

SCALING IMPACT

2023-2026 Strategy

Preparing our Association for the
exponential growth of the
Passivhaus Standard in Australia



AUSTRALIAN
PASSIVHAUS
ASSOCIATION

PROJECT: Cornerblock, Queensland

”

WE HAVE LESS THAN TEN YEARS

TO RAPIDLY DE-CARBONISE THE CONSTRUCTION INDUSTRY IN AUSTRALIA

*Jeffrey Robinson, Principal Buildings Aurecon,
APA Board Member*



OUR VISION

Our vision is that all Australians live and work in healthy, comfortable, low energy, resilient buildings.

OUR MISSION

The Australian Passivhaus Association (APA) is an independent, not-for-profit organisation which aims to lead change by educating, promoting, and supporting the delivery of Certified Passivhaus buildings in Australia.

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Kate Nason

Chair,

*Australian Passivhaus
Association Board*

I am pleased to present you with the 2023 - 2026 Strategy for the Australian Passivhaus Association.

In creating this document we consulted with a broad brush of stakeholders. Placing the perspectives of our valued members front and centre, we have created a roadmap for the association to grow and thrive over the next few years.

Our organisation, membership and broader community share a collective sense of urgency to address climate change - both to mitigate its causes and build resilience to its impacts. Although there is still so much work to be done, it is important to take a moment to reflect on what we have achieved in the ten short years since our founding. The success of the Association to date can be attributed to the passionate and dedicated volunteers that have worked tirelessly to show Australia that we can build better now, and that an efficiency first approach is a vital place to start.

The local progress of the Passivhaus Standard can be witnessed through its flourishing adoption across a variety of new project typologies, as well as our growing membership and the ever-increasing industry interest in the standard.

APA is creating space for a larger scale of impact through this refreshed strategy. A few highlights include:

- > Providing better and consistent support for our members and volunteers.
- > Offering opportunities for members to influence our policy, thought leadership and advocacy.
- > Building a foundation for APA to be recognised as a strong voice in lobbying and advocacy forums.
- > Increasing access to Passivhaus education for professionals and other stakeholders.
- > Improving our Governance to ensure APA's work is underpinned with democratic principles.
- > Strategically widening the net of the target sectors and stakeholders we influence.
- > Seeking to create new channels of recognition for non-certified buildings that have demonstrated performance outcomes that align with the Passivhaus Standard.

These critical steps will make sure that our membership is always at the core of our Association's activities, and we are driving change in the right direction.

Throughout my time on the APA Board, I have experienced a continued growth and strengthening of the Association and its impact in the industry. It has been my pleasure to serve our community and I am extremely grateful for the support our members have offered in return over the last 5 years. It is excellent to see the Association achieving so much in such a short period of time and, as my tenure on the Board is coming to an end, I am looking forward to observing its continued success.

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APA'S FIVE PILLARS OF IMPACT



Our four service areas are underpinned with the support of our operational excellence.

CONSULTATION

The APA 2023-2026 strategy has been developed following a detailed consultation process which included both external and internal stakeholders. The data has been collected through qualitative and quantitative methods.

One-on-one individual meetings have been held with a large variety of contacts including but not limited to, APA state chapter representatives, Board, staff, Members, collaborators, potential Members, and other external stakeholders. These included organisations such as sponsors, government, Associations, and target clients within new project typologies.

Three workshops have been held with our Board Members. These workshops explored our organisational beliefs, brand, competitive landscape, past performance and high achieving tactics.

A national member survey has been conducted. All APA Members were invited to participate in a 17-question survey to which we received a high response rate.

15% of our total Membership responded to the survey

A pathway was provided for input through the following:



FEEDBACK THEMES

The organisation fosters a vibrant and engaged community of professionals and community Members that are aligned by their common goal of creating a brighter and healthier future with the Passivhaus standard.



