Living Communities Network

Participation Proposal

Program Collaboratives:
Proaram Partners

Living
Communities
Network

Backbone Support:
Greenspace

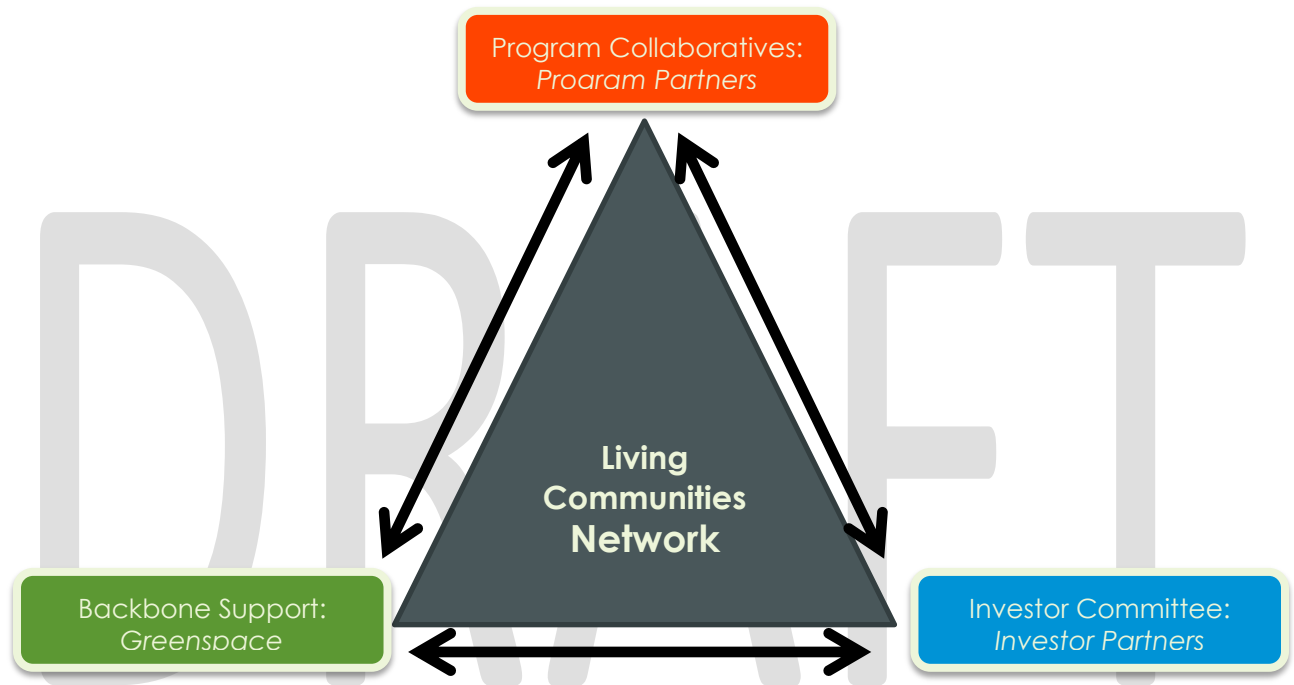Investor Committee:
Investor Partners

**Become a Leader in the DC Metro *Collective Impact* Initiative
to Grow Living Communities**

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Executive Summary

Greenspace, NCR is pleased to offer this opportunity to join a groundbreaking initiative to realize interdependent sustainability outcomes through alignment with the shared set of priorities and measures of success of our network and its partners. The Living Communities Network is a project of Greenspace, NCR. The Network is designed to achieve a community ecosystem where environmental, economic and social sustainability are intrinsic. The Network's success will look to achieve the realization of measurable outcomes, such as:

- Increases in the number of buildings, projects and products and services meeting or exceeding green standards;
- Increases in employment in and the number of businesses generating the region's growing green economy; and
- Reductions in building operating costs across the region resulting from the use of an integrated design approach.

An important long-term outcome of the Living Communities Network will be that it fulfills its goals and it no longer needs to exist. When Living Communities integrates sustainable practices into the systems and behaviors of individuals, institutions and communities through common practices that inherently value, reward and incentivize sustainability then we will have had the impact we seek.

What does the Living Communities Network do to achieve its goals? The Living Communities Network utilizes the *collective impact* approach to creating resilient, thriving communities. Network partners operate independent and collaborative programs, activities and resources that are aligned with the Network's shared priorities and contribute data to shared metrics. The Network strategically unites resources, provides vital communication support, facilitates partnerships and collaboration and establishes and implements a set of shared priorities and metrics. The Network relies on three peer component groups to execute its mission:

(i) **An Investor Committee:** responsible for setting shared goals and priorities and for adopting a shared metrics system to measure network achievement.
(ii) **Program Collaboratives:** implements programs designed to achieve the goals of the Network, records performance data and reports data to the network.
(iii) **A Backbone Support Organization:** acts as the convening and coordinating entity for the network by performing key support functions including: facilitating partner dialog, managing Network participation and administration; collecting, analyzing and reporting performance data for the Network; and leading communications on behalf of the Network. Greenspace, NCR will function as the backbone support organization for the Living Communities Network.

