that:

- Commit to equity, resilience, and climate protection
- Support multi-stakeholder collaboration and governance
- Create a comprehensive neighborhood- and district-scale roadmap guided by sustainability performance indicators
- Rigorously report progress with a commitment to transparency and knowledge sharing



IMPERATIVES PUTTING PEOPLE AND PLANET AT THE CENTER OF CHANGE

The EcoDistricts Protocol starts with an unwavering commitment to three Imperatives: **Equity, Resilience, and Climate Protection**. By embedding these cross-cutting Imperatives within all aspects of a district, the Protocol recalibrates our urban regeneration mindset by placing social, economic, and environmental sustainability at the center of neighborhood initiatives.



Equity

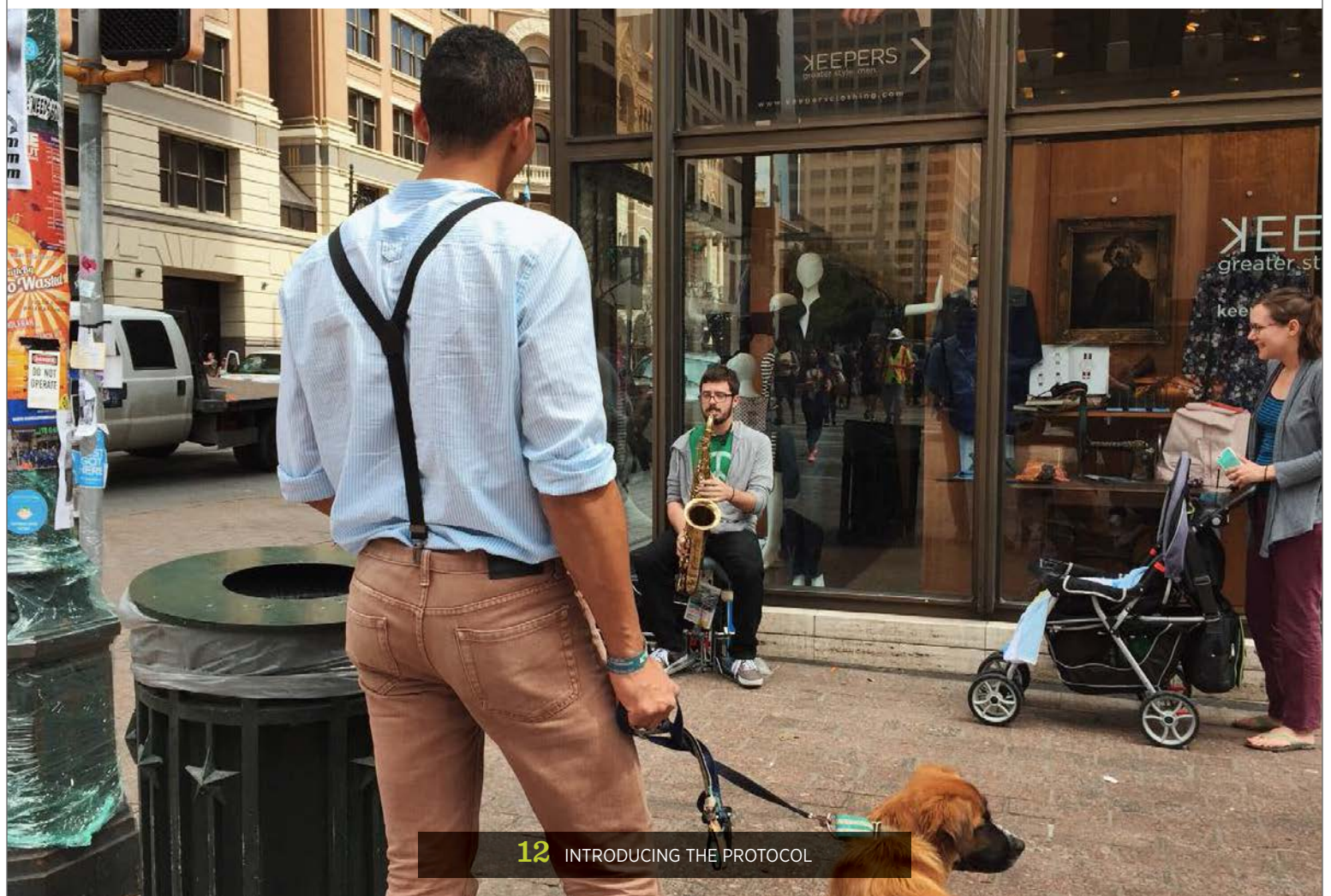
Cities that embrace equity identify and acknowledge the communities most vulnerable to change. Project Teams must take action to ensure their community has the opportunity to meaningfully participate, lead, reach its full potential, and thrive.

Resilience

Resilience is the capacity of cities to function so that all people are able to withstand the stresses they encounter. Project Teams must commit to addressing resilience with a broad lens that prepares for social, economic, and/or environmental shocks and stresses.

Climate Protection

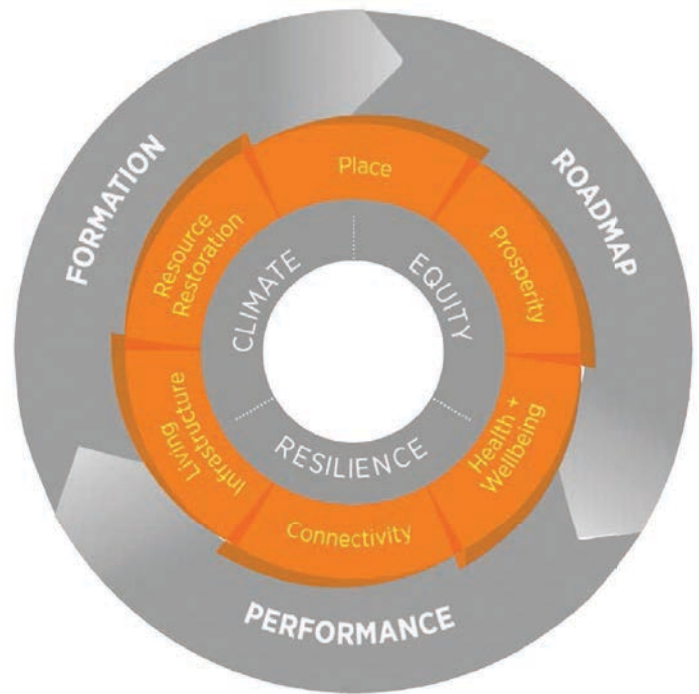
Cities are responsible for over 75 percent of global greenhouse gas emissions. Project Teams must commit to building a pathway to carbon neutrality.



PRIORITIES

ACHIEVING MEANINGFUL OUTCOMES

At the heart of the EcoDistricts Protocol are six Priorities — a set of six rigorous goals, 49 objectives, and 94 indicators used to scope and define a district's sustainability agenda.



Place

Create inclusive and vibrant communities

Prosperity

Support education and economic opportunities that build prosperity and accelerate innovation

Health + Wellbeing

Nurture people's health and happiness

Connectivity

Build effective and equitable connections between people and places

Living Infrastructure

Enable flourishing ecosystems and restore natural capital

Resource Restoration

Moving towards a net positive world



IMPLEMENTATION

CATALYZING NEIGHBORHOOD SUSTAINABILITY PROJECTS

Underpinning the EcoDistricts Protocol is a three-phase implementation framework. This framework sets the conditions for sustained, scalable outcomes that address the Protocol's Imperatives and Priorities and meet the specific needs of the district over time.



Formation

Build the necessary leadership, collaboration, and decision-making conditions to support effective project implementation.

