



2025-2027 Strategic Plan



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The Larger Movement Towards Regeneration in the Built Environment

As I write this, I sit in one of the longest heat waves that my state of California has ever experienced. Families and workers are struggling to stay cool despite the record-breaking temperatures, hospitalizations are increasing, and over 70 million people remain on a heat alert. We have also just been informed that the [average global temperature has warmed 1.5C above pre-industrial levels for 12 months in a row](#).

When we ask ourselves how we are doing, we must start with this very real gauge of climate action progress and remind ourselves first and foremost that we are still tragically barreling into an era of extinction, heartbreaking climate-induced migration, and resource depletion. And as ever, the human impacts of these transitions are borne disproportionately by lower income communities, communities of color and people living in the Global South, which have historically been damaged most from the destruction of the past. We have [transgressed 6 of the 9 planetary boundaries](#), and we are feeling the effects of these transgressions more and more every day.

We must act urgently, together, with thoughtful strategy and care like never before.

As an industry, the global building and construction industry is a major contributor to these growing crises. Specifically around greenhouse gas emissions, which remains one of the most measurable and important

impacts we can track, according to the Global Buildings Climate Tracker, a tool used by the United Nations' Global Status Report on Buildings and Construction, [our sector essentially remains unchanged in our emissions](#) despite needing to radically reduce them in order to achieve the goals of the Paris Agreement and curb the worst effects of climate change by 2050. For many other impacts including health, equity, biodiversity and others, we don't have many data points to be optimistic about. Rapid structural change is still eluding us, and is more urgently needed than ever before.

We must act urgently, together, with thoughtful strategy and care like never before. At Living Future, we hold a vision and a commitment to that action, and we see signs that our world and our building industry are turning collective attention to that path and starting down it. As these intersecting crises become more present in our lives, it is strengthening and growing the global community of people dedicated to transforming the building industry.

This past March, I had the opportunity to travel to Paris for the very first global summit on Buildings and Climate, hosted by the UN. There, roughly 800 global leaders gathered to discuss and strategize the challenges we face: not just greenhouse gas emissions but biodiversity loss, economic justice, resilience and health. The group rallied around the goal of the new [Buildings Breakthrough Agenda](#), which aims to achieve "near-zero emissions and resilient buildings to be the new



normal by 2030”. And to my delight, as we sat in the main auditorium for the plenary session, keynote speaker Ciarán Cuffe, a leading member of the European Parliament, declared that a useful goal and framework for hitting this goal is in fact the Living Building Challenge. This is why we continue to show up for this community: we believe that it is critical to clearly articulate and inspire people towards our ultimate goals. We are proud to have created tools and resources that are actionable, accessible and evolving to support the growth of our movement as we make these ambitious shifts.

Now, our next step is to harness that growing interest in regeneration along with the high ambitions and commitments of global leaders towards near-zero emissions and resilient buildings as the new normal by 2030.

We are also encouraged to see that the term ‘regeneration’ is on the rise. For us at Living Future, we define this term as follows: Regenerative work creates a positive impact across social, cultural, and ecological systems. This is the path to a common living future. We see the term ‘regeneration’ being used to signify a growing ambition to go beyond “sustainable”: many

people and organizations see that we have to take big leaps towards a better future for all, not just small steps, if we want to really see the change we need. But also, regeneration as a goal speaks to a reality of our world that grows every day: we have already lost so much, and we lose more every day. The work of regeneration, which the Living Building Challenge articulates in detail, is different from the work of building sustainably because it involves the critical act of healing, of reconciliation, and of maintenance and care. These actions need more of our time and attention: we will not simply build our way out of the problems we face. We will build, yes, but we will also repair and maintain, we will need to be good stewards of the precious buildings and resources we have. And so it is wonderful to see the growing interest in regeneration, because it gives much needed momentum to the holistic work that we are deeply passionate about in the Living Future community.

And to be clear, that momentum is deeply and urgently needed. As industry leaders, the community of Living Future practitioners and champions have a key role to play in the transformation we MUST accomplish. We are here to support you in this work, but this takes all of us, using our unique voices in our unique communities, to really achieve the transformation we need in the next decade.

Now, our next step is to harness that growing interest in regeneration along with the high ambitions and commitments of global leaders towards near-zero emissions and resilient buildings as the new normal by 2030. We intend to continue our leadership beacon work, while providing more “on ramps” for more of the industry to join us by removing as much friction as possible, without diluting the commitment and action required. We need to see action at scale, and that means structural shifts in how buildings are built, renovated, and operated, how our supply chains work, the levels of transparency and accountability we incorporate into our work, and how our buildings are regulated. At Living Future, we provide inspiration, support, and community to expedite the journey towards a regenerative building sector. We will be active partners, ready to push for ambitious goals and measure our industry’s progress towards them. We hope you will join us.



Lindsay Baker
CEO, Living Future

“What Good Looks Like”: The Institute’s role in community today

Over the past 3 years, we have been leaning into the roles that our community needs us to play most. We are fortunate to have a community of collaborators: academic and non-profit organizations, practitioners, policy-makers and others who we coordinate with to support broader goals towards a regenerative building industry.

Setting the High Bar

The building industry is increasingly looking to us to help define and understand “what good looks like”. Our role is to help define the ambitious, to describe the endpoints for how the building industry should work. We are working towards a world in which our buildings are not extracting, not harming, and not breaking, but rather healing our bodies, restoring ecosystems, and strengthening communities. It should not be hard to imagine that our buildings would serve in these ways: destruction is not inherent to construction. Indeed, we should remind ourselves that they are theoretically opposite. Why do we build? We build to shelter ourselves and to keep safe from harm. Buildings should not be built to separate us from each other and the planet; instead, they should reflect their specific place,

giving us a frame through which we can value and appreciate the communities and ecologies around us.

In our day-to-day pursuit of defining “what good looks like” at Living Future, we take these aspirational visions and manifest them in practical measures that the building industry can use to transform itself towards a regenerative future. From embodied carbon accounting to the human rights impacts of building materials, we create ambitious standards: the ‘high bar’ of how a building or a product should interact with the world. However frustrating it may be, there is usually a complex journey between the point of knowing that an industry is doing harm to the point where industry leaders and experts can measure and verify that the harm has stopped. But in our globalized world, measurement and verification is a necessary piece of a functioning system that keeps our industry operating within a set of values and expectations.

