2015 YEAR IN REVIEW
“The built environment is part of the global health problem. But it is also part of the solution.” - Urban Land Institute
Dear Partners,

In 2015, we took a closer look at the bricks and mortar of our most successful green projects and quickly found that a strong process produced strong results. We focused on diversifying and strengthening our processes to provide new facilitation and training opportunities for our clients.

Josie Plaut, Associate Director, was certified in the StratOp Process through the world-renowned Paterson Center. Josie has facilitated many workshops since becoming certified in StratOp, which helps clients develop a strategic, financial, and operational plans to achieve their future goals. Josie even facilitated a StratOp session at our annual retreat, where we created a customized plan to achieve our vision for the future of IBE.

Meanwhile, Research Director Jeni Cross completed an advanced study of the Integrative Design Process, which connects sustainable practices on every level of the design and operations of built environments. We spent 2015 presenting our IDP research titled, “Better Decisions, Faster,” to eager professionals at design firms, corporate clients, and at national conferences. We also facilitated LENSES regenerative development projects in Costa Rica, Australia, and in the U.S. using our new integrative process skills with great success.

With these exciting new process-based initiatives, we have continued to grow our offerings and take on new building projects and partners. Much of this growth is due to those who have supported our work through their time, talent, and treasure. As you learn more about what we’ve been up to this year, we invite you to join the conversation and to think about ways you’d like to get involved in supporting the important work we do here at IBE.

Brian H Dunbar, Executive Director
WE OPTIMIZE TEAMS & PROJECT PERFORMANCE

We help teams come to better decisions, faster. We facilitate a collaborative approach to discover innovative solutions that push teams and projects toward higher levels of achievement and success.

Integrative Process Facilitation

We specialize in facilitating design charrettes, community engagement workshops, and strategic planning sessions to help teams realize their full potential.

Project Certification

For more than 20 years, IBE has helped project teams achieve high-performance goals through third-party certifications including LEED, Green Globes, and Enterprise Green Communities.

Organizational Sustainability

We guide organizations to develop and enhance their social and environmental performance, accountability, and transparency. We specialize in facilitating the Global Real Estate Sustainability Benchmark and Global Reporting Initiative frameworks for corporate reporting.

2015 METRICS

59 PROJECT TEAMS FACILITATED

35 LEED CERTIFICATIONS TO DATE

There is now a substantial body of evidence that demonstrates that building owners who invest in improving the sustainability performance of their properties also improve their financial performance. For real estate assets to maintain their competitive positioning, it is critical that their owners invest in measures that improve their sustainability. - Carbon War Room

PROJECT SPOTLIGHT

HARRISON STREET REAL ESTATE

Real estate investment, development, and management play a critical role in the advancement of healthy, thriving built environments. In response, IBE’s organizational sustainability practice supports real estate holders in advancing their policies, culture, analytics, and practices.

Harrison Street Real Estate is a prime example of the impact of this practice. Over our three year partnership, IBE has helped Harrison Street improve their organizational sustainability practices. In 2015, their Core Fund was awarded the Green Star from the Global Real Estate Sustainability Benchmark, indicating that its sustainability performance is in the top quartile of its peers.

GRESB is quickly becoming an expectation real estate firms. It evaluates and scores portfolios on their Environmental, Social, and Governance (ESG) performance. As the popularity of GRESB grows, we will feel pressure from investors to advance practices at the property level. In the hierarchy of real estate development, if LEED is the grassroots movement, GRESB is the top-down force that will push the industry to the next level.
WE PROVIDE THOUGHT LEADERSHIP

We evaluate and document critical issues to inform our partners and the industry at large. Through true interdisciplinary collaboration, we develop frameworks and processes to accelerate emerging concepts and technologies.

- **Regenerative Development**
  We guide teams in restoring health and vitality to the places and communities that matter most by investing in good practices, not just minimizing bad ones.

- **Research to Practice**
  We publish rigorous research-based frameworks and put these theories to practice, whether through optimizing integrative design strategies or integrating sustainability practices into all aspects of a school organization.

- **District-Scale Solutions**
  We assist cities in developing plans, policies, and programs that strengthen the urban environment and community fabric, bringing cutting-edge concepts like EcoDistricts to the forefront.

With catalyst funding from Colorado State University for the Healthy Communities research initiative, IBE has established a goal to raise $1M over the next two years.

Join us as a team member, advocate, or funding partner to advance urban resiliency. To learn more, visit giveto.colostate.edu/IBE.

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2015 METRICS

- **36 Lectures & Keynotes** at local, national, & international events
- **82% Increase in Research Funding**

PROJECT SPOTLIGHT

HEALTHY NEIGHBORHOODS INITIATIVE

The IBE Healthy Neighborhoods Initiative takes a multidisciplinary approach to encourage cities, businesses, and universities to collaboratively address social equity, climate action, and urban resilience.

EcoDistricts, a new framework for approaching urban development, applies our Healthy Cities Initiative at the district-scale. IBE has established a team to promote Fort Collins as a national model for the EcoDistricts framework. In collaboration with researchers across CSU, IBE has identified the research needs to develop and refine EcoDistricts performance metrics, making it easier to translate these urban resiliency practices to other cities.

The Urban Lab “Off the Rails” Design Competition educates the community on urban design that promotes the culture and heritage of Fort Collins with a focus on safety and sustainability. This three-stage public design competition challenges architects, artists, urban planners, designers, students, and all other creative and innovative individuals to propose forward-thinking improvements to the Mason Street Downtown Corridor.
WE DEVELOP LEADERS

We equip current and future leaders with the skills and resources they need to make positive and lasting change on the built environment.

