



GREENING AMERICA'S DISTRESSED HOUSING: THE CASE FOR PARTNERSHIPS

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Weatherization Plus Health Regional Conference
U.S. Department of Energy
September 14, 2011
Westin Peachtree Plaza
Atlanta, Georgia



WORKSHOP OBJECTIVES

Rationale for Building Partnerships

- ECC Partnership Rationale & Model
- WAP/ Healthy Homes Partnership Rationale

- Partnership Building Strategy

- Discussion re: Challenges/ Issues
 - Barriers to Initiating Partnerships
 - Strategies for Assigning Partnerships
 - Leveraging Funds
 - Maintaining Partnerships



PARTNERSHIP RATIONALE

- Scale/ Impact
- Complexities/ Competencies
- Resource Requirements



ECC MISSION: GREEN OUR CITIES

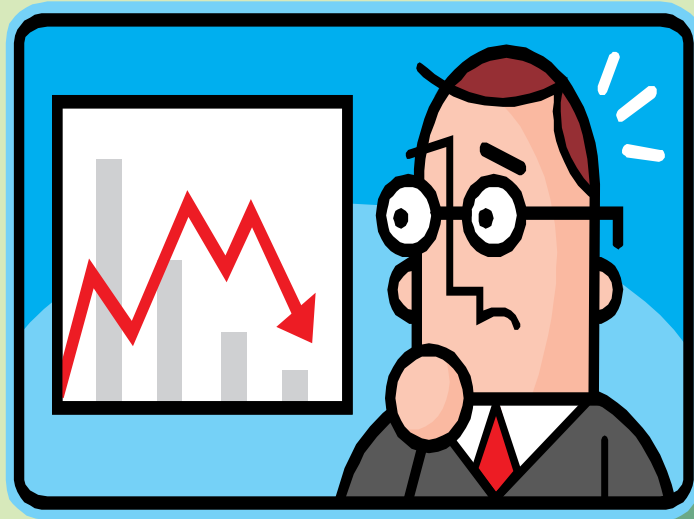


Green
Our Cities





ECC MISSION: BUILD OUR COMMUNITIES

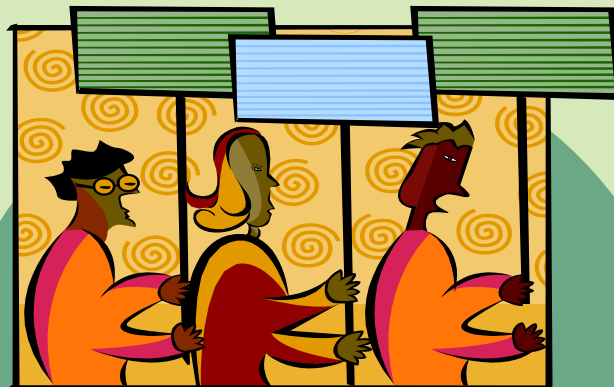


Build Our
Communities





ECC MISSION: PROMOTE EQUITY



Strengthen
Our Democracy



ECC MISSION





The Vision



THE EMERALD CITY

9/16/2011

- **Green, natural environment**
- **Vibrant businesses & workers**
- **Healthy families in quality housing**
- **A real community**
 - **Tolerant**
 - **Inclusive**
 - **Active**



ECC SCALE AND IMPACT

Large-Scale
Reduction in
Carbon Emissions

Healthy and Sustainable
Communities

City/ Labor/ Co
mmunity &
Civic
Engagement

Construct & Expand
Pathways To Good
Jobs & Lifetime
Careers

Promote & Extend the
Practice of Collective
Bargaining



ECC STRATEGY: SCALE & IMPACT

- **400 billion dollars of potential commercial retrofits**
 - **41 billion of annual energy savings of commercial properties**
- **112 million residential properties**
 - **2 billion annual savings for public housing**
- **80 billion dollars of stimulus funds**
- **5-8B+ of utility public rate payer funds**
- **1 million dollars of investments in energy efficiency produces 21 direct & indirect jobs**