OUR ROLE

Maintaining a Holistic Focus

The Institute was founded on a deep commitment to take action on all impacts of the building industry, not just environmental impacts or health impacts or more specific impact areas like carbon emissions. That holistic focus is indeed a logistical challenge, as one might imagine. But because we deeply believe that the challenges we face with our environment are interconnected with the challenges we face with our health and with the health of our communities, we embrace complexity as a critical imperative of our work. We look across impact areas to ensure that the guidance we provide to the industry is not narrowly focused on one impact area to the detriment of other impacts. We do provide differing points of entry and not all of our programs are holistic, so that we can provide support for people along the journey towards a holistic set of positive impacts. We hear from our community that it is something that they appreciate about us: we are a resource to help practitioners balance and synergize environmental, social and health goals.

Translating Research & Development into Action

The breadth of our programs and focus means that our role is not to do the scientific research, nor to create the digital tools or establish the specific analytical methods

needed to manifest better buildings and products. Our role is to deeply understand these tools and knowledge sets and translate them into approachable and credible guidance and standards for the industry. Perhaps the best example of this is the LBC Red List program, which continues to provide an approachable way for building industry practitioners to learn and act to prevent hazardous materials from entering our buildings. The program is maintained through the collaboration of a community of scientists and researchers who provide up-to-date information on the latest science around the human health impacts of new materials entering our supply chains. Our role is to assess this information and update our Red List accordingly, clearly communicating to product manufacturers and specifiers of materials what materials should and should not be allowed in our buildings

Living Future works best as a vanguard, pushing the building industry towards holistic regenerative impacts with the tactics that are most needed as momentum grows. Over the course of 2024, we have listened, reflected and worked through our strategy for our next three years (2025-2027), and what follows is an overview of our prioritized goals and tactics for this next era of the organization.





In Summary: Our 2025-2027 Goals

The next three years of our work represents half of the time we have before 2030, when our global community is aiming for “near-zero emission and resilient buildings to be the new normal”, as per the UN Buildings Breakthrough. We have our own 2030 goal that feeds into this larger goal, which is that by 2030, regenerative, resilient solutions will be adopted as the common practice for everyone creating and maintaining buildings.

In order to achieve that goal by 2030, we have set ambitious goals for ourselves to grow our work in the next three years. This work will be done in collaboration with other ambitious organizations, and we fully intend to keep our collective eyes on the pace of change we need. Our goals for 2025-2027 have been stated in each section of this plan, but are summarized here for easy reference.

New Growth

Like any system, biological or otherwise, we have a set of interwoven pieces that make up our whole, and much of our work in the next three years will be to continue supporting and growing the existing set of programs we currently run. However, we are embarking on some new areas of work. At a high level, these three areas are:

- Our **Equity in the Built Environment Initiative**, which was conceived and started in 2023-24 but will ramp up in 2025-26.
- Our new **Living Product Challenge revamp**, including our new environmental impact focused label
- Our work to accelerate **a variety of pathways to regenerative buildings and full Living Buildings**

These three “New Growth” areas are described in more detail in sections 1.3 and 2.3.



Our Buildings Work

1.1 INSPIRATION

- Facilitate 15 million visitors to buildings certified under our buildings programs
- Reach 300,000 people with stories of Living Buildings through support and attendance at industry events
- Engage with 50 professional organizations globally to increase our influence in the building industry

1.2 SUPPORT FOR THOSE ON THE PATH TO REGENERATIVE BUILDINGS AND SYSTEMS

- Support 35 million square feet of diverse projects in our building programs on their path to certification, an increase of over 400% from the 8 million square feet certified to date
- Register 50 million square feet of project area
- Increase the diversity of registered project types, with a focus on supporting community resiliency projects

1.3 REFINING PATHWAYS TO REGENERATION

- Complete the Equity in the Built Environment Initiative
- Substantial and public progress towards LBC 5.0

Our Products-Related Work

2.1 SCALING THE REGENERATIVE MATERIALS ECONOMY

- Strengthen our efforts to accelerate market adoption of our materials programs, doubling the number of participating manufacturers from 375 to 750

2.2 SUPPORTING MANUFACTURERS

- Increase the total number of published labels by 50% from 1,500 to 2,250 with 20% of products achieving two or more labels

2.3 A NEW STRUCTURE FOR OUR PRODUCTS RELATED WORK

- Successfully develop a world class materials program, rolling out two new labels and revamping our existing frameworks, with the goal to answer the market need for inspiration, scaling, rigor, affordability, and alignment

Our Organizational Equity Work

- Triple the employees represented by participating Just organizations, contributing to a positive work environment and benefits for 165,000 or more people
- Drive a 50% increase in published labels by supporting 400 or more organizations through the process.

Building Community, Advocating for Change

4.1 LIVING FUTURE MEMBERSHIP

- 7,500 total members

4.2 EDUCATION AND OUR LIVING FUTURE ACCREDITATION (LFA) PROGRAM

- 14,500 education enrollments, a new set of courses focusing on materials, LPC and Declare, as well as general interest courses to help accelerate awareness of regenerative building practices

4.3 OUR NEW ADVOCACY WORK

- A complete Policy Platform by the end of 2025, with funding secured for staff to build momentum on that platform in 2026 and beyond

4.4 OUR INTERNATIONAL COMMUNITY

- Defined paths for international engagement, including a process for new affiliate organizations

4.5 ECOTONE AND LONG-FORM PUBLISHING

- 5-7 new books, 3 or more new industry reports, and 1000+ purchases or downloads of existing publications

Growing our Voice

- 21,000 new followers across all platforms and 7,500 new newsletter subscribers



Our Priority Tactics for 2025-2027

The following sections are the heart of our Strategic Plan for 2025-2027. We have big things in the works for the next three years, and we are energized and equipped to launch new things and grow our impact and community in exponential ways.

1. Our Buildings Work

The Living Building Challenge, issued 18 years ago, remains the north star for defining what regenerative impact (health, environmental and social) looks like in the architecture, engineering, design, and construction (AEC) industry. Once seen as an impossible challenge, Living Future building programs are now utilized by the largest AEC firms, multiple Fortune 500 companies, major global universities and developers, many municipalities, schools and community centers. These clients are building corporate offices, laboratories, multi-family residences including affordable housing, retail spaces, warehouses- some of the most innovative projects around the world. Firms and owners are committing to multiple projects and aligning their design and development practices with Living Future standards. We have always and will continue to be recognized as the most advanced standard in regenerative design as we keep refining with our community’s feedback.

