

Emerald Cities Collaborative

Local and National Strategy

July, 2010



ECC: VALUE PROPOSITION

1. Who We Are

- ◆ Emerald Cities Partners
- ◆ Our Assets

2. What Do We Care About?

- ◆ Emerald Cities Goals and Strategic Framework

3. What Do We Bring to the Table?

- ◆ ECC Value Chain

ECC: WHO ARE WE?

COLLABORATION OF DIVERSE NATIONAL ORGANIZATIONS

- ◆ LABOR UNIONS
- ◆ HOUSING AND COMMUNITY DEVELOPMENT ORGANIZATIONS
- ◆ WORKFORCE DEVELOPMENT ORGANIZATIONS
- ◆ YOUTH & COMMUNITY-SERVICE ORGANIZATIONS
- ◆ ADVOCACY AND SOCIAL JUSTICE ORGANIZATIONS
- ◆ ACADEMIC, RESEARCH AND PUBLIC POLICY

ECC: OUR COMBINED ASSETS

ENERGY DEMAND

- ❑ 600,000 units of affordable/assisted & public housing units
- ❑ Development Financing Experience and Capacity
- ❑ Access to Union Pension Funds & Private Investments
- ❑ Local Community Networks, Operations and Infrastructure

LABOR SUPPLY

- ❑ 1,500 construction training centers
- ❑ Pre-apprentice training programs/curricula
- ❑ Apprenticeship training programs/curricula
- ❑ Integrated Workforce System Development Capacity

POLICY AND ADVOCACY

- ❑ Workforce, Energy, Housing & Equity-based Public Policy Analysis & Advocacy
- ❑ National & Local Federal Agency Access & Lobby

RESEARCH AND TECHNICAL ASSISTANCE

- ❑ Building technology, workforce, financing, etc.

Emerald Cities Goal: High Road Metros

- ◆ “Metro” means MSA (metropolitan statistical area)
- ◆ “High road” means having the goal of shared prosperity, environmental sustainability, and efficient democratic government, and treating these things as complements in getting there
- ◆ High road metros use markets and democratic organization to add value, reduce waste, and capture and share the benefits of doing both

Emerald Cities Goals



ECC VALUE CHAIN : SYSTEM BUILDING



ECC OUTCOMES

LARGE-SCALE
REDUCTION IN
CARBON
EMISSIONS

HEALTHY AND
SUSTAINABLE
COMMUNITIES

CITY/LABOR/C
COMMUNITY &
CIVIC
ENGAGEMENT

CONSTRUCT AND
EXPAND
PATHWAYS TO
GOOD JOBS AND
LIFETIME
CAREERS

PROMOTE AND
EXTEND THE
PRACTICE OF
COLLECTIVE
BARGAINING

ECC: PARTNERSHIP FRAMEWORK

Strategic & Planning Framework

- Social Compact
- Technical Assistance
- Coalition/Movement Building

Matching Local Needs to National Help

- Shared Local Priorities
- Review of Foundational Work
- Capacity, Resource, and Technical Assistance Needs
- Ways National ECC Can Help Meet Local Needs

How to Get the Work Done

- Inclusive Implementation Plan and Measuring Success
- National-Local Partnership Agreement
- Actionable Next Steps
- Conclusion

Social Compact

Job Access

Job Quality

**Construct and expand
pathways to good jobs
and lifetime careers**

**Promote and extend the
practice of collective
bargaining**

Strategic Framework



Retrofit Projects

Building and Construction Trades Unions



Community/Neighborhood Benefits

Targeted energy efficiency upgrades to neighborhoods in need

- Savings for low-income renters, moderate income homeowners, and local businesses

New business opportunities for minority- and women-owned businesses

- Local asset and wealth building
- Additional employment opportunity for minority, low-income communities retrofit building and other sectors.

Partnerships to facilitate strategic, equitable growth of local green economies

- Leveraging energy efficiency projects with other capital investments to improving public housing, multi-family affordable housing, etc.
- Multiple leadership and engagement opportunities for youth and residents

Local Coalition

Core Value: *Long-Term Movement Building*

Goal: *Grow a critical mass to influence the city's economic, social, and environmental future*

Who: *Broad and diverse set of actors; convened by trusted local anchor and led by representative core group*

How: *Democratic-decision making; mutually-affirming, non-dominating relationships*

Technical Assistance

Local Staff Resources

Centralized technical assistance areas

- Finance
- Community Workforce Agreements
- Building Technology
- Community Organizing

Methods of delivery

- Direct tailored assistance
- Rapid response team
- National conferences
- TA stable
- Training opportunities (as we scale up)

TA Stable

Additional Content Areas

- Workforce Development
- Public policy
- Communications

How it works

- Stable of on-call vendors
- Vetted for quality and alignment with ECC core values
- Paid for by local partnerships

Inclusive Implementation Plan

Outline Inclusive Planning Process

- Maximize participation of key stakeholders
- Connect to ongoing efforts in target city



Define Broad Action Plan

- Identify key elements of work
- Connect to national members and expertise



Organize the Work

- Select subcommittees
- Define member roles

Measuring Success

Current status

Metrics Matrix

- Long list of possible measures



Next steps

Local Input

- What's relevant to local plan
- What outcomes do we track?



Goal

**Common metrics
Across ECC cities**

- Create final tool
- Track national progress

Building an Inclusive & Powerful Partnership

- Inclusive partnerships key to overcoming roadblocks and realizing long-term success
- Steps include:
 - Convene a diverse coalition representing key stakeholders
 - Identify a coordinating organization
 - Construct a shared mission to establish priorities
 - Define structure and roles for meaningful representation
 - Agree to decision-making process to reach consensus and mediate conflicts
 - Engage resident leadership and build community support
 - Identify and engage additional key stakeholders
 - Commit to on-going assessment and improvement

Actionable Next Steps

Types of Next Steps

- Meet Threshold
- Sign Partnership Agreement
- Establish Local Frame of ECC Work
- Plan and Pursue Project Elements
- Implement First ECC Retrofit Project