



STRATEGIC PLAN

2016-2020

**INTERNATIONAL
LIVING FUTURE
INSTITUTE**



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SECTION 01
INTRODUCTION

The International Living Future Institute's mission is to catalyze the transformation toward communities that are socially just, culturally rich and ecologically restorative.

The Institute embodies the belief that a compelling vision for the future is a fundamental requirement for reconciling humanity's relationship with the natural world.

We identify positive future scenarios for architecture, community designers and manufacturers that are both hopeful and demonstrably attainable. Rather than advocating for incremental improvements to the built environment and the industries that interact with it, we define the desired outcome for the movement we serve: the cultivation of restorative ecosystems in which thriving communities benefit the biosphere as a whole.

With that guiding framework, we work to eliminate barriers to a 'living future' by educating, setting standards, doing research and creating innovative tools and programs. Fundamentally we seek to transform human consumption habits and offer compelling alternatives to the stories, beliefs and systems that (to the detriment of our long-term viability on the planet) currently shape society. As we look forward to 2020 an even stronger sense of urgency guides all of our work; significant and immediate action is required to address the systemic planetary challenges posed by climate change, overpopulation, energy and resource scarcity, social inequity and the rise of persistent toxic chemicals. We strive to be a key player in the positive transformation

of human civilization. By articulating our concrete plan to activate our mission and systematically move toward the vision we have defined, this document provides a five-year road map for the International Living Future Institute along with the Cascadia Green Building Council, which operates as an independent non-profit under the Living Future Institute's umbrella.

"Over the next few decades our society will be reshaped in dramatic ways in relation to the realities of an overpopulated and under-resourced world."

JASON F. MCLENNAN

A person stands on a grassy hill, looking out over a city skyline at sunset. The person's legs and feet are visible in the foreground, standing on tall grass. The city skyline is visible in the background, with many buildings and a clear sky. A large white circle is overlaid on the left side of the image, containing the text "SECTION 02" and "CONTEXT".

SECTION 02
CONTEXT

“As occupants of a Living Building we have noticed how our staff thrive. We think it is because of the interconnected relationship the building has with the outside through the abundant daylight, natural ventilation and connection with the adjacent park.”

AMANDA STURGEON FAIA
CEO, ILFI

A PLAN FOR 2020

Over the past decade, the sustainability movement has become a powerful global force for change. Green building, a growing part of the larger effort to address critical environmental problems, has made particularly impressive strides, moving from a fringe activity to a mainstream topic in North America and beyond. It is now standard practice for architecture and engineering firms to prominently highlight their sustainable practices on websites and in marketing material. Manufacturer's use sustainability criteria as a key marketing tool to sell their products. And yet... during this period of rapid “green” growth, atmospheric carbon levels have risen dangerously, recently moving beyond the point where a stable climate can be assured. We no longer have the luxury of asking whether there will be significant climate disruptions in the coming years and decades. We are left instead with the question: exactly how bad will it be?

We are losing every single major environmental battle on the planet when measured in terms of persistent toxins, habitat and species loss, climate, water quality, social justice, resource use and more.



This diagram, created by our founder describes our philosophy of launching innovative programs into the industry- beginning with ideation, through a soft launch until programs mature and become stable and effective.

“The Living Building Challenge absolutely reflects the mission of the Bullitt Foundation. Creating a built environment that functions like a natural ecosystem has been right smack in my sweet spot since the mid-1960s, and it has become more and more the sweet spot of the foundation.”

DENIS HAYES
BULLITT FOUNDATION

What if we are at the beginning of the last decade in which we can make the changes needed to avert the worst effects of a degraded environment? Certainly a majority of the world’s climate scientists think so: 2015 was the hottest year on record.

In 2015 global population is at 7.3 billion and it is predicted that we’ll reach eight billion within the next twelve years. Income inequality is at an extreme; the wealth of the richest 1% of the world’s population is equivalent to the wealth owned by the remaining 99%.