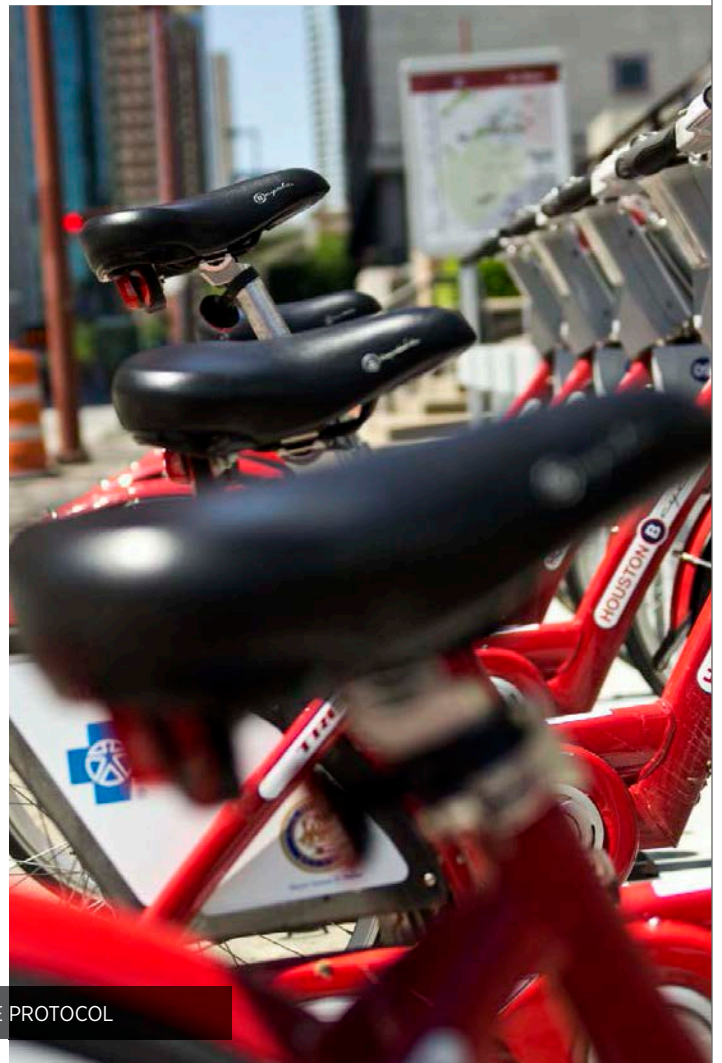
Roadmap

Assemble a comprehensive action plan composed of baseline conditions, performance targets, feasible strategies for achieving the targets, and a schedule and resources for implementation.

Performance

Implement the Roadmap, monitor and report outcomes, and adapt and strengthen ongoing performance. Report progress and measure impact biennially.

THE ECODISTRICTS PROTOCOL HERALDS
A NEW ERA OF CITY BUILDING FOCUSED
ON EQUITY, RESILIENCE, AND CLIMATE
PROTECTION FROM THE NEIGHBORHOOD UP



WHO THE
PROTOCOL
IS FOR

SUPPORTING

A

NEW

GENERATION

OF

URBAN

REGENERATION

LEADERS

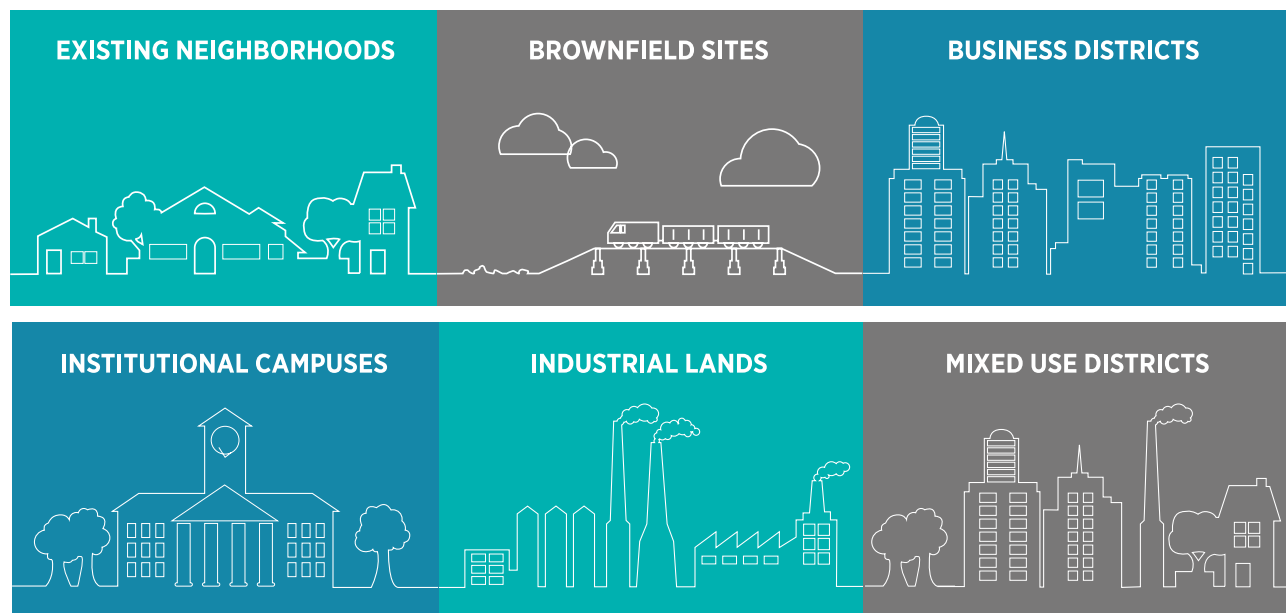
Who the Protocol Is For

SUPPORTING A NEW GENERATION OF URBAN REGENERATION LEADERS

Eco-district (eko-distrikt) — A neighborhood- or district-scale commitment to its people and planet. Eco-districts prioritize the achievement of meaningful outcomes in equity, resilience, and climate protection.

The most successful urban regeneration projects require city officials, community-based groups, real estate developers, financiers, and all major stakeholders to formulate a shared vision of vibrancy. The Protocol drives this outcome by prioritizing collaboration.

The types of district projects these partners influence are also diverse, and the Protocol is designed to support a full spectrum of districts, both new and existing, including residential neighborhoods, business districts, institutional campuses, mixed use projects, and redevelopment areas.



SUPPORTING THREE PRIMARY AUDIENCES WHO ARE DEEPLY INVOLVED IN NEIGHBORHOOD-SCALE INITIATIVES AND INVESTMENTS

GOVERNMENT

For municipalities, redevelopment and housing authorities, and other public agencies, the Protocol provides a framework for policy development, neighborhood planning, and project delivery. It strengthens citizen involvement, contributes to accountability through transparent reporting, and improves staff and stakeholder skills through peer-to-peer learning. Certification provides an important mechanism for measuring goals related to public participation, transparency in government, stewardship of public investments, and progress towards critical public policy objectives.



CIVIC ORGANIZATIONS

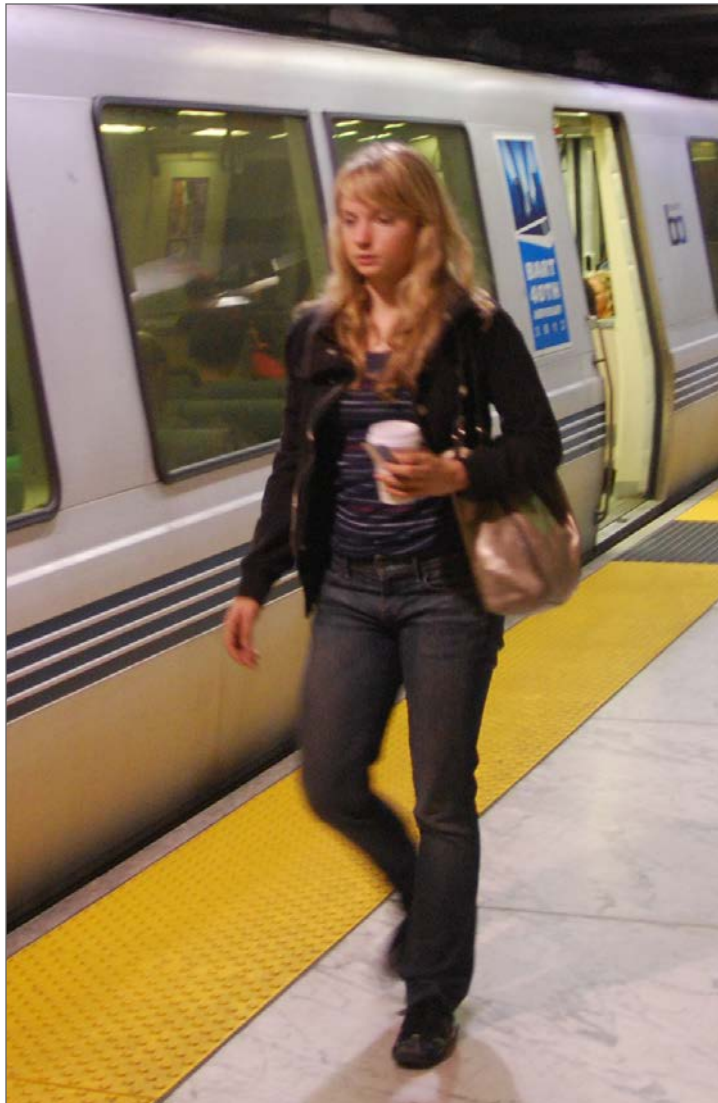
For community development corporations, community-based organizations, and nonprofit organizations, the Protocol provides a framework for organizing and moving projects forward. It includes a practical approach to neighborhood assessment, tools to support engagement activities, and a collaboration model to attract support and resources from multiple sectors. Certification gives community-based organizations a practical framework for promoting collective impact and measuring progress towards important community priorities.



THE PRIVATE SECTOR

For real estate developers, business improvement districts, corporate and health care campuses, and investor-owned energy utilities, the Protocol is a means of engaging critical stakeholders and achieving a mark of leadership through EcoDistricts Certification. The Protocol complements corporate responsibility commitments as a platform for transparently reporting sustainability performance at an urban regeneration level, while gaining market differentiation and investor appeal.