As we work to change the way we build, we have realized that our tactics need to both inspire and support. The sections below will describe these two parallel and complementary means of engagement, and where we will focus our efforts in the coming 3 years.

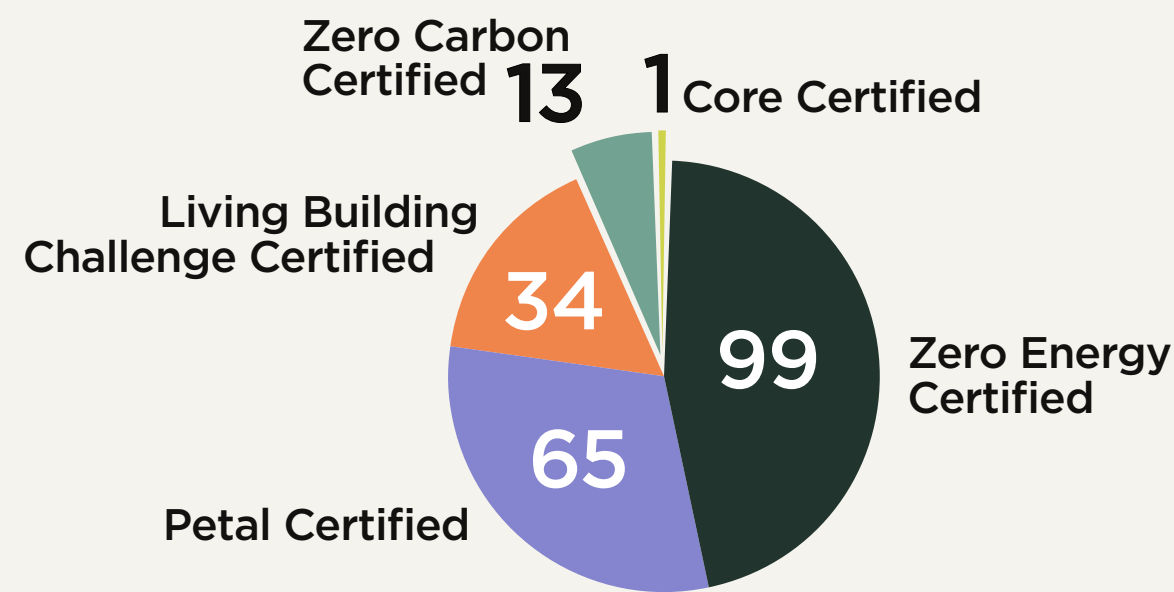
1.1 Inspiration

The power of a Living Building is not the story of its certification, but rather the lives that it touches throughout its lifetime. Indeed, the Living Building Challenge was launched without expectation that any building would achieve full certification: the intention was to inspire and provoke action and concerted effort to achieve a truly regenerative building.

We currently have 35 fully certified Living Buildings around the world, and in 2025-2027 we will be focusing on leveraging them more deeply to impact their communities and others around the world. We will do this through storytelling, but also empowerment of the folks who are stewarding, using and visiting these buildings. We also will update the Living Building Challenge in the 5.0 version to emphasize and further define the educational imperatives of achieving full

2024 Snapshot

We now have **554 registered projects** totaling **40M+ square feet**. We’ve supported **212 projects** across the finish line to achieve certification.



Our certified projects generate **24M kWh** of renewable energy, equal to avoiding approximately **16.8 metric tons of CO2e**.

We’ve engaged **64 projects** in our Affordable Housing program, representing **3,000+ housing units** that will provide healthy, efficient, and affordable housing for **9,000+ residents**.

Living Building status. Every certified Living Building serves as an active ambassador for regeneration in its community: that is why these buildings exist, to challenge the perception of what is possible. The community of Living Buildings have received hundreds of thousands of visitors since the first building was certified, and that number is growing exponentially now that more full Living Buildings are built and operational.

We will partner with the stewards of full Living Buildings to tell more stories about these inspirational buildings, share lessons learned more broadly and in depth, and to use them as leverage in policymaking and regulation.

Goals: By the end of 2027, we expect to facilitate 15 million visitors to buildings certified under our buildings programs. We aim to reach 300,000 people with stories of Living Buildings through support and attendance at impactful industry events. We will engage with 50 professional organizations globally to increase our influence in the building industry.

1.2 Support for Those on the Path to Regenerative Buildings and Systems

Achieving full Living Building status is still a very challenging goal, and even can still be illegal or impossible in some parts of the world. But the pursuit and achievement of a regenerative system in any building project is a significant and disruptive

achievement, and an achievement that many leaders in the global building industry are starting to attempt today. We are here to support project teams and leaders who are pursuing these goals, through the incremental certification pathways of the Living Building Challenge (Living, Petal, and Core) as well as Zero Carbon Certification and Zero Energy Certification.

Through the revision of LBC 5.0, we will provide clearer guidance and better support for those pursuing the Living Building Challenge, to empower more AEC firms and building owners on their path towards true regeneration. This will include more resources to help project teams with technical and strategic questions, more robust technical guidance for different building types, and better tools to help project teams. In particular, we will continue to grow and expand our Critical Buildings Program. We define ‘critical buildings’ as those that support the critical functions of communities, often publicly funded and open to all, which have disproportionate impacts on all of our lives but especially marginalized communities. We started our work in this area over 10 years ago with our Affordable Housing program, and are excited to expand the program in the next 3 years to include K-12 public school buildings. Through programs like the Safer Materials Shift program, we will create additional ways to bring the affordable housing sector further into

our buildings work and provide additional education opportunities and inspiration to the industry. We will continue to expand our critical buildings work by providing training and tools for healthier material selection, curated education resources, case studies, and events.

Goals: By the end of 2027, we will have supported 35 million square feet of diverse projects in our building programs on their path to certification, an increase of over 400% from the 8 million square feet certified to date. We will have registered 50 million square feet of project area and will increase the diversity of registered project types, with a focus on supporting community resiliency-centered projects.