What does the Living Communities Network need from you? Active participation is a key tenet of the success of the Network. Commitments are determined on a participant-by-participant basis to maximize the efficiency of available resources. What some partners may have in abundance, others have little of. Both the Investor Committee

members and the Program Collaboratives partners have minimum thresholds for participation, but at all levels, commitments are categorized in one of three ways:

- **Wealth:** Financial support for either the Living Communities Network or Program Partner Collaboratives and their activities and initiatives
- **Wisdom:** Intellectual capital, creativity, expertise, credentials, research and skills to support development of progressive programs and deployment of Network efforts
- **Work:** Staff or volunteer capacity to support either the Living Communities Network and/or the Program Partners collaborative activities and initiatives

How will you benefit from participating in the Living Communities Network? The benefits of participating in the Living Community Network's collective impact approach to creating sustainable outcomes vary widely. The ultimate benefit of the Living Communities Network will be the realization of an inherently sustainable community; however network partners may find any of the following valuable as well:

(i) **A Strategic Approach to Realizing Interrelated Sustainability Outcomes:** Collectively, the Network will define a path to guide the proactive and strategic accomplishment of multidisciplinary sustainability goals. This pathway approach will benefit partners by prioritizing early-stage accomplishments that will support long-term goals such as equitable access to resources, conservation of resources, and creating opportunity for forward-looking businesses and professionals.

(ii) **Scalable Impact:** Improvements at multiple points in the continuum of a sustainable impact area reinforce the efforts of a Program Collaborator and facilitate an impact that is both more widespread and delivers on community's needs more deeply. The collective impact approach of the Living Communities Network is remarkable because additional resources are not necessary to scale the impact of the Program Collaborator, just better alignment of efforts along shared goals.

(iii) **Amplified Success:** Living Communities Network can amplify the impact of an effort originating in one partner organization by aligning it with other partner organizations. Sustainability initiatives largely impact a continuum or cycle of stakeholders including technology providers, operators, end-users, policy-makers, etc. The impact of one organization is likely to be limited to one or a few of the potential stakeholders. By aligning goals and success measures with Network Partners, the impact of an organization for a few stakeholders can be amplified to impact all stakeholders in an impact area.

(iv) **Ground-breaking Data Benchmarking:** The network provides partners an unprecedented opportunity to participate in establishing, leveraging and distributing a comprehensive set of benchmark data for measuring sustainability outcomes. Given the range of impacts required to achieve a Living Community model, it is unlikely that a single organization can aggregate information on the scale that Network will be able to.

(v) **Quantitative Links between Independent Efforts:** Data collection and evaluation of Program Collaborator against quantifiable success metrics creates an opportunity to quickly identify programmatic failures, learn from mistakes and improve performance. This is particularly valuable for identifying connections between the efforts of one organization and another and maximizing impact at those connections.

(vi) **Efficient Filing of Resource Gaps:** Greenspace has identified a system of resource exchange within the Living Communities Network which is designed to effectively leverage those resources which some partners have in abundance to fill the gaps of

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other partners at the network level. All partners will contribute to the required resources and correspondingly will benefit from the opportunity to expand their impact through the network.

(vii)   **Stewardship of Cross-Jurisdictional Sustainability Policies:** Efforts are beginning to take shape locally and regionally to set sustainability goals and develop supportive government programs and policies. Environmental, economic and social achievements do not respect jurisdictional boundaries. Today represents a unique opportunity to elevate sustainability planning to a regional level and to steward sustainability policies through changes in political administrations and availability of public resources.

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Statement of Need

The challenges facing our communities are staggering. Buildings that massively leak energy. Rigid and outmoded government policies. Affordable housing that is anything but. Today, livable, sustainable communities – Living Communities – are not luxuries. They are as essential as food, water and air.

Yet bringing livable communities to life has its challenges. What it takes to be green can be unclear. Rules are often uncertain. Planning and execution can be complex. These are the reasons why we need a powerful, new approach: **The Living Communities Network.**

This is a moment of opportunity. Now is the time for leaders to prioritize impacts and park egos at the door. Now is the time for an organization to step forward and facilitate the success of its partners by applying dedicated resources to align efforts across a network of partners. Now is the moment to leverage the investment by local jurisdictions in their sustainability plans including the Sustainable DC Vision and Plan, Montgomery County's Climate Protection Plan, Arlington County's Community Energy Plan, Fairfax County Environment and Energy Vision, Goals and Policies, Prince George's Livable Communities Initiative and MW Council of Governments Region Forward to organize multiple regional jurisdictions around a shared set of sustainability goals. Now is the time when citizens, governments and a country are desperately seeking the next great economic growth engine.