HOW THE PROTOCOL WORKS

WE
CALL
ON
VISIONARY
CITY MAKERS
TO
DISRUPT
THE
STATUS
QUO



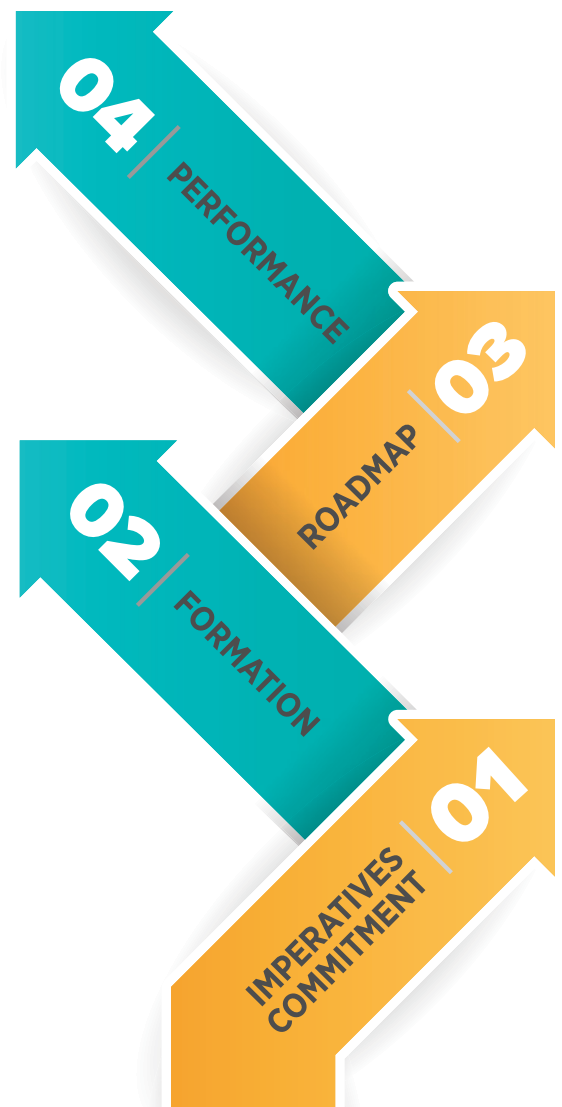
How the Protocol Works

THE FIRST-OF-ITS-KIND, PROCESS-BASED STANDARD THAT EMPOWERS URBAN REGENERATION PRACTITIONERS TO COMMIT TO AND ACHIEVE THE HIGHEST LEVELS OF SUSTAINABILITY

The EcoDistricts Protocol is a mark of neighborhood- or district-scale sustainability leadership. It confirms a project's commitment to inclusiveness, transparency, information sharing, and peer-to-peer learning. These are elements central to the Protocol.

The Protocol includes a series of actions and steps in the following four areas:

- 01 IMPERATIVES COMMITMENT**
- 03 FORMATION**
- 04 ROADMAP**
- 05 PERFORMANCE**



ECODISTRICTS CERTIFICATION

EcoDistricts Certification is the global mark of excellence for urban regeneration. Coming in September 2016, EcoDistricts will offer Certification for leading neighborhood- or district-scale sustainability projects that embrace the Protocol. See www.ecodistricts.org for more details.

01 | IMPERATIVES COMMITMENT

The EcoDistricts Protocol begins with a public pledge to develop an equitable, resilient, and climate-protective neighborhood or district. Your Imperatives Commitment outlines your approach to integrating the Imperatives into district formation, roadmapping, and performance.

Equity

Your commitment is expressed in an equity strategy that describes how you will embrace procedural, distributional, structural, and transgenerational equity in district activities.

Resilience

Your commitment is expressed in a resilience strategy that describes strategies to withstand environmental, social, and economic stresses and disruptions.

Climate Protection

Your commitment is expressed in a climate protection strategy that describes how you will strive for carbon neutrality, and mitigate and adapt to climate change.

REQUIRED ACTION BEFORE PROCEEDING WITH CERTIFICATION:

- Convene key stakeholders and collaboratively develop an Imperatives Commitment statement of your project's equity, resilience, and climate protection strategies.



02 | FORMATION

Every Project Team is required to submit a governance framework that reflects collaborative leadership, and a decision-making structure that clearly identifies roles and responsibilities to guide decisions over time.

The Formation phase focuses on shaping the necessary leadership, collaboration, and governance conditions within a district to align interests and investments, and ultimately to enable and accelerate the achievement of desired outcomes. Project Teams will create a robust governance structure through a **backbone organization** that positions the district for long-term success. Designating the backbone organization is a key outcome of the Formation phase.

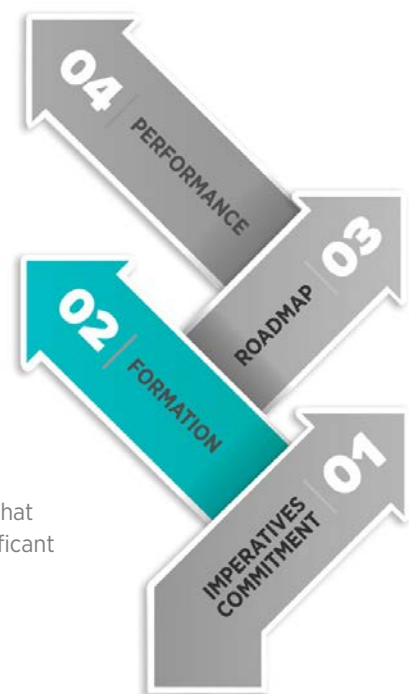
This phase is also a critical starting point in exercising a district's equity strategy. It calls on the Project Team to build an inclusive decision-making process that includes the interests of all **stakeholders**.

KEY TERMS

BACKBONE ORGANIZATION: A separate organization or entity dedicated to coordinating the various activities and stakeholders involved in the district to ensure that the collective impact effort maintains momentum and facilitates optimum outcomes.

STAKEHOLDERS: Includes relevant city agencies and public and private utilities that serve the district, and key local organizations or investors that have made a significant contribution to the area (e.g., school districts, community development corporations, major land owners, civic groups, houses of worship).

DECLARATION OF COLLABORATION: Governance framework that outlines the Project Team's vision, roles and responsibilities, and the resources each partner agrees to contribute towards supporting and managing the project over time.



CORE VALUES OF THE INTERNATIONAL ASSOCIATION FOR PUBLIC PARTICIPATION

1. Public participation is based on the belief that those who are affected by a decision have a right to be involved in the decision-making process.
2. Public participation includes the promise that the public's contribution will influence the decision.
3. Public participation promotes sustainable decisions by recognizing and communicating the needs and interests of all participants, including decision-makers.
4. Public participation seeks out and facilitates the involvement of those potentially affected by or interested in a decision.
5. Public participation seeks input from participants in designing how they participate.
6. Public participation provides participants with the information they need to participate in a meaningful way.
7. Public participation communicates to participants how their input affected the decision.

SOURCE: International Association for Public Participation, "IAP2 Core Values," <http://www.iap2.org/?page=A4>.

THE FORMATION PHASE IS A COLLABORATIVE APPROACH TO DISTRICT FORMATION IN THREE STEPS

STEP 1: ASSESS READINESS

Conduct a project and stakeholder assessment to determine whether your team is ready to launch a neighborhood- or district-scale sustainability project that meets the EcoDistricts Protocol requirements.

REQUIRED ACTIONS:

- Convene key stakeholders to understand the issues, opportunities, individuals, and organizations that will come together to guide the district, and determine their capacity to collaborate. Identify an interim district boundary that will be refined in subsequent steps.
- Prepare a community-based asset map that categorizes stakeholders and physical assets according to their location inside or outside the district, and their control or influence by entities based inside or outside the district.

STEP 2: BUILD A PROJECT TEAM

Establish a Project Team and governance framework that emerges from step one to manage the formation and implementation process over time.

REQUIRED ACTION:

- Form the Project Team, using a stakeholder engagement process consistent with the core values of the International Association for Public Participation. Where best for the project, use a neutral forum or facilitator to maximize engagement and participation.

STEP 3: COMMIT TO COLLABORATION

Formalize the the Project Team's commitment to collaborative governance in a declaration of decision-making principles and procedures. Initiate ongoing stakeholder engagement in district activities.

REQUIRED ACTIONS:

- Identify or establish a backbone organization with the capability and necessary resources to provide governance support throughout the Project's formation.
- Create a **Declaration of Collaboration** that memorializes the governance agreement among the Project Team and relevant stakeholders to guide the implementation of the project over time.