1.3 Refining Pathways to Regeneration

As the field of regenerative buildings grows and our industry seeks higher levels of ambition around our impacts on the world, it has become increasingly important that we establish more pathways, more clarity, and more visionary aspirations into our definitions of a Living Building. In the past 3 years, we have focused on energy and carbon issues due to the rapidly changing landscape of carbon accounting in the building industry as awareness of embodied carbon and other accounting issues has grown exponentially. In the next 3 years, we are planning to work on a holistic revision to the Living Building Challenge, LBC 5.0, which will bring clarity to the process and metrics of

PRIORITY TACTICS FOR
2025-2027

OUR BUILDINGS WORK

regenerative design, construction, and operations; facilitate the creation of community centered design; encourage and measure positive impact beyond the building footprint; and inspire the real estate industry, building visitors, and community members.

Also in these next few years, we will be deep in the work of our new initiative, the Equity in the Built Environment Initiative. The initiative aims to define and create transformational equity and justice frameworks for the building industry. And as a part of the completion of this initiative, we work to define equity goals and priorities within our program standards. In particular, we plan to revise the Living Building Challenge across all petals to address equity impacts clearly and explicitly.

Goals: By the end of 2027, we intend to complete the work of the Equity in the Built Environment Initiative, and have made substantial and public progress towards LBC 5.0.





2. Our Products-Related Work

Today, the building products industry contributes significantly to global resource depletion, greenhouse gas emissions, social inequalities, biodiversity loss, and ecosystem health around the world. At Living Future, we inspire and support a positive tomorrow: shifting from mitigating negative impacts to creating positive outcomes through regenerative product design and manufacturing practices. Through Declare, we work with hundreds of manufacturers each year to boldly disclose ingredient information, help eliminate the use of LBC Red List chemicals, and simplify the selection and procurement of healthier products for architects, builders, designers, and end-users. Declare acts as a first step for many manufacturers towards identifying and mitigating undesirable ingredients and environmental and social impacts, leading to the creation of goods, and ultimately the creation of certified Living Products under the Living Product Challenge (LPC).

2.1 Scaling the Regenerative Materials Economy

To achieve the change we need in the built environment, we need to bring an increasing number of manufacturers into our ecosystem, growing the movement and

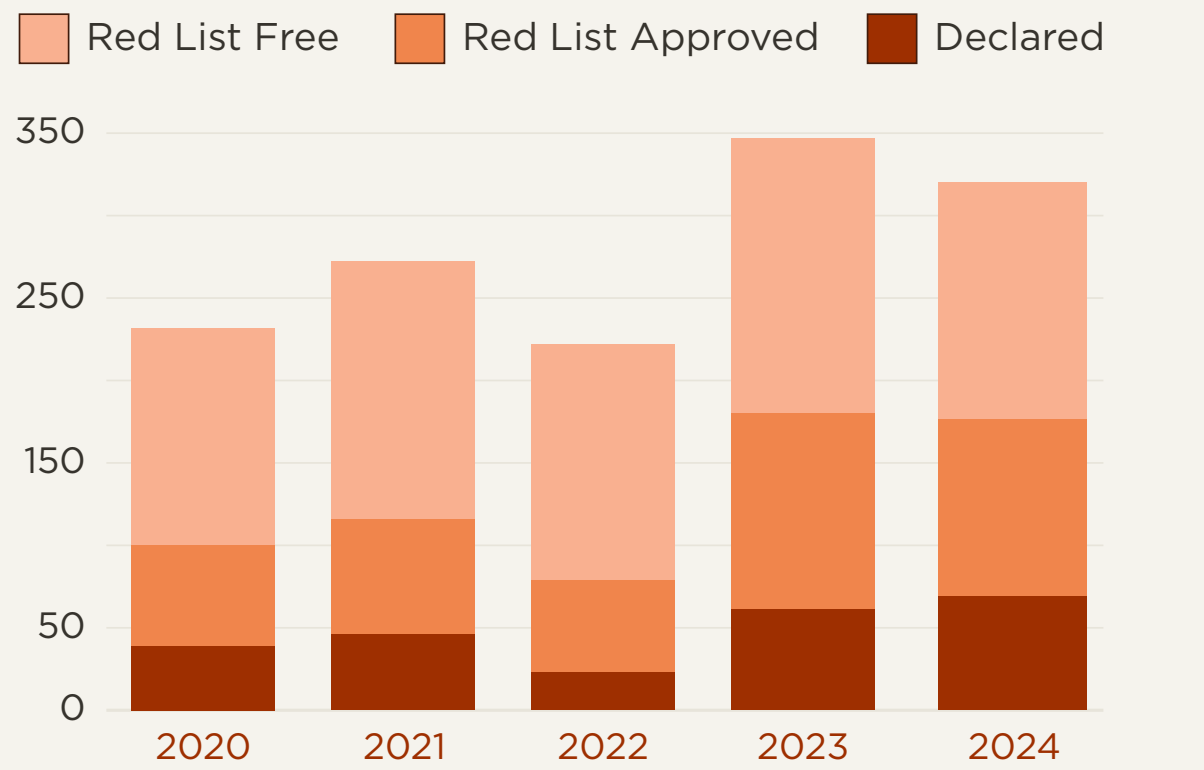
increasing availability of the regenerative products we need. We plan to increase our outreach efforts to scale market demand for LPC and related labels by convening industry professionals in the form of Materials Summit(s), gathering Market Advisory Groups, improving and expanding branding and marketing, and more.

We have already begun this work with a pilot of the Manufacturer’s Engagement Initiative, which brings together manufacturers in an annual model powered by our vision, programs, community, and collective advocacy power to rally the industry, demand regenerative solutions, and spotlight trail blazers leading the way. The goals of this initiative are to elevate awareness, drive demand, and amplify the impact of the Living Future community. In doing so, we are better able to support and celebrate the manufacturers engaged with Living Future programs.

Goals: By the end of 2027, we will strengthen our efforts to accelerate market adoption of our materials programs, doubling the number of participating manufacturers from 375 to 750.

2024 Snapshot

We’ve supported **370 manufacturers** to publicly disclose ingredient information on **1,438 Declare labels**, representing **16k products** across **25 CSI divisions**.



Those products were screened against the LBC Red List, representing **19 chemical classes** and **11,000+ individual compounds**, and **88% were designated as Red List Free or Approved**.

