



greenSPACE

THE NATIONAL CAPITAL REGION'S
GREEN BUILDING LEARNING CENTER

BUSINESS PLAN

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Executive Summary

The National Capital Region's green development destination

As the learning center, meeting place, and one-stop-shop for green building professionals, policy makers, and the public, GreenSPACE will catalyze the green transformation of the region's development industry. It will make the crucial links between the ideas and policies of green development and the reality of their implementation. GreenSPACE's trainings, technical assistance, demonstrations, speakers, and resources will show developers, designers, engineers and contractors how to make green practices work for their projects and will help governments adopt green development policies that reap rewards for the community, the economy, and the environment.

A partnership

GreenSPACE will unite and leverage the expertise and resources of building professionals, governments, environmental groups, trade associations, economic development organizations, and funders to lead the region to green development. Add your expertise, resources, and vision to the growing group of GreenSPACE partners who are working to realize the promise of green development for the National Capital Region. Help us make GreenSPACE the area's green development destination, the meeting place and learning center where we will come together to green our region.

A focus on affordable green

GreenSPACE will focus on affordable green as the means to achieve sustainability for all. Cost-effective green building requires a strategy tailored to each project, not a list of "green" products or technologies. With an emphasis on the fundamentals of green design and development, GreenSPACE will help practitioners find cost-effective opportunities for making their project's green by learning how to make upfront investments in health, efficiency, and durability that pay off over time. Success will come from showing even skeptical professionals how their projects can become green—affordably.

A full-service learning center

At GreenSPACE, building professionals, government officials, and community members will find a full suite of trainings, forums, tools, and information resources for green building projects. Most of all, they will find a place that facilitates learning, sharing, and collaboration—the most direct means to generate support for policies and practices that will help us green our region. GreenSPACE programs will include:

- Hands-on design and construction training including demonstrations of how carpentry, plumbing and other trades can adopt green techniques.
- Meeting space for trainings, charrettes, events, and presentations.
- A help desk to answer questions and link building professionals to a range of consulting services to help plan, design, construct, and evaluate green projects.
- Exhibits presenting building science fundamentals, principles of sustainable design, and inspirational case studies highlighting green buildings and neighborhoods.
- A tool lending library of specialized equipment needed to install, test and measure energy efficiency and the effectiveness of green design materials and systems.
- A resource library housing samples of materials, products, and systems, plus an extensive collection of reference materials and an online directory of regional green building product and service providers.
- Specific products, systems, and materials used in green building – displayed in a showroom and highlighted in manufacturer demonstrations.

GreenSPACE will also have an online, virtual green building learning center to reinforce the center's one-stop, start-to-finish experience by allowing visitors to re-engage at home or at work.

Who's behind GreenSPACE?

As a regional resource and catalyst for green development, GreenSPACE will be a joint effort of many partners. GreenHOME, a DC-based nonprofit focused on greening affordable housing and its neighborhoods, and Enterprise Community Partners, a top provider of development capital for low-income housing and communities, are spearheading the campaign to establish GreenSPACE. After leading a broad, collaborative effort to pass the 2006 Green Building Act in Washington, DC, we realized that the true test will be implementing the Act's requirements. To meet that challenge, GreenHOME and Enterprise formed a joint venture, the DC Green Communities Initiative to provide the leadership in education, training, technical assistance and advocacy needed for the support of the affordable housing community to make a successful transformation to building green. We are now working to form a broadly-based collaborative of partners to launch GreenSPACE and extend our reach to realize a regional transformation of the marketplace of green building, development and living.

The time is now

The success of GreenSPACE is crucial over the next five years. In Washington, DC, large private commercial construction projects will have to fulfill LEED standards by 2012. Public projects proposed today must already meet green criteria. Montgomery County, Maryland is on a similar timeline, and green legislative and policy proposals are gaining traction throughout the region.

Building professionals are looking for guidance to comply with new, evolving requirements for green building, energy efficiency, stormwater management, and more. Regional governments are trying to create regulatory infrastructure that smoothes, rather than hinders, the transition to resource efficient, low impact development. Workforce training and economic development groups are trying to tap into green collar jobs. GreenSPACE will help government agencies and the development community achieve early successes by providing the practical advice, technical support, and hands-on training they need to make green development mainstream.

GreenSPACE has the opportunity to serve as a national model for fostering green development. By building the capacity for well-managed public oversight and high-performance, cost-effective development, we can show Congress and federal agencies the value of public policies and funding for sustainable development. To achieve these goals, we must act now to turn the momentum of recent legislative and regulatory efforts into successful green development projects that improve performance and become the new standard for building development and operations.

Making it happen

GreenSPACE will rely on a broad range of partners to ensure its success. While core programming will build on GreenHOME's and Enterprise's track record of successful partnerships for training, technical assistance, and policy advocacy and implementation, partner contributions to programs and operating support are essential. Foundation funding is crucial to GreenSPACE's success, and the physical presence offered by GreenSPACE provides an opportunity to engage public, private, and nonprofit partners and to leverage the region's green development resources.

Over the next few months, The DC Green Communities Initiative will form an advisory committee of key partners and accelerate fundraising efforts. GreenHOME is working with the development community and city officials to find a location and will meet with partner builders and designers to secure pro-bono services and in-kind material donations to realize the new learning center. We will develop programming in anticipation of opening GreenSPACE in 2009.

The DC Green Communities Initiative is seeking funding for start-up capital and operating costs. Start-up costs, primarily for the facility acquisition and build out, are estimated at \$750,000, with an additional \$450,000 for educational exhibits

and resource library and an additional \$150,000 for initial marketing and start up expenses. Ongoing operating costs are estimated at \$600,000 per year with an assumption of donated rent.

Funding partners

GreenSPACE expects to raise half of the start-up costs through corporate sponsorships (naming rights) and in-kind donations. The additional \$450,000 - \$800,000 and at least two thirds of the \$550,000 operating budget will come from corporate, foundation, and possibly government grants. GreenSPACE offers several opportunities to generate earned income that will be used to cover the remaining operating expenses and to expand programming and build partner capacity. We have identified the following funding sources:

- Foundation grants;
- Corporate philanthropy and sponsorships;
- Government funding;
- Partner funding. In-kind donations;
- Earned income;
- Like-minded organizations making rent payments if we secure a larger facility.

Start-up to Future

Initially, GreenSPACE will be operated as a program of DC Green Communities with an advisory committee of core partners. GreenHOME will be responsible for the center's operations during site acquisition, partnership formation, and, in collaboration with core partners, sponsor recruitment, program development, and the first year of operations. Staff will be hired by GreenHOME specifically to manage GreenSPACE. Within a year of its founding, GreenSPACE will form its own 501(c)3 non-profit organization and will have a new board of directors including representatives from Enterprise, GreenHOME, and GreenSPACE partner organizations.

I. Overview of GreenSPACE Concept & Organizational Background

A. What is GreenSPACE?

GreenSPACE is the National Capital Region's green development destination. As the learning center, meeting place, and one-stop-shop for green building professionals, policy makers, and the public, GreenSPACE will catalyze the green transformation of the region's development industry. It will make the crucial links between the ideas and policies of green development and the reality of their implementation. GreenSPACE's trainings, technical assistance, demonstrations, speakers, and resources will show developers, designers, engineers and contractors how to make green practices work for their projects and will help governments adopt green development policies that reap rewards for the community, the economy, and the environment.

GreenSPACE will foster and embody a regional partnership for green development. As a hub for its partner organizations, it will unite and leverage the expertise and resources of building professionals, governments, environmental groups, trade associations, economic development organizations, and funders to create a sustainable region.

B. GreenSPACE Mission and Services

Serving the city, the region and the nation as a destination, resource, and catalyst for green building and green neighborhoods, GreenSPACE will be an active learning center highlighting the nation's capital's commitment to green development and green living. GreenSPACE will train and support development professionals as they incorporate green principles and practices into the development of high performance buildings that meet new green building legislation requirements. To achieve a common understanding of the need for affordable green development, GreenSPACE will tie the practical tools for implementing green design and construction to the larger, global issues of climate change, energy efficiency, conservation and renewables, fresh water scarcity, stormwater management, and the impact of sustainability on the health and vitality of the region's residents and communities.

GreenSPACE will make the case that affordable green is what makes green design and development economically sustainable. This applies to all types of development, with a focus on affordability for all. As early projects demonstrate, even the most cost-constrained affordable housing projects when built green realize reduced long-term operating and maintenance expenses.

By emphasizing hands-on learning – in building trades and building science – GreenSPACE will focus on technologies and practices that enhance the performance of buildings and communities. GreenSPACE will go beyond industry professionals to also educate the public. Together, this broad reach and increased familiarity with the tools of sustainable development will increase demand for green building products and services by demonstrating their value and availability, while lowering their cost in the marketplace.

As a single physical location, GreenSPACE will foster exchanges and partnerships among developers, advocates, building inspectors, sub-contractors, government officials, architects, and community members – generating ongoing, community-wide support for changes in policy and practice that will make green development commonplace. GreenSPACE programs will include:

1. Hands-on design and construction training offered in a workshop designed for demonstrations of how basic carpentry, plumbing and other trades can adopt techniques for working with new approaches, materials and design features related to green building.
2. A meeting space where trainings, design charrettes, events, and presentations are hosted, often by GreenSPACE partners.
3. A help desk to answer questions and link visitors to a range of consulting service providers to help building professionals plan, design, construct, and evaluate green projects.
4. Permanent and temporary exhibits presenting building science fundamentals and life skills, along with the inspirational processes, principles of sustainable design, and case studies of green buildings and green neighborhoods.
5. A tool lending library making available the specialized equipment needed to install, test and measure project's energy efficiency and effectiveness of green design materials and systems.
6. A resource library housing samples of materials, products, and systems, including those that have rotated through the showroom. It will also include an extensive collection of reference materials and an online directory of regional green building product and service providers.
7. Specific products, systems, and materials used in green building – displayed in a showroom and highlighted in manufacturer demonstrations.

8. GreenSPACE's online, virtual green building learning center will reinforce the center's one-stop-start-to-finish experience by providing visitors with easy access to re-engage at home or at work.