01
Harnessing our biggest asset - social capital



02
Increasing impact requires evolving our approach



03
A whole of project life-cycle offering is required



04
Certification barriers must be addressed



05
A strategic approach is critical

GROWTH REQUIRES AN EVOLVED APPROACH

EVOLVED TACTICS



The organisation is currently undergoing a shift from being volunteer to staff led and the Passivhaus standard is showing signs of being on the tipping point of exponential growth globally. With paid staffing numbers increasing, our goal is to build on the strong foundation of the past decade and grow our impact by making engagement with APA easier for busy professionals. In addition, the organisation will need to prepare itself for growth by strengthening its Governance, and by, developing the systems and procedures for more Members to play a meaningful role in our advocacy and education. Furthermore, to futureproof our organisation we will be fostering a culture of continual improvement and democratic values in all our engagement.

| CURRENT TATICS | FUTURE TATICS |
|--|--|
| Responding to member ideas on demand. | All actions should work to a plan and have a measurable outcome linked to achieving our mission. |
| APA Board wear strategic, governance and operational hats. | APA Board role elevates to strategic and governance hats only. |
| Committees are within the Board, functioning separately to the State Chapters. | APA Committees separated from the Board to allow more participation from Members and strengthen our governance. Taskforces, Committees and Working Groups are established to respond to specific needs. |
| A focus on events. | Shifting focus to education and advocacy (with events recognised as one delivery method of an advocacy and educational message). |
| APA State Chapters largely volunteer led. | State Chapters Receive more support from APA Staff |
| Customised educational engagement for small or large audience.s | Where possible, actions should be designed to reach larger audiences and be documented to have impact at scale through repetitive use of the IP/assets created, and/or digital dissemination. |
| A few key volunteers activating. | Empower the Members to play a part in a national plan - many hands makes light work (with guidance). |
| All members share the same intent/purpose, and the same information and approach is applied to everyone. | Clarity on which services in the membership are best suited to industry professionals and Passivhaus supporters (For example: there are times when our professional Members might prefer to have client-free discussions). |
| Annual feedback is collected and used for all decisions . | Feedback is sought after each event, regarding special issues and pulse point check-ins. |