What if the actions we take right now have the potential either to push the planet into a point of dangerous instability or to begin the long process of restoring the earth’s ecological systems? If this were true (and we believe it is), we would have to do everything in our power to identify and promote practices capable of bringing us as far as we need to go, as fast as we need to get there. We would have to partner globally with leading NGOs and visionary businesses. We would have to identify points of leverage and use them to embolden the large portion of environmental NGOs still focused on incremental solutions and gradual change. We would have to celebrate and cultivate locally relevant solutions, even as we help define the end game for deep sustainability on a global stage. We would have to give everything we have to sharing our vision of what success looks like and inspire the world’s creative minds to create regionally viable pathways for achieving it.

2015

HOTTEST

year on record

7.3 BILLION

Population

TOP 20%

of US households own more
than 84% of the wealth

BOTTOM 40%

of US households own 0.3%
of the wealth

IMPACTS

120,000

ANNUAL TRIM TAB
READERS

6

LCC PROJECTS

200,000

MONTHLY DIGITAL
IMPRESSIONS

6

PILOT LPC
PRODUCTS

411

DECLARE LABELS

29

COUNTRIES WITH
VOLUNTEERS

35,000+

SOCIAL MEDIA
FOLLOWERS

314

LBC REGISTERED
PROJECTS

1,181

MEMBERS

61,000

PEOPLE REACHED ANNUALLY
THROUGH EVENTS

8 LBC CERTIFIED PROJECTS



ABOVE + BELOW: MCGILVRA PLACE PARK



ABOVE: BERTSCHI LIVING BUILDING SCIENCE WING



ABOVE: OMEGA CENTER FOR SUSTAINABLE LIVING
BELOW: HAWAII PREPARATORY ACADEMY ENERGY LAB



ABOVE: TYSON LEARNING CENTER



ABOVE + BELOW: SMITH BECHTEL
ENVIRONMENTAL CLASSROOM



ABOVE: BULLITT CENTER
BELOW: CENTER FOR SUSTAINABLE LANDSCAPES



“Where our sense of hope and attention has eroded, fragmented by glowing screens and technology ephemera, Trim Tab asserts itself in our hands, which somehow makes the ideas more real. Its sophisticated content and stirring images inspire and connect a global network of dreamers and doers that share a common vision for a restorative future.”

JAMES SANTANA
YALE UNIVERSITY

OUR ORGANIZATION AT A TIPPING POINT

Our organization is at a tipping point, our leadership is transitioning from our founder, Jason F. McLennan, and our programs are reaching a momentum we could have only dreamed of a decade ago. We are uniquely poised to create real transformation towards a Living Future on a scale that is monumental. As we surpass 300 Living Building Challenge registrations and 30 certifications we are taking stock of our success and seizing the opportunity to grow deeper roots with our programs, widen the circle of our reach and strengthen the core of our organization. Our Living Future Challenge umbrella provides a framework for the remaking of everything and leads to a true Living Future for all species.

The last decade of our organization has seen us transform from our roots as the Cascadia Green Building Council, with a volunteer board and no budget, to a thriving organization that has an international reach, a staff of 34 and an annual budget approaching \$5 million. The Living Building Challenge, as our core program, now has two siblings: the Living Community Challenge and the Living Product Challenge as well as the support programs Declare, Just and Reveal.

We are at a tipping point organizationally from a fledgling organization that has created innovative and visionary programs to an established non-profit with a formidable reputation for integrity, action and measurable results. As we move into a phase of an established organization we pride ourselves on our ability to respond to opportunities when they arise and to propose targeted interventions capable of achieving dramatic change.

Measuring our success and our impacts is a key aspect of our future.

The concept of handprinting, measuring our positive impacts on the world, has already been incorporated into the Living Product Challenge; over the next decade we will explore how the handprinting concept can help us measure our results. More important than the number of projects, communities or products is the outsized impact that the Challenge has had on each community it has reached. Project teams have shared countless stories of how the Living Building Challenge’s ambitious requirements have resulted in manufacturers re-evaluating their materials choices, regulatory officials revising building codes, and building occupants redefining themselves as active participants in the environmental performance of their homes and workplaces.