The Living Communities Network is positioned to lead the way, deliver on this moment of opportunity and meet these needs. Greenspace, NCR has a successful track record of partnering with public, private, philanthropic, academic and peer organizations to achieve shared goals through aligned programmatic implementation. Greenspace will leverage its experience and existing partner relationships to initiate a partnership-based approach to creating sustainable communities through the Living Communities Network. Greenspace has partnered with over 70 organizations in the course of carrying out its mission. An illustrative list of partners can be found in the "About Greenspace" section of this proposal beginning on page 15.
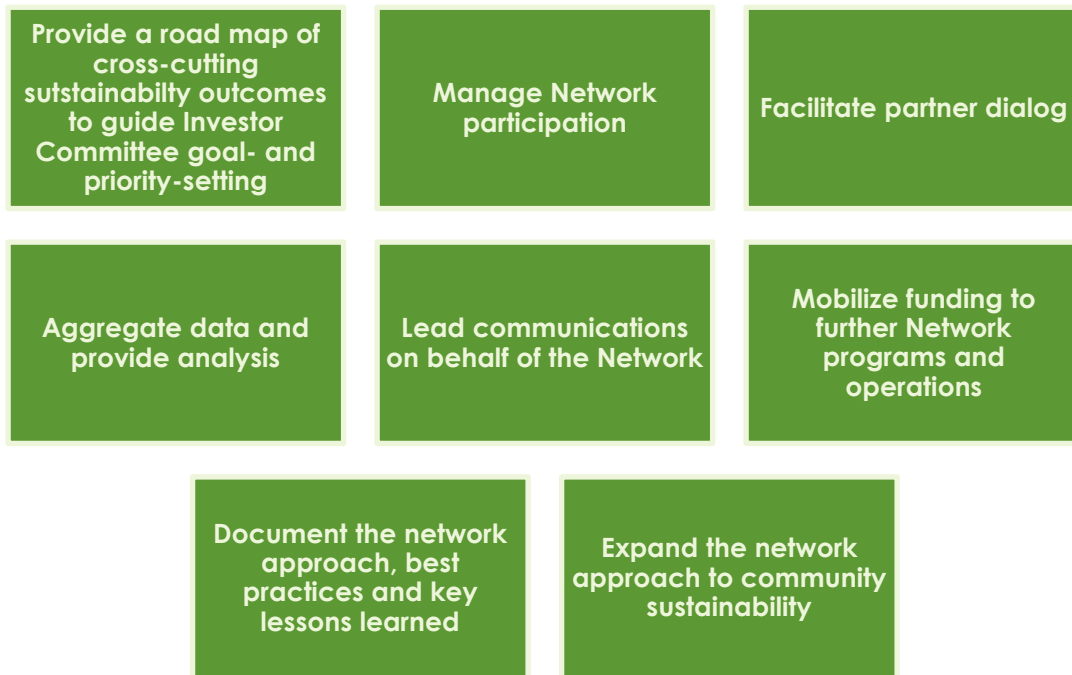
Meet the Living Communities Network

The Living Communities Network utilizes the *collective impact* approach to creating sustainable communities. This approach represents a long-term commitment by stakeholders from different sectors to a common set of goals to solve complex, multi-disciplinary social, environmental and economic challenge. The network members' independent and collaborative programming and actions are supported by a shared measurement system, ongoing communications, and an independent backbone organization that amplify the impacts of these stakeholders acting independently.