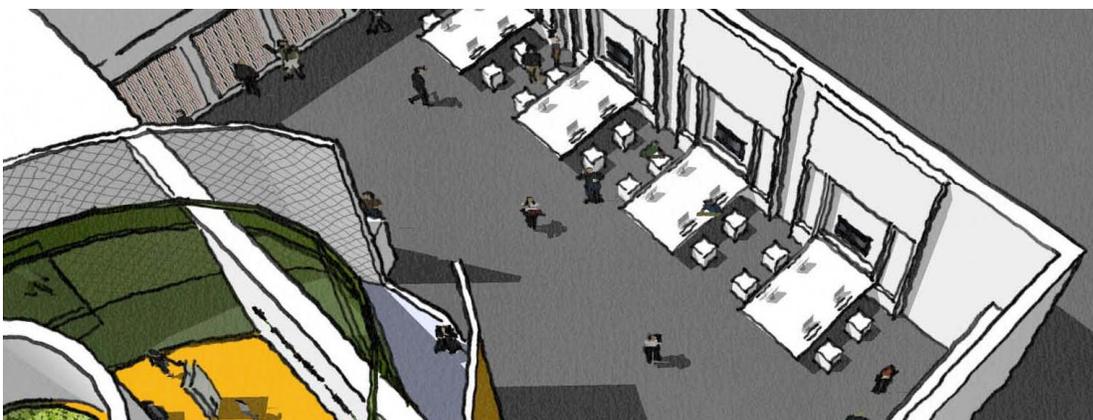
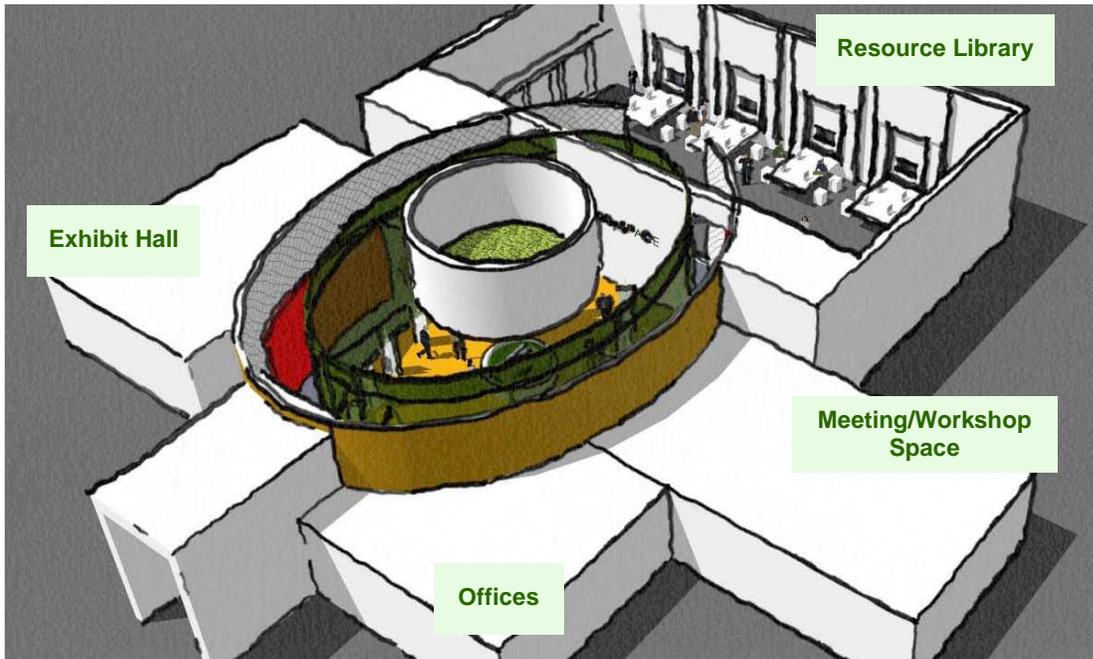
C. A Partnership Led by GreenHOME and Enterprise

As a regional resource and catalyst for green development, GreenSPACE will be a joint effort of many partners. GreenHOME, a DC-based nonprofit focused on greening affordable housing and its neighborhoods, and Enterprise Community Partners, a top provider of development capital and support for low-income housing and communities, are spearheading the campaign to establish GreenSPACE.

After leading a broad, collaborative effort to pass the 2006 Green Building Act in Washington, DC, we realized that the true test will be implementing the Act's requirements. To meet that challenge, GreenHOME and Enterprise are working together to build a collaborative of partners to launch GreenSPACE. The operational and funding partners that support the creation and operations of GreenSPACE will create the network of learning and advocacy necessary for a green transformation of the region's development industry.

Through GreenSPACE, DC Green Communities will realize its goal of transforming the sustainable development marketplace, making healthy, sustainable buildings the norm for affordable housing and all building types, and greening the infrastructure that connects people and buildings in their communities. GreenSPACE will also serve as a vehicle to implement many of the DC Green Communities work plan objectives, from outreach to training to technical assistance and policy goals.

GreenSPACE conceptual design overview



By Gensler for GreenHOME

II. Strategic Business Plan: A five-year outlook based on market trends and competitive position

Now is the time for GreenSPACE. The region's governments and building professionals are poised to make green design and construction standard practices in the development industry. To take that critical next step, however, they need the support of a trusted partner, one that can not just encourage them to act, but also inspire confidence by providing them with the practical advice and technical support they need. The green building movement and its advocates are at a crossroads. Like an uncertain, but passionate middle-school student, the national capital region needs the guidance and support of an experienced teacher or counselor and the company of like-minded peers. Without this direction, the region's interest and passion will wither. GreenSPACE will provide the strong hand on the region's shoulder to ensure that it remains focused amid distractions and moves forward when apathy could lead its nascent environmental sustainability efforts to stagnate or regress.

Already experienced and trusted as partners in passing the Green Building Act, GreenHOME and Enterprise will build the collaborative of partners needed to make GreenSPACE a leader in the region's transition to a green development standard. By focusing on pragmatic steps, GreenSPACE will help development professionals to keep costs in check and help governments finance and oversee compliance of green projects.

The success of GreenSPACE is crucial over the next three to five years. Building professionals are looking for guidance to comply with new, evolving requirements for green building, energy efficiency, stormwater management, and more. Local governments need help to create a regulatory infrastructure that smoothes, rather than hinders the transition to green development. Workforce training and economic development groups are trying to tap into green collar jobs. GreenSPACE will be an indispensable resource for development professionals, policymakers, regulators, and citizens.

A. National Green Building Trends

The green building industry encompasses the methods and materials for planning, constructing, and managing the built environment in a way that respects individual and community health, natural resources, and livability. Green building can be described as a set of best practices that use a systems approach to achieve sustainable design that optimizes comfort and efficiency without compromising future generations.

Green building is growing fast. Since 2000, when the LEED Green Building Standards—today's leading standard—were introduced, membership in the U.S. Green Building Council has increased 10-fold to over 12,500 organizations and

nearly 100,000 actively engaged individuals. Attendance at the industry's major conference, Greenbuild, jumped from 13,400 in 2006 to 22,800 in 2007. The 9,000 registered LEED projects nationwide illustrate the construction industry's growing recognition that green pays off. Studies show that the average cost premium for building green is approximately two percent, and falling. Operating cost savings recoup that cost within a few years.

The screenshot shows the PGE website's 'Second Floor' page. At the top, there is a navigation bar with links for 'Contact Us', 'News', 'Careers', 'Education & Training', 'Suppliers & Purchasing', 'Rates & Regulations', and 'Claims'. Below this is a search bar and a menu with options like 'your home', 'your business', 'CUSTOMER SERVICE', 'REBATES', 'SAFETY', 'FIELD WORK & PROJECTS', and 'ABOUT US'. The main content area is titled 'Second Floor' and includes a message: '[an error occurred while processing this directive]'. Below this is a photograph of an exhibit space with various displays. To the right of the photo is a floor plan diagram with labels for 'Glazing Exhibit', 'Daylight Models', 'Tool Lending Library', 'HVAC Classrm', 'Tech Group', 'Heliodon Station', 'Glazing Alcove', and 'Green Room'. A text block explains that the second floor is for more specific exhibits and technical staff offices. A sidebar on the right contains a menu for 'Education & Training' with sub-links for 'Safe Kids', 'About Energy', 'Energenius', 'Energy Training Center - Stockton', 'Pacific Energy Center' (with sub-links for Classes, Architecture, Lighting, HVAC, Tool Lending Library, Resource Center, Event Planning, and Reach Us (PEC)), 'School Resource Program', and 'San Ramon Valley Conference Center'.

Pacific Energy Center

www.pge.com/003_save_energy/003c_educ_train/pec/

Green building is essential to meeting the challenge of climate change, reducing energy use, and keeping our air and water clean. The building sector generates nearly 50 percent of U.S. and 75% of the District of Columbia's greenhouse gas emissions. Buildings use two thirds of the electricity generated nationally and three fourths of the output of coal-fired power plants, the top emitters of greenhouse gases and other harmful pollutants. In the U.S., buildings account for 12 percent of potable water consumption, 30 percent of materials use, and 30 percent of waste. A home that meets today's leading green building standards uses a third less energy than one built with traditional construction methods. Green practices can easily reduce water use by 20 percent, cut materials costs, and recycle over 70 percent of construction and demolition waste.

Efficient, healthy, and durable design and construction are especially important for affordable housing, where residents are most sensitive to the rising costs of utility bills, maintenance, and indoor air quality, but are unlikely to have the means to improve their homes. In turn, affordable housing is an essential part of

sustainable community design. The affordable housing development community is beginning to respond. Enterprise Community Partners' national Green Communities program has already met its goal of 8,500 healthy, efficient homes for low-income households nationally and is supporting GreenSPACE to bring that success to the Washington, DC metro area.



Global Green USA's Green Building Resource Center, Santa Monica, CA
www.globalgreen.org/gbrc/services.htm

Sustainable development is clearly a national (and international) movement. In the United States, communities in California, Oregon, and Washington have the most mature green building industries and greatest number of green affordable housing units, in large part thanks to the leadership of local and state governments. The most technically sophisticated green building training facilities are funded by California energy utilities that have extensive energy conservation programs.