34

Staff

411

Declare Labels

\$4.8 M

Annual Budget

6

Pilot LPC products

314

LBC Projects

6

LCC projects

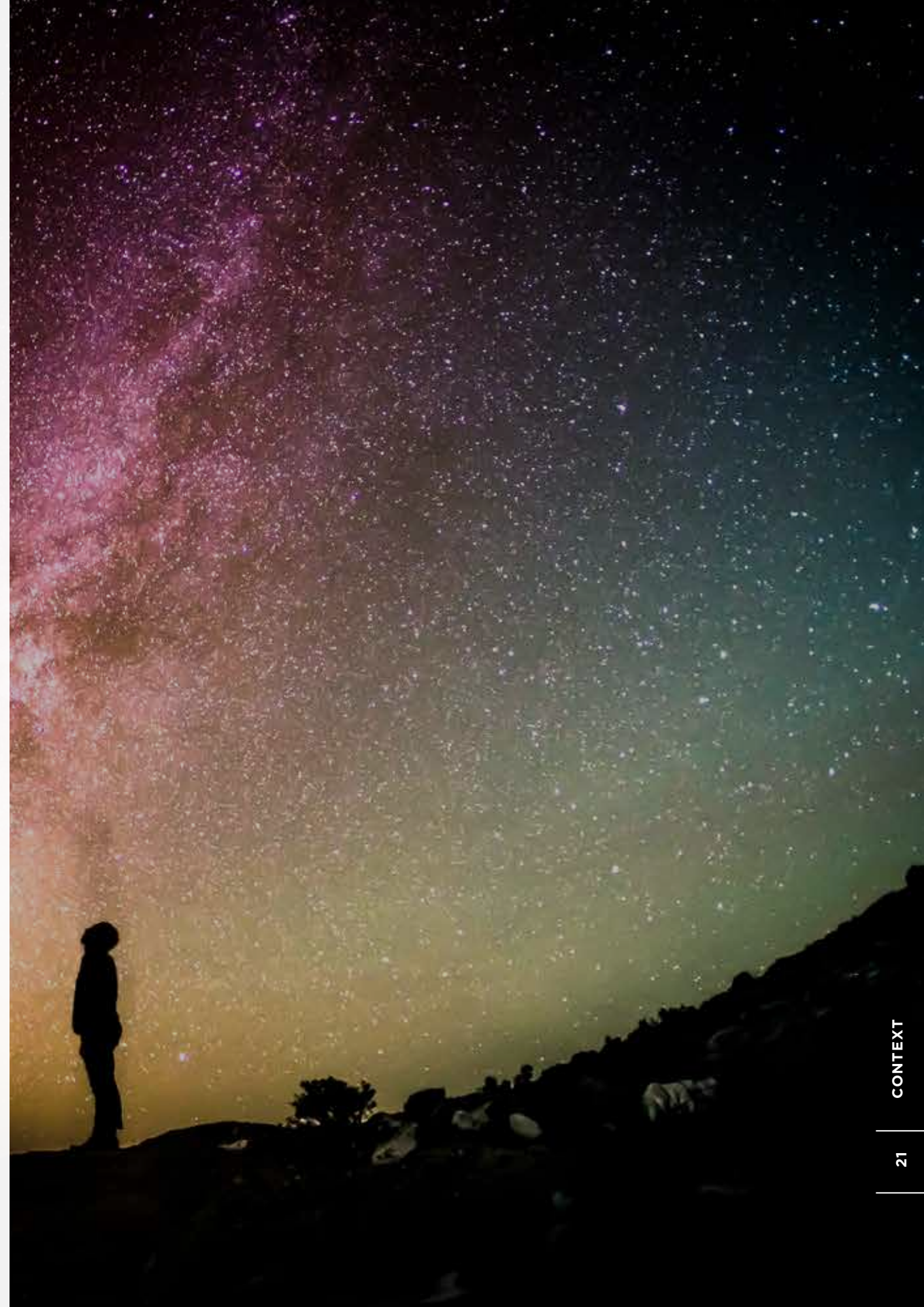
“The Living Building Challenge’s true influence lies not in its first few projects per say but in its ability to change the nature of the dialogue and story around where we need to head as a whole industry. With the Living Building Challenge we begin to show people what’s possible, and like an icebreaker in the arctic — to blaze a trail.”

JASON F. MCLENNAN

As part of this culture, we take calculated risks, try new enterprises and programs and learn from failures along with successes, a pattern that has allowed us continually to refine and improve what we do and how we do it. As we evaluate opportunities, we ask whether our effort will offer a significant and new element to existing programs. Instead of doubling the work of others, we seek to be an organization that people look to for leading-edge thought and ‘blue sky’ visions. **The overarching metaphor for our organization is that of the ‘trim tab’, the small rudder that moves the larger rudder on a large ocean going vessel.** Just as the trim tab can turn an entire ship by applying a small amount of pressure in the right spot, we seek to have impact out of all proportion to the size of our organization.