Student Mentorship Program

Through hands-on training, our mentorship program empowers and equips the next wave of built environment professionals to make meaningful green improvements to our communities.

Professional Education

Our custom trainings help individuals advance their careers, and help teams and organizations become positive change agents in their communities.

2015 METRICS

12
STUDENTS MENTORED

10
ACADEMIC PROGRAMS

75
STUDENTS MENTORED TO DATE

“At IBE, I was able to take the solid educational foundation I established through my coursework in CSU’s Department of Construction Management and apply it to real-world projects. It is one thing to be confident in the classroom, but it’s completely different when you’re tasked with deadlines and decisions that could cost time and money. I gained invaluable experience that prepared me to succeed in my current role at Tishman Construction.”

Evan Hughes, IBE Intern 2013-2015

ALUMNI SPOTLIGHT

Evan Hughes, 2015 | NYC Construction

In our 21-year history, IBE has mentored more than 75 CSU students, 90 percent of whom now work in leading sustainability and built environment positions around the world.

One of our recently graduated interns, Evan Hughes (‘15, M.S. Construction Management), was hired as a Project Engineer at Tishman Construction in New York City through connections he developed at IBE. Evan is just one example of the many alumni who have benefitted from professional experience gained at IBE. From mentorship to skill development, IBE is a great environment to foster growth and knowledge.
## Financials

As a self-funded entity within Colorado State University, diversity and balance of revenue sources is important for continued growth. During fiscal year 2015*, we successfully diversified our service offerings to add additional revenue sources that allowed us to provide more students with invaluable work experience and to expand the IBE Healthy Cities Initiative. Of particular note, we saw significant increases in income from research and generous gifts from IBE supporters.

IBE realized 34 percent growth in gross revenue compared to fiscal year 2014, representing our strongest year yet.

Increased expenses, primarily related to added staff, matched revenue growth, resulting in modest net revenue for the year.

*Note: IBE’s Fiscal Year is July 1, 2014 - June 30, 2015 and is calculated on a cash basis

### REVENUE

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<thead>
<tr>
<th>Service</th>
<th>2014</th>
<th>2015</th>
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</thead>
<tbody>
<tr>
<td>Service, Off-Campus</td>
<td>$293,564</td>
<td>$335,517</td>
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<tr>
<td>Service, On-Campus</td>
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<td>Research</td>
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<td>Trainings</td>
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<td>Donations</td>
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<td>$32,784</td>
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<tr>
<td><strong>Total Revenue</strong></td>
<td><strong>$362,098</strong></td>
<td><strong>$485,917</strong></td>
</tr>
</tbody>
</table>

### EXPENSES

| Salaries            | $210,249 | $334,656 |
| Students            | $34,143  | $66,861  |
| University Overhead | $50,731  | $25,275  |
| Office Support      | $31,821  | $16,630  |
| Conferences & Travel| $5,428   | $11,951  |
| **Total Expenses**  | **$332,372** | **$475,373** |

| **Net Revenue**     | **$29,726** | **$10,544** |
| Cash On Hand + AR   | $191,943  | $202,696 |
| Un-Worked Contracts | $325,251  | $368,674 |

### Leadership & Staff

**2015 STUDENT INTERNS**

- **Diana Butler**
  Masters, Conservation Leadership

- **Austin Good**
  Senior, Landscape Architecture

- **Amelia Howe**
  Junior, Human Dimensions of Natural Resources

- **Evan Hughes**
  Masters, Construction Management

- **Scott Kaiser**
  Masters, Sociology

- **Karina Martinez**
  Freshman, Psychology

- **Jack O’Dwyer**
  Senior, Business

- **Reanna Putnam**
  Masters, Sociology

- **Allison Smith**
  Masters, Construction Management

- **Ellie Troxell**
  Senior, Civil Engineering

- **Katherine Vega**
  Masters, Public Health

- **Joy Wagner**
  Doctorate, Organizational Learning, Performance, & Change

### 2015 REVENUE BY YEAR

<table>
<thead>
<tr>
<th>Year</th>
<th>Revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>$485,917</td>
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<tr>
<td>2014</td>
<td>$362,098</td>
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<tr>
<td>2013</td>
<td>$421,349</td>
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<tr>
<td>2012</td>
<td>$427,901</td>
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</tbody>
</table>

- Off-Campus Service
- On-Campus Service
- Research
- Trainings
- Donations
Support IBE

Become a change builder and collaborate with a network of leaders passionate about realizing a regenerative future.

Join us in advancing the development of healthy, thriving built environments by supporting IBE today with a personal or corporate investment.

2016 FUNDING PRIORITIES

STUDENT MENTORSHIP PROGRAM | Invest in Future Sustainability Leaders
Through increased philanthropic support, we can continue to expand our internship program to provide additional real-world project experiences to CSU students, and offer additional access to professional development opportunities, scholarships, and state-of-the-art workspaces to foster creative thinking and design.

HEALTHY NEIGHBORHOODS INITIATIVE | Invest in Sustainable Community Development
The built environment has a monumental impact on the global health of people, natural resources, and cities. With your support, we can expand our offerings, taking on more projects that will strengthen green initiatives in Fort Collins and far beyond.

Give

Gifts of all sizes make an impact on IBE. Support IBE at: GIVETO.COLOSTATE.EDU/IBE

Say Hello

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