FORMATION CERTIFICATION REQUIREMENTS:

Project Teams may seek Formation phase certification any time after their Imperatives Commitment has been endorsed by EcoDistricts. Formation phase certification requires the submission, and EcoDistricts approval, of the following:

1. **COMMUNITY-BASED ASSET MAP**, using the template provided or an equivalent document.
2. **DECLARATION OF COLLABORATION**, using the template provided or an equivalent document.
3. **FORMATION MEMORANDUM**, summarizing Formation phase activities and required action outcomes.

03 | ROADMAP

Every district needs a clear action plan — a Roadmap that has a meaningful set of targets and strategies that will create the environmental, social, and economic outcomes the district seeks.

The Roadmap provides the Project Team with a process-based tool to understand the district's context, set ambitious performance targets, prioritize strategies, and set implementation milestones.

The Roadmap is also a key communication and leveraging tool to engage stakeholders, attract investors, and bind the Project Team together under a common implementation framework.

ROADMAP ASSEMBLY IN THREE STEPS:

STEP 1: ESTABLISH CONTEXT

Understand the district's setting and location in the community, and who and what will influence successful district outcomes.

REQUIRED ACTION:

- Perform a scoping exercise to finalize the district boundary, and identify contextual issues and ongoing or imminent activities relevant to the Imperatives and Priorities.

STEP 2: ASSESS BASELINE PERFORMANCE, SET TARGETS, AND IDENTIFY STRATEGIES

Establish current performance baselines for the Imperatives and Priorities, develop future performance targets, and identify strategies to achieve those targets.

REQUIRED ACTIONS:

- Prepare an Assessment Plan, as described in **Appendix B**, to identify preferred indicators for reporting on baseline conditions, future targets, and performance.
- Prepare a baseline assessment of current district performance relative to the Imperatives and Priorities, using the assessment plan indicators.



- Develop future performance targets for the assessment plan indicators. The horizon year for targets should coincide with the most relevant local plan horizon year. In the absence of a local precedent, use at least a 10-year horizon.
- Identify potential strategies to meet the targets, and test the strategies with stakeholders to seek feedback and assess feasibility.
- Prioritize feasible strategies according to target impact, funding availability, and implementation time frame.

STEP 3: ASSEMBLE ROADMAP

Assemble the context, assessment plan, baseline conditions, future targets, and prioritized strategies to create an action plan of initiatives and investments, funded through diverse sources, with a timetable for achieving the targets.

REQUIRED ACTION:

- Assemble the context, assessment plan, baseline conditions, future performance targets, strategies, funding, and implementation schedule into a Roadmap, using the template provided or an equivalent document.

ROADMAP CERTIFICATION REQUIREMENTS:

Project Teams may seek Roadmap phase certification any time after their Imperatives Commitment has been endorsed by EcoDistricts. Roadmap phase certification requires the submission, and EcoDistricts approval of the following:

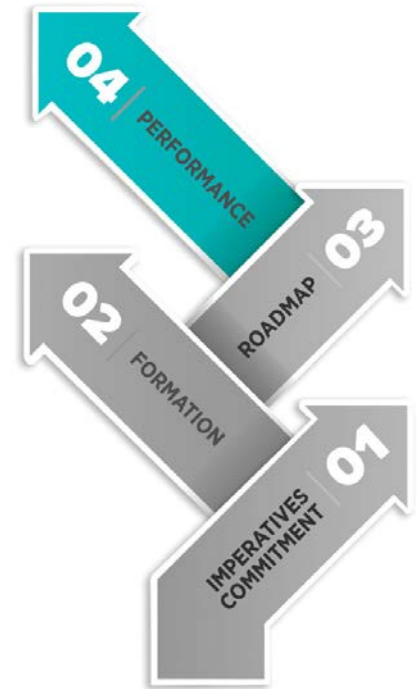
1. The Project Team's **ROADMAP**, using the template provided or an equivalent document.
2. A **ROADMAP MEMORANDUM**, summarizing Roadmap preparation activities.

04 | PERFORMANCE

Each Roadmap strategy undergoes feasibility confirmation and final design at the outset of the Performance phase. Strong alignment and coordination between stakeholders is fundamental to this process — underscoring the critical nature of Formation phase team building, and the collective impact approach to delivering positive outcomes for your district.

As district strategies are executed, ongoing monitoring is essential. This leads to understanding whether performance is improving and targets are within reach. Maintaining a strong backbone organization will ensure that information on performance is used to update the Roadmap, fine-tune strategies, and attract new investments to accelerate gains.

Every Project Team is required to submit a biennial progress report on the impact of its strategies and achievement of targets. The Project Team will use Roadmap indicators to monitor performance and report on implementation progress biennially for recertification.



HOW DOES THE PROTOCOL ALIGN WITH RATING TOOLS?

There are numerous green rating tools in the built environment sector that assess neighborhood performance against sustainability criteria. A project seeking EcoDistricts Certification can be strengthened by using such tools, and by rating important district components to reinforce district identity, achieve design excellence, increase funding eligibility, or comply with regulatory standards.

For a global registry of urban sustainability assessment and rating tools, visit www.transformativetools.org.

PERFORMANCE MANAGEMENT IN THREE STEPS

STEP 1: IMPLEMENT ROADMAP

Execute Roadmap strategies by confirming project and program feasibility, completing final design, and securing funding.

REQUIRED ACTION:

- Implement Roadmap strategies, including feasibility confirmation, final design, funding acquisition, and scheduling.

STEP 2: REPORT PROGRESS

Track your project's progress using the Roadmap performance indicators. Report biennially to stakeholders and the community to foster transparency, share experiences, build credibility, and maintain momentum.

REQUIRED ACTION:

- Prepare and publish an indicators progress report, at least biennially, that describes progress towards the targets, using the template provided or an equivalent document.

STEP 3: ENHANCE GOVERNANCE

Ensure that your project continually develops its collaborative decision-making, celebrates successes, and embraces opportunities for improvement.

REQUIRED ACTIONS:

- Maintain a district backbone organization and governance structure that provides leadership and a collective decision-making process that responds to opportunity and strives for continuous improvement.
- Ensure that success is celebrated, lessons learned are shared, and opportunities to replicate success throughout the community are identified.

PERFORMANCE PHASE CERTIFICATION REQUIREMENTS:

Project Teams may seek Performance phase certification any time after their Imperatives Commitment has been endorsed by EcoDistricts. Once Performance phase certification is awarded, a project must reapply every two years in order to maintain the certification. Performance phase certification requires the submission, and EcoDistricts approval, of the following:

1. **BIENNIAL PROGRESS REPORT**, that summarizes the backbone organization status, implementation activities, and indicator scores relative to baselines and targets, using the template provided or an equivalent document.

EcoDistricts Certification

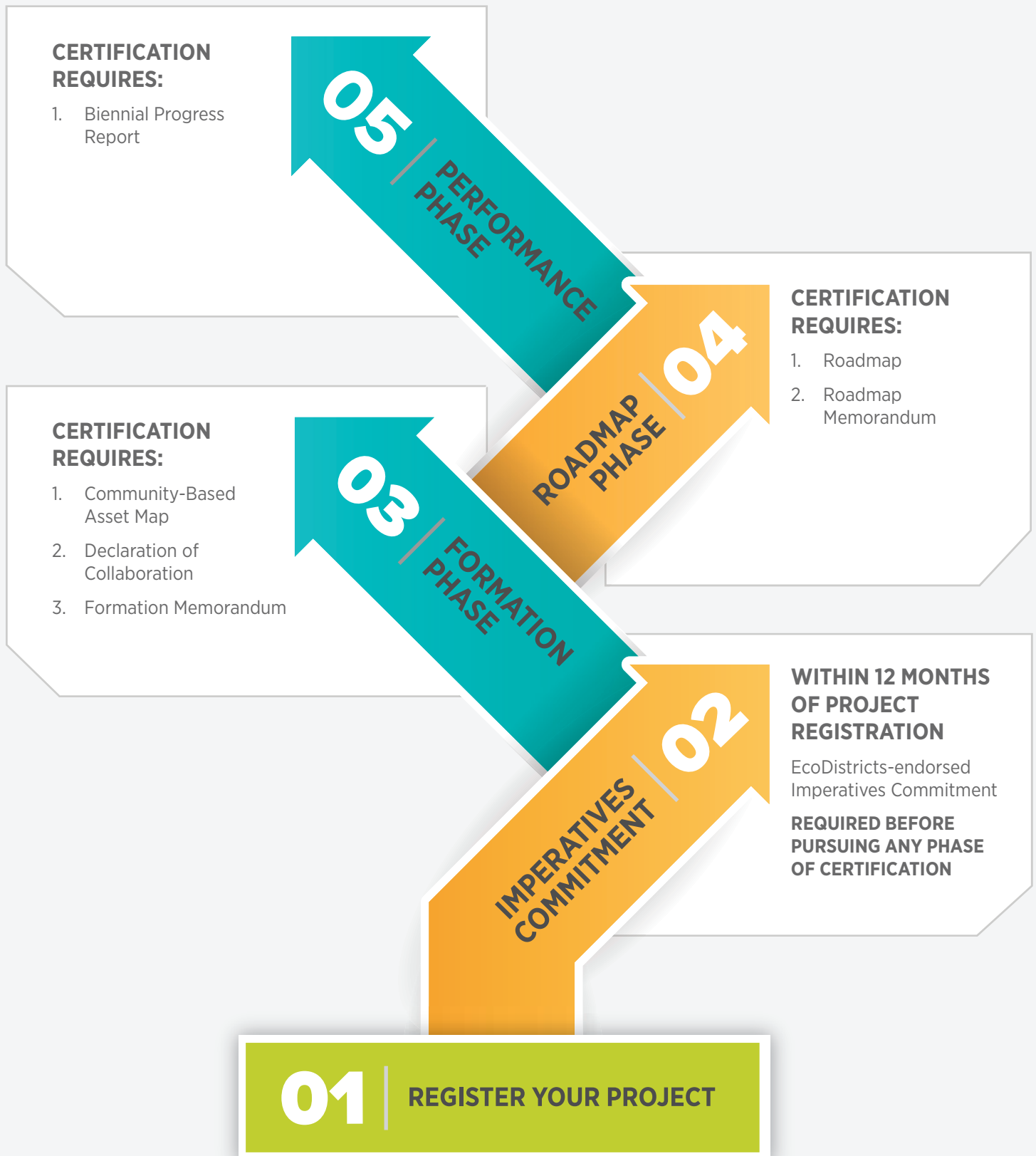
EcoDistricts Certification is designed to reward a diverse range of urban regeneration projects deserving of global recognition through a flexible five step process:

- 01 REGISTER YOUR PROJECT.** Certification begins with project registration at www.ecodistricts.org. Upon registration, you will receive a certification handbook and phase-specific toolkits containing guidelines and templates to help you successfully prepare a certification submission.
- 02 IMPERATIVES COMMITMENT.** Within 12 months following project registration, Project Teams must submit an Imperatives commitment statement. Once a Project Team's Imperatives Commitment is endorsed by the EcoDistricts organization, it is eligible for certification under the Protocol's three implementation phases: Formation, Roadmap, and Performance.
- 03 FORMATION PHASE.** A one-time certification rewarding the development of the district's governance framework reflecting collaborative leadership, and a decision-making structure that clearly identifies roles and responsibilities to guide decisions over time.
- 04 ROADMAP PHASE.** A one-time certification rewarding the development of a Roadmap that has a meaningful set of targets and strategies that will create the environmental, social, and economic outcomes the district seeks.
- 05 PERFORMANCE PHASE.** A biennial certification rewarding the impact of the district's strategies and achievement of targets.

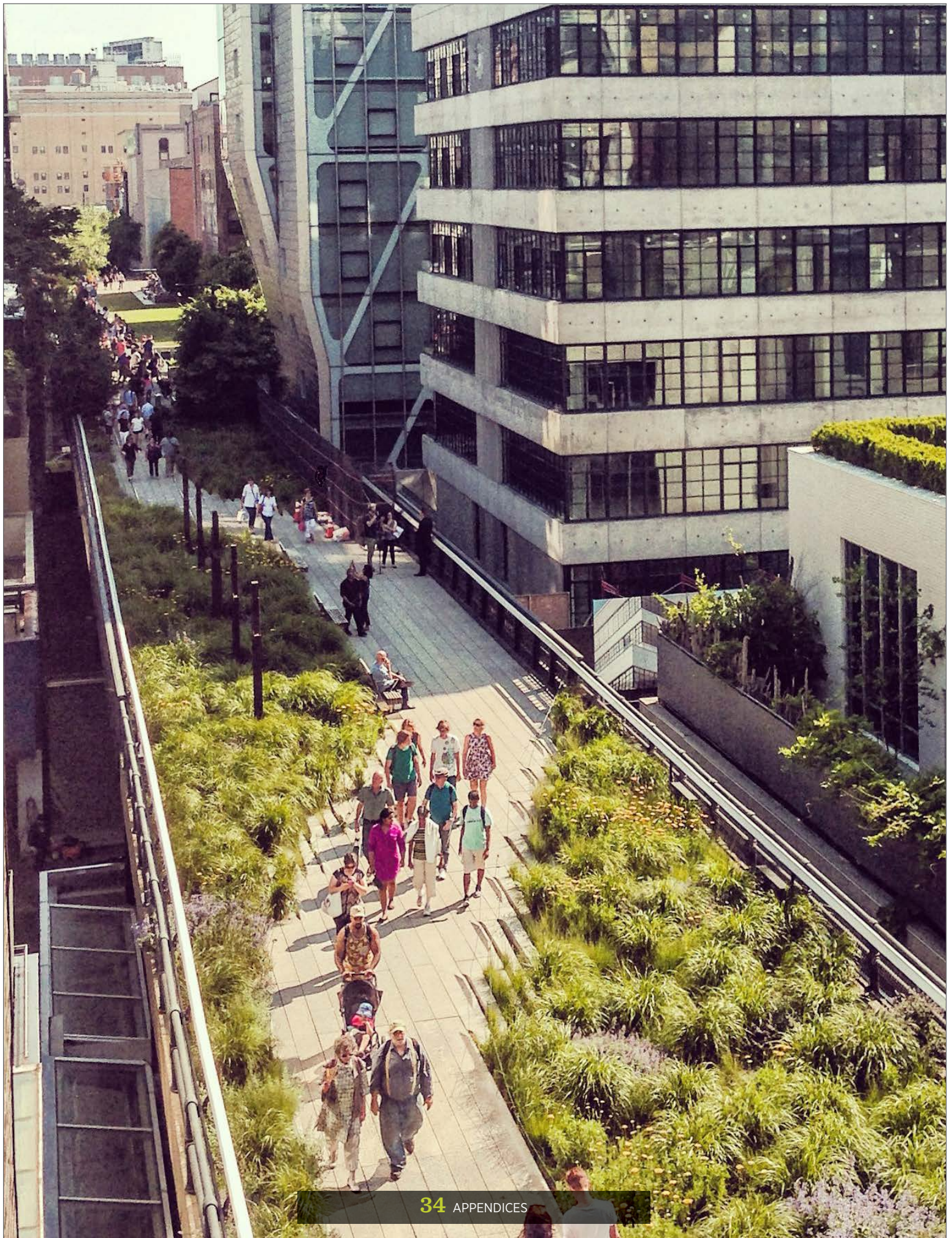
OUR COMMITMENT TO TRANSPARENCY

Transparency is at the heart of EcoDistricts Certification. Registered projects generate a public profile on the EcoDistricts Registry that includes the district's Imperatives Commitment, Declaration of Collaboration, Roadmap, and biennial Progress Reports as each phase of certification is completed. The registry is designed to showcase project achievements, capture key learnings, and support peer-to-peer learning among certified districts.

Phases of EcoDistricts Certification



APPENDICES



Appendix A: Glossary of Terms

Backbone organization. A separate organization or entity dedicated to coordinating the various activities and stakeholders involved in a district to ensure that the Collective Impact effort maintains momentum and facilitates optimum outcomes.

Baseline assessment. A comprehensive, quantitative appraisal of a district's current performance characteristics relative to the EcoDistricts Protocol's Imperatives and Priorities.

Carbon neutrality. Achieving net-zero carbon emissions by balancing a measured amount of carbon released with an equivalent amount of carbon sequestered or offset.

Certification. The multiple-phase process of certifying a district under the EcoDistricts Protocol, and the award of certification made by the EcoDistricts organization. The EcoDistricts Certification is a mark of global leadership in urban regeneration.

Certified EcoDistrict. A project certified by the EcoDistricts™ organization to be in compliance with the EcoDistricts Protocol.

Collaborative governance. A set of processes and structures used by communities to address public problems that can't be easily solved by one organization or sector alone. Collaborative governance is a practice of Collective Impact.

Collective Impact. A framework for facilitating and achieving large-scale social change. Collective Impact is a structured and disciplined approach to bringing cross-sector organizations together in a collaborative way to focus on a common agenda that results in long-lasting change.

Declaration of Collaboration. A non-binding document that outlines the Project Team's vision and the resources each member agrees to contribute and articulates the decision-making and governance arrangements that will support the Team's implementation of strategies and initiatives.

District. A subarea of a community with a distinct identity and character; equivalent to neighborhood.

Eco-district. A neighborhood- or district-scale commitment to its people and planet. Eco-districts prioritize the achievement of meaningful outcomes in equity, resilience, and climate protection.

EcoDistricts™. The nonprofit organization that originated the Protocol framework concept and now certifies eco-districts globally under the EcoDistricts Protocol certification requirements.

Endorsement. The EcoDistricts organization's approval of a district's Imperatives Commitment.