Our work is guided by the interconnections of many signal issues.

Species loss, poverty and social equity, human and living systems health and climate change. If we try to solve these challenges in isolation – cutting carbon emissions, for example, without addressing the toxicity, habitat impacts or social justice implications of our decisions – we only shift the problem. If we offer solutions that take all of these elements into account, however, we have the opportunity to affect profound and desperately needed change. These signal issues guide our programmatic decision and shape our vision for the future.



12 NZEB CERTIFIED PROJECTS



ABOVE: DPR CONSTRUCTION, PHOENIX OFFICE
BELOW: WEST BERKELEY PUBLIC LIBRARY



BELOW: PACKARD FOUNDATION HEADQUARTERS



ABOVE: ZERO ENERGY HOUSE
BELOW: AMERICAN SAMOA EPA OFFICE



BELOW: IDEAS Z2 DESIGN FACILITY



ABOVE: HOOD RIVER MIDDLE SCHOOL
MUSIC + SCIENCE BUILDING



ABOVE: WILLOWBROOK HOUSE
BELOW: BALLARD NZE HOUSE



ABOVE: SACRED HEART STEVENS LIBRARY



ABOVE: MISSION ZERO HOUSE
BELOW: ZERO COTTAGE



A person is sitting on a large, dark rock in the foreground, silhouetted against a bright sunset. The sun is low on the horizon, creating a strong lens flare. The background shows a vast, hazy landscape with rolling hills and a deep valley. A large, white, thin-lined circle is superimposed on the left side of the image, containing the text 'SECTION 03' and 'OPERATIONAL PRINCIPLES' in white.

SECTION 03
**OPERATIONAL
PRINCIPLES**

“We learn from our gardens to deal with the most urgent question of the time: How much is enough?”

WENDELL BERRY

OPERATIONAL PRINCIPLES

The Institute works through a particular set of operating principles that inform how we approach problem solving, team building and growth as an organization. As change agents we seek to create a coherent and effective culture across each of our spheres of influence and to communicate our values in a consistent manner. The following Operating Principles define how we operate, who we are, who we partner with, what programs we provide and how we do the things we need to do.

A HOPEFUL VISION

Despite the significant global challenges we face, we approach each challenge with a spirit of optimism. We believe that humanity has the capacity to affect great positive change and that our vision of true sustainability is achievable now, using existing technologies.

ACCEPTING PEOPLE WHERE THEY ARE/ WILLINGNESS TO ENGAGE

We believe in helping people move beyond their current paradigms in a respectful and empathetic manner. Because guilt is a poor motivator, we rely focus on positive action. While remaining respectful of others, we do not back down on the need to talk about the defining problems of our day, especially those related to our four guiding signal issues: Climate Change; Persistent Toxic Chemicals; Habitat Loss & Species Extinction; and Global Inequity.

EFFORTS BASED ON IMPACT/ COURAGE TO LEAD

Since resources and time are always limited, the Institute always invests its time and money into opportunities that have the most potential to create positive change. This means that we will turn down opportunities that have marginal or small impacts. It also means that we are willing to chart new territories and breach subjects and issues that may be politically challenging. Our organization has the courage to lead.

BELIEF IN THE PRECAUTIONARY PRINCIPLE

While the majority of society currently takes the opposite approach, we adopt the precautionary principle that puts the onus of proof on the makers of new technologies, materials, chemicals and systems to prove that they are safe, rather than the public having to prove that they are not after potential harm has been done. Where doubt exists the precautionary principle prevails.

INTEGRITY AT ALL LEVELS

We operate our organization to meet the highest level of integrity. We treat staff, volunteers and everyone with whom we do business with respect, honesty and fairness. We believe in a policy of transparency and inclusiveness.