8 manufacturers demonstrated what good looks like with **42 certified Living Products** that are healthy, inspiring, and give more than they take.

2.2 Supporting Manufacturers on the Regenerative Journey

In the next few years, we plan to increase our toolbox of support for manufacturers on the journey towards regenerative products. We will build our capacity to support manufacturers directly with technical assistance, build more opportunities for peer networking and learning, and build out tools to make transparency and product labeling more streamlined and connected to facilitate purchasing of Living Future labeled products by the AEC community. This will ensure that regenerative-focused manufacturers who are innovating the products of tomorrow are equal members of our Living Future community alongside the AEC practitioners that we have already convened. We see enormous potential in the cross-pollination opportunities that these groups can create together.

Goals: By the end of 2027, we will increase the total number of published labels by 50% from 1,500 to 2,250 and encourage adoption of multiple labels per product, with 20% of products achieving two or more labels.

2.3 A New Structure for Our Products-Related Work

We are developing a new version of LPC that is organized around three pillars: Health, Environment, and Equity (replacing the existing 7 Petal structure). This revision aims to deepen our current Declare program and introduce two new transparency labels – one focusing on the categories of Climate Health, Ecosystem Health, and Circular Economy (inclusive of embodied carbon, energy, water, biodiversity, and circular design), and the other on Social Health and Equity (inclusive of human rights, fair labor practices and community impacts throughout the value chain). Each label will offer a roadmap from entry level to highest achievement. This tiered structure will allow all manufacturers to participate, helping to grow the movement, provide additional entry points for starting the LPC journey, while clearly recognizing performance and encouraging continuous improvement. By requiring products to meet rigorous performance levels in all three labels to achieve Living Product certification, LPC will set a North Star of what good looks like for manufactured products.

The updated LPC will align with mindful MATERIALS’ Common Materials Framework (CMF), and the anticipated global marketplace demand for “Digital Product Passports.” We will ensure it contributes to other sustainable building standards, such as LEED and

WELL, and is recognized in global building standards and procurement policies. We also intend for the new LPC program to share similar data required for common ESG and sustainability reporting guidelines, such as the Taskforce on Nature-related Financial Disclosures (TNFD), Corporate Sustainability Responsibility Directive (CSRD), and Embodied Carbon in Construction Calculator (EC3), to help maximize the investments being required of manufacturers.

Goals: By the end of 2027, we plan to have successfully developed a world class materials program, rolling out two new labels and revamping our existing frameworks, with the goal to answer the market need for inspiration, scaling, rigor, affordability, and alignment.

Key Themes for Our Work with Living Products in 2025-2027

- Human Rights and Supply Chain Labor metrics
- Evolving the Red List to incorporate a class-based approach to materials selection and expand the stated focus beyond the health of end-users
- Reduction of embodied carbon and other key environmental indicators as reported in Environmental Product Declarations, digital product passports, and other product impact reports
- Align with mindful MATERIALS' Common Materials Framework (CMF) and other industry efforts
- Cross-cutting benefits of a circular economy
- Alignment with the 9 Planetary Boundaries model and Doughnut Economics approach
- Alignment with global Nature Positive, Ecosystem Services, and Biodiversity protection and restoration initiatives
- Continued focus on strong collaboration with our research, technology and policy partners within the built environment ecosystem



3. Our Organizational Equity Work

Initially introduced in 2014, Just is a disclosure tool and framework for reflection, evaluation, and continuous improvement that helps organizations address social justice and equity throughout all aspects of their policies, practices, and culture. Just uplifts the understanding that it is people who make up businesses and communities and that people are the core of creating a Living Future.

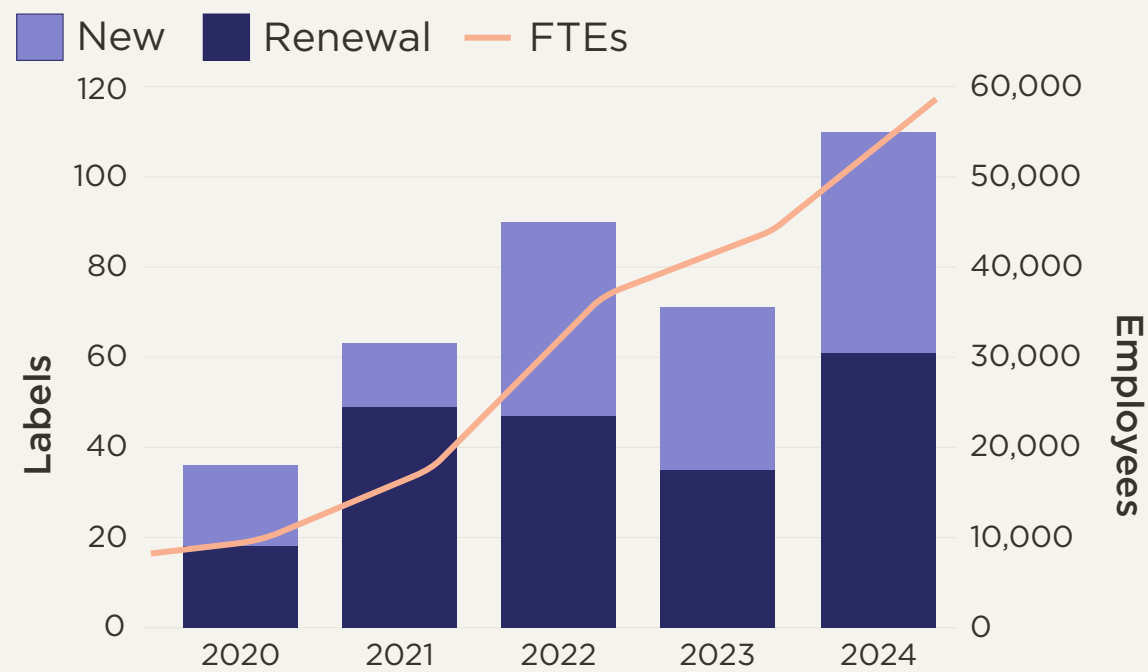
In May 2024, we launched Just 3.0. It was the result of a robust development process that took place over several years and involved conducting extensive research; collaborating with the 20 collective members of our Organizational Equity Technical Advisory Group; soliciting input from peer organizations, industry partners, and the public; and integrating feedback from our existing community of Just organizations. In an effort to encourage the further advancement of equity in the building industry, Just 3.0 includes additional and adjusted metrics to more holistically represent “what good looks like” as well as provide further guidance and clarity around how an organization can demonstrate its commitments and take action.