Goals. The Protocol's six Priorities that express broad, desired outcomes: Place, Prosperity, Health + Wellbeing, Connectivity, Living Infrastructure, and Resource Restoration.

Imperatives. Three critically important issues: Equity, Resilience, and Climate Protection. The Protocol requires a commitment to action on these Imperatives before certification can be granted. Performance indicators on the Imperatives must improve on a year-to-year basis to maintain Performance phase certification.

Indicators. Quantitative measurements that characterize district performance relative to the Imperatives and Priorities. The same indicators are used to express baseline conditions, performance targets, and performance outcomes for a given objective (e.g., daily vehicle miles traveled per capita is an indicator for the objective of multimodal travel).

Natural capital. The stock of natural resources that communities depend upon for basic needs (i.e., land, water, and air).

Neighborhood. A subarea of a community with a distinct identity and character; equivalent to district.

Objective. A desired outcome tied to a specific Priority. For certification, districts must assess at least one objective within each objective category.

Objective category. A group of similar objectives tied to a specific Priority. For certification, districts must assess all objective categories under all Priorities.

Priorities. The Protocol's six goals: Place, Prosperity, Health + Wellbeing, Connectivity, Living Infrastructure, and Resource Restoration.

Program. An ongoing service or comparable initiative that implements an Imperative or Roadmap strategy.

Project. A one-time capital improvement or comparable investment that implements an Imperative or Roadmap strategy.

Project Team. The core decision-making group of an eco-district that functions in accordance with Formation phase Protocol requirements.

Protocol. A framework and process management platform for achieving people-centered, district-scale sustainability; a certification standard recognizing leadership and achievements.

Public spaces. Publicly accessible streets, plazas, parks, and comparable outdoor areas.

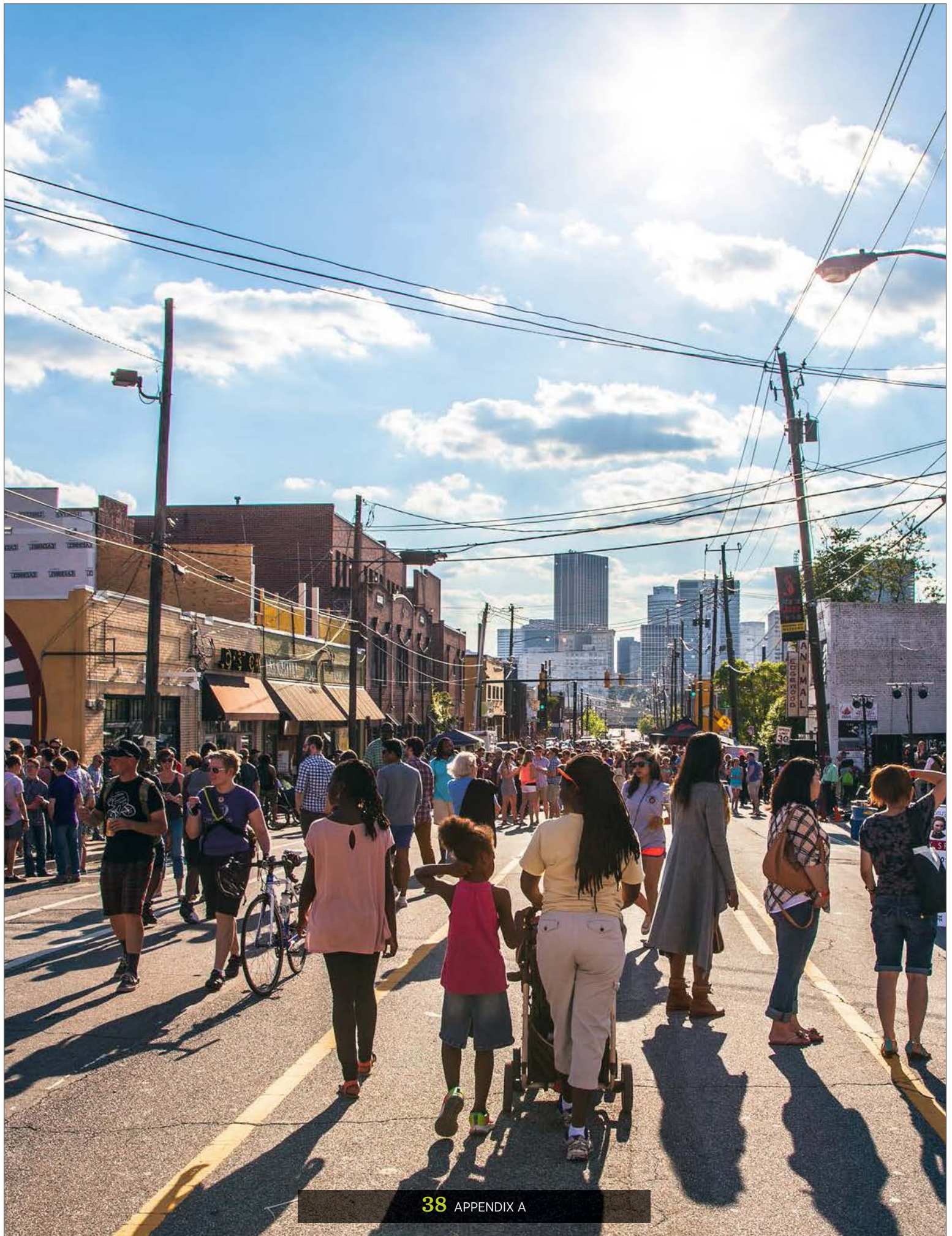
Roadmap. An action plan prepared by an Project Team to characterize baseline conditions, set future performance targets, and prioritize strategies to meet them, including scheduling and funding.

Stakeholders. Includes relevant city agencies and public and private utilities that serve the district, and key local organizations or investors that have made a significant contribution to the area (e.g., school districts, community development corporations, major land owners, civic groups, houses of worship). It is critical to carefully identify, map, and convene relevant stakeholders while also documenting your Team's engagement process.

Strategy. An Imperative or Roadmap implementation measure, including one or more programs or projects.

Sustainability scorecard. A biennial report of Imperatives and Priorities performance, a sustainability scorecard is required for Performance phase certification and recertification, and becomes part of a district's online project profile. Biennium-to-biennium improvement in the Imperative indicators must be demonstrated for recertification.

Toolkit. A set of guidelines, templates, and technical papers that support a step in the Protocol implementation process.



Appendix B: Roadmap Phase District Assessment Requirements

An assessment of district-wide conditions and trends is a foundational part of the EcoDistricts Protocol. The District Assessment, developed within the Roadmap Phase, underpins five key steps in the Protocol process:

1. **INTEGRATING THE IMPERATIVES INTO ALL FACETS OF DISTRICT PLANNING.** Assessment is an opportunity to ensure that Imperative conditions and actions are adequately measured through specific Protocol indicators.
2. **PREPARING A DISTRICT ASSESSMENT PLAN.** The first step in preparing a Roadmap is selecting preferred indicators for describing baseline conditions and measuring Imperative actions and implementation of Priority strategies.
3. **ESTABLISHING A BASELINE OF CURRENT CONDITIONS AND PERFORMANCE LEVELS.** The Roadmap establishes baseline conditions and performance levels for the Imperatives and Priorities using preferred indicators selected by the district.
4. **SETTING FUTURE PERFORMANCE TARGETS.** Using baseline conditions and relevant community plans as frames of reference, district stakeholders set future performance targets.
5. **MONITORING AND REPORTING PERFORMANCE.** Annual performance reporting is a crucial requirement for monitoring a Project's implementation of its Roadmap and progress towards meeting performance targets.

District assessment is a process in which Project Teams build capacity, form partnerships with other organizations, and engage the stakeholders who know the district best. A recommended assessment activity is a stakeholder workshop that goes beyond data collection challenges to ask what innovative data sources and techniques can be tapped to prompt new measurements that prompt and document progress towards sustainability.

ROADMAP PHASE CERTIFICATION REQUIREMENTS:

District assessments must include at least the following:

- **BASIC PHYSICAL, ECONOMIC, AND SOCIAL DATA** describing land uses, population, housing, employment, transportation, infrastructure, and the environment.
- **PREFERRED INDICATORS FOR IMPERATIVES STRATEGIES**, either through Priority- or Imperative-specific indicators described in an Imperatives strategy.
- **PREFERRED INDICATORS FOR ALL PRIORITY OBJECTIVE CATEGORIES**, including a minimum of one objective per objective category and one indicator per objective.

These are minimum requirements, and Project Teams are encouraged to expand the scope and detail of assessment to address issues of particular interest or concern.

INDICATORS

Indicators are the quantitative measurements used to characterize Imperatives and Priorities in a Roadmap and biennial sustainability scorecard.