SECTION 04
**ORGANIZATIONAL
GOALS**

**GROWING
OUR ROOTS**

OUR VISION

**STRENGTHENING
OUR CORE**

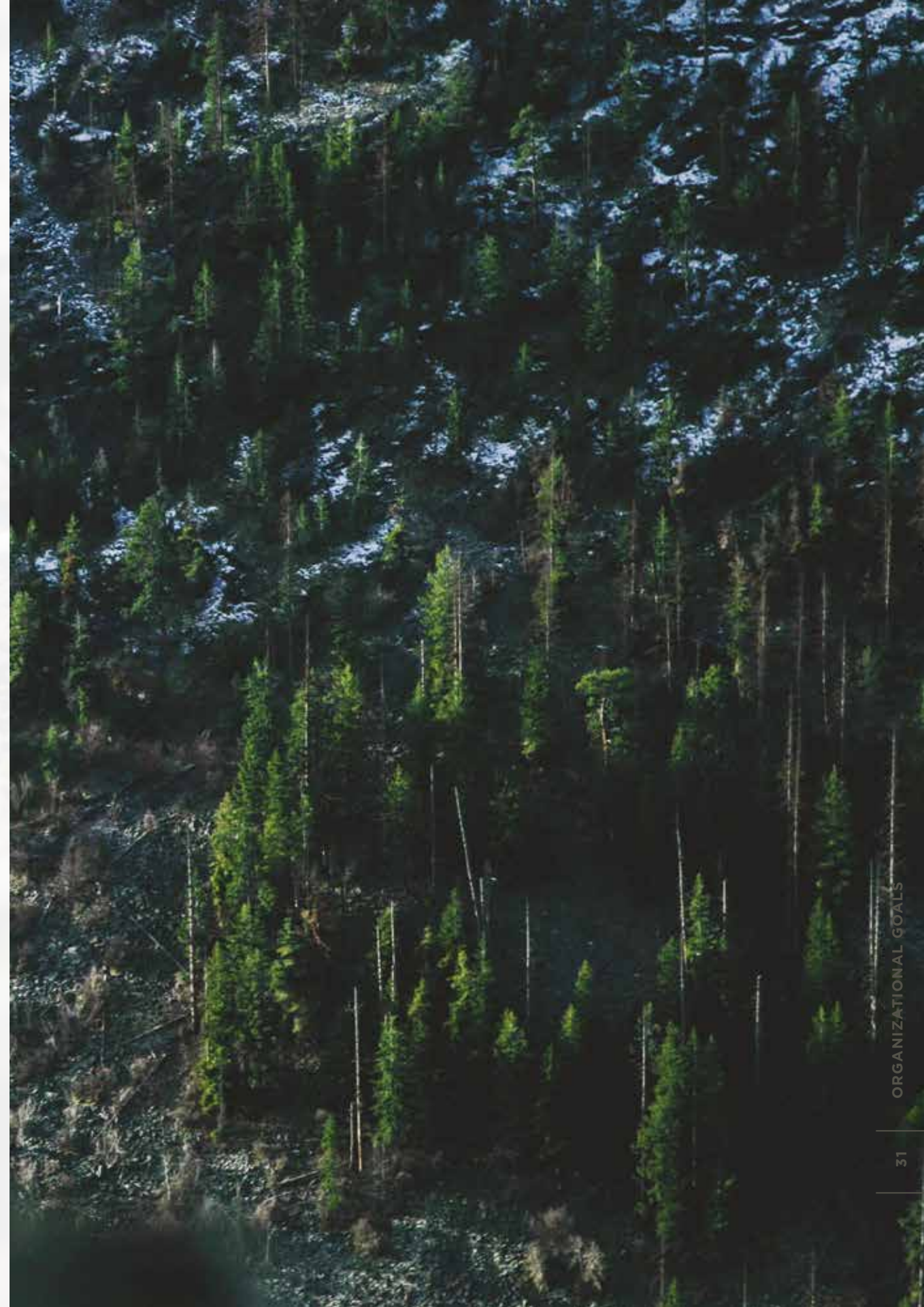
**WIDENING
OUR CIRCLE**



MANIFEST THE LIVING FUTURE CHALLENGE:

GROWING OUR ROOTS

Now that we have successfully established the Living Building Challenge as a credible program for catalyzing the transformation of the built environment, we are embracing the momentum to scale the program internationally and to all building types and scales. The Living Community Challenge and Living Product Challenge will move from pilot stage to stand alone flourishing programs. Just, Declare and Reveal will be leaders in the market for communicating transparency in ethical business, ingredients and energy use.