And so, for 2025-2027, we intend to focus our energies on enhancing the Just community. We will create an online Just community space for organizations to connect and share, as well as more opportunities for our Just organizations to connect and learn through forums such as virtual communities of practice (CoPs), Just Summits, and webinars. We will do outreach specifically in the construction industry, where a commitment to the principles in Just is especially impactful to a large community of workers who have been historically marginalized. The Just program team will also collaborate with the team supporting our Materials work as we create organizational criteria around justice and human rights for our Materials programs (Declare and LPC), which should increase participation from manufacturers in the Just program.

Goals: By the end of 2027, we plan to triple the employees represented by participating Just organizations, contributing to a positive work environment and benefits for 165,000 or more people, and drive a 50% increase in published labels by supporting 400 or more organizations through the process.

2024 Snapshot

We’ve worked with **343 organizations** to publish Just labels publicly disclosing their commitments to social justice and equity.



These firms represent a diverse range of organizations and a total of **43,000 employees** with organizational sizes varying from 1 to 8,500 employees.

These firms have contributed to the success of **68 projects**, representing **1.8M square feet**, that have achieved the Equity Petal under the Living Building Challenge.

4. Building Community, Advocating for Change

Through joining our member community, participating in our programs, attending events and more, Living Future helps regenerative building practitioners and advocates make a positive and wide-scale impact on the built environment by connecting them with a network of innovative peers, exclusive resources, and cutting-edge learning opportunities. Convening and creating community is a critical part of our theory of change, because this field is still relatively new and small. We serve as a convening force to help regenerative building enthusiasts learn and become more skilled practitioners in the field, and then to help people find technical solutions, collaborators and strategies to grow their businesses into regenerative work. We do this through our Living Future Membership program, our events including our annual Living Future conference, our Just program for organizations committed to improving their social impacts, and soon we will expand this work to include support for public policy advocacy towards policies that are in line with regenerative principles.

4.1 Living Future Membership

Over the past few years, we have grown the number of active Living Future Members to 2,500 individuals, and have focused our attention on providing rich opportunities for members to learn together, network, and grow local communities within our larger movement. We have recently taken a number of steps to grow our membership base and grow our support for active members.

In 2023, we piloted a new opportunity for members to connect locally through regional member communities. Located in Australia, California, Colorado, Illinois, Nashville, Washington D.C. and Washington State, these pilot groups self organize local events and educational opportunities and host discussions and resources in the Member Dashboard. We are now fine tuning this program so that we can increase thriving local groups within the growing movement for regenerative buildings.

2024 Snapshot

We have educated **1,341 Living Future Accredited professionals** and have offered opportunities for networking and inspiration to **2,500 Living Future Members**.

We've facilitated the launch of **seven Regional Member Communities** (Australia, California, Colorado, Greater D.C, Greater Nashville, Illinois, and Washington State) that offer local connection opportunities.

In July 2024, we introduced a free Introductory level of membership to grow our community and allow more access to our resources for members who may not be industry professionals or who are just starting their journey with the Living Future community . We will promote and grow this tier, with an ultimate goal of growing our membership and the ranks of individuals who can advance our advocacy efforts, described more in detail below.

Over the last three years, member engagement has been steadily enhanced using existing technology through an annual webinar series, a resource library, member meet ups, a monthly newsletter, and an improved dashboard. Building on these efforts to date, we must make the next leap forward in our ability to deliver on a high quality of member experience to improve retention and thus scale. We aim to invest in new technology in 2025 that allows members to connect more seamlessly, engage in more peer-to-peer opportunities, and more.

Goals: Increase membership to 7,500 total members over the next three years.

4.2 Education and our Living Future Accreditation (LFA) Program

Living Future’s education program offers continuing education on advanced sustainability topics that support the adoption of our certification programs, initiatives, principles, and philosophy. The program is dedicated to providing architecture, engineering, design, and construction (AEC) professionals with courses and credentials that increase their capability to lead the transformation of the built environment towards widespread adoption of practices that are socially just, culturally rich, and ecologically restorative. We are the go-to source for education on our own programs and aspire to go even further and become the most loved and respected learning source for AEC professionals in regenerative design.

Since 2017, our online courses have engaged over 4,500 learners and delivered over 65,000 hours of education. Since 2012, we have awarded the LFA credential to over 1,500 people in 45 countries. The Foundations of Biophilic Design certificate, launched in 2022, has been awarded to over 100 people, with 110 more currently enrolled. Our education customers request more advanced content and applied learning, practical resources, and indicate interests in engaging with subject matter experts and peers. In response to this and to meet our strategic priorities to support key audiences

in our work, we launched an optimized and updated LFA program in 2024, with modernized formats and brand new courses plus the addition of constructive learning activities to build advocacy and leadership capabilities and address higher levels of learning. The process of achieving LFA has been streamlined to improve customer satisfaction and enable program scalability.

We will create a reimagined course catalog of inspirational and advanced courses covering three primary topics: philosophy, advocacy, and certification – our theory of change and our “school of thought”. The program will equip leaders with the competencies, confidence, and connections to transform the way we shape our world, and will feature on-demand and cohort based courses and certificates that are expert-led, as well as partner education. These highly engaging educational experiences will connect industry leaders with practitioners to close the knowledge and skills gaps needed to meet our ambitious goals for the AEC industry.

Goals: 14,500 education enrollments by the end of 2027, a new set of courses focusing on materials, LPC and Declare, as well as general interest courses to help accelerate broader awareness of regenerative building principles and practices.

4.3 Our New Advocacy Work

In order to transform the building industry as rapidly as possible, our movement must employ the best tactics at our disposal to catalyze change at scale. Advocacy is embedded in the design of the Living Building Challenge, requiring project teams to advocate for products or systems that meet rigorous requirements when they do not yet exist. At the scale of an individual building, designers write Advocacy letters to manufacturers asking for products that are healthy and safe, to local governments to ask for regulatory change, and for other circumstances as needed.