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Resilience is a multi-disciplinary, multi-stakeholder outcome which requires the organization of disparate efforts around a shared approach to achieving outcomes. The Living Communities Network is organized around three equally important components:
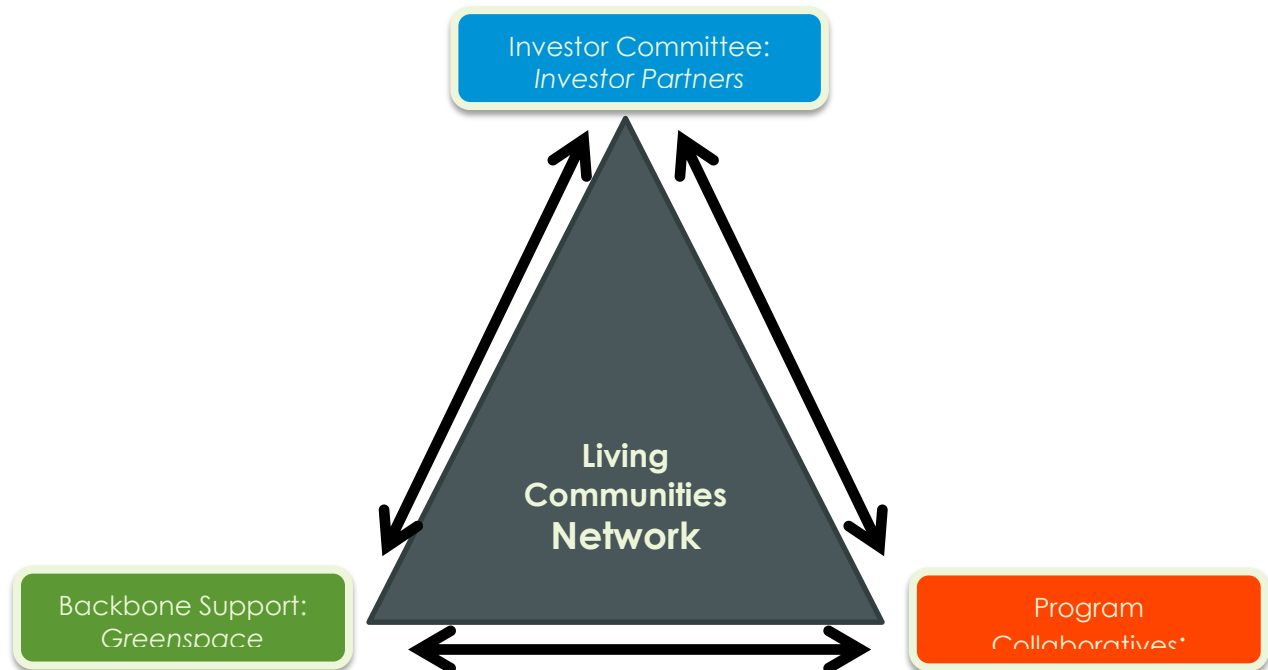
I. **An Investor Committee:** This network component is responsible for setting shared goals and priorities and for adopting a shared metrics system to measure network achievement. The Investor Committee also evaluates the performance of Program Partners and keeps the network accountable to the shared performance metrics system. While the Living Communities Network is organized around thematic areas of achievement (discussed in the Shared Set of Goals section below), the Investor Committee is responsible for setting measurable goals and priorities in each impact area.

II. **Program Collaboratives:** This network component implements programs, records performance data and reports data to the network. Programs and Program Partners commit to the shared priorities and metrics set forth by the Investor Committee and are organized into collaboratives. The collaborative are defined by the six thematic areas of achievement that the Network will work to achieve. The six areas of impact are described in detail on the following page. This alignment of programs and measurement leverages partners to work together, learn from one another and amplify the impact of individual organizations through the network's structure.

III.   **A Backbone Support Organization:** Greenspace, NCR is positioned to initiate and steward the Living Communities Network by acting as the backbone support organization of the network. Greenspace will perform internally, and/or secure a partner(s) to perform key backbone functions in support of the network to include:

Provide a road map of cross-cutting sustainabilty outcomes to guide Investor Committee goal- and priority-setting	Manage Network participation	Facilitate partner dialog
Aggregate data and provide analysis	Lead communications on behalf of the Network	Mobilize funding to further Network programs and operations
Document the network approach, best practices and key lessons learned	Expand the network approach to community sustainability	

A Shared Set of Goals

The Living Communities Network is organized to achieve sustainable outcomes in six multi-disciplinary thematic areas. It is the responsibility of the Investor Committee to define metrics for measuring success in the six areas as well as to set priorities for achieving those metrics. Program Partners in the Network will demonstrate their commitment to the Network by aligning and evaluating their selected or relevant programs according to the priorities and metrics set forth by the Network's Investor Committee. The six thematic areas for evaluating the performance of the Living Communities are:

1. Build/ Stimulate a green economy

2. Increase individual and institutional capacity and competency

3. Grow vital, healthy green communities

4. Deliver and operate high performance developments (buildings and sites)

5. Pursue creation and implementation of policies that enable and promote integrated sustainability outcomes and benefits

6. Leverage Network to produce large-scale collective impact

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[Visual Aid Placeholder]

Benefits of the Six Cross-Cutting Themes for Organizing Network Efforts

As illustrated below, a goal set in one achievement area may necessitate realization of goals in other areas. In the example, the Investor Committee sets a measurable goal to reduce storm-water runoff from buildings by 30% in the performance area "Deliver and operate high performance developments." This goal cannot be achieved at a large scale without additional alignment in other achievement areas including "Increase individual and institutional capacity," "Pursue creation and implementation of policies that enable and promote integrated sustainability outcomes," and "Build/ stimulate a green economy."

This example illustrates how the Living Communities Network can amplify the impact of an effort originating in one partner organization by aligning it with other partner organizations. Working independently economic and workforce development efforts may seek to build businesses and train workers on technologies which do not meet the standard that another organization is working to have adopted in codes and standards. Working together, each organization's efforts can affect a larger impact because their goals are aligned.