In Boston, the new NeXus green building resource center offers many of the services that are outlined in this plan. NeXus has brought a new energy to the green building market in Boston. By presenting data and samples of green building products, this type of resource and educational center helps builders select the materials and systems that make the most sense for a particular building or neighborhood. As indicated in this business plan, GreenSPACE will go beyond the basic "showroom" approach to green education by illustrating the application of sustainable practices to real projects.

Several energy and green building resource and training centers exist in the U.S. today. From the 30-year-old Energy Training Center in Stockton, California to Southface's brand new Eco Office in Atlanta, Georgia, we have been able to draw on their experience to plan GreenSPACE's offerings and approach. The following chart outlines some of the leading centers.

Existing Green Building Centers in the U.S. – Summary Information

Center Name, Location, & Managing Organization	Open date	Size (sq ft)	Annual operating budget	Staff	Top audiences	Programming description
NeXus , Boston, Massachusetts The Green Roundtable	Feb. 2007	10,000	\$750,000	5 + interns	<ul style="list-style-type: none"> ▪Design professionals ▪Students ▪Homeowners 	Product and educational showrooms; print and online samples and resource library; classroom; staff offices; outreach and education programming also. Consulting by The Green Roundtable.
Pacific Energy Center San Francisco, California Pacific Gas & Electric (PG&E)	Dec. 1991	32,000	\$3.7 million	17 (8 are technical)	<ul style="list-style-type: none"> ▪Designers & engineers ▪Facilities managers ▪Developers ▪Rater & Inspectors 	Training; technical assistance; lighting and shading/daylighting labs; tool lending library; classrooms; resource library;
Energy Training Center Stockton, California Pacific Gas & Electric PG&E, PUC Community Service & Development	1978 weather ization 1981 & 1995 updates	17,000 <ul style="list-style-type: none"> ▪4 ware-houses ▪3-story training house 	~1 million	10 fulltime 2 part time	<ul style="list-style-type: none"> ▪Contractors & subcontractors ▪Designers & engineers ▪Developers ▪Rater & Inspectors 	Training; technical assistance; HVAC labs, detached display home, home interior display, mobile home, computer lab; 3 classrooms: 70, 30, 25; tool lending library; 2 workshops; offsite classes too—partners include community colleges; webcasts.
Eco Office (and Energy & Environmental Resource Center) Atlanta, Georgia Southface	2008 Spring/ Summer	7,500	No separate budget (~\$3.5M to build LEED Platinum)	Space for existing training program.	<ul style="list-style-type: none"> ▪Contractors & subcontractors ▪Designers & engineers ▪Developers ▪Rater & Inspectors ▪Facilities managers 	Training classrooms, resource library, tours/building as example, office space for ~20 Southface staff, conference room.

Center Name, Location, & Managing Organization	Open date	Size (sq ft)	Annual operating budget	Staff	Top audiences	Programming description
Energy & Technology Center Sacramento, California Sacramento Municipal Utility District (SMUD)	1996	18,000 includes exhibits, 2 classrooms, & offices	~\$1.3million includes \$400-\$600K for electrical safety	5 + 2 interns & access to experts & facilities staff	<ul style="list-style-type: none"> ▪Teachers ▪Developers & design pros ▪Facilities managers ▪Homeowners ▪Contractors ▪Policy-makers 	Classes/workshops; lighting classroom; demonstration home and other exhibits focusing on energy efficiency.
Green Building Resource Center Santa Monica, California Global Green USA & the City of Santa Monica	Apr. 2004	200 (larger events nearby)	\$65,140 includes rent but not other GG staff time or interns	1 + help from other GG staff + interns	<ul style="list-style-type: none"> ▪Design/building professionals (60%) ▪Homeowners (40%) ▪Property owners 	Materials samples; resource library; design advice and information about green building strategies; incentive information; workshops and events (~5 per month).
Green Building Resource Center New Orleans, Louisiana Global Green USA	June 2006	3,000 (includes office)	No separate budget.	No staff dedicated; GG program staff only	<ul style="list-style-type: none"> ▪Policy makers ▪Design/building professionals ▪Homeowners 	Materials samples; resource library; design advice and information about green building strategies; workshops and events.
Green Building Resource Center at the Chicago Center for Green Technology Chicago, Illinois City of Chicago	May 2002	2,500 (30,000 overall)	\$300,000 <ul style="list-style-type: none"> ▪Includes some renovation. ▪Majority grant funding. 	4 + interns	<ul style="list-style-type: none"> ▪Architects ▪Contractors ▪Unions ▪Homeowners ▪Facility managers ▪Students ▪Tourists 	Offices for green companies and organizations; tours; resource library; materials samples; 100-120 workshops/seminars/events per year; 2 classrooms.
Build It Green public office space Berkeley, California Build It Green	Apr. 1999	One room	No separate budget	No staff dedicated	<ul style="list-style-type: none"> ▪Homeowners ▪Design professionals 	Materials samples; resource library; office hours for consultations (more often by appointment or thru the hotline).

NEXUS
Green Building Resource Center

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act learn visit

NEXUS Event Calendar Sponsor NEXUS Exhibit at NEXUS Tour Information

Boston's Full-Immersion Green Building Resource Center

Free and open to building professionals, homeowners, and the public.

Located in downtown Boston and pursuing LEED-CI, NEXUS includes over 9,000 square feet of product showroom, resource and samples libraries, and networking and event space. All are welcome to come ask questions, research topics, and attend tours and events on green building and sustainable design innovation.

[Hours*](#) | [Directions](#) | [Contact](#)

Updates: [Win prizes by filling out our education survey!](#) (open in Internet Explorer)

Quicklinks

[Win prizes by filling out our education survey!](#) (open in Internet Explorer)

For nearly a decade, The Green Roundtable has been working to mainstream green building through policy, technical assistance, and educational work. Complemented by the recent hires of an Education Coordinator and an Events Coordinator, we are developing a 2008 educational events plan to help you reach your green building goals. But we can't do this without your input.

We recently created an education survey to inform our educational programming at The Green Roundtable. Please take a few moments to complete this survey. We are raffling off prizes from different green companies in the Boston area. In the meantime, please consider coming to any or all of our green building events. Looking forward to seeing you soon!

[Jobs at NEXUS and The Green Roundtable](#)

[Support NEXUS](#)

Above: Dick Jones from Boston Community Capital speaks about green affordable housing at the NEXUS Exhibitor Showcase in December. The show attracted well over 200 people.

NeXus

www.nexusboston.com

GreenSPACE has the opportunity not only to serve as a national model for fostering sustainable development in a way that is – by definition – affordable, but with its Washington, DC location, GreenSPACE will serve as a readily accessible tool for promoting public policies and funding for sustainable development at the national level. In the same way that local governments can benefit from training and education at GreenSPACE, so too can Congress, the Environmental Protection Agency, the Department of Housing and Urban Development and other federal agencies. Washington, DC is also a destination for approximately 20 million tourists and business travelers per year, many of whom would seek out the type of events that will be a hallmark of GreenSPACE and will bring this knowledge home with them.

B. Washington, DC and the National Capital Region

Across the region, there has been significant legislative activity at the local and regional levels to require new construction and substantial rehab to adopt sustainable design and development practices. As a result, within five years, most new development in the District of Columbia and the surrounding Maryland and Virginia jurisdictions will be required to meet green building standards. Additional efforts are underway to extend sustainable design requirements to

include significant stormwater management measures and demanding energy efficiency that go well beyond current standards.

The *District of Columbia Green Building Act of 2006* made Washington, DC the first major city in the United States to require green building standards for both public and large private commercial buildings; phasing in green building requirements through 2012. Requirements for District-owned or -leased properties went into effect in 2008. In 2008, the requirements will apply to all residential projects greater than 10,000 square feet that receive at least 15 percent of their financing from the District government. These requirements affect almost all affordable housing being developed in the District. Affordable housing must meet the requirements of Enterprise's Green Communities Criteria rather than LEED standards. In 2012, all large commercial new buildings or substantial improvement projects over 50,000 square feet must be LEED certified.

Montgomery County, Maryland has similar legislation that also sets green standards for multi-family residential buildings. Prince George's County, Maryland has set green building goals for county buildings and is working on its own incentive programs to encourage private commercial development to go green. Arlington, Virginia has a density-based incentive program to encourage private developers to incorporate sustainable design and building practices. Arlington also has a green building training series and an incentive program for home builders offering expedited plan review and recognition for homes that meet green design and construction guidelines. The Commonwealth of Virginia grants tax credits to qualified single and multi-family projects through the state's voluntary green building certification program. Virginia's Fairfax and Loudon counties have similar green building initiatives. The Metropolitan Washington Council of Government's Intergovernmental Green Building Group is working to coordinate these efforts. Its new report, *Greening the Washington Metropolitan Region's Built Environment*, offers recommendations to accelerate the adoption of green building practices region-wide.

The region's local and state governments offer various incentives to promote sustainable development. These include tax credits, expedited permitting, density bonuses, and discounts on insurance and materials. Nonetheless, the impact of these incentives has been minimal compared to the impact of legislation requiring the use of green building techniques. While we are seeing an increase in the number of LEED registered (pre-certification) projects, 152, and we are proud to say there are currently 25 LEED-certified projects in the District of Columbia, these constitute a tiny fraction of those buildings constructed over the past five years.

The business community is beginning to see the value of green development approaches. The Washington, DC chapter of the American Institute of Architects organizes presentations, exhibits, and other programs on sustainable design. The District of Columbia Building Industry Association hosts a popular sub-

Committee on the Environment initiated in 2007 in response to the passage of the Green Building Act. The Greater Washington Board of Trade's annual leadership forum for the region, the Potomac Conference, focused in 2007 on the theme of greening the regional economy.

