



The Cascadia Principles

Organizational Vision Document

9 October 2007



The Cascadia Principles

The Cascadia Region Green Building Council is the leading green building organization in the Pacific Northwest concerned with making change in the built environment for positive environmental impact. As a cross-border advocacy organization we bring a unique perspective to green building by taking a bioregional approach to problem solving and market transformation. We endeavor to make significant change out of all proportion to our size, by acting as a catalyst and a lever for organizations in both the private and public sectors through creative programs, events and tools. It is critical that we clearly communicate our values and motivators and how we intend to operationalize them. We believe that it is essential to share a compelling vision for the future and provide the leadership necessary to realize that vision.

The building industry today interfaces with all aspects of the environment and is responsible for very significant portions of global impacts to water, energy and resource use. The extent to which we redefine how our homes, workplaces and communities are designed in balance with natural systems will be a measure of our progress in mitigating these impacts. Ultimately, we believe it is possible to create a future that is sustainable - one that is safe and provides abundance for all species through time.

HOW WE USE THIS DOCUMENT

Mission: To promote the design, construction and operation of buildings in Oregon, Washington and British Columbia that are environmentally responsible, profitable and healthy places to live, work and learn.

This document is intended to provide guidance to staff, board members, branch officers, volunteers, membership and sponsors on how the Cascadia Region Green Building Council conducts itself and where it will place its efforts in making positive change in the built environment. This document will be used to guide decisions on which programs to fund, which initiatives to pursue and which to decline. By clearly communicating our values we strive to ensure alignment with individuals that wish to join our organization in any capacity. Major policy decisions undertaken by the board and major business decisions taken by the CEO shall be cross-referenced with this document to ensure a philosophical fit. This document shall serve as the de facto constitution of the organization as a companion to Cascadia's by-laws.



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GUIDING SIGNAL ISSUES

The environmental issues we face today are numerous and vexing. According to the World Watch Institute and the Union of Concerned Scientists, every natural system on the planet is in decline and the rate of decline is increasing. And yet, not all environmental challenges are equally troubling. For example, the hole in the ozone layer is beginning to heal itself, and many polluted brownfield sites within the US and Canada are beginning to be cleaned or have already been. Despite these successes, there remain overarching environmental problems that are of such magnitude that failure to address them could well spell the end of our civilization as we know it. As such, the Cascadia Region Green Building Council chooses to recognize four signal environmental and social issues. Each of which are interconnected and directly linked to the built environment. As with any direct link, potential solutions as well as challenges lie at the source. From this point forward, the CRGBC pledges to commit its intellectual and financial resources to finding bioregional approaches to address each guiding issue as its highest priority.

The four Guiding Signal Issues are:

I. Climate Change from Global Warming Pollution

The direct link between rising global temperatures and human resource-use patterns have been proven for some time. The potential negative effects of climate change threaten every aspect of our society. Solutions and ideas to minimize these negative effects are a core part of the CAGBC's mission at every level - this is the primary guiding issue for the organization.

2. Persistent Toxic Chemicals

The modern world is awash in chemicals created by mankind to serve various purposes in agriculture, industry and the built environment that have significant unintended consequences. The average human body (including those in remote locations) now contains dozens of toxic chemicals that didn't exist a century ago - and these chemicals find their way into the food chain in incredibly harmful ways. Each year more and more chemicals are created and unleashed on the planet for the "benefit" of a few and the detriment of all. The CRGBC adopts

the precautionary principle¹ and will seek ways to influence the identification and elimination of such chemicals in the built environment.

3. Habitat Loss/Species Extinction

Each year more and more virgin habitat is lost around the world to the onslaught of development. As development expands and intensifies, existing protected habitats become strained and degraded. With each acre of land degraded or developed, additional species go extinct, leaving our world a much poorer place and leaving the planet in a more precarious position to combat the negative effects of climate change. The CRGBC will focus on mitigating Habitat Loss within its own boundaries of Oregon, Washington and British Columbia while also providing leadership abroad.

4. Global Equity

In a world with profound wealth, more than half of the world's citizens exist with sub-standard resources, education, health and welfare. The structure of the building industry through many of the products we use, indirectly and directly, supports this infrastructure of injustice. The CRGBC recognizes how socially unjust many of our practices and industries are, and understands the direct link between a lack of adequate resources and harsh strain on ecosystems and natural health. The CRGBC will educate people on building systems, products, materials and technologies that will help create a world of equitable abundance for all.