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Unique Roles of Network Components in Achieving Shared Goals

Each segment of the network (Investor Committee, Program Collaboratives and Backbone Support) serves to support and further the system of shared goals in different ways.

- **Investor Committee:** The Investor Committee is charged with identifying goals within the achievement areas and setting priorities for the Network. For example, the Network seeks achievement in the area of "Deliver and operate high performance developments (buildings and sites)," the Investor Committee is charges with setting the standards and priorities that define that achievement. Standards may include:
  - Reuse 30% of the water consumed in a building
  - Reduce energy consumption by 15% over baseline
  - Achieve 20% use of locally sourced materials region-wide by 2025

- **Program Collaboratives:** Program Collaboratives are the partners operating programs which align under the areas of achievement. Partners with programs that can be measured by the goals set forth by the Investor Committee in a particular impact area collaborate with one another to share lessons learned, progress reports and resources. One partner may operate multiple programs and participate in multiple collaboratives. Other partners may operate a single program with impacts in multiple collaborative areas. Program Collaborative participants are responsible for collecting performance data in accordance with the shared measurement system discussed below.

- **Backbone Support:** Greenspace, operating as the backbone support organization for the Living Communities Network, will facilitate communication between the Investor Committee and the Program Collaboratives as well as between partners within each group. Greenspace will also serve as an aggregator of the data collected by the Program Collaboratives, package the data for assessment by all partners and where appropriate, share with the broader public. Greenspace may participate in the Investor Committee and Program Collaboratives as well as act as the supporting organization for the network.

A Shared Measurement System

Unprecedented Industry Opportunity to Document Benchmark Data

The Living Communities Network must establish a system of data collection and reporting to support the initiative's impact by aligning partner goals and providing an objective standard for accountability. This requirement presents a significant opportunity to network partners to participate in establishing, leveraging and distributing a comprehensive set of benchmark data for measuring sustainability outcomes. Given the range of impacts required to achieve a Living Community model, it is unlikely that a single organization can aggregate information on the scale that Network will be able to.

Partners can benefit from using the data for their own purposes, sharing the cost of establishing the resource, learning and leveraging available technology to implement their own specific data programs. In addition, as data is collected, partners will have a

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new performance baseline to use for comparison in measuring success and to use in creating standards.

<p style="text-align:center">A Tool for Learning and Course Correction</p>

Another benefit of shared measurement and data collection is the opportunity to quickly identify programmatic failures, learn from mistakes and improve performance. This can improve the efficiency of resource deployment by ensuring that all efforts and resources are contributing to success.

Categories for data collection and measurement standards will be established by the Investor Committee across all six of the Living Communities Network's thematic areas for achievement. Participants in the Program Collaboratives will collect data from their programs and measure their success based on the standards set forth by the Investor Committee. As partners collected data from their programs and analyze it, they may find certain program elements particularly successful or unsuccessful in achieving the Network's goals. They can then share those objective, data-based findings throughout the Network to improve the approach of other partners working to advance the same goals.

This tool is particular powerful within impact areas that reflect a cycle or continuum. Many organizations have programs designed to impact a specific point in a process to introduce sustainable practices. For example, the US Green Building Council has been wildly successful at two key points: (i) integrating resource-conserving practices and technologies into buildings, particularly commercial buildings; and (ii) training construction, design and development professionals on best practices for integrating these practices. Measuring the impact of the USGBC's efforts on cross-cutting success metrics may highlight gaps in the buildings development process before and after the delivery of a green building. Roles in support of LEED construction may include introducing supportive policies, facilitating recognition of cross-jurisdictional benefits from green building, seeding of regionally accessible providers of materials for green construction, and improved capacity of commissioning and green operations professionals and organizations as a few examples. Aligning evaluation of USGBC's LEED Certification and Accreditation Programs with other Program Collaboratives operating in areas that support green construction can more quickly highlight needs for additional capacity or program performance improvements.

<p style="text-align:center">An Objective Method to Build Trust and Credibility
"You can't manage what you don't measure."</p>

A system of shared measurement gives the Network transparency to build trust and effectiveness among partners and an objective standard for accountability to manage the network's impact. Without the standards of measurement and data collection, the shared agenda guiding the Network's goals would have little meaning. A shared

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measurement system gives the Network's goals and outcomes credibility that can be shared by all partners.

Resources

Scalable Impact Benefits

A fundamental benefit of Living Communities Network approach is the efficient deployment of resources to realize **large-scale (*scalable*) impact**. Consider a comparison between the traditional approach of a single organization seeking to achieve large-scale impact and a network approach to achieving large-scale impact:

Isolated Impact	*Collective Impact*
Large-scale impact requires individual organizations to increase resource capacity	Large-scale impact depends on increasing alignment across sector and learning among many organizations
[Visual Aid Placeholder]	[Visual Aid Placeholder]

The Living Communities Network both lowers the cost of scalability and distributes the costs and the benefits of achieving large-scale impact across the network. Limiting the resources required to achieve scalable impact by coordinating, facilitating and supporting the network, allows the Living Communities to maximize the efficiency and effectiveness of resources applied to and required for large-scale impact. All partners will contribute to the required resources and correspondingly will benefit from the opportunity to expand their impact through the network.