Indicators that can be a beginning point for Project Team consideration are provided in **Table B.1**. Your Team has the following options for fashioning a locally responsive set of indicators:

- Use the illustrative indicators from **Table B.1**, or modify them to fit local circumstances.
- Adopt or adapt relevant indicators already used in your community, or that appear in indicator databases at one of the following knowledge hubs:
 - www.communityindicators.net/projects
 - www.sustainablecommunities.gov/indicators
 - www.dataforcities.org
 - www.iisd.org/measure/compendium
- Use the indicators from urban sustainability rating tools that align with your district Roadmap, from the selection of tools at www.transformativetools.org.
- Create new, custom indicators that take advantage of unique local data.

BELLAGIOSTAMP

In all cases, EcoDistricts recommends that selection of indicators be guided by the Bellagio Sustainability Assessment and Measurement Principles (BellagioSTAMP), including the guiding vision of sustainability, adequacy of scope, transparency, effective communication, broad participation, continuity, and ongoing capacity for measurement. Using the BellagioSTAMP framework for district assessment can strengthen governance and improve accountability in setting and meeting targets.

SOURCE: BellagioSTAMP

TABLE B.1: PRIORITIES, OBJECTIVES, AND INDICATORS

<p>PRIORITY 1: PLACE</p> <p>CREATE INCLUSIVE AND VIBRANT COMMUNITIES</p>		
<p>OBJECTIVE CATEGORIES</p> <p>Mandatory</p>	<p>OBJECTIVES</p> <p>Minimum one per category</p>	<p>INDICATORS</p> <p>Each objective requires at least one indicator derived either from the examples here or from other sources.</p>
ENGAGEMENT + INCLUSION	Engagement processes are inclusive and representative.	<ul style="list-style-type: none"> - Percent of population engaged in public consultation processes (e.g., attendance rates, social media subscribers). - Demographic makeup of engagement participants.
	Civic engagement is strong.	<ul style="list-style-type: none"> - Number of hours per capita volunteered annually by residents and business employees. - Percent of eligible residents voting in most recent local election.
	Sharing programs are robust.	<ul style="list-style-type: none"> - Number of sharing programs in continuous operation. - Percent of households and businesses participating in sharing programs annually.
CULTURE + IDENTITY	Historic and culturally significant places are preserved and celebrated.	<ul style="list-style-type: none"> - Number of historic/cultural preservation projects completed and programs operated annually. - Number of public art and cultural interpretive installations.
	Participation in cultural events is high.	<ul style="list-style-type: none"> - Percent of population participating annually in cultural events within the district. - Number of public spaces available for cultural events.
PUBLIC SPACES	Public spaces are accessible.	<ul style="list-style-type: none"> - Percent of dwelling units and businesses within a 0.25 mile (0.4 km) walk of a public space other than a street.
	Public spaces are high-quality, engaging, and active.	<ul style="list-style-type: none"> - Number of activities programmed annually for public spaces, including streets. - Number of people using public places daily, at peak and average levels of occupancy.
HOUSING	Housing is affordable and well-maintained.	<ul style="list-style-type: none"> - Percent of dwelling units priced at affordable levels. - Percent of dwelling units occupied. - Percent of dwelling units in poor condition. - The district's Housing and Transportation (H+T) Affordability Index score
	Housing is available to meet a diversity of dwelling needs.	<ul style="list-style-type: none"> - Simpson diversity index score of district dwellings. - Percent of dwellings meeting visitability and universal design standards.
	Housing is close to a complete set of daily needs.	<ul style="list-style-type: none"> - Percent of daily essentials (e.g., shopping, civic, education, recreation) within a 0.5 mile (0.8 km) walk of 50 percent of dwellings.

TABLE B.1: PRIORITIES, OBJECTIVES, AND INDICATORS

<p>PRIORITY 2: PROSPERITY</p> <p>SUPPORT EDUCATION AND ECONOMIC OPPORTUNITIES THAT BUILD PROSPERITY AND ACCELERATE INNOVATION</p>		
<p>OBJECTIVE CATEGORIES</p> <p>Mandatory</p>	<p>OBJECTIVES</p> <p>Minimum one per category</p>	<p>INDICATORS</p> <p>Each objective requires at least one indicator derived either from the examples here or from other sources.</p>
<p>ACCESS TO OPPORTUNITY</p>	Income and race inequality is reduced.	<ul style="list-style-type: none"> - Household income and education levels. - Percent of population living below the poverty line.
	Schools provide quality education.	<ul style="list-style-type: none"> - Graduation rates. - Absenteeism rates. - Percent of students advancing from one level to the next.
	Career pathways and training are engaging residents.	<ul style="list-style-type: none"> - Number of training programs matched to district job opportunities. - Percent of eligible district participants enrolled in training programs.
<p>ECONOMIC DEVELOPMENT</p>	Employment opportunities in the district are enhanced.	<ul style="list-style-type: none"> - Number and type of jobs created and retained annually. - Percent of district residents employed at locations in the district.
	Job quality in the district is enhanced.	<ul style="list-style-type: none"> - Median wage. - Percent of employees with full job benefits.
	Economic development is encouraged.	<ul style="list-style-type: none"> - Number of “local sourcing” agreements and programs in operation. - Number of community-owned/controlled business formations annually. - Number and scale of businesses assisted annually by district-based support organizations.
<p>INNOVATION</p>	Interaction between entrepreneurs is fostered.	<ul style="list-style-type: none"> - Number of incubators, accelerators, maker spaces, and co-working spaces in the district. - Number of programs, and enrollment levels, to cultivate business innovation.
	Job growth in emerging sectors is occurring.	<ul style="list-style-type: none"> - Number of district-based start-ups in emerging sectors annually.

TABLE B.1: PRIORITIES, OBJECTIVES, AND INDICATORS

<p>PRIORITY 3: HEALTH + WELLBEING</p> <p>NURTURE PEOPLE'S HEALTH AND HAPPINESS</p>		
<p>OBJECTIVE CATEGORIES</p> <p>Mandatory</p>	<p>OBJECTIVES</p> <p>Minimum one per category</p>	<p>INDICATORS</p> <p>Each objective requires at least one indicator derived either from the examples here or from other sources.</p>
<p>ACTIVE LIVING</p>	Access to recreation facilities is improved.	<ul style="list-style-type: none"> - Percent of population within a 0.25 mile (0.4 km) walk of a public indoor or outdoor recreation space.
	Walkability is enhanced.	<ul style="list-style-type: none"> - Percent of street length in the district with sidewalks on both sides. - The district's Walk Score.
<p>HEALTH</p>	Health outcomes and life expectancy are more equitable.	<ul style="list-style-type: none"> - Average life expectancy. - Percent of population with cardiovascular disease. - Asthma rates. - Obesity rates.
	Affordable, high-quality health care is accessible.	<ul style="list-style-type: none"> - Percent of population with health insurance coverage. - Walk and transit scores of health facility locations.
	Toxic environments are remediated and regenerated.	<ul style="list-style-type: none"> - Number of days annually that air quality emission standards are exceeded in and near the district. - Percent of population living near an unremediated brownfield or contaminated site.
<p>SAFETY</p>	Public safety is enhanced.	<ul style="list-style-type: none"> - Annual composite index score of crimes against persons and property.
	The built environment is designed for public safety.	<ul style="list-style-type: none"> - Percent of public spaces visible from a street. - Number of pedestrian and bicyclist fatalities annually.
<p>FOOD SYSTEMS</p>	Healthy and affordable fresh food is accessible.	<ul style="list-style-type: none"> - Percent of dwelling units with a 0.5 mile (0.8 km) walk of a fresh food outlet.
	Food production in the district is encouraged.	<ul style="list-style-type: none"> - Area per capita used for food production. - Percent of households with a home garden or using a community garden. - Quantity of local fresh food procured annually by establishments in the district.

TABLE B.1: PRIORITIES, OBJECTIVES, AND INDICATORS

<p>PRIORITY 4: CONNECTIVITY</p> <p>BUILD EFFECTIVE AND EQUITABLE CONNECTIONS BETWEEN PEOPLE AND PLACES</p>		
<p>OBJECTIVE CATEGORIES</p> <p>Mandatory</p>	<p>OBJECTIVES</p> <p>Minimum one per category</p>	<p>INDICATORS</p> <p>Each objective requires at least one indicator derived either from the examples here or from other sources.</p>
STREET NETWORK	The street network supports all travel modes.	<ul style="list-style-type: none"> - Intersections per square mile or kilometer. - Transit stops per square mile or kilometer. - Percent of total street length with bicycle sharing.
	The street network accommodates diverse ages and abilities.	<ul style="list-style-type: none"> - Percent of students walking to school and residents walking to work. - Percent of arterial intersections with traffic-controlled crosswalks.
MOBILITY	District travel, internally and externally, is multimodal.	<ul style="list-style-type: none"> - Vehicle miles or kilometers traveled daily per capita. - Mode split of daily person trips. - Household car ownership rate. - Number of “first and last mile” options at major transit stops.
	Shared mobility options are increased.	<ul style="list-style-type: none"> - Number of bike and car share stations. - Percent of population using shared cars and bikes annually.
DIGITAL NETWORK	Quality wired and wireless connectivity is available throughout the district.	<ul style="list-style-type: none"> - Percent residential and nonresidential users with Internet download speeds of at least 1 gigabyte. - Number of free Wi-Fi hotspots per square mile or kilometer. - Percent of public spaces with free Wi-Fi.
	Local government data is open and accessible for public consumption.	<ul style="list-style-type: none"> - Percent of local government services that can be accessed by citizens via Web or mobile phone. - Number of technology hubs for low-income residents to access the Internet.