A 2007 survey of Washington, DC area green building professionals commissioned by GreenHOME saw high demand for the GreenSPACE concept. The appeal of a physical space, a hub for the green building community to participate in interactive exhibits, hands-on trainings, and analysis of sample building materials and systems was especially strong. Technical assistance, a directory of green building service providers, and a more traditional library also ranked high. Those surveyed pointed to the lack of contractor experience with green techniques and products as an important reason for including hands-on trainings at GreenSPACE.

A growing group of nonprofits and businesses in the region are seeking to meet the demand for green building and sustainable development. We aim to engage these organizations as partners in GreenSPACE, a hub for the growing green network that can leverage partner resources and attract a wider audience. At this point, both the public and the region's design and building professionals often do not know where to look for green training, technical assistance, building products, information, and community-based events.

C. Green Building Products & Services

The market for green building products and services in the Washington, DC region lags behind that in many other large cities, but due to the new requirements for green building, demand is growing. To a large extent, real estate development professionals are now being forced to incorporate sustainable design and materials into their projects. A 2005 survey conducted by Turner Construction indicated that 68% of construction and real estate industry executives consciously avoided green building materials and processes due to concerns about higher costs, a lack of knowledge of green building techniques, and difficulty obtaining information on the financial benefits of designing more sustainable buildings.

The reason for this is that despite significant evidence that sustainable design offers long-term financial and health benefits, most developers have opted for lower upfront costs – particularly residential developers selling their homes to buyers unwilling to pay a premium for green features.

GreenSPACE will structure its sustainability programming and displays around the issues of resource efficiency. Maximizing operational energy efficiency is a major goal of green development that benefits the owner of a building. For this reason, most green buildings have traditionally been developed by owner-occupants. When considering affordable housing, even affordable rental housing,

upfront cost premiums to add green design features have often been sufficient to dissuade their inclusion. A more thorough understanding of the long-term operating cost benefits of energy and resource efficient materials and systems will encourage developers to consider the long-term costs of going green, rather than just any immediate cost premiums.

Green building products and services are available, but developers are only starting to seek them out now. Salvaged and excess building materials are available at Community Forklift in Prince George's County and ReStore in Alexandria, Virginia. While Amicus Green Building Center in Kensington, Maryland and Eco-Green Living in the District offer a range of sustainable building products and materials. Building supply stores are beginning to stock green building products. Energy modeling services and commissioning agents are growing slowly in the region, and design firms are more quickly moving to expand their green practices. General contractors and especially subcontractors lag behind.

Sustainable design advocates anticipate that as the consultants and engineers who use computer programs to model energy, water, air and other building systems' efficiency incorporate more green building options into the models, the benefits of green building will become more obvious and design premiums will come down. The result will be a reduction in the cost differential between green building and using conventional materials and design.

To meet the requirements of the new green building legislation, area building and design professionals need to quickly learn how to effectively plan and build green projects and neighborhoods. GreenSPACE will provide the resources to guide them through their early projects and will serve as a forum where development professionals can share their experiences and learn from each other.

Public interest in green building is at an all-time high, with attendance of 133,224 at the National Building Museum's recent, year-long "The Green House" exhibit as prime evidence. Attendance at the major green building conference, Greenbuild, jumped from 13,400 in 2006 to 22,800 in 2007.



A partial replica of the prefabricated Glidehouse, as installed in The Green House exhibition. Photo by Hoachlander Davis Photography www.nbm.org

Serving Multiple Market Needs

As governments throughout the region implement legislation requiring and incentivizing the adoption of sustainable design and green building for an increasing share of public and private projects and real estate development professionals struggle to incorporate materials and practices that make their projects greener, there are clear gaps in the availability of information and expertise required by public regulators and development professionals alike. GreenSPACE will serve as a single, centrally-located resource for sustainable development in the national capital region. Its programs will support public and private efforts to further green planning and building, with a focus on affordable housing.

Currently, information available to development professionals and the municipalities in which they work is presented only on an ad hoc basis. Though the DC Green Communities Initiative has made meaningful progress in providing multiple constituencies with green design training most events result in the participants having to cobble together a self-directed scatter-shot approach to gaining the new knowledge and skills required for creating successful green projects. We aim, through GreenSPACE, to provide a comprehensive green development framework that will include ongoing access to materials and guidance.

There is no entity, other than the DC Green Communities Initiative, that is broadly focused on building the capacity for sustainable development in the District of Columbia. Project reviews offered by Arlington County and others may appeal to builders and regulators in those suburban and exurban jurisdictions, but they do not provide the training and technical assistance that building professionals and government officials need to successfully implement the DC and Montgomery County green building laws. GreenSPACE can provide both the resources to support the growth of a green development industry in the District and help to extend the reach of its partners' efforts by providing a central learning and information resource center. GreenSPACE's founders have initiated partnership discussions to the National Building Museum creating opportunities for collaboration with their education and exhibit staff and programs and with Arlington County, the DC Department of the Environment, the Coalition for Nonprofit Housing and Economic Development, One Planet Living, Earth Conservation Corps and others.

III. Operations Plan

GreenSPACE will develop its full program incrementally, as funding becomes available. This business plan, however, reflects the full scenario of GreenSPACE operations – including identifying a physical location for the resource center and programming its full operations strategy. Annual operating costs at full capacity will be approximately \$550,000 (plus donated rent), with funding coming from both earned income and donations.

A. Programming: What will happen at GreenSPACE?

GreenSPACE will provide a physical location in which all those interested in sustainable design and development can learn, interact, network and move forward the shared understanding of green development and its implementation. In addition to providing a centralized location offering hands-on training and instruction, GreenSPACE will present information in ways that help guide green development professionals regardless of their level of awareness of green issues when they first enter GreenSPACE.

Information will be presented according to the major themes driving affordable sustainable development. These include:

- **Integrated Design Process** – an affordable, efficient, necessary approach to incorporating green design into the development process.
 - Even as products change, the thought process does not.
 - GreenSPACE will facilitate the process by providing services and expertise.
 - GreenSPACE will provide an inspiring location in which development teams can hold their internal design charrettes.

- **Green Development Fundamentals**
 - Planning and Landscaping
 - Energy and Water Efficiency
 - Indoor Air Quality
 - Material Selection
 - Waste Management
 - Community Engagement
 - Performance Measurement and Commissioning
 - Economics and Marketability

- **Affordable Housing**
 - Construction costs and materials
 - Long-term operating efficiencies and savings.

- **Sustainable Neighborhoods**
 - Creating connections between homes, education, retail services and employment centers.
 - Facilitating a green lifestyle.
- **Affordability of Green Products and Processes**
 - Not about the green “bling”, but the cost-benefit trade-offs.
 - If it’s not affordable, it’s not sustainable.
 - Money is a resource that should be conserved.
 - Green mortgages, financing and insurance.
- **Healthy Housing**
 - Long-term health implications for residents.
- **Efficiency, Durability and Accessibility**
 - Minimizing replacement costs.
 - Ensuring basic livability of new development.
- **Green Job Training, Building Industry Transformation**
 - Linking new business opportunities to employment.
- **Environmental Stewardship and Impact**
 - Connecting the benefits to the environment to tangible benefits for the community and its residents.

The presentation of sustainable development and green building will be structured around these core principles and processes at the heart of green design and construction. By focusing on integrated design, resource efficiency, healthy housing, durability, affordability, and community, GreenSPACE will show visitors how to make green an integral part of any development project. GreenSPACE will highlight products and systems in the context of each of these themes and will provide technical assistance, training, and resources that guide builders and policy makers in learning and applying key principles and implementation of sustainable design and construction.

GreenSPACE will lead visitors through the complete green building experience from planning and design to construction and evaluation. The following program element descriptions assume a certain level of funding, partnerships, and physical space. If these support resources are not met in full, GreenSPACE will add certain program elements over time or maintain them on its website.

1. Hands-On Training

GreenSPACE and its workforce development and construction industry partners will create a vocational training program in green building techniques, systems, and products. Classroom sessions and demonstrations at GreenSPACE will be paired with job-site training. With sufficient physical space, GreenSPACE's facility will also include a work area where contractors can receive hands-on training. The workshop will need to be flexible enough to allow for training in various construction divisions. When general contractor partners are able to facilitate trainings with larger scale installations or equipment at job-sites, GreenSPACE will help to coordinate these events. Turner Construction has already offered to promote its job-site trainings through GreenSPACE. Trainings will be filmed and *How To* videos will be made available through the GreenSPACE library.

2. Presentations, Training and Events

The GreenSPACE conference hall will host trainings on the full range of green building topics and offer a notable location for development team charrettes, planning sessions, and wide variety of partner events. As a centrally located regional location, GreenSPACE will also host speakers and forums on green development throughout the year. Topics will include building science, green development financing, and "green collar" jobs.



Pacific Energy Center "Green Room" meeting and training space. www.pge.com

Partner organizations already present many valuable events on sustainable development throughout the region. GreenSPACE will work with these partners to deliver and advertise a coordinated program that will advance market transformation to green. As a meeting place for the region's green development organizations and businesses, GreenSPACE will leverage their resources and ideas to put the Washington, DC area on track for sustainability.

Specific training activities will be offered for industry and government specialists focused on sustainable development. While GreenHOME and Enterprise are

focused on these development professions, we expect our partners to extend GreenSPACE's educational programming to individual homeowners, businesses, and other audiences. GreenHOME and Enterprise have already offered multiple trainings for government agencies and affordable housing development teams; such trainings are a necessary and planned part of local government initiatives to ensure that public legislators and regulators are sufficiently informed to guide and implement sustainable development policies throughout the region.

A sample of training and presentation topics:

- LEED and Green Communities documentation
- Integrated design charrettes
- Case study presentations by the actual development team
- Air sealing workshop
- Building science (from the basics to advanced topics)
- Stormwater strategies for high-rise development
- Renovation best practices for green affordable housing
- Solar hot water system installation
- Underwriting for green affordable housing: first costs and utility savings
- Green Collar Jobs business roundtable discussion

See Appendix D for a listing of the DC Green Communities training events. GreenHOME is developing a training series for the coming year.