NO. OF
PROJECTS
OR
LABELS

SQ. FT.
(MILLIONS)

LBC PROJECTS



ORGANIZATIONAL
INTEREST



PRESENCE OF
AMBASSADOR NETWORK

411
DECLARE
PRODUCTS

314
LBC
PROJECTS

11.6
MILLION
LBC SQUARE
FEET

24
JUST
LABELS

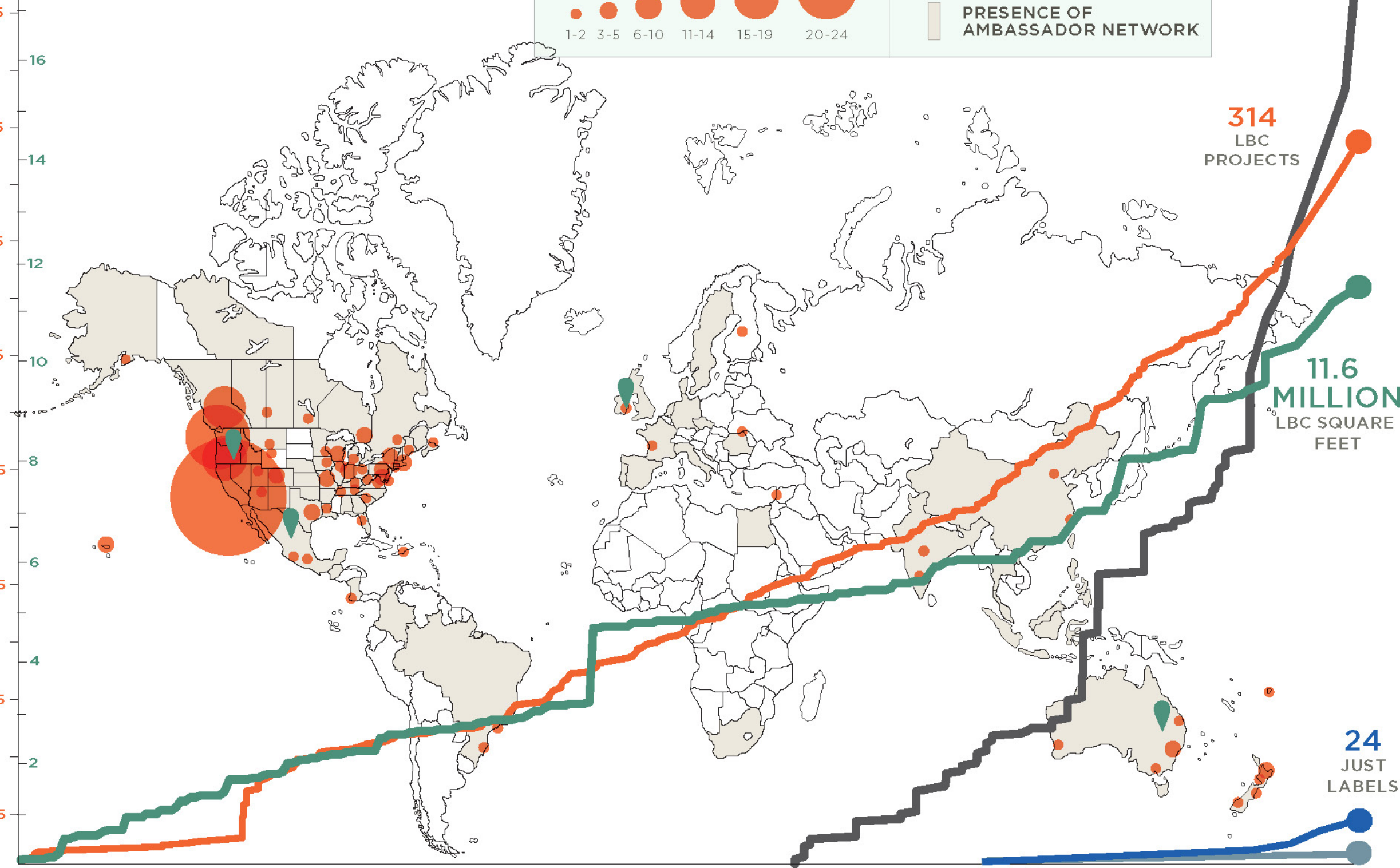
4

ORGANIZATIONAL GOALS

33

32

2008 2009 2010 2011 2012 2013 2014 2015 2016



GOAL

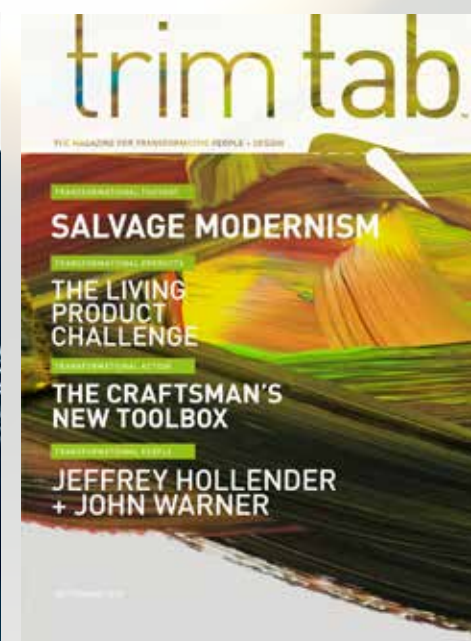
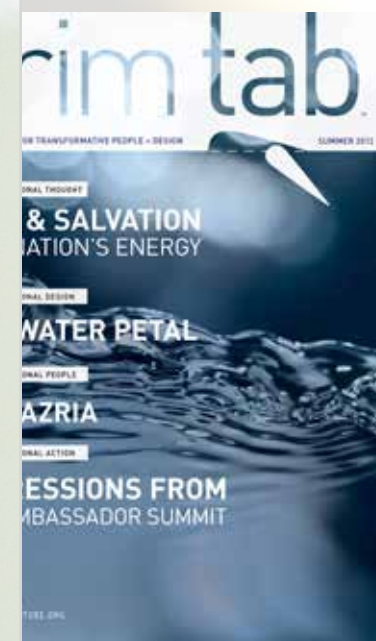
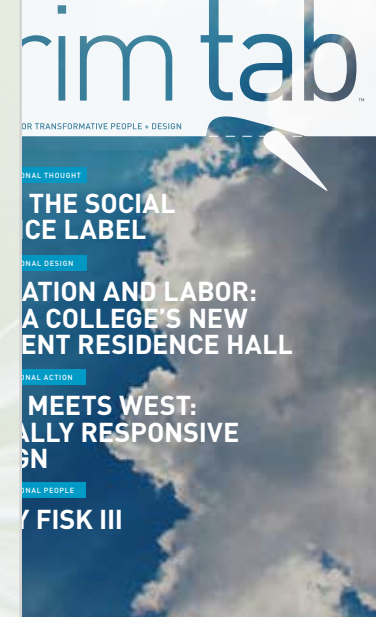
02

WIDEN OUR CIRCLE: *DIVERSIFY OUR NETWORK*

Stories give meaning to our lives and contextualize our actions. If we want to change the world, we must begin by helping to craft a new kind of story. We tell our stories through our Global Living Future Network, three conferences, education programs, and our outreach through Trim Tab and Ecotone.

Our Network has grown substantially over the last decade to 75 collaboratives in 29 countries, 336 volunteer ambassadors and 1,181 members. We seek to grow our influence substantially and to train and network with a huge corps of passionate, educated professionals and policy-makers around the world. Our ambassadors speak a common language of positive change with a commonly held and coherent vision of what it means to build a Living Future.

In turn, these individuals will create significant change in their communities. Our social media followers has grown to 35,000, we will expand our current use of powerful social media tools, effective branding and ground breaking ideas to energize and activate a growing network of individual ‘ambassadors’ around the world.



GOAL

03

STRENGTHEN OUR CORE

As we enter the next phase of our organizational growth and deepen our roots, we must strengthen the core of our organization to create streamlined processes and operational systems, to talk our talk in terms of board and staff diversity, and to maintain and grow our financial health to a \$7-10 million organization.

Recruiting and retaining talented and dedicated staff that are fully engaged in our work within departmental structures that support them is crucial for our continued success.







INTERNATIONAL
LIVING FUTURE
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