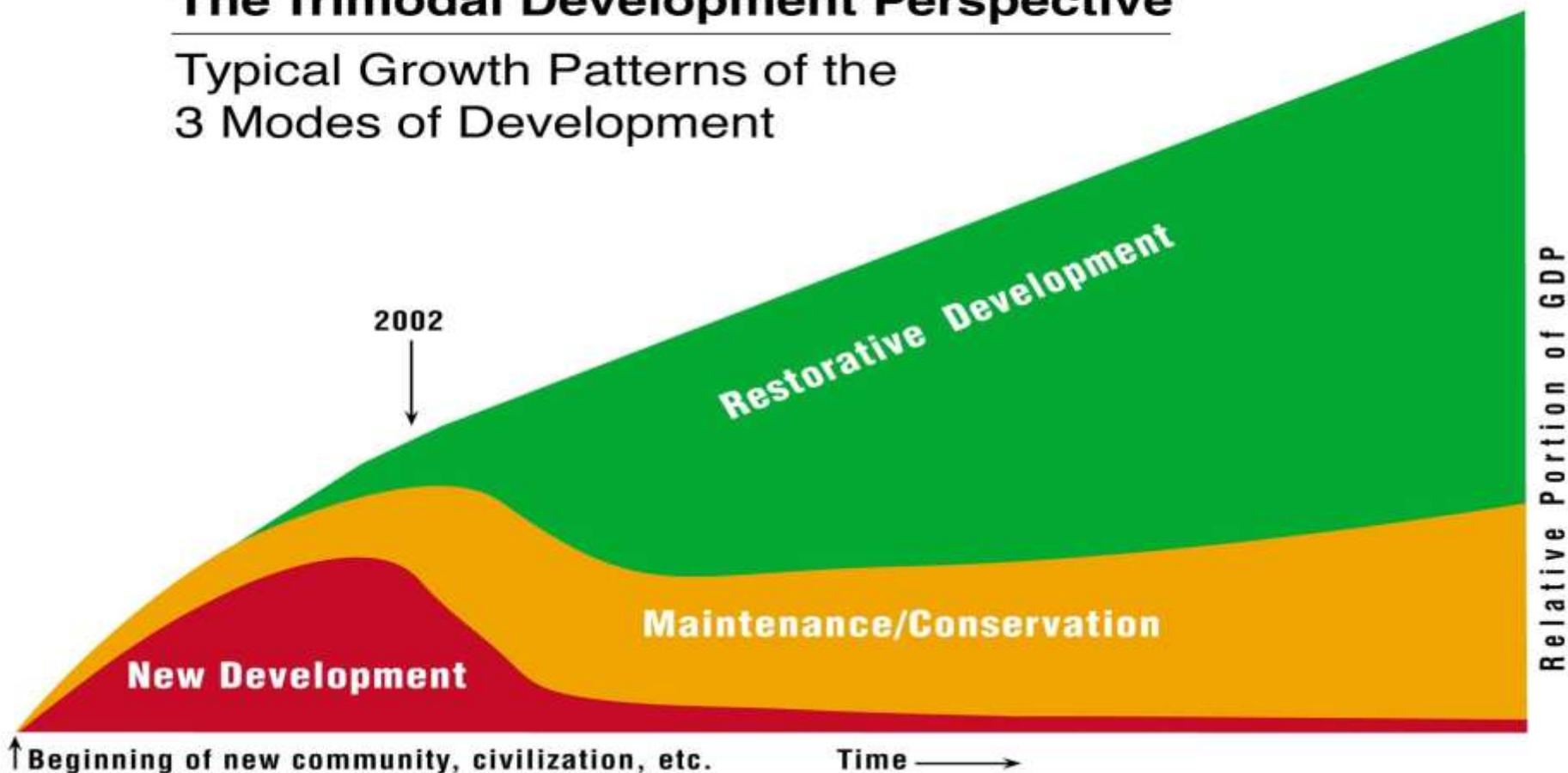
A NEW ECONOMIC MODEL: FROM TRANSACTIONS TO