¹ The precautionary principle requires that the burden of proof lies with those creating any new product or chemical and claiming its safety.

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OPERATING PRINCIPLES

The CRGBC lives a culture of sustainability by operating with mutual respect, service, collaboration and inclusiveness.

The pursuit of our goals and mission is done within a framework 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 regions and 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.

1. Attitude of Optimism/Belief in the Vision

Despite the challenges we face, we remain at heart optimistic and believe that we can make a difference in the world. We approach each challenge with a spirit of optimism. When we describe a vision for the future that are truly sustainable, we do so not only with optimism but with belief that such outcomes are technologically and socially possible.

2. Accepting People Where they Are/Willingness to Engage

We believe in helping people move beyond their current paradigms in a respectful and dignified manner. We accept all people where they are and engage them where they can relate to us as we endeavor to change minds. While remaining respectful of others, we do not back-down on the need to engage people on critical issues, especially those related to the four Guiding Signal Issues described in this document. As an organization we do not merely seek compromise, but the highest solution possible.

3. Belief in the Precautionary Principle

"The Precautionary Principle states that if an action or policy might cause severe or irreversible harm to the public, in the absence of a scientific consensus that harm would not ensue, the burden of proof falls on those who would advocate taking the action" -Wikipedia

While the majority of corporations, industries and governments currently take the opposite approach, we have adopted the precautionary principle because it puts the onus of proof on the

makers of new technologies, products, 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.

4. Efforts based on Impact/Courage to Lead

Since resources and time are always limited, the CRGBC 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 - Cascadia has the courage to Lead.

5. Integrity at all Levels

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

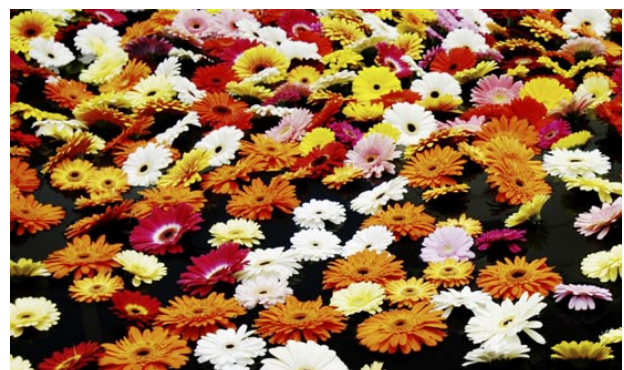


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HOW DO WE MEASURE SUCCESS?

Measuring success in the green building and development realm is often difficult, since we are just one of many potential influencers on the indicators we hope to affect. Which changes can be attributed to our efforts specifically is difficult or impossible to ascertain and changes that do occur are also often not easily quantifiable. That said, even subjective measurement tools can be helpful in ensuring progress. Ultimately we seek to measure the success of our organization based on the following indicators:

- Health of the Local and Regional Ecosystems
- Rate of Positive Change occurring locally, regionally and globally
- Quality and Quantity of Environmental Leadership in the Pacific Northwest
- Perception of Cascadia as a Change-agent regionally, nationally and internationally
- Quality of the Built Environment in the Pacific Northwest
- Adoption of Green Building Legislation and how high the bar is set
- Amount of Pollution Avoided and Habitat Protected Regionally
- Number of Active Branches, Members, and Volunteers
- Level of Funding to support our mission
- Quality of the people we employ and have as volunteers