TABLE B.1: PRIORITIES, OBJECTIVES, AND INDICATORS

<p>PRIORITY 5: LIVING INFRASTRUCTURE</p> <p>ENABLE FLOURISHING ECOSYSTEMS AND RESTORE NATURAL CAPITAL</p>		
<p>OBJECTIVE CATEGORIES</p> <p>Mandatory</p>	<p>OBJECTIVES</p> <p>Minimum one per category</p>	<p>INDICATORS</p> <p>Each objective requires at least one indicator derived either from the examples here or from other sources.</p>
NATURAL FEATURES	The quality and functions of habitat are enhanced.	<ul style="list-style-type: none"> - Area of functional habitat. - Percent of nonfunctional habitat restored annually.
	Tree cover in the district is enhanced.	<ul style="list-style-type: none"> - Area of tree canopy in the district. - Number of trees planted annually.
ECOSYSTEM HEALTH	Rainwater is managed in the district.	<ul style="list-style-type: none"> - Percent of rain events retained, infiltrated, and reused in the district. - Ratio of pervious to impervious surfaces.
	The supply of healthy soil is increased.	<ul style="list-style-type: none"> - Area of contaminated land remediated for reuse annually.
	Water quality is enhanced.	<ul style="list-style-type: none"> - Annual water quality index scores for surface water and groundwater.
CONNECTION WITH NATURE	Access to nature is improved.	<ul style="list-style-type: none"> - Percent of residents within a 1 mile (1.6 km) walk to natural open space.
	Natural processes are integrated into the built environment.	<ul style="list-style-type: none"> - Percent of biophilic buildings and infrastructure projects in the district.
NATURAL PROCESSES	Urban heat island effect is mitigated.	<ul style="list-style-type: none"> - Average solar reflective index score.
	Air quality is protected from pollutant emissions.	<ul style="list-style-type: none"> - Annual air quality index score.

TABLE B.1: PRIORITIES, OBJECTIVES, AND INDICATORS

PRIORITY 6: RESOURCE RESTORATION MOVING TOWARDS A NET POSITIVE WORLD		
OBJECTIVE CATEGORIES Mandatory	OBJECTIVES Minimum one per category	INDICATORS Each objective requires at least one indicator derived either from the examples here or from other sources.
AIR	Greenhouse gas emissions are reduced through energy efficiency and technology advancements.	<ul style="list-style-type: none"> - Annual tons of greenhouse gas emissions per capita from transportation and building energy use. - Number of electric vehicle charging stations. - Percent of buildings tracking energy use through an Energy Use Intensity (EUI) index.
	District-scale renewable power and thermal energy is produced.	<ul style="list-style-type: none"> - Percent of annual energy supply generated from district-based renewable sources. - Percent of buildings connected to a district thermal energy or co-generation system.
WATER	Potable water is used efficiently.	<ul style="list-style-type: none"> - Gallons of water used daily per capita, indoors and outdoors.
	Alternative water sources are used for nonpotable purposes.	<ul style="list-style-type: none"> - Percent of buildings connected to nonpotable water sources.
LAND	Contaminated land is remediated for productive reuse.	<ul style="list-style-type: none"> - Area of contaminated land remediated for reuse annually.
	Waste is diverted from landfills.	<ul style="list-style-type: none"> - Percent of nonhazardous waste diverted from landfills annually.
	The residual value of organic wastes are captured.	<ul style="list-style-type: none"> - Percent of organic waste diverted for energy recovery or composting annually.

History of the Protocol: Research and Development

Across five years of production, Protocol research and development has involved the engagement of more than 100 expert advisors, comprehensive roundtables, listening sessions, peer review milestones, and field testing across more than 16 projects throughout North America.

In the interest of transparency, a complete report of the research, development, and engagement strategy employed by EcoDistricts is available at www.ecodistricts.org/protocol. We want to acknowledge the commitment of our Protocol Advisory Committee members and peer reviewers for their tireless effort in helping us build version 1.0 of the Protocol and delivering it to the world.

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About EcoDistricts

EMPOWERING JUST, RESILIENT, SUSTAINABLE NEIGHBORHOODS FOR ALL

Founded in May 2013, EcoDistricts is a nonprofit social enterprise focused on propelling a new model of urban regeneration to empower just, resilient, sustainable neighborhoods for all. With hundreds of millions of people moving into cities around the world and trillions being spent to accommodate this growth over the next 30 years, EcoDistricts sees a major market opportunity to promote a range of district- and neighborhood-scale sustainability best practices that simultaneously address equity, resilience, and climate change.

The EcoDistricts Protocol sits at the heart of everything we do as an organization. Led by a talented, multidisciplinary staff and influential Board of Directors, EcoDistricts is building a set of interconnected products and services to serve and support the growing number of urban development practitioners and policy makers who are responsible for building the neighborhood-scale sustainable development marketplace throughout North America and beyond.

HOW WE WORK

COMMUNITY

An engagement strategy to grow and connect the number of urban development advocates and practitioners, Community includes a citizen and practitioner activation, membership, donor, and sponsorship programs that provide critical resources to power the organization. Membership provides exclusive and lower-cost access to our Accreditation Training, workshops, and tools and resources including the EcoDistricts Information Exchange, a robust online depository of case studies, best practices, and member resources.

CONVENING

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

- **SUMMIT** — Our capstone event, the annual EcoDistricts Summit and shoulder Research Symposium draw urban development leaders from around the globe to propel industry best practices in a highly interactive, city-as-urban-lab experience.

- **INCUBATOR** — The EcoDistricts Incubator is a three-day intensive designed to empower urban development Project Teams to accelerate sustainable district-scale projects forward. Held in EcoDistricts' headquarters city of Portland, Oregon, world-class faculty and facilitators guide Project Teams through a powerful mix of presentations, work sessions, and mobile tours to support mastery of the EcoDistricts Protocol Implementation Model.
- **DISTRICT ENERGY+WATER ACADEMY (DE+WA)** — New for 2016, DE+WA is designed to engage practitioners pursuing catalytic, integrated infrastructure projects to sustainably meet their city's ever-growing resource demands. DE+WA showcases the urban lab of Vancouver, BC, one of the world's most aggressive cities in advancing a low-carbon distributed energy infrastructure to help them meet stringent livability and greenhouse gas reduction targets.
- **ACCREDITATION TRAININGS** — Our Accreditation program is designed to help urban development practitioners become proficient in using the EcoDistricts Protocol to manage sustainable project development. Accreditation complements other industry accreditation programs, with an emphasis on the most relevant and cutting-edge district- and neighborhood-scale sustainability best practices.

COLLABORATION

EcoDistricts is building out a multidisciplinary consultation program based on five years of direct experience advancing 16 local EcoDistrict pilot projects and 50 years of collective industry expertise in the areas of green building, urban planning, and community engagement. Our multidisciplinary advisors are positioned to help project proponents, policy makers, and project managers embrace and integrate the Protocol into projects, and to advance towards project certification. In addition, the Collaboration Team offers up a suite of workshops, advisory, and studio services in the areas of project readiness and formation, policy, governance, and project-based implementation pathways.

CERTIFICATION + ACCREDITATION

EcoDistricts Certification is a first-of-its-kind process-based standard that empowers practitioners to achieve scalable outcomes in equity, resilience, and climate protection. Powered by the EcoDistricts Protocol, EcoDistricts Certification is a mark of industry leadership that expresses your commitment to transparency, cross-stakeholder information sharing, and peer-to-peer learning; elements that are central to the EcoDistricts Certification process. Without this level of exchange among peers, policy makers, practitioners, and our communities, our districts and neighborhoods will not thrive. Certification is scheduled to launch in mid 2016.

EcoDistricts Accreditation provides practitioners with a mark of sustainable project leadership, clearly indicating their demonstrated ability to engage with the Protocol and work to apply it in the marketplace. As an Accredited Professional, you'll access a structured, ongoing training framework to build capacity, share, and learn new methods and approaches to the urban regeneration outcomes the Protocol is trying to advance. Accreditation is scheduled to launch in mid 2016.

LEARN MORE AT WWW.ECODISTRICTS.ORG



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