GROWTH REQUIRES AN EVOLVED APPROACH

BOARD AND GOVERNANCE EVOLUTION

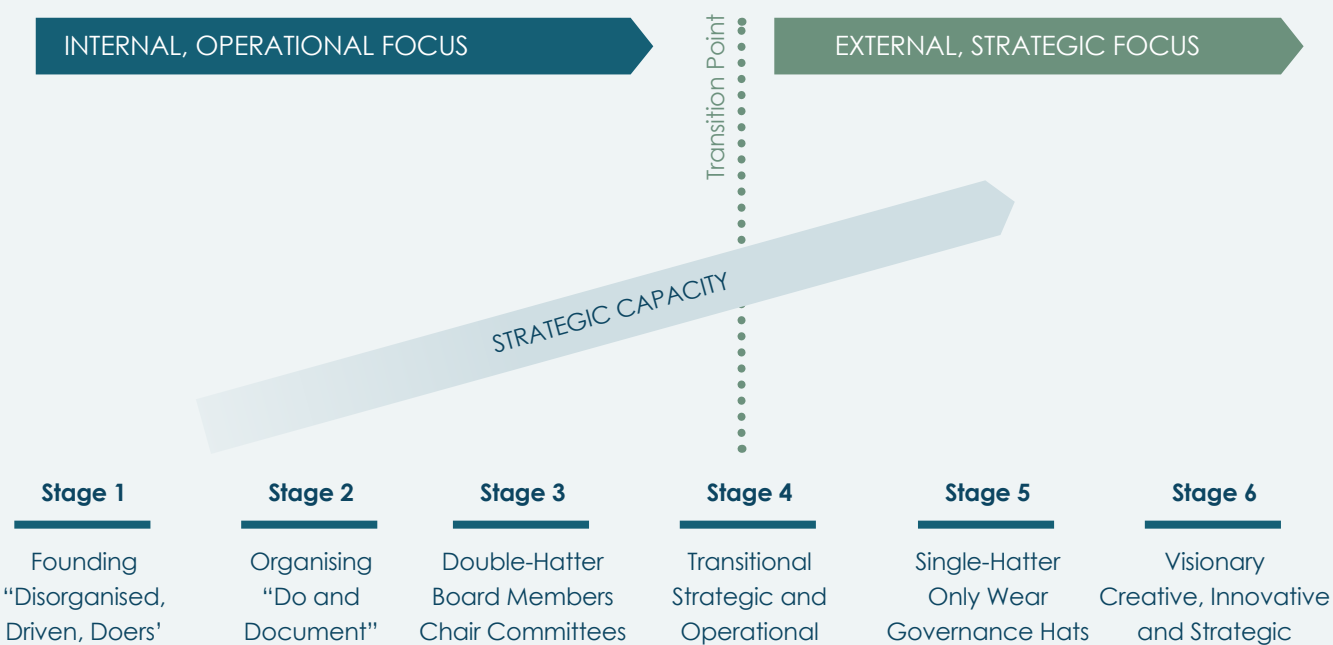


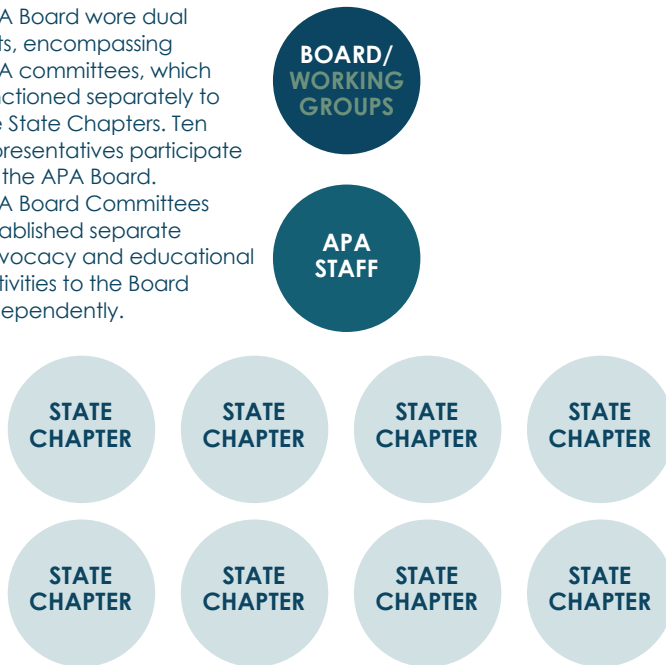
Image reference: <https://leadingassociations.com/overview-of-the-six-stages-of-board-evolution/>