3. Technical Assistance and Help Desk

Technical assistance has been the most popular and successful service at several green building centers in the United States. GreenSPACE will host a help center, with green design professionals on hand to answer questions and assist building professionals with planning, design, and evaluation of their green projects. Through partnerships with local professionals, GreenSPACE will either have experts available to answer questions immediately, or will provide referrals to specialists willing to offer initial expert consideration of such project-specific issues as energy modeling, integrated design services, evaluating alternative products, cost estimating, cost-benefit analysis, and balancing environmental impact against engineering costs.

The PG&E Energy Center (PEC) in California offers a model for GreenSPACE in guiding development professionals and end users in the search for appropriate energy efficient solutions for their projects. Visitors to the GreenSPACE will receive assistance in considering such issues as:

- Daylighting and shading analysis of physical building models to optimize envelope design.
- Site orientation, glazing, shading and electric lighting systems.

- Applicable incentive programs for energy-related systems.
- Performance measurement tools to evaluate existing building systems and efficiency enhancements.
- Optimization studies of HVAC and lighting systems.
- Computer modeling of building performance.
- Training for building operators.

Initial consultations and quick questions will be free for the first half hour, allowing a developer to get quick feedback on the costs and benefits of particular building systems, or a contractor to check on installation requirements for new materials, for example. Staffing will rely on volunteer green design professionals for the free services. These volunteers will be able to recruit clients and will have the option to receive compensation, possibly in-kind, for additional research and consultation. Staff will design an orientation program to familiarize the volunteers with GreenSPACE's approach.



Pacific Energy Center

GreenSPACE will also offer fee-for-service research and cost estimating services that will help design teams make choices and understand their budget implications, especially when builders are working with a material or system for the first time. Expanded fee-for-services offerings could also include energy modeling, review of product specifications and construction documents, and commissioning.

The GreenSPACE help center will be modeled after the successful efforts of NeXus in Boston, which includes an onsite resource, and the Green Building Hotline in Portland, Oregon. According to a recent press release, the Portland hotline is limited to telephone and email communications, but provides callers with expert guidance on such issues as “green materials, renewable energy, energy efficiency, indoor air quality, sustainable site development and storm-water management, along with strategies to improve the environmental and financial performance of a building.”¹

4. Exhibits

Interactive exhibits will highlight a wide range of successful, innovative, and cost-effective green developments. GreenSPACE will include permanent exhibits illustrating each of the key themes of sustainable development (integrated design, resource efficiency, healthy housing, low-impact development, durability, affordability, and community) with clear examples using system diagrams, construction assemblies and a growing library of case studies. In addition to the permanent exhibits, rotating exhibits will cover the full range of green building

¹ Additional information available at www.portlandonline.com/osd/greenbuilding.

and sustainable neighborhood planning approaches.² GreenHOME has already received an expression of interest from the National Building Museum, for example, regarding relocating its green building exhibits to GreenSPACE after their initial run at the Museum.



Pacific Energy Center Challenge 2000 Exhibit www.pge.com

Permanent Exhibit - Example 1: Integrated Design. The exhibit will show how all of the members of the development team must work together to create a truly high-performance building – one where all of the components work in concert to deliver comfort, health, and efficiency – while making the construction process that much more efficient.

Permanent Exhibit - Example 2: Resource Efficiency. The exhibit will illustrate how the right investments in efficient design and construction can truly do more with less, adding up to big returns for the whole building, the environment, and the regional economy. Information on efficient use of energy, water, and materials will highlight products such as structurally insulated panels, and processes such as deconstruction and commissioning.

5. Tool Lending Library

GreenSPACE's Tool Lending Library will loan building measurement equipment free of charge to people working to enhance their energy efficiency. The program will also provide advice for some of the tools in the Tool Lending Library. Our staff will match the right tool for your project measurement needs. Some of the tools will include: infrared cameras, blower door testing equipment, daylighting models and other energy efficiency tools ensuring that architects and developers will be able to access these tools even when the cost of acquiring them would otherwise not be supported by a particular project. GreenSPACE will model this resource on the Pacific Energy Center's impressive Tool Lending Library http://www.pge.com/003_save_energy/003c_edu_train/pec/toolbox/tll/tll_home.shtml



Pacific Energy Center

² These will include best practices for stormwater management, location and neighborhood fabric, environmental remediation and landscaping, and operations and maintenance

6. Resource Library

GreenSPACE will maintain a comprehensive resource library – both electronic/online and physical samples of relevant materials and products. The library will include the following elements.

Product Samples. To demonstrate the breadth of green options for everything from siding to carpet, GreenSPACE will assemble a samples library of materials and products. Building professionals and their clients will be able to touch and feel a range of products, each catalogued with key specifications. We anticipate research library/museum-style rolling file cabinets that will maximize space usage. One model for this aspect of GreenSPACE operations will be Material ConneXion, located in New York City.



Material ConneXion Library, New York
www.materialconnexion.com

Reference. GreenSPACE will provide green development professionals with an accessible collection of resources on how to affordably build green. With manuals, periodicals, case studies, and Internet tools available, building professionals will know where to turn – and where to direct their clients – as they make the transition to green. Case studies will highlight green projects in the region and will note which ones the developer/operator has agreed to let visitors tour.

Directory. GreenSPACE will also maintain an online directory of green building service and product providers for the Washington, DC metro area, a resource already in high demand. GreenHOME will establish basic criteria for listings and solicit the green building community for recommended providers. GreenSPACE staff will be responsible for screening ongoing requests for new listings and keeping the directory up-to-date.

Bookstore. GreenSPACE will consider selling a selection of the titles in its library, and will solicit visitor feedback before undertaking this option.

GreenSPACE Online. GreenSPACE's online, virtual green building learning center will reinforce the center's one-stop-shop, start-to-finish experience by allowing visitors to re-engage at home or at work. The website will help to connect partners to GreenSPACE, host the service provider directory, how-to videos, case studies, and other resources, as well as link to all regional green building events.

7. Showroom

The GreenSPACE showroom will display the latest green building products and systems. Corporate product and services providers will be sought out as sponsors of these trade show style displays in exchange for the opportunity to reach development professionals and building owners in a targeted setting. Product sponsors will be sought for fixed periods to rotate their displays into permanent display areas provided for each of the key themes identified by GreenSPACE for display (i.e., water efficiency, neighborhood-wide planning, stormwater management, etc.).

As part of this showroom component, GreenSPACE will host product demonstrations and highlight local and regional businesses providing materials and services to the development sector.

8. Offices and Onsite Partners

The GreenSPACE facility will include offices for GreenHOME and GreenSPACE staff. This office will serve as the base of operations for coordinating all of the activities of these organizations and the significant integration of the programs offered by the many partner organizations that will be at the center of GreenSPACE. Depending on the available space and the partnership arrangements, other nonprofits and green design professionals may also work out of this office suite. Although GreenSPACE will not sell green building products, it may co-locate with a retailer.

The GreenSPACE site has not yet been identified, but GreenSPACE will consider larger locations and renting a portion of the space to related businesses and organizations. A café could operate within the center itself, whereas architects, engineers, builders, and perhaps even a green building materials retailer or solar installer could set up shop in the same building or on the same block. Green business centers have proven themselves in Chicago, Cleveland, Minneapolis, Jessup, MD, and other cities.

B. Organization & Management Team

For its first year, GreenSPACE will be a program of DC Green Communities, with an advisory board of partners. GreenHOME will directly manage start-up activities, and Enterprise Community Partners will provide background support for fundraising and programming. GreenHOME will oversee site acquisition, partnership formation, and sponsorships for the first year of operations. Staff will be hired by GreenHOME specifically to manage GreenSPACE.

GreenHOME and Enterprise recognize that the operation of a green resource center with all the programs cited in this business plan will require a dedicated staff and a separate operating structure. It will also rely on significant active

support from partner organizations. The advisory board of partners, to be formed after a site is secured, will be essential to GreenSPACE's success. Within a year of its founding, GreenSPACE will form its own 501(c)3 non-profit organization and will create a new board of directors including representatives from Enterprise, GreenHOME, and other GreenSPACE partner organizations.

1. GreenSPACE Staff

Maintaining GreenSPACE's services will require at least five and probably six full-time staff, plus interns and a team of well-trained volunteers (estimated at 20 - 30 people). While consultants can provide many key support services, we see a need for three key staff functions and additional support from interns, consultants/contractors and partner organizations. The GreenSPACE staff would include the following.

- **Development director.** To be hired as a consultant in the next few months to coordinate fundraising efforts for start-up costs, this person could move into a general management role once GreenSPACE opens its doors. Earned income programs may require a **Sponsorship and sales associate** who could also manage the samples library and/or the service provider directory.
- **General Manager.** Responsible for daily operations, consultant oversight, fundraising, event coordination, and general marketing.
- **Training/technical assistance director.** Responsible for training program development and marketing, technical assistance guidelines and training of volunteer and/or contract providers, as well as help line administration.
- **Education and Outreach Director.** Responsible for curating exhibits, organizing speaker series, and making GreenSPACE's program relevant to building professionals, governments, and residents throughout the region.
- **Administrative Assistant.** Responsible for welcoming visitors, intern oversight, event planning, expense tracking, etc.
- **Interns.** Responsible for tours, exhibit research, outreach activities, and event staffing.