Graphic #1

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The Trimodal Development Perspective

Typical Growth Patterns of the
3 Modes of Development





OUR APPROACH

- Building a collaboration of people, resources, & ideas from across the nation (market intermediaries)
- Building an energy efficiency/ sustainable development market (job creation)
 - Policy development
 - Project development
 - Financing
- Building career pathways & workforce development systems
- Civic engagement

LABOR UNIONS

YOUTH & COMMUNITY SERVICE ORGANIZATIONS



POLICY/ ADVOCACY ORGANIZATIONS

SOCIAL JUSTICE ORGANIZATIONS

HOUSING & COMMUNITY DEVELOPMENT ORGANIZATIONS

BUSINESS/ FINANCIAL ORGS

SOCIAL SERVICE & WORKFORCE DEVELOPMENT ORGANIZATIONS

ACADEMIC & TECHNICAL ASSISTANCE ORGANIZATIONS



OUR ASSETS: DRIVING DEMAND

- **Energy Demand**
 - 1,000,000 units of affordable, assisted, public housing
 - Development financing experience and capacity
 - Access to public & private financing
 - Local community networks, operations and infrastructure (boots on the ground).
- **Policy and Advocacy**
 - Workforce, energy, housing & equity-based public policy, analysis & advocacy
 - National & local federal agency access & lobby



OUR ASSETS: BUILDING SUPPLY

- Project Labor Agreements
- Community Workforce Agreements
- Training
 - 1,500 construction training centers
 - Pre-apprentice training programs/curricula
 - Apprenticeship training programs/curricula
 - Integrated workforce system development capacity



Emerald Cities: Where Are We?