GROWTH REQUIRES AN EVOLVED APPROACH

OUR STRUCTURAL EVOLUTION

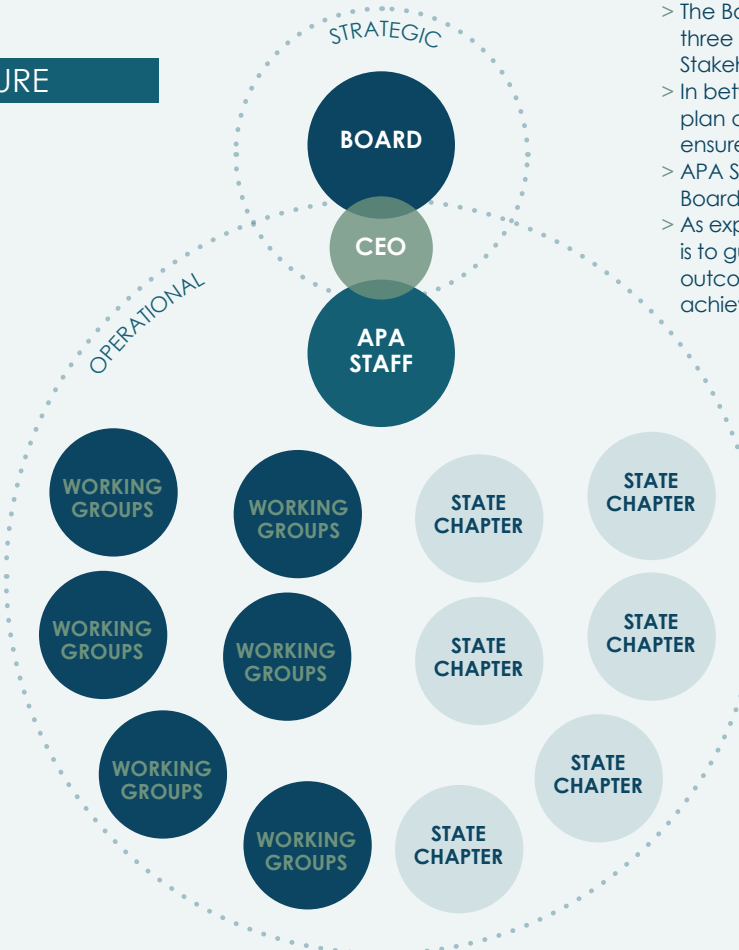
PREVIOUS STRUCTURE

- > APA Board wore dual hats, encompassing APA committees, which functioned separately to the State Chapters. Ten representatives participate on the APA Board.
- > APA Board Committees established separate advocacy and educational activities to the Board independently.



INCOMING STRUCTURE

- > Working Groups are set for a period of time.
- > Chaired by APA Staff member / or APA Member.
- > Works to a Term of Reference
- > Delivers key outcomes / deliverables which support the strategic plan.
- > Each of the working groups provide an opportunity for up to another 15 (approx) Members to participate.



- > The Board Develop a Strategic Plan every three years with input from Members, Stakeholders and Staff.
- > In between they monitor the progress of the plan and provide support where needed to ensure the Association flourishes.
- > APA Staff are the bridge between the Board and the Membership.
- > As experienced professionals their role is to guide educational and advocacy outcomes to support the organisation in achieving its mission.

- > State Chapters develop annual plans.
- > State Chapters are the face of most on the ground engagement with Members and marketplace.
- > Encourage engagement from APA Members to activities such as - APA discussion forum, site tours, educational seminars, general advocacy and promotion of Passivhaus.

OUR BIGGEST ASSET – SOCIAL CAPITAL

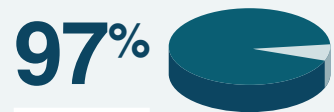
APA has brought together a cohort of passionate, values-driven, intelligent, outcomes-focused Members and collaborators. Amongst this community is a willingness to help drive the Passivhaus movement and standard in Australia.

Key indicators of success show us that the past ten years at APA have been highly successful in growing awareness and adoption of the Passivhaus standard. This is quite impressive as, until recently, the organisation has largely been staffed by part-time employees relying heavily on volunteers to maintain momentum of the cause.

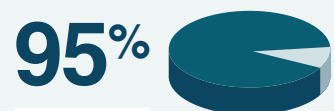
The standard is frequently mentioned in the media, and our membership and education numbers are growing with little to no marketing. Data collected from our Members supports this.



Speaking with stakeholders, feedback indicates that our value proposition for membership requires a review as our membership categories have organically evolved whilst being offering a one-size fits all service to a growing range of Members. Constructive feedback provided with kindness is always welcome and a pivotal component in fostering a culture of continual improvement. As an Association we are in a unique position where our membership and collaborators are truly connected with our purpose and ready for our next evolution. By creating more opportunities, guidance and structures that increase engagement with our Members, APA will succeed.



97% of respondents expressed that they were satisfied with their membership



95% of respondents believe APA is an effective advocate for Passivhaus

PANTECH
Intelligent Ventilation

... healthy buildings with
zehnder

Healthy Building Ventilation

Sensible & Enthalpy Counter Flow Exchangers

- Recovers thermal energy from stale air extracted from the building



A STRATEGIC APPROACH IS REQUIRED

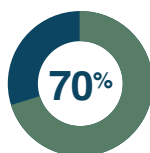
ADVOCACY ACTIVITIES

We have less than ten years to radically decarbonise the construction sector. With the pressure to make a big impact in a small amount of time, it's imperative that the Association prioritises advocacy activities that will have the most impactful in achieving our strategic objectives. Our Members reflected upon the impact of a variety of activities, providing feedback on what they believe will be the most impactful.

Advocacy activity by impact as rated by Members



APA has undertaken a variety of advocacy actions over the last decade with most of them being items 1 & 3 as shown on the left-hand side of the page. With many consultants and contractors trained to deliver Passivhaus to a certified standard it is now critical that we utilise the power of the purse holder to support the next phase of growth in Australia. By supporting asset owners and property developers we can unlock new projects which will provide critical local case studies for legislators and clients. In turn, this demand will encourage more consultants and contractors to upskill, reduce carbon emissions and positively impact lives.



of survey respondents think APA is an effective advocate for Passivhaus, which is a strong endorsement.

Of those who commented that APA was "not so effective". The responses could be split into two categories:

1. The first category includes those who were not aware of our activities.
2. The second queried our lobbying activities and our engagement in government.

As seen in the survey results, it is important to note that our Members have indicated that lobbying is the least impactful advocacy strategy for this phase of Passivhaus. Legislative change is critical but should be strategically approached to factor in the pace of change in this realm of advocacy. Steady, continuous and informed advocacy backed by data, documentation and strategic alliances is the pathway forward for APA to be a strong lobbyist.

Working towards this with continuity and rigour will keep our expectations and enthusiasm in place for the long game required to create policy and legislative change.

A STRATEGIC APPROACH IS REQUIRED

MESSAGING AND PROJECT SECTORS



Our consultation revealed that APA Members are seeking further support with a growing demand for items such as marketing collateral, promotional guidance, template text and generalised marketing support. Furthermore, the messages our own organisation uses will need to be adjusted to maximise our impact with our Members pointing out that a focus on “building science” while excluding the human elements of Passivhaus misses a great opportunity.

Looking beyond our communication and advocacy activities, the sectors that we seek to grow Passivhaus projects in can be strategically selected to achieve multiple benefits.

Current activities undertaken by the Association and our Members are supporting strong and stable growth in the single-dwelling residential market. While we do not anticipate detracting from those, widening the net to include larger building typologies and remaining focused on the owner-operator market will impact a larger number of individuals on a day-to-day level, and have a more significant impact on de-carbonisation.

Furthermore, the decision-makers and asset owners in sectors such as public and social housing, education, build-to-rent and health are more than likely to be managing and developing multiple assets. We anticipate the increase in volume will support a decrease in the cost of delivering Passivhaus projects. Our Members were asked to prioritise the sectors by likeness of adoption and impact opportunity. Their responses will be used to guide our strategic sectors' focus.



I believe we all at times can get caught up in the “science” of Passivhaus. I think the more powerful areas to focus on are the outcomes that the Passivhaus build will provide - health, comfort, durability, etc.

APA Member Survey Respondant

Target project sectors



01

Single Dwelling Residential



02

Residential Public and Social



03

Residential Multi-Storey



04

Education



05

Build-to-Rent



06

Health



Member Feedback on Sectors selected for future growth opportunities

”

Build-to-rent means the owner/developer has a long-term interest in efficiency, quality, comfort and health of the building. Low quality of building codes means single family dwellings are still a huge opportunity, particularly if adopted by major developers and volume builders, as well as being combined with prefabrication.