In our 2022-2024 Strategic Plan, we introduced the idea that the Living Future community should be working more actively to advance public policies, regulations and government actions to address the climate, health and justice crises we seek to heal in our work. Policy and advocacy work has been a small part of Living Future’s work in the past, but has largely not been worked on since 2019. In 2025-2027, we will grow this work so that the Living Future community can become a strong and ambitious force for public policy advancement in the field of buildings and their climate, health and justice impacts.

As this scope of work is still organically emerging, we are not yet prepared to state goals at the level of specificity

we have for our other programs. However, we are committed to forming a committee of the Board to create a Living Future Policy Platform: a high-level document outlining the areas where we believe that government policies are needed, or need to be eliminated or fixed, within the topic areas and impact areas of the Institute’s current work. Ideally, the document will also present a set of priority policy areas for the organization to engage. A key component of our strategy is to ensure that Living Future is additive in our approach, given the expertise and experience of many organizations in our community who are already involved in public policy work. To be clear, we are not intending to push or support policies solely if they reference our standards and labeling programs. Our aim is to be a strong supportive voice for ambitious policies and regulations for buildings and their impacts on health, climate and equity.

We will publish our Platform by the end of 2025 and engage our community with it through a set of webinars and events to spark discussion about how we can move public policy. We are then committed to using that platform to grow our staff bandwidth to address these areas of work.

Goals: A complete Policy Platform by the end of 2025, with funding secured for staff to build momentum on that platform in 2026 and beyond.



4.4 Our International Community

One of the ‘wicked questions’ that Living Future has faced since its inception is the question of how we scale our ideas and work outside of our home countries, the US and Canada. Indeed, for many years the Institute had programs that focused on our home region, Cascadia in the Pacific Northwest of the US and parts of Canada. However, the ideas of the Living Building Challenge and our various programs and philosophies have had a far reaching impact around the world as people and organizations have discovered a resonance with the ways that we define “what good looks like”. This has happened partly because the design and construction industry is increasingly global, and so tools and ideas travel quickly.

However, as all organizations know, there are many challenges to supporting a movement that is truly global, and questions of decentralization and centralization abound. We are proud to have helped to create and support two formal Living Future International Affiliates, the Living Future Institute of Australia and Living Future Europe.

The Living Future Institute of Australia has been in operation since 2012, and runs a number of programs including a bi-annual Symposium, LFA intensives, an innovative Design Competition, and a variety of

educational and awareness-building activities. Its Board of Directors represents leaders across the industry in Australia and it has grown to be a respected and recognized voice for regenerative design in the country.

Living Future Europe has been in operation since 2019, and has established itself by participating in a variety of European initiatives like the Eyes Hearts Hands Project of the New European Bauhaus Initiative (funded by the EU), as well as by supporting projects in Europe that are pursuing various Living Future certifications and labels. It is growing its influence and recognition in the region.

At this time, the International Living Future Institute is not proactively encouraging more International Affiliates because we have not yet found a scalable and efficient business model to do so in a way that aligns with our values of place-based action and that ensures that the reputation and integrity of our voice remains clear and incorruptible. In short, want to be thoughtful about where and how we show up, and are choosing the careful and slow path on this front.

This careful path also extends to some other aspects of our work at the Institute, where the work is largely based on North American contexts and references. Our Just program is open to organizations around the world, but it takes local work to propose and align contextual adaptations to embody the intent of the program. With

the help of our Affiliates, we have built up equivalency pathways for the Living Building Challenge for their regions, but for other regions the actual certification may not be ideal for the regional context.

However, in the coming three years, we are committed to ensuring that the philosophy and the spirit of our work can spread around the world. As the global building community is discovering the notion of regeneration and regenerative practices, we feel a responsibility and opportunity to share the resources, case studies, and lessons learned we have developed over the years to help inspire and catalyze action towards a regenerative building sector. We intend to do this through our educational and membership programs, our social media, our publications, and our presence in global networks.

Goals: A ladder of engagement approach that outlines defined paths for international engagement, including a process for creating new affiliate organizations.

4.5 Ecotone and Long-Form Publishing

Ecotone serves as the publishing arm of the Institute. It is a key component of the organization’s strategy for publishing expert information about green building technologies, materials, and design innovations. Ecotone documents and shares work that spurs transformative actions connected to the Living Building Challenge, and includes content about all our programs including Just and Declare. Ecotone provides an expert suite of services utilizing research, professional writing, editorial mill, and graphic design. Production is done at a state-of-the-art facility in North America utilizing FSC papers and environmentally friendly inks and packaging. Ecotone supports 31 active titles, stewarded 4 book projects in 2023 and 3 active projects in 2024 including its premiere in the report space, the 2024 Regenerative Materials Advocacy Report.

In 2025-2027, we plan to launch new publications featuring the innovative design and construction stories from projects including the HTMX Headquarters Living Building, Fahy Commons at Muhlenberg College, Climate Pledge Arena, and the aspiring Living Community Challenge project at Marie Selby Botanical Gardens, and a regenerative design book based on the responsive architecture of a prominent design firm. We will also grow our new practice of leveraging our

professional writing and editorial staff to produce white papers and reports on behalf of clients who need support telling their regenerative journey stories.

A value add to the organization we see for our publishing work in 2025-2027 is to better utilize the content we have already produced in our books, essentially “mining” the books for shorter format content that can be used in other channels. We plan to do this both to share these stories more broadly and also to attract more potential readers for the books themselves. This will be done in coordination with our Education and Marketing efforts.

Goals: Five to seven new books, three or more new industry reports, and 1,000-plus purchases and downloads of existing publications.



5. Growing Our Voice

A defining value for Living Future has long been our visionary and compelling storytelling. Through the Living Building Challenge, we started a conversation in the building industry about how to define and aim for truly regenerative buildings, and we began the work of spreading that inspirational thinking around the world. Today in 2024, the world needs to know that a better world is indeed possible, and that we have examples of what our future buildings and materials will look and feel like today. The Institute has an abundance of resources in this regard: through the data we have collected, the products and projects we have certified and supported, the member voices in our community and our accumulated knowledge, we possess an enormous amount of inspiring information and stories to share.