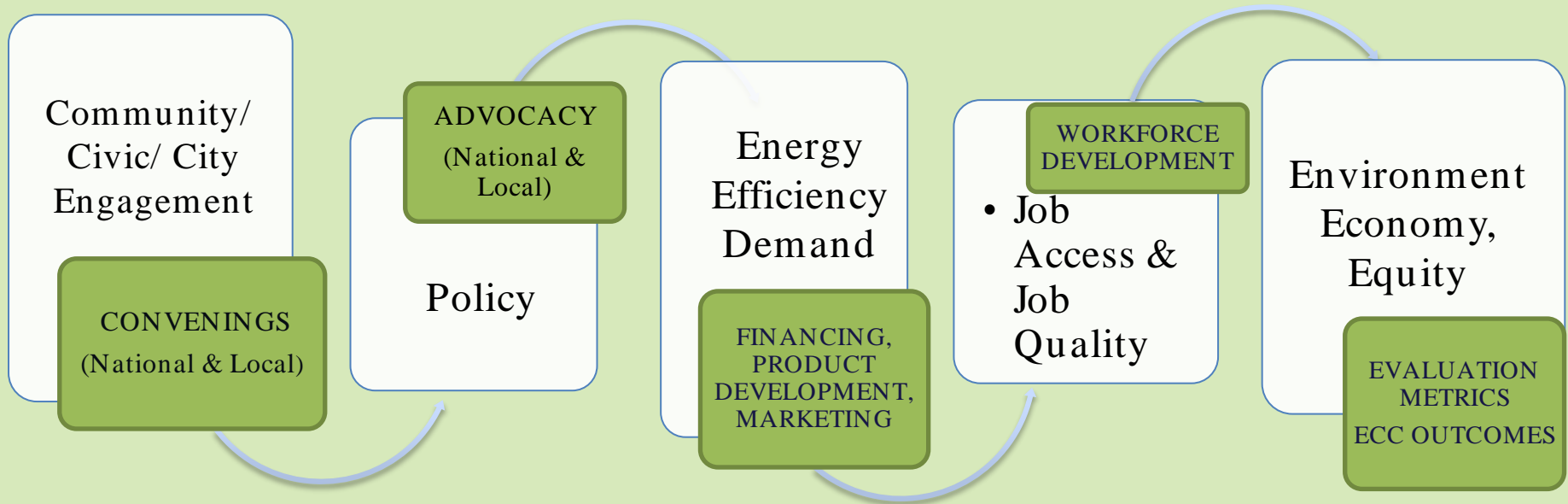
INVESTMENTS & PROJECTS IN TARGET CITIES

	ECC Affordable Hsg	# of City Buildings	Public Investments	# of Multi-Family Units/ (Industrial Sq. Ft.)
Atlanta	28,570	675	\$33,529,598	81,312
Cleveland	29,034		\$5,205,248	40,149
Los Angeles	88,493	900	\$211,944,567	(2.3 million sq. ft. ind.)
Milwaukee	11,868	229	\$43,433,842	56,574
New York	329,537	5,000	\$376,394,649	1,917,346
Oakland	46,530 *	141	\$18,909,432	49,773
Portland	14,008	300	\$41,785,767	61,700
Providence	12,062	180	\$24,130,577	52,634
San Francisco	46,530 *	800	\$36,653,080	154,898
Seattle	33,396	364	\$70,325,265	110,644
Total	593,498	8,589	\$862,312,025	2,525,030

* Numbers Combined San Francisco and Oakland



ECC VALUE CHAIN : SYSTEM BUILDING





WAP PARTNERSHIP RATIONALE: HEALTHY HOMES – HEALTHY COMMUNITIES

ECC's Greening Distressed Housing Study

- ✓ Extensive Secondary Research
- ✓ Surveyed Member Organizations (n-157)
- ✓ Conducted Telephone and In-person Focus Groups (n=3)

Study Objectives

- ✓ Defining the Problem? (walk-aways, deferrals...)
- ✓ Size of Problem?
- ✓ What's Being Done About It?
- ✓ Who Is In Charge?
- ✓ What Should Be Done?



THE CASE FOR WAP PARTNERSHIPS

ISSUE/PROBLEM	PARTNERSHIP OPPORTUNITIES
<p>LEGACY</p> <ul style="list-style-type: none">Older housing (pre-1940) make up 15 percent of America's housing stock, representing 17.4 million units of U.S. housing.	<p>BROAD-BASED COALITIONS MOVEMENT BUILDING ORGANIZATIONS</p>
<p>SCALE</p> <p>Distressed, substandard housing accounts for two percent of the housing stock and disproportionately comprises older housing (n=2.2 million units)</p>	<p>COMMUNITY DEVELOPMENT ORGS AFFORDABLE HOUSING DEVELOPMENT ORGANIZATIONS COMMUNITY BUILDING ORGS</p>
<p>CULTURAL</p> <p>Vulnerable populations (African-Americans, Latinos, and Elderly) are most likely to live in distressed housing.</p>	<p>ETHNIC/SOCIAL EQUITY GROUPS/RELIGIOUS ORGS</p>



THE CASE FOR PARTNERSHIPS

ISSUE/PROBLEM	PARTNERSHIP OPPORTUNITIES
REGULATORY <ul style="list-style-type: none">Public resources and allocation formulas to upgrade and weatherize distressed properties are uncoordinated and vary by region	ADVOCACY/POLICY ORGANIZATIONS
DATA <p>an assessment of the problem is not effectively captured in WAP data systems, census or other existing housing data bases</p>	ACADEMIC INSTITUTIONS
WORKFORCE	
25 percent of the homes they encounter have distressed housing conditions beyond the scope of WAP	WORKFORCE ORGANIZATIONS/BUILDING TRADES



BUILDING COALITIONS AND PARTNERSHIPS

GOALS AND STRATEGIC FRAMEWORK



ECC: PARTNERSHIP FRAMEWORK

Strategic & Planning Framework

- Define and Execute Social Compact
- Incorporate Technical Assistance
- Coalition/ Movement Building



LOCAL COALITION BUILDING

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



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



INCLUSIVE & POWERFUL PARTNERSHIPS

- 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



Thank You