My estimation of likelihood to adopt.

Observed this during zoom meetings since March 2020 with Passivhouse Accelerator located in the USA. I enquired with them, and I figure it is based on \$ per square meter. from the feedback it appears multi dwelling properties were most cost effective. Commercial as a bigger spend is more easily facilitated. Residential public and social I feel may have a social backing to it, to help those more vulnerable. Education I feel is supporting the children to grow healthy and strong. Single dwelling is based on what you are focusing on here in Aus. as well as where it all started with the OS.

Owner-occupier value proposition is strong for Passivhaus.

Owner-occupier have the most drivers.

APA Survey Respondents



PROJECT: ANMF House Accommodation

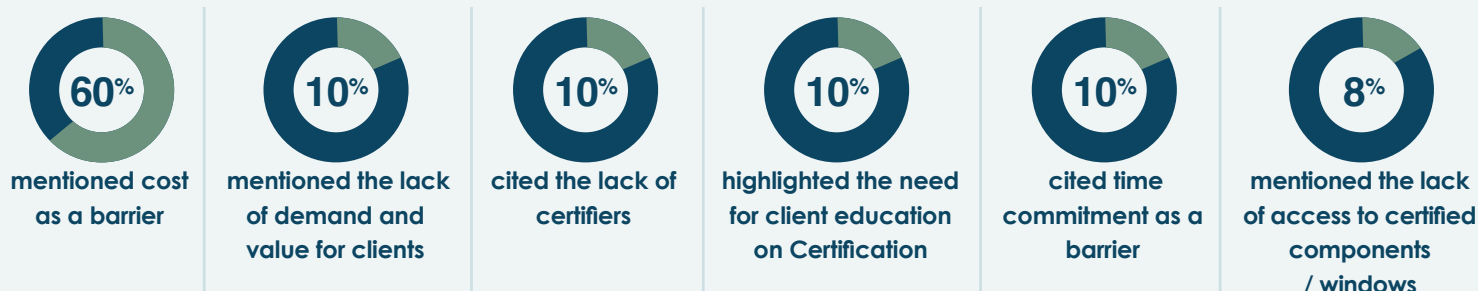
ADDRESSING THE BARRIERS TO CERTIFICATION



All Associations have barriers to scaling impact, in ours, our Members have given feedback that the barriers to Certification need to be addressed.

While Certification is the critical component of our mission and a standard based on operational performance, the drivers and barriers to certify vary across project sectors. As an Association, we have taken a stance to focus on promoting projects that have been certified. We have been informed by the market, media and our Members that this leaves a gap in the knowledge base and promotional opportunities that comes from recognising the wider net of uncertified projects that are performing as intended in the standard. It also leaves APA Members feeling that their uncertified work is not celebrated even though it may be meeting the technical requirements of the standard. The IPHA Passivhaus Project Register includes uncertified projects, this speaks to the requirement of recognising uncertified work being addressed elsewhere.

The barriers to Certification were continually raised in our consultation. Within the survey, 51 written responses were provided, in many cases, responses included more than one barrier. Our Members believe that cost is the primary barrier to Certification with not all clients being able to afford it. The remaining barriers highlighted by our Members, demonstrate a requirement for a strong marketing campaign and educational resources with accessible information for the public about Passivhaus Certification.



As a community, APA Members are in line with our values and support the mission of the organisation. They are dedicated to Certification and will always pursue it when the opportunity arises. Our consultation demonstrates that deeper exploration is required into the barriers to Certification and the drivers of Passivhaus, so that the Association can establish a feedback loop to support the growth of Certification in Australia, whilst in parallel expanding our project celebration to include uncertified buildings without devaluing Certification. APA will establish clear guidelines to manage this.

A WHOLE OF PROJECT LIFE-CYCLE APPROACH

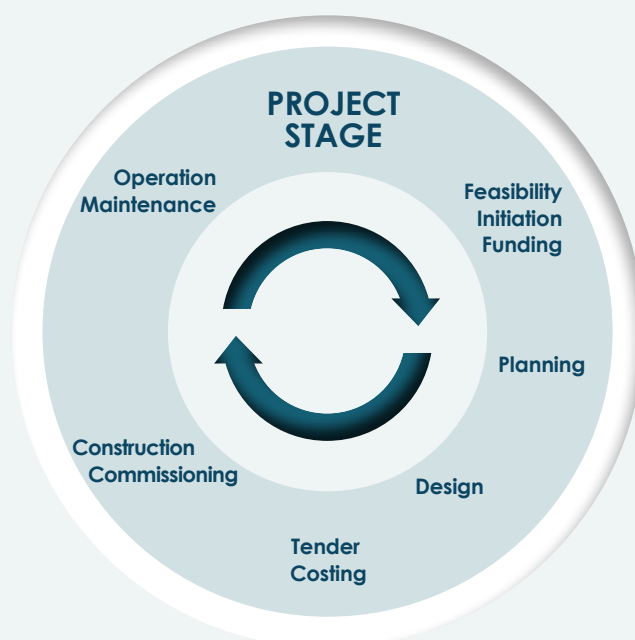


Throughout the consultation, APA's services were mapped against a project lifecycle with a view of identifying where APA was currently supporting project outcomes and opportunities for influence. Within this mapping exercise it became clear where the Association's support across a Passivhaus project had strengths and weaknesses.

The Association has great strength in supporting professionals to design and build projects. However gaps were identified mainly during the feasibility, lock up and operational phase of projects with missing critical opportunities for influence at the start and end of a project and these project phases managed by stakeholders APA had varied relationships with.

These stakeholders have been mapped in our new targets for APA. Some examples of activities to close the gap and deliver projects to achieve the Passivhaus Standard are:

- > Educating new clients to move their projects into Passivhaus.
- > Supporting new clients to go out to tender.
- > Encouraging and promoting Passivhaus finance.
- > Ensuring best-practice contracts are used during Passivhaus projects
- > Providing guidance on early contractor involvement.
- > Providing guidance for how all consultants and contractors can work together to best support the client.
- > Sharing of post-occupancy data and experience.



BEST PRACTICE ASSOCIATION CHARACTERISTICS



As a collective, the Board have reflected on the characteristics which best practice Associations and advocacy organisations exhibit. Below are the characteristics we seek for APA to demonstrate.

| | |
|------------------------------|--|
| Collaborative | Fostering a collaborative culture and demonstrating these behaviors in our engagement with our stakeholders. |
| Agile | Ready to change as needed. |
| Purpose-driven | Always aligned with our purpose. |
| Connected | As advocates our contacts are everything. APA is expected to be connected to our Members, the marketplace, government, affiliates, media, etc. |
| Responsive | Responds in a timely manner. |
| Experienced | Draws upon experience to ensure great outcomes. |
| Deliberate | Applies a science-backed and considered approach. |
| Communicative | Intakes and imparts information. |
| Consistent | Maintaining consistency is critical for our professionalism. |
| Concise | The most impactful messages don't need to be long. |
| Trustworthy | Trust is the most important pillar when asking people to try something new. |
| Inclusive and diverse | Passivhaus is for everyone. |
| Outcomes-focused | Remain true to our focus and plans. |
| Pro-competition | Supporting a competitive marketplace to ensure the Passivhaus sector thrives. |