2. GreenSPACE Partners

GreenSPACE's mission involves sharing information and resources among a broad group of sustainability organizations, building and design professionals, non-profits, associations, public officials and private companies that provide the materials and systems necessary for green building. GreenSPACE will rely on partnerships with these organizations for financial support as well as for volunteer staffing and event coordination. Specific partner responsibilities are discussed in other sections of this report, but include:

- Project and program development and execution
- Administrative support
- Sponsoring showroom displays
- Sponsoring permanent exhibits
- Curating and sponsoring rotating exhibits
- Volunteering for help desk and help line

A preliminary list of potential partners includes:

Trade Associations

- Greater Washington Board of Trade
- District of Columbia Chamber of Commerce
- Washington Association of Minority Contractors
- AIA Committee on the Environment (COTE) and local branches
- American Planning Association
- American Society of Landscape Architects
- DC Building Industry Association
- Maryland-National Capital Building Industry Association
- Northern Virginia Building Industry Association
- Building Trades Council (labor unions)

Green Building Advocates

- Green Building Institute (Jessup)
- US Green Building Council
- National Building Museum
- National Center for Healthy Housing
- National Trust for Historic Preservation

Government Agencies

- DC Department of the Environment
- Public Service Commission
- PEPCO, WASA, Washington Gas
- Energy Efficiency Utility (tbd)
- MWCOG and local jurisdictions

Affordable Housing Advocates

- Coalition for Non-Profit Housing & Economic Development

Environmental Organizations

- Natural Resources Defense Council
- Clinton Climate Change
- Coalition for Smart Growth
- Smart Growth America
- Chesapeake Bay Foundation
- Casey Trees

Private Foundations

- Community Foundations
- Family Foundations
- Corporate Foundations
- Donor Advised Funds

Financial Supporters

- Banks
- Insurance Companies

Corporations

- Home Depot
- BP Solar and BP Corporate
- Dow Chemical & subsidiaries

Development Professionals

- General Contractors
- Architects
- Developers

Volunteer Groups

- Earth Conservation Corps
- Washington Parks & People

Job Training Organizations

- Carpenters union
- Wider Opportunities for Women

Educational & Cultural Institutions

- National Building Museum
- George Washington University
- Catholic University
- American University
- Georgetown University
- University of Maryland
- Virginia Tech

Research Organizations

- Brookings Institution
- Universities (DC Consortium and VT)
- National Association of Home Builders Research Center
- Urban Land Institute

3. Consultants, Contractors and Volunteers

Outside consultants already serve as presenters for most of the training and technical assistance offered through the DC Green Communities Initiative, and will play a similar role at GreenSPACE. In fact, these trainings would continue – and be expanded upon – at GreenSPACE, rather than at other locations. GreenSPACE would also rely on outsourcing certain administrative functions, including, but not limited to accounting, graphic design, and information technology support.

In addition to the partnerships that would support GreenSPACE’s operations, GreenSPACE will pursue partner support for the actual development of the facility. Agreements will be sought with design and construction partners who would provide their services pro bono, at a reduced rate, or in exchange for attribution and sponsorship. As this approach to construction presents a risk that the schedule may not be met by volunteer partners, GreenSPACE will be cautious in pursuing this option and will aggressively pursue sufficient public and foundation support to ensure that GreenSPACE will be up and running in the timeframe necessary.

C. Financial Plan

GreenSPACE realizes that in order to initiate operations quickly, and to capitalize on the window of opportunity now presented, it will be necessary to rely on foundation grants, public funding and other donations to cover start up costs. This is clearly necessary and will be the immediate focus of GreenSPACE efforts to secure its start up and initial operating revenue. With staff and a facility in place, however, GreenSPACE is confident that it will eventually generate sufficient income from sponsorships, advertising, special events, and fees for consulting services to cover the majority of its operating costs. Boston’s NeXus green building resource center has set similar goals and is on track, after a year of operations, to break even over a five-year time period. A summary budget is attached as an appendix to this business plan.

The key to self-sufficiency will be to secure a facility and quickly transition the trainings and technical assistance activities already being undertaken by DC Green Communities and its partners to the new space. GreenSPACE can pre-sell sponsorships based on attendance levels at recent and ongoing regional events that will be relocated to GreenSPACE. With opening day in sight and programs planned, GreenSPACE will be able to attract additional corporate sponsors to participate in its activities.

1. Earned revenue

- Exhibits
- Advertising
- Sponsorships: naming rights, sexy halo

- Special events: demonstrations, presentations
- Memberships

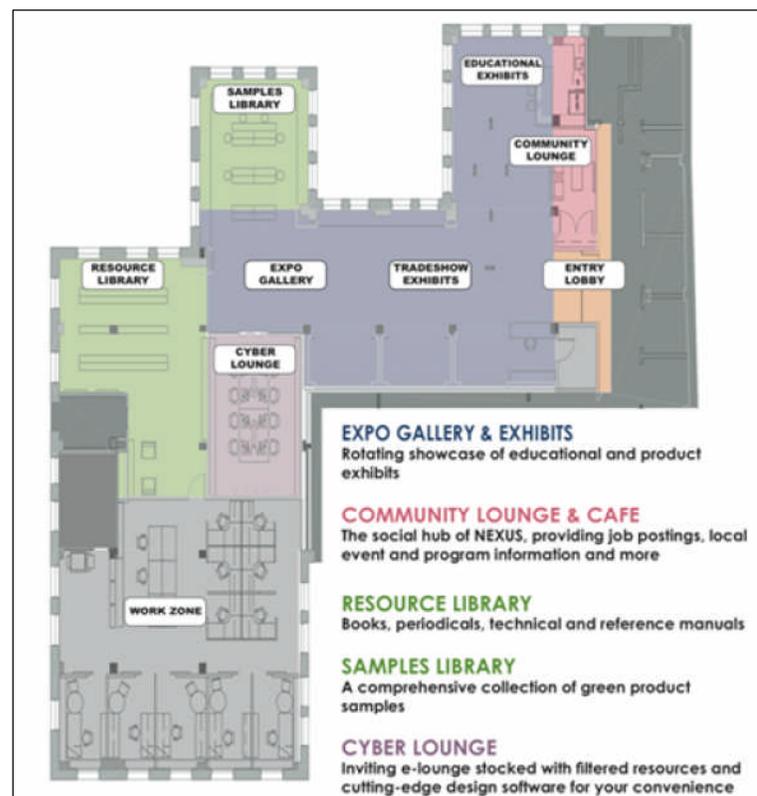
2. Contributions

- Grants and individual contributions
- DC Green Communities Initiative et al.
- In-kind contributions: materials and services

D. Facility Space and Location

GreenSPACE is looking to secure a location no later than mid-2008. The DC Green Communities Initiative is leading the effort to establish GreenSPACE as a focal point for green development education, training, and advocacy that must happen with the next few years. Its support is based on a timeline that expects GreenSPACE to open by early 2009. The alternative is a continuation of the ad hoc efforts of multiple organizations reaching only a portion of those in need of assistance.

DC Green Communities hopes to receive donated space from a developer or from the District government, but will choose the most expedient option in order to keep GreenSPACE on schedule. We are considering empty retail space, modular construction on vacant land, and unused DC Public Schools buildings.



NeXus floor plan

Ideally, a site will be identified that requires minimal build out that can be phased as necessary. GreenSPACE is pursuing and would best be served by a donated five-year lease, but will accept a minimum of a three-year donated lease.

The basic space program requirements include a meeting/conference room sufficient for large training events, an open exhibit/display space, a resource library, and office space for GreenHOME and GreenSPACE staff.

The full GreenSPACE program requires approximately 10,000 square feet. If GreenSPACE is granted more space – up to 15,000 – 20,000 square feet – the facility could also house like-minded community organizations.

In establishing a GreenSPACE facility, location is important, but accessibility is essential. GreenSPACE will be located in Washington, DC. The site will require sufficient parking to accommodate the construction professionals who may arrive at GreenSPACE on their way to or from job sites. A location within walking distance of a Metrorail station will also be important.

IV. Implementation Strategy

A. Timeline

GreenSPACE will open its doors in late 2008 or early 2009. Fundraising and efforts to find a location are already underway, and will intensify in the coming months with the goal of beginning renovations by this summer. GreenHOME will take the lead, with support from Enterprise and other partners, and will hire a development director to coordinate fundraising. Additional staff will join GreenSPACE after the renovations are underway. GreenHOME has arranged meetings with museum designers to create exhibit concepts, and is working with an expanding group of training partners to solidify and expand our ongoing training program.

B. Partners

GreenSPACE will succeed by bringing the region's green building know-how to a central location by uniting and leveraging the messages and abilities of its many partners around affordable, sustainable development.

This approach calls for a strong group of partners who will work together to implement GreenSPACE's full range of activities. This effort will include fundraising, management, staffing, programming, and marketing. GreenSPACE will prominently feature its partners, highlighting their work in exhibits, hosting their events, and working with them to develop customized trainings and other programs.

Once a location is confirmed, the DC Green Communities Initiative will form a GreenSPACE Advisory Committee of key partners to guide startup and ongoing operations.

C. Fundraising

Immediate needs. The DC Green Communities Initiative will seek a planning grant to help fund site selection, partner coordination, and initial fundraising efforts. GreenHOME will hire a development director in the next few months to coordinate fundraising and help to develop partnerships. At the same time, GreenHOME will work with the development community and city officials to find a location and will meet with partner builders and designers to secure pro-bono services and in-kind material donations for the renovations.

Start-Up Costs are primarily for the facility acquisition and build out. We estimate these costs at \$750,000, with an additional \$150,000 or so in initial marketing, inventory, and business expenses.

Ongoing Operating Costs are estimated to be approximately \$650,000 per year.

Funding sources. We expect to raise half of GreenSPACE's start-up costs through corporate sponsorships (naming rights) and in-kind donations. The additional \$450,000 - \$800,000 and at least two thirds of the \$550,000 operating budget will come from corporate, foundation, and possibly government grants. GreenSPACE offers several opportunities to generate earned income that will be used to cover the remaining operating expenses and to expand programming and build partner capacity. We have identified the following funding sources:

- **Foundation grants.** DC Green Communities has seen interest in GreenSPACE from several foundations.
- **Corporate philanthropy and sponsorships.** Naming rights will be offered to banks, developers, builders, green building product manufacturers, and others for the exhibits, library, help desk, and meeting space. Boston's NeXus has successfully raised funds with this sponsorship model.
- **Government funding,** or District donation of land or a vacant building, would seed foundation or corporate commitments. Given the potential for GreenSPACE to catalyze Washington DC's energy efficiency and green collar jobs efforts, in addition to Green Building Act implementation, GreenSPACE may be able to secure operating funds through the proposed Clean and Affordable Energy Act of 2007 or via departmental grant-making authority. GreenHOME and Enterprise are pursuing these options.
- **Partner funding.** As key voices in the planning and operations of GreenSPACE, core partners will make a financial commitment to support GreenSPACE. This could take the form of targeted fundraising, staffing, or other in-kind services.
- **In-kind donations** should make up a substantial portion of the start-up costs from GreenSPACE, especially if a developer or the District agrees to donate a building that meets the program requirements. NeXus secured close to \$500,000 in building material donations, and GreenHOME has design and construction partners who can donate their services for renovation efforts.
- **Earned income** from product demonstrations, technical services, and training and education events will contribute to operating income. Before a full program is defined with GreenSPACE partners, it will be difficult to project these revenue streams. Showroom "expo" display sales require extra space and are not necessarily part of GreenSPACE's core programming. They may or may not fit into the chosen location.

- GreenSPACE could also raise revenue by leasing adjacent space in a large facility—if one is secured—to associated businesses and organizations. GreenSPACE’s appeal and programming would make co-location ideal for green building service and product providers.

Fundraising efforts for GreenSPACE will be distinct from those for the DC Green Communities Initiative. GreenSPACE offers funders an opportunity to advance all green development, not only affordable housing and its neighborhoods. It also offers a physical space where funders can receive recognition from visitors: the general public and building professionals. While GreenSPACE will continue to host DC Green Communities Initiative trainings and provide technical assistance on affordable housing developments, it will become a separate non-profit organization after its first year of operations.

D. Management

Initial operations will be guided by a planning board and implementation staff (led by Patty Rose, the Executive Director of GreenHOME), but to be quickly supplemented and replaced by a full-time general manager. Staff will work with GreenSPACE partners to get programs and sponsorships up and running for opening day.

E. Hiring

Start-up

The DC Green Communities Initiative will work with a committee of partners to plan GreenSPACE over the next six to nine months.

To accelerate fundraising efforts in the coming months, GreenHOME will hire a Development Director, most likely on contract. If necessary, GreenHOME will also hire a consultant to help secure space.

GreenHOME will attempt to secure pro bono or discounted design and construction services from existing partners.

Design for the permanent exhibits and marketing will also be contracted out.

Ongoing Operations

A General Manager, Training Director, Education and Outreach Director and Administrative Assistant will join GreenSPACE after renovations are underway. The General Manager may assume fundraising or sales (for earned income opportunities) responsibilities prior to GreenSPACE are opening.

Interns will help staff GreenSPACE. If a trade-show type showroom becomes an important part of GreenSPACE, a Sales Associate position may be added.

F. Marketing

Positioning and Branding

Our marketing strategy will make GreenSPACE the go-to location for green building in the Washington, DC metro area. Marketing will establish GreenSPACE as a key resource for building professionals, policy makers, and the general public, allowing the center to serve as a clearinghouse for green building knowledge: practices, products, and policy.

Marketing Objectives

1. Launch GreenSPACE with a strong set of partners, resources, and recognized programs that will quickly establish it as *the place* for green building know-how.
2. Build brand awareness of GreenSPACE among target markets to enhance the center's reputation for expertise and education on affordable green development practices and policy.
3. Leverage GreenSPACE's brand, reputation, and programming to build the capacity of partner businesses, non-profits, and governments to advance green building and sustainable development in the National Capital Region.

Target Markets

1. **Building professionals** are GreenSPACE's primary target audience because they have the power to choose—to embrace or oppose—green building practices. They also have ultimate responsibility for implementing green building legislation.

Designers, Developers, Builders, & Home Improvement Contractors.

Architects, developers, and especially contractors and builders themselves must gain the knowledge and expertise to successfully meet the requirements of green building legislation in Washington, DC and Montgomery County, Maryland. GreenSPACE will provide training, technical assistance, reference materials, and links to green building product and service providers. Remodelers and weatherization contractors will also need assistance to adopt effective and affordable green building approaches.

Reviewers. To enforce these laws and to support green approaches for all building types, government and third-party building inspectors and commissioning agents must also understand green building techniques, systems, materials, and products. Permit officials will come to

GreenSPACE to learn how green development practices interact with building and zoning codes.

Funders and owners. GreenSPACE will show private and government agency investors how to account for the somewhat higher upfront costs and the significant lifetime savings of green buildings. Funders, owners, and property managers (and building operations and maintenance staff) will learn how to ensure that a project lives up to its efficient, durable, and healthy design, both in terms of construction and operations.

Workforce development programs looking to prepare current and future building industry workers to meet the demand for green building.

2. **Policy makers** will guide the region's sustainable development efforts, from affordable housing and green collar jobs to environmental benchmarking and smart growth. With its speaker series, workshops, and case studies, GreenSPACE will show policy makers how green development approaches can benefit residents, communities, the environment, and the regional economy.
3. **Green building service providers and product manufacturers** are a good match for GreenSPACE. Our directory of service providers will be an important resource for the development community, and manufacturers may be able to purchase display space or hold product demonstrations at GreenSPACE. GreenSPACE will not sell green building products, but may seek to co-locate with a retailer.
4. **General public.** Support for green building and sustainable development policies and practices stems from public demand and acceptance. Green improvements by individual homeowners, businesses, and landlords have the potential to compound the environmental and economic benefits of green development in the region. GreenSPACE's exhibits and educational programming will show everyone how affordable improvements can have significant benefits. GreenSPACE partners could also develop consulting services to help businesses green their operations.

Marketing Plan Implementation

1. Initial marketing efforts will focus on cultivating partnerships to support GreenSPACE through individual and group stakeholder meetings, phone calls, and outreach by existing partners. GreenHOME may hire consultants to create a marketing plan to address specific approaches for each target audience.
2. A graphic design consultant will create a GreenSPACE brand.

3. Marketing will be near the top of the GreenSPACE planning committee's agenda, as it will be essential to develop a coordinated marketing campaign with partner organizations in the months prior to the center's opening. Marketing and fundraising efforts may overlap. A marketing consultant will create collateral for that campaign and place advertisements in the appropriate outlets.
4. Ongoing marketing efforts will reflect GreenSPACE's programming and visitation trends.

G. Risk management plan

To minimize financial risks, GreenSPACE will minimize start-up costs, primarily by obtaining free or discounted space for the facility and securing significant in-kind donations of materials and services for renovations. New programs will only move forward with funding and partners in place.

To ensure sufficient human resources are available to manage the full program of operations, GreenSPACE will secure commitments from partner organizations to provide either full-time or part-time staff related to each program element, as well as for overall building operations.

To ensure that GreenSPACE will be used by the various target markets, GreenSPACE will tailor its programming to meet industry needs and will promote the facility to its target users by hosting events for associations and surveying key constituencies.

V. Looking beyond the first five years

The DC Green Communities Initiative has a three- to five-year timeline for greening the region's affordable housing and the neighborhood where it is built. GreenSPACE is an important part of the plan, but addresses much more than affordable housing. GreenSPACE will become its own non-profit after an initial incubation period of one or two years. Its board and partners will define its ongoing mission.

GreenSPACE has an immediate, primary goal of establishing affordable green building as standard practice in the Washington, DC metro area. Given its focus on education, training, and technical assistance, GreenSPACE will respond to the needs of the development community and government officials for green building knowledge and expertise. These demands will change significantly, however, as GreenSPACE fulfills its goal.

The DC and Montgomery County green building laws will push the building industry to incorporate green design and construction practices in the next five years. A cadre of developers, designers, and contractors who can build green will emerge, and mainstream retailers will stock green building products. GreenSPACE will have to stay ahead of the industry with trainings and presentations on the latest techniques and products for affordable green building. At the same time, smaller contractors will seek training as they follow their larger peers up the green learning curve. Government officials will continue to look to GreenSPACE for information about green neighborhoods and sustainable infrastructure approaches.

GreenSPACE's partners will play increasingly important roles as the DC Green Communities Initiative goals are met over the next five years. Possible changes in GreenSPACE's mission could include:

1. Individual homeowners and small businesses will become a more important audience, because they will lag behind property managers in greening their homes and businesses.
2. GreenSPACE's policy-oriented trainings will focus more on green infrastructure and regional sustainable development and less on buildings.
3. Building operations will become a more critical tool in achieving sustainability goals and more training will focus on this area.
4. Collaborative purchasing may be a means to achieve greater discounts on green building materials and systems.

These changes may also result in a shift in funding, with government grants and earned-income (revenue from trainings and services) replacing foundation giving.

In five years, GreenSPACE may not only have new leading partners, but also a new physical location. DC Green Communities is seeking a five-year lease for it's initial chapter of service to the community.

VI. Appendices

- A. Budget
- B. DC Green Communities Initiative Strategic Plan excerpts
- C. DC Green Building Act of 2006 Timeline
- D. List of DC Green Communities training events

Appendix A

The following annual operating budget is anticipated for **greenSPACE** in 2009:

greenSPACE OPERATING BUDGET

Annual Operating Income

Grants and contributions	\$500,000
In-kind contribution for rent	\$250,000
Partner contributions	\$300,000
Membership and consultation fees	\$150,000
Fees for services and rental	\$150,000
	\$1,350,000

Annual Operating Expenses

Rent	\$250,000
Utilities	\$25,000
Insurance	\$20,000
Office Expenses	\$25,000
Marketing	\$50,000
Professional Services	\$80,000
Staff Salaries & Benefits	\$900,000
	\$1,350,000

Once the site is identified, the build-out can be specified and funding needs can be more clearly defined. Until then, the DC Green Communities Initiative is seeking funds for start-up costs at the estimated levels outlined below.

SUMMARY OF greenSPACE START-UP COSTS

To be Funded 100% from Donations

Renovation	\$300,000 - \$1,000,000
Exhibits	\$400,000
Equipment	\$90,000
Other start-up services	\$110,000
	\$900,000 - \$1,600,000

greenSPACE expects to raise the bulk of the start-up costs through corporate contributions and named sponsorships and in-kind donations. Donations from foundations, governments and individuals will be sought as well.

Appendix B Excerpts from the DC Green Communities Initiative Strategic & Work Plans

DC Green Communities

Strategic Plan and Work Plan

STRATEGIC PLAN

Definition

DC Green Communities is a collaboration between Enterprise Community Partners and GreenHOME to influence the pace and process of creating regulatory and market environments that support development of green affordable housing and sustainable communities in the Washington, DC region. This initial partnership is the first of what will be an overlapping series of collaborations – with development professionals, public officials, financial resources, advocates and residents. This Strategic Plan covers the 18 to 24 months starting in January 2007.