Organizational Resource Gaps Filled Efficiently

Greenspace has identified a system of resource exchange within the Living Communities Network which is designed to effectively leverage those resources which some partners have in abundance to fill the gaps of their partners at the network level. The resources required by the Network are categorized as the **"Three W's."** The three resource *W's* of the Living Communities Network are:

- **Wealth:** Financial support for either the Living Communities Network or Program Partner Collaboratives and their activities and initiatives
  Some partners may have capital to support the Living Communities Network and/or the programs operated by the Network's partners, but may not be able to contribute staff or intellectual capital to the network's efforts. Examples of such organizations may be corporations and foundations which do not specialize in sustainability missions.

- **Wisdom:** Intellectual capital, creativity, expertise, credentials, research and skills to support development of progressive programs and deployment of Network efforts

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Other organizations may have many ideas and creative approaches to progressive programming, but may not have the human or financial capital to develop and deploy their plans. These organizations may be community organizations and small, niche non-profit organizations.

- **Work:** Staff or volunteer capacity to support either the Living Communities Network and/or the Program Partners and their Collaboratives activities and initiatives
  The Living Community Network provides a mechanism to maximize the impact of partners at all resource levels by aligning efforts around a set of goals and offering a system in which resource gaps can be filled efficiently.

[Visual Aid Placeholder]

Living Communities Network Participation Levels

Active participation is a key tenet of the success of the Network. Commitments are determined on a participant-by-participant basis to maximize the efficiency of available resources. However, both the Investor Committee and the Program Collaboratives will have to make commitments to different minimum thresholds for participation.

Investor Committee. Investor Committee participants will be required to contribute in **two of the three "W" categories.** Investor Committee participants will also be committing the time of senior leadership to participating in developing the shared goals and metrics of the Living Communities Network. The <u>minimum thresholds</u> for committing resources for the Investor Committee are:

- **Wealth**: $25,000 provided to support the Living Communities Network and Program Partner Collaboratives. This contribution will be vitally important in funding the initial development of shared metrics for measuring success.
- **Wisdom:** In-kind goods and/or services valued at $30,000 to support the Investor Committee with setting shared goals and metrics or to support Greenspace in its role as the backbone support organization.
- **Work:** Man-hours equivalent to one-third of a mid-level FTE to support the Investor Committee with setting shared goals and metrics or to support Greenspace in its role as the backbone support organization.

Again, Investor Committee participants are expected to contribute in two of the three resource areas at or in excess of the minimums defined above as well as commit senior leadership capacity to set shared goals and metrics.

Program Collaborators: Program Collaborators will be required to contribute in **one of the three "W" categories.** Program Collaborators will also be committing to participate in the achievement of the goals associated with the impact area(s) with which they are aligned by designing, delivering or supporting programs in those areas. The <u>minimum thresholds</u> for committing resources for Program Collaborators are:

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- **Wealth**: $10,000 provided to support the Living Communities Network and Program Partner Collaboratives. This contribution will be vitally important in funding the initial development of shared metrics for measuring success.
- **Wisdom:** In-kind goods and/or services valued at $15,000 to support the Investor Committee with setting shared goals and metrics or to support Greenspace in its role as the backbone support organization.
- **Work:** Man-hours equivalent to one-quarter of a mid-level FTE or one-third of a junior-level FTE to support the Investor Committee with setting shared goals and metrics or to support Greenspace in its role as the backbone support organization.

Timeline for Implementation

"We are now faced with the fact, my friends, that tomorrow is today. We are confronted with the fierce urgency of now. In this unfolding conundrum of life and history, there is such a thing as being too late. Procrastination is still the thief of time."

- Dr. Martin Luther King, Jr.

It is time to pursue a comprehensive and coordinated approach to growing green communities.
Efforts are beginning to take shape locally and regionally to set sustainability goals and develop supportive government programs and policies. Today represents a unique opportunity to elevate sustainability planning to a regional level and to steward sustainability policies through changes in political administrations and availability of public resources.

The Living Communities Network offers a unique opportunity to participate in the only collective impact initiative underway in the region to achieve sustainability outcomes of significant scale.
Environmental, economic and social achievements do not respect jurisdictional boundaries. Resilience is a multi-disciplinary, interdependent, multi-stakeholder outcome which requires the organization of disparate efforts around a shared approach to achieving outcomes. Scalable and integrated impact is required to truly realize a return on investment in sustainable practices. The Living Communities Network can uniquely leverage a collective impact approach to realizing sustainability goals across industries, jurisdictions, and administrations.