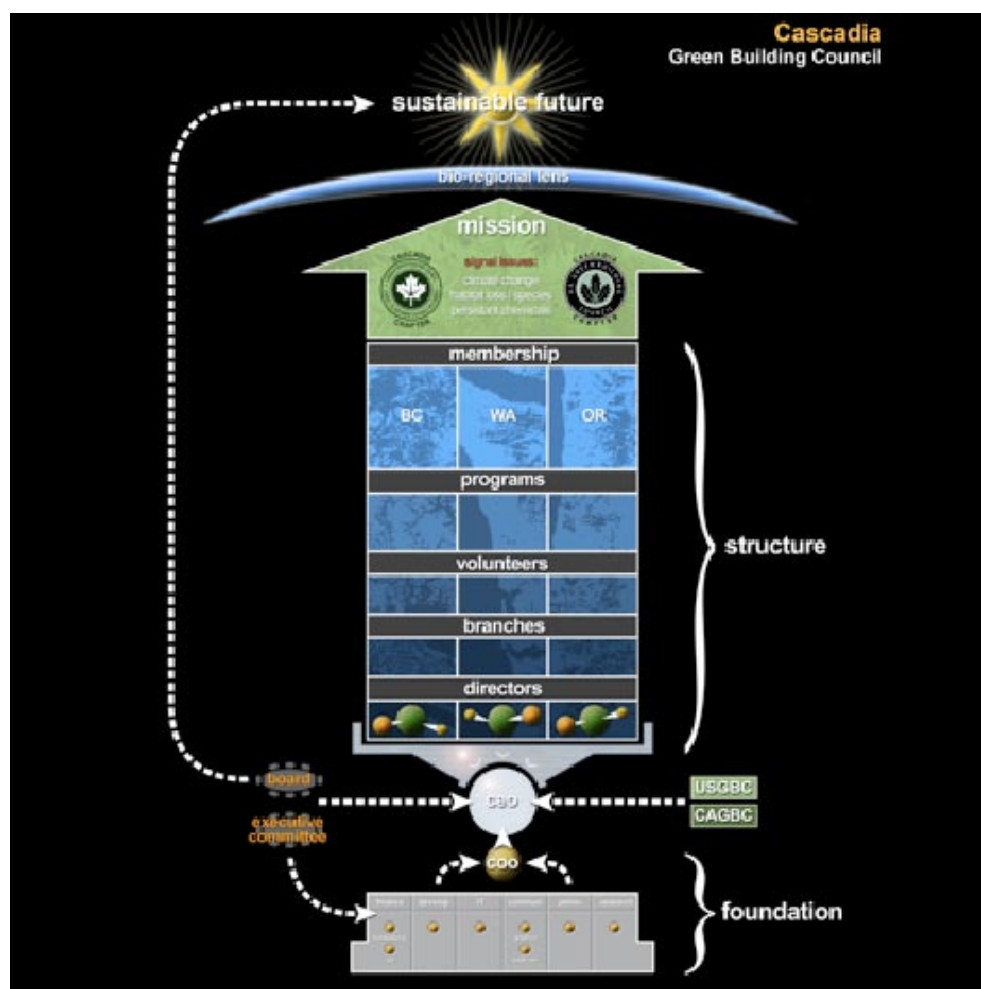


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HOW ARE WE STRUCTURED?

The Cascadia Region Green Building Council is a values-based and mission driven organization; structured in a manner to provide the most effective change within the built environment.

- The role of our Board is to provide guidance and inspiration to staff and to monitor financial and organizational health.
- The CEO's role is to steer the organization based on the general direction set by the board and to provide support and guidance to all staff members.
- The COO's role is to build and maintain a strong organizational foundation to provide support for the operations of the non-profit.
- The role of the Directors is to serve as leaders within their own regions and to provide support to the branches and membership.
- The role of the branches is to engage membership within their own specific markets and offer compelling programming in concert with the Director.
- The role of our volunteers is to help energize people in their communities and assist the organization.
- The role for all of us is to begin to model the future we all strive to attain.



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SIGNATORY PAGE

We the undersigned hereby endorse the Cascadia Principles as the Guiding Document for the organization. This document may only be modified by a two-thirds majority of the board. The signatures on this document bind our current and future leadership team to the values contained within.

Board of Directors

Deb Guenther, Chair (WA)
Kathy Wardle, Vice Chair (BC)
Clark Brockman, Secretary (OR)
Randall Leach, Treasurer (OR)
Paul Anseeuw (WA)
Johhana Brickman (OR)
Rod Butler (WA)
Teresa Coady (BC)
Ralph DiNola (OR)
Peter Dobrovlny (WA)
Rob Fallow (OR)
Mark Frankel (WA)
Brenda Martens (BC)
Dale Mikkelson (BC)
Freda Pagani (BC)
Dennis Wilde (OR)

Senior Staff

Jason F. McLennan, CEO
Brandon Smith, COO
Jessica Woolliams, Director - BC
Marni Kahn, Director - WA
Gina Franzosa, Director - OR



CASCADIA
REGION GREEN BUILDING COUNCIL

Signed January 26th, 2007



CASCADIA
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Cascadia's mission is to promote the design, construction and operation of buildings in Oregon, Washington and British Columbia that are environmentally responsible, profitable and healthy places to live, work and learn.

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