Currently, we share information and stories through a wide variety of channels that vary in their goals. We publish books, we run an education curriculum to provide professional accreditation for practitioners, we curate a variety of newsletters, maintain a blog (TrimTab), post on social media, and of course we maintain an information-packed website. It is a

key priority of Living Future in 2025-2027 to better coordinate across these channels, significantly increase the volume of content we put out into the world, and be more strategic and holistic in our communications strategy. The stories of the Living Future are incredibly compelling, and we have a responsibility to get them the attention they deserve.

Living Future’s storytelling goals for the next three years are centered on amplifying our reach and engagement across all digital platforms. We will prioritize a steady increase in new social media followers, particularly on LinkedIn and Instagram, with a target of 7,000 new followers (across all platforms) annually. This growth will be complemented by a rise in new subscribers to our newsletters, enhancing our ability to engage with our audience directly. Additionally, we plan to publish 35 new Trim Tab blog posts each year, building on the momentum from our successes in 2023 and 2024. Our content strategy will position Trim Tab as a leading voice on key topics such as regenerative buildings, the Living Building Challenge, zero carbon buildings, the Red List, and Living Future’s Declare and Just programs.

2024 Snapshot

We’ve reached a growing international audience with **530,548 visitors** to our website and blogs, **48,710 recipients** of our newsletter, and **54,205 followers** on social media.

PRIORITY TACTICS FOR
2025-2027

GROWING OUR VOICE

This content marketing plan is designed to elevate our storytelling capabilities, ensuring consistent, high-quality content delivery that resonates with our audience. By focusing on these areas, we will reinforce our leadership in sustainability and regenerative building narratives, driving increased visibility and engagement. A key component of our storytelling efforts will also be leveraging top-of-funnel marketing strategies to attract new audiences, nurturing them through compelling narratives that inspire action and align with our mission. Our goal is to secure consistent page 1 rankings on search results for our key terms, further establishing Living Future as a thought leader in the industry.

Goals: 21,000 new followers across all social media platforms and 7,500 new newsletter subscribers.



6. Operational Goals

The period of 2020-2023 was tough for the Institute and the non-profit sector more broadly in a variety of ways, and we are very happily emerging from that time of transition and reset. In particular, 2025-2027 is a time for us to invest in the operational excellence of the organization by improving our financial resilience, our employee experience, and our technology infrastructure.

Financial Resilience

The Institute’s leadership is currently following through on a plan to create a cash reserve that equals a rolling three months of operating capital. The current plan to achieve this involves ensuring we have an operating surplus in cash equivalent to one month of organizational expenses each year from 2024 to 2026. We are also aiming to increase our earned revenue by 20% year over year, which is the rate we have seen our earned revenue increase in 2022 and 2023 since new leadership joined the organization. To aid in these

goals, we will be instituting Line of Business accounting processes that will allow each program to grow more efficiently. Finally, we will focus efforts on continuing to receive support from philanthropic and government sources to support our most charitable work and our R&D efforts that we are otherwise unable to fund. Our aim is to have roughly 20-25% of our annual revenues from charitable sources in 2025-2027.

Employee Experience

Over the past three years, the culture for Living Future staff has improved significantly, and we intend to continue improving the employee experience for staff in specific and measurable ways in 2025-2027. A major priority for our additional revenues is to invest more in compensation and benefits for our staff, to help staff live happy and financially healthy lives. As the cost of living increases at high rates in the US and Canada, and as key life goals like homeownership become further from reach for so many people, this issue is critical to the



Institute. We aim to improve our Living Wage indicator on our Just label by moving from a level 2 to a level 3 by the end of 2027.

We are also launching a J.E.D.I. (Justice, Equity, Diversity and Inclusion) Framework that addresses programmatic and operational commitments we are making to actively pursue justice, equity, diversity and inclusion through our organization’s work. One major aspect of that Framework is a set of commitments we are making around internal operations, primarily in the realms of organizational culture and human resources.

Technology Infrastructure

Our work across the Institute engages heavily with data, and as an all-remote workforce, we depend on our technology infrastructure for a wide variety of needs. However, our technology infrastructure is currently suffering from a combination of underinvestment and overdesign that has created inefficiencies, slowness and frustrations for staff and our community. We have embarked on strategic work to assess our options, re-think our technology “stack” and invest in new technologies to help us do our work.

In particular, we recognize the critical importance of good technology and data infrastructure in the work we do around materials transparency, and are pleased

to be investing significant resources in revamping our data systems in that realm. The next 3 years should be a pivotal moment for building materials transparency and optimization, and we intend to rise to the challenge by helping streamline the experience of materials data reporting through our work and collaborations with other key partners in the field.



Gratitude

We want to take this opportunity to express our gratitude for the organizations that we collaborate with, who take on other aspects of the work to transform the building industry, and the individuals and organizations who support the work we do at Living Future. They include:

Standards Setting Work with whom we collaborate to align and define standards and definitions for high building performance, thank you to:

- USGBC
- Architecture 2030, Building Transparency, the Carbon Leadership Forum and the ECHO Coalition
- PassivHaus

Materials Research with whom we collaborate to advance a healthier and more equitable world by transforming manufacturing, thank you to:

- Habitable
- mindful MATERIALS
- Building Transparency
- Design for Freedom at Grace Farms

Advocacy organizations with whom we collaborate to push our industry forward and represent the voice of the building industry in gatherings such as COP:

- World GBC
- Institute for Market Transformation

Affiliates with whom we work to expand the reach of the Living Future community and our ideas. Thank you to the staff and Board of the [Living Future Institute of Australia](#) and [Living Future Europe](#).

TAG Members who generously volunteer their time to advance the Living Future technical work. Thank you to the 72 volunteers across the Energy and Carbon, Material Health, Organizational Equity, and Water Technical Advisory Groups.

[Living Future Board of Directors](#) who dedicate so much to our work. Thank you:

- Elizabeth Heider, Chair
- Heather Henriksen, Vice Chair
- Thomas Bland, Treasurer
- Julie Hiromoto, Secretary
- Paolo Bevilacqua, Past Vice Chair
- Mark Chambers
- Vivian Loftness
- Dr. Mae-ling Lokko
- Jason F. McLennan
- Erin Meezan
- Avinash Rajagopal

Thanks to our Advisory Committee, Foundation Partners, Auditors, Donors, Corporate Sponsors: your support is critical to our work.



To learn more about the impact Living Future is making, visit living-future.org or view our [2023 Impact Report](#).

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