Greenspace seeks to implement the Living Communities Network on the following conceptual timeline:

Network Milestone	Timing
Solidify Investor Committee Members	September, 2012
Establish Initial Pool of Program Collaborators	September, 2012
Kick-Off Network Operations	November, 2012
Draft Shared Goals and Priorities	January, 2013

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Adopt Shared Goals and Priorities	March, 2013
Draft Shared Success Metrics	June, 2013
Adopt Shared Success Metrics	September, 2013
Review Progress	Quarterly

Budget

[To Be Completed in Next Draft]

Join the Living Communities Network Now

The Living Communities Network is a unique opportunity to set a new standard for achieving sustainable environmental, economic and social goals through a systemic change and collective impact approach.

Your Role: Work collaboratively with other Network stakeholders to set shared goals and priorities for realizing a vision of sustainable Living Communities across environmental, economic and social impact areas. Adopt and steward a shared metrics system to measure network achievement. Hold the Network and your organization accountable to the shared performance metrics system.

If you seek to be an Investment Partner: Two of the three "W's" are required at the following minimum thresholds:

- **Wealth**: $25,000 cash contribution;
- **Wisdom:** In-kind goods and/or services valued at $30,000; or
- **Work:** Man-hours equivalent to one-third of a mid-level FTE

Your Returns: As an Investor in the Living Communities Network, you can benefit from:

- Scalable Impact
- Amplified Success
- Efficient Filing of Resource Gaps
- Ground-breaking Data Benchmarking
- Quantitative Links between Independent Efforts
- Stewardship of Cross-Jurisdictional Sustainability Policies

If you seek to be a Program Partner: One of the three "W's" is required at the following minimum thresholds:

- **Wealth**: $10,000 cash contribution;
- **Wisdom:** In-kind goods and/or services valued at $15,000; or
- **Work:** Man-hours equivalent to one-quarter of a mid-level FTE or one-third of a junior-level FTE

Greenspace seeks to have partners execute a Memorandum of Understanding with the Living Communities Network. This MOU will formalize the resource commitments of you as an Investor Committee participant and detail a schedule of Investor Committee meetings, milestones and participation obligations.

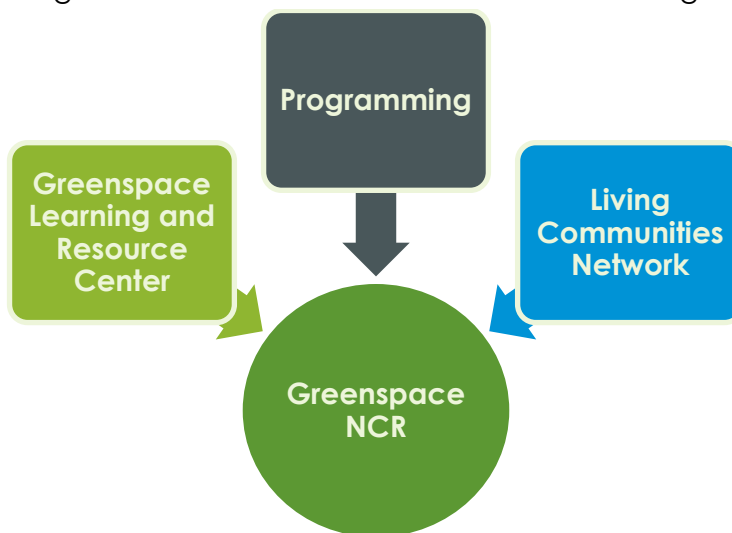green space

About Greenspace, NCR

History and Mission

Greenspace, NCR is a non-profit 501(c)(3) organization dedicated to cultivating the region's green economy, catalyzing green policies and stewarding green communities. Greenspace is evolving from GreenHOME, whose mission was to make affordable housing and its neighborhoods green, into Greenspace, NCR, whose mission is to inspire, energize, and achieve groundbreaking programs, and through innovative partnerships, bring vibrant green communities to life. Operating as GreenHome beginning in 2006, Greenspace, NCR executed successful program partnerships with over 50 organizations. Our history, mission and work is about catalyzing a revolutionary change in building development practices and policies while spearheading and shaping an emerging green building economy.

As GreenHOME took on a leadership role in creating and passing the groundbreaking DC Green Building Act we came to understand that new policies were not enough to accomplish the scale of the impact we were seeking. As Greenspace we now need to leverage an exceptional network of regional public, private and non-profit partners to the region's green economy, catalyze green policies, and steward green communities.

Green communities are more than homes. Green affordable housing was a great start. To build green communities, we need all buildings and sites, new and existing, as well as businesses and professionals to benefit from the practices and performances of green development.