Vision

DC Green Communities envisions a time when sustainable design becomes such an integral part of residential development in DC and the national capital region that it no longer needs to be defined; a time when green affordable housing becomes as redundant as designing with the goal of producing a structurally sound building.

Mission

DC Green Communities' mission, ultimately, is to make affordable housing and the neighborhoods in which it is developed green. The collaboration will prepare the development community and regulators to produce and oversee development of green projects and communities in an economically sustainable manner through a three-part initiative.

1. To support the market transformation of the development sector to ensure the availability of technical expertise, materials and oversight necessary for development of green communities and buildings.
2. To guide public decision making that incorporates specific environmental needs of the region and its communities.
3. To support the creation of a job training, employment and business development infrastructure that enhances local DC capacity to build green buildings and neighborhoods.

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Values

The DC Green Communities partners are committed to achieving this mission in a way that reflects the best elements of sustainable development. The values that will guide DC Green Communities' actions include the following.

- Consider economic, environmental and social equity impacts on decision-making.
- Support economic inclusiveness, sustainable communities, affordability.
- Provide stewardship of the earth for future generations.
- Support overall transformation of development and regulatory environment.
- Select projects for direct support that reflect full range of green development (new construction & rehabilitation; ownership & rental; large & small, non-profit & for-profit)
- Ensure that long-term economic and environmental benefits, identified through lifecycle analysis take priority over short-term economic considerations.
- Spread the gospel of green design and development to residents to allow them to advocate for themselves.
- **Affordable Housing.** Focus on affordable housing to bring green benefits to hardest to serve product type and neediest communities as a model for all other areas of development.
- **Environmental Justice.** Promote environmental justice through the tangible vehicle of healthier housing in low impact settings for the region's lowest-income communities.
- **Partnerships.** Pursue mission through partnerships.

Goals

DC Green Communities' overall goal is to reduce negative development impacts on the environment and on people through the development of affordable green housing in sustainable green communities; its specific goals include the following.

- Increase capacity through education, outreach, training and technical assistance.
- Create a legislative and regulatory framework to implement our mission through policy change at all levels of government.
- Provide financial support for education, outreach, training, technical assistance and policy change through grants and other catalytic resources.

In 2006 working for passage of the D.C. Green Building Act of 2006 (Green Building Act) in Washington, DC was a priority for DC Green Communities members GreenHOME and Enterprise. With the law's passage, DC Green Communities must pursue its mission across all its goal categories to successfully implement the Green Building Act and related legislative and regulatory policies. The guiding principle for 2007-2008 is "capacity building" – on public oversight, design and construction, financing and community support.

Goal 1: Education & Outreach

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Goal 2: Training

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Goal 3: Policy Development & Implementation

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Goal 4: Grants (Project-based)

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Goal 5: Technical Assistance

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WORK PLAN – for a Sustainable City, Green Neighborhoods

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Goals

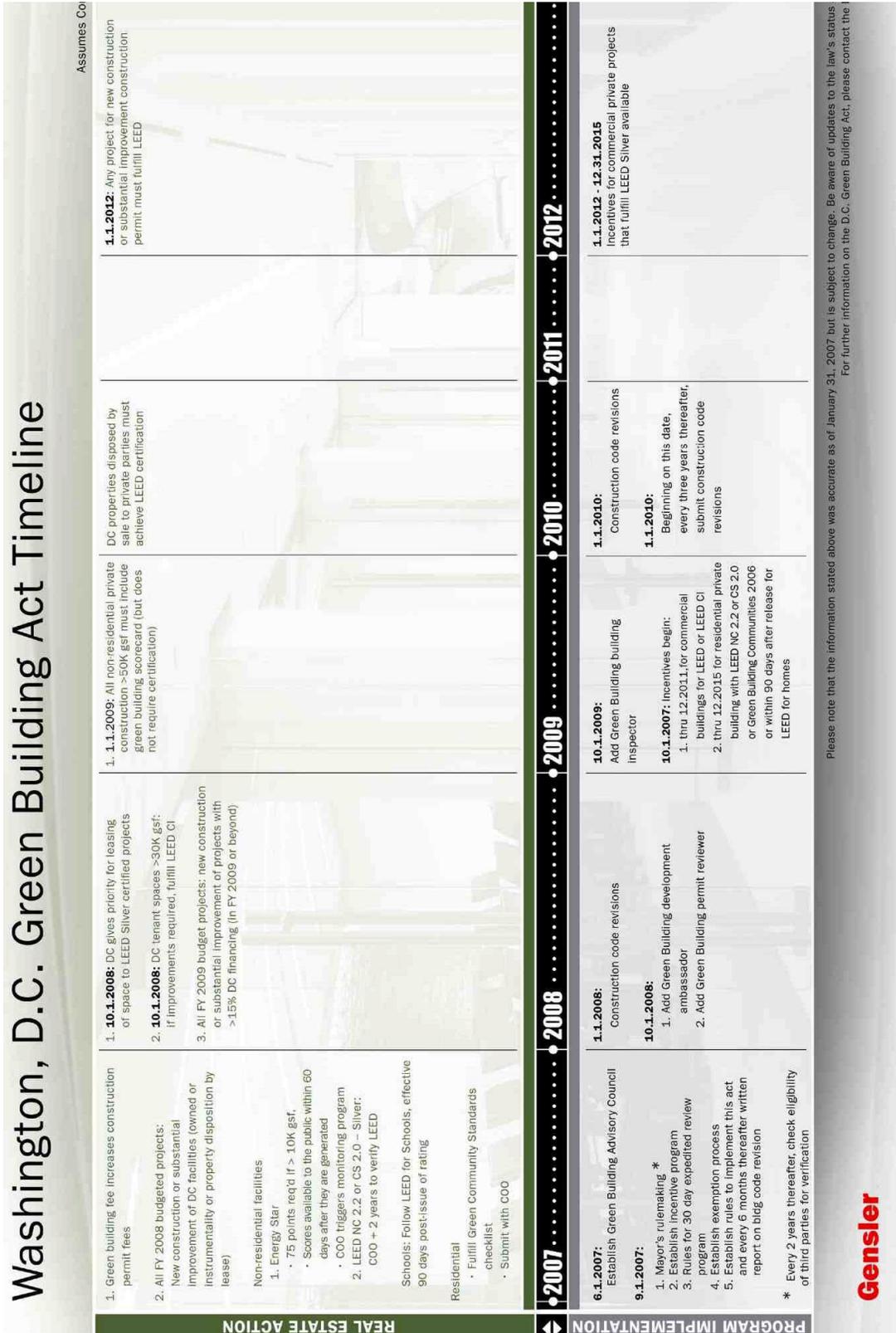
DC Green Communities has identified the following specific tasks necessary to implement its strategic plan goals.

Goal 1: Education & Outreach

- A. DC Green Communities will offer an introductory education workshop on basic ideas of green development and a workshop on affordable green housing based on GreenHOME's existing PowerPoint presentation of five case studies. Key elements of basic education will address energy, water, waste, indoor air quality and materials used in sustainable development.
- B. DC Green Communities will accumulate and present a case study library online. GreenHOME already has secured \$15K in funding to increase its case study library beyond its *Green and Lean* publication to include multi-family projects as well.
 - Possible cases include CPDC Wheeler Terrace project; NHT/Enterprise Galen Terrace project; High Point and others in GreenHOME PowerPoint presentation); and TreePeople examples (15-year flood home; \$200 million forest).
 - Cases will focus on people, "My electric bill is 50% cheaper than before moving into an Energy Star property!" and on what problems were solved with the approaches taken described to reinforce both the necessity of the integrated design process and the multiple benefits of many of the solutions.
- C. DC Green Communities will establish and arrange for operation of a Green Resource Center -- GreenSPACE. The Center will have a planned life of three to five years and will be located in semi-permanent space (5K to 10K SF). The Center will provide a physical space to present information and hands-on experience with green building materials, case study projects, experiments on building science, local green roof considerations, a design library and other displays. It will serve as a gathering place for presenting green experts, materials, etc., like an extended Alt-Build event at the Convention Center.
 - Virtual Resource Center with links to funders/companies.
 - Traveling exhibits (NYC example).
 - Online resource presence.
- D. The target markets for DC Green Communities' education and outreach efforts will include: policy makers and implementers, the philanthropic community, affordable housing professionals, business leaders, media, advocates, residents, lenders, and CMBS securitizers.
 - DC Green Communities will determine whether these presentations will be offered to individual companies, trade associations (CNHED, DCBIA?), etc.
 - Via in-office trainings of architects, engineers, contractors and developers?
 - How many, how often?
- E. Documentation of this process

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Appendix C. DC Green Building Act of 2006 Timeline (snapshot)



Appendix D GreenHOME and DC Green Communities Initiative Trainings and Presentations

- Affordable Green Housing Seminar 2005
- Affordable Green 101 Spring 2006
- Building Science 101 Spring 2006
- Affordable Green Introductory Education Workshop,
Train the trainers September 2006
- Integrated Design Charrette Competition and
Workshop September 2006
- Affordable Green Workshop for a Baltimore CDC Fall 2006
- Green Neighborhoods and Sustainable Cities Dinner
Panel and Participants Discussion April 2007
- Affordable Green Introductory Education Workshop
for WC Smith July 2007
- Affordable Green Introductory Education Workshop
for Community Preservation and Development
Corporation August 2007
- Lessons Learned Training – Affordable Green
Housing Case Studies Summer 2007
- Discussion with Chris Garvin, Terrapin Bright Green,
on New York City's PlaNYC Sustainability Agenda September 2007
- Washington Grantmakers' Working Group on
Sustainability – Presentation on the Value of Green
Affordable Housing September 2007
- Two DC Agency and Department Directors meetings
to review affordable housing implementation of DC
Green Building Act September 2007 and
February 2008
- Affordable Green Introductory Education Workshop
for DC Dept. of Housing and Community
Development October 2007
- Interagency Training on Green Affordable Housing
for DC agency staff December 2007