STRATEGIC OBJECTIVES 2023-2026

| OBJECTIVE | PRIORITIES |
|--|---|
| <p>ADVOCACY <i>Growing the Passivhaus Standard through a strong voice</i></p> | <ul style="list-style-type: none"> > APA will establish a pathway for PH to be implemented in Australia at scale, by advocating directly to clients in the newly established target project sector list. > We will establish a three-year policy platform and policy positions to strengthen, clarify and unite the Association's agenda and ensure a strong voice. > Collecting and disseminating data will allow APA to demonstrate the evidence-based argument. > Increase our focus on retrofit, to meet our regenerative goals and increase our impact. > Develop stronger linkages with a broader range of stakeholders such as policy makers, client groups, homeowners, planners, real-estate agents, technology specialists (AI/computational design), banks, valuers and property developers to encourage their engagement in Passivhaus. |
| <p>MEMBERSHIP <i>Supporting and engaging a connected community</i></p> | <ul style="list-style-type: none"> > Conduct a wholistic membership review. > Mobilise our Members through facilitation, guidance, technology and provide consistent support. This will allow APA to meet the demands of a growing membership by encouraging and supporting their increased involvement in our work. > Support a growing membership and harnessing the knowledge of our Members by restructuring our working groups and increasing opportunities for participation. > Strengthen our mentoring support for new consultants and trades in Passivhaus to ensure a successful transition into Passivhaus. |
| <p>EDUCATION <i>Empowering through knowledge</i></p> | <ul style="list-style-type: none"> > Increase access to education by developing APA's own on-demand education suite. > Understand the needs of a Passivhaus consultant and tradesperson end-to-end and provide further education across newly identified areas. > We will educate a broader range of stakeholders such as client groups, financiers, valuers, policy makers, real-estate agents, homeowners, planners and property developers through the creation of material such as courses, factsheets, reports, research and campaigns to encourage adoption of the Passivhaus Standard. |
| <p>PROMOTE <i>Building awareness of Passivhaus by promoting excellence</i></p> | <ul style="list-style-type: none"> > Establish an awards program for Passivhaus projects to celebrate great excellence in the Australian Passivhaus marketplace. > Support our Members to promote and communicate the Passivhaus Standard to support a unified in-market "sales pitch" of Passivhaus. > Develop guidance so that buildings that have not undertaken PHI Certification can be celebrated by the Association without devaluing certification by having a clearly defined boundary and language for the non-certified buildings. > Segment our communication and services to better reflect our membership audiences > Ensure that our project register is a comprehensive tool to support the growth, promotion and understanding of Passivhaus in Australia. |
| <p>OPERATIONAL EXCELLENCE <i>Continual improvement of our systems, technology, guidance, policies and governance to successfully operate the organisation in achieving our mission</i></p> | <ul style="list-style-type: none"> > Organise and manage our data to protect the organisation from key-person risk. > Transition the Education Department's operations to reduce administration on staff and increase our productivity. > Build the capacity of our staff and volunteers to develop the skills infrastructure required for a strong Association. > Implement mechanisms to foster a culture of continual improvement. > Improve our technological infrastructure to increase our productivity. |

SDG MAPPING

APA has mapped its 2023-2026 Strategy to the United Nations Sustainable Development Goals.



The projects featured in this document have been delivered by the following teams:

PROJECT: ANMF House Accommodation, Victoria

PH Consulting: Stantec
Certifier: HIP v HYPE
Architect: Bayley Ward
Builder: Multiplex
Services: Stantec
Structures Engineer (Structural/Civil): WSP

PROJECT: Owl Woods Passive House, Victoria

Architecture: Talina Edwards Architecture (not known as Envirotecure)
PH Consulting: Detail Green
Certifier: Grun Consulting
Builders: Craftsmen Quality Builders (now known as Enerhaus)

PROJECT: CORNERBLOCK, Queensland

Developer/owner/client: Ben Sinclair
Certifier: Clare Parry
PH Consultant: Scott and Maddona Stewart - Lab Design
Building Designer / Architect: David Plumb - Shape Studio
Builder: Ben Sinclair - Base Haus

DO YOU HAVE SOME FEEDBACK OR A QUESTION?

[CLICK HERE](#)

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