A Comprehensive Approach to Creating and Stewarding Green Communities
Greenspace will leverage three distinct business lines to achieve its goals and mission:

Greenspace: A one-of-a-kind, results-driving learning and resource center; **Programming:** Initiatives that simultaneously tackle economic and environmental challenges; **Living Communities Network:** Partners aligned to deploy programs under a shared set of goals and shared measures of success.

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Audience

Greenspace seeks to serve the community at large including people and places. The Living Communities Network reflects the formalization of Greenspace's partnership approach to problem solving. Greenspace will engage citizens, non-profits, businesses, schools and governments in furthering goals that realize green, living communities. Greenspace has enjoyed successful partnerships with over 70 organizations outside of the Living Communities Network. The following partners are representative of the organizations that Greenspace will continue to engage with in deploying programming to further its mission and will seek to engage in the Living Communities Network:

- Cafritz Foundation
- Chesapeake Crescent Initiative
- DC Appleseed
- District Department of the Environment
- Downtown BID
- Enterprise Community Partners
- Fannie Mae
- George Washington University

- Institute for Market Transformation
- Metropolitan Washington Council of Governments
- National Building Museum
- Wider Opportunities for Women
- Prince Charitable Trust
- Urban Atlantic
- Washington Gas

Staff

Executive Director, Patty Rose. Patty is an experienced leader in the field of design for public service. As the Executive Director of Greenspace she creates and leads partnerships that integrate efforts from the development community and advocacy organizations to create more vibrant communities through the creation of affordable green housing and green neighborhoods. Her leadership efforts contributed to creating and passing the DC Green Building Act in 2006 and she is now focused on its successful implementation as a mayoral appointee to the DC Green Building Advisory Council.

She has previously been Assistant Director for an experimental College of Design, Art and Architecture in Santa Monica, CA. Patty also served as Special Assistant to the Executive Director and the Deputy Secretary of the Board of Commissioners for the regional transportation and development agency in St. Louis, MO during construction of the city's light rail system. She holds a degree in architecture from the University of California at Berkeley.

Board

Greenspace will be seeking to restructure its Board to align with the organization's new multi-business line approach to creating and stewarding green communities. The addition of the Living Communities Network necessitates that the organization reassess the proper mix of skills, experience and resources to target for its Board members. Greenspace has secured a management consultant to assist with a strategy for restructuring the Board to serve the organization's needs as a program operator, learning resource center and backbone support organization for the Living Communities network.

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Appendix: Collective Impact Approach Primer

What is Collective Impact?

Collective Impact is an organizational model for aligning cross-sector leadership around a shared agenda to solve a complex problem. This approach represents a long-term commitment by stakeholders from different sectors to a common set of goals to solve a complex, multi-disciplinary social challenge. The network members' independent programming and actions are supported by a shared measurement system, ongoing communications, and an independent backbone organization that amplify the impacts of these stakeholders acting independently.

Isolated Impact	Collective Impact
• Organizations work separately and compete • Evaluations of progress isolate a particular organization's or program's impact • Large-scale impact requires individual organizations to increase resource capacity ($, Staff, Influence) • Sectors within an industry are disconnected from one another (corporate, government, non-profits, and foundations)	• Organizations coordinate their actions and share lessons learned • Progress requires working toward the same goal and measuring the same things • Large-scale impact depends on increasing alignment across sectors and learning among many organizations • Government and corporate sectors are partners to non-profits and foundations

Why leverage Collective Impact to address sustainability challenges?

Sustainability is a multi-disciplinary, multi-stakeholder outcome which requires the organization of disparate efforts around a shared approach to achieving outcomes. Efforts across economic development do not take into account efforts to improve building technologies which are often at odds with regulatory policies. Sustainable communities need resilient economies and environments that are supported by policies, technologies, people and organizations that are working together.

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Five Success Factors for a Collective Impact Initiative

I. Common Agenda

- Create a common definition of the challenge to be addressed
- Agree to a vision of and approach to change; Not all participants need to agree on every dimension of the approach, but they must agree on the primary goals of the network

II. Shared Measurement Systems

- Measurement represents an accepted method for collecting data and evaluating success; Shared measurement keeps efforts aligned and provides a fair means for holding partners accountable
- Assessing data collected at the community level across organizations can help partners quickly identify successes and opportunities for improvement

III. Backbone Support Organization

- Supports the coordination and communication required to successfully implement a network approach
- Requires dedicated staff to provide facilitation, communications, data collection and reporting and administration in support of the network

IV. Mutually Reinforcing Activities

- Collective Impact coordinates the efforts of partners with different expertise and capacity to achieve a common goal
- Participants' efforts no longer only influence their program focus, but can positively impact and be impacted by the efforts of their partners in a measurable and dynamic way

V. Continuous Communication

- Important trust-building tool to strengthen relationships between stakeholders; Allows partners to see that their interests are being treated fairly and decisions are being made based on objective evidence
- Accomplished with regular meetings and leveraging online collaboration tools

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