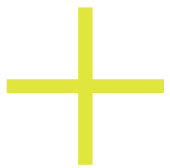




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USGBC **2024-2026** Strategic Plan

FOUNDERS

S. Richard Fedrizzi
David A. Gottfried
Mike Italiano

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Anyeley Hallová, Chair
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Introduction

The U.S. Green Building Council® (USGBC) is a global community of members and volunteers committed to transforming the built environment to advance human and environmental wellbeing. We drive and scale innovation, best practice, and positive impact through certification and leadership recognition, workforce education and credentialing, industry events, and advocacy.

In 2023, USGBC celebrated its 30th anniversary and the legacy of impact since its founding. During that time the organization created LEED®, the first comprehensive green building leadership framework, and established an international community of organizations and professionals that integrated green building knowledge into industry practice at the global scale. Today, USGBC members and LEED projects are present in more than 180 countries and territories, and the economic, climate, environmental, and health and safety benefits of green buildings have been scientifically validated.

The 2024 – 2026 Strategic Plan begins a new chapter for USGBC. While building on the incredible progress of the first 30 years, it positions us to evolve beyond past successes and address urgent challenges and opportunities within our industry and beyond. Those challenges and opportunities include rapidly decarbonizing the global built environment in line with international targets; centering resilience, human health, and social equity outcomes within communities; advocating for bold public policy and governmental leadership; and building inclusive pathways into the green building community and developing the next generation of leaders.

The Strategic Plan was developed in collaboration with the USGBC board of directors, with input from USGBC staff, members, volunteers, and stakeholders.

2023 STRATEGIC PLANNING COMMITTEE

Ruth Thomas-Squance, Chair
Salah Nezar
Karen Weigert
Marwa Zaatari
Peter Templeton

CONTRIBUTORS (STAFF)

Peter Templeton, President and Chief Executive Officer
Lisa Revitte, Chief Operating Officer
Jennifer Druliner, Vice President, Governance
Janice Edwards, Associate, Governance
Andy Burr, Chief of Staff

LA PIANA CONSULTING TEAM

Luis Vergara, Partner and Head of Practice
Christine Chen, Senior Consultant
Bral Spight, Senior Consultant
Rylan Kepner, Associate Consultant

Vision, Mission, Guiding Principles, and DEI Vision

USGBC's vision, mission, guiding principles, and diversity, equity, and inclusion (DEI) vision define who we are and what we do. They create our identity, embody our culture and values, and define the impact we seek to achieve.

VISION

The built environment enhances health, equity, resilience, sustainability, and prosperity for all life and all communities.

MISSION

To transform how buildings and communities are designed, built, and operated to create thriving, healthy, equitable, and resilient places that advance human and environmental wellbeing.

GUIDING PRINCIPLES

- Reconcile Humanity with Nature: USGBC will endeavor to create and restore harmony between human activities and natural systems.
- Promote the Triple Bottom Line: USGBC will pursue robust triple bottom line solutions (people, planet, profit) that clarify and strengthen a healthy and dynamic balance between environmental, social, and economic prosperity.
- Establish Leadership: USGBC will foster both revolutionary and evolutionary leadership by championing societal models that achieve a more robust triple bottom line.
- Foster Social Equity: USGBC will continue to respect all communities and cultures and aspire to be a fully inclusive movement that embraces opportunities which broaden and expand our reach through partnerships and initiatives.

- Maintain Integrity: USGBC will be guided by the precautionary principle¹ in utilizing technical and scientific data to protect, preserve and restore the health of the global environment, ecosystems, and species.
- Be Inclusive: USGBC will ensure inclusive, interdisciplinary, multi-sector, and democratic decision making with the objective of building understanding and shared commitments toward a greater common good. In this spirit, USGBC will continue to seek common ground and partner with allied, influential organizations and leaders in the field to confront mutual challenges.
- Exhibit Transparency: USGBC will continue to operate in an organizational culture that places honesty, excellence, openness, and transparency above all else.

DIVERSITY, EQUITY, AND INCLUSION (DEI) VISION STATEMENT

It is our vision that our work provides equitable access to the benefits of green building to all, including people who have been denied or without access due to their race, sex, identity, age, disability, or socioeconomic background.

Our workplace and the global built environment are transformed to be equitable and inclusive through consistent dismantling of systems that enable these barriers, particularly for marginalized people and under-resourced frontline communities disproportionately burdened by the health and well-being and financial impacts of poor indoor environmental quality, environmental hazards, and climate change.

Strategic Imperatives

USGBC's strategic imperatives are key organizational strategies to advance our mission. We have identified five strategic imperatives to guide our work from 2024 to 2026:

1. Expand the global green building community of practice and its influence.
2. Accelerate the role of buildings in decarbonizing economies and promoting equitable, healthy, and resilient communities.
3. Align green building with frameworks and technologies driving equitable systems change and market transformation at scale.
4. Ensure access to green building for under-resourced populations and all communities.
5. Achieve organizational excellence and effectiveness.

These strategies are critical enablers for the organization to increase its sphere of influence, produce and scale positive impact, drive value creation for its stakeholders, and generate mission-aligned revenue. Each strategy includes key implementation approaches that will guide the development of our annual work plans, partnership initiatives, and community engagement.

Strategic Imperative 1: Expand the global green building community of practice and its influence.

Over the past 30 years, USGBC cultivated a global movement that has revolutionized how buildings serve the people inside of them and the world around them. Today, our programs support a flourishing community of practice comprised of thousands of organizations and practitioners who provide industry leadership, inspire innovation, and accelerate positive environmental and social outcomes in communities worldwide. USGBC embraces its role as a past, present, and future leader of the green building movement. We will expand this global community and its influence by:

- Continuing to grow the market for LEED and developing new offerings that drive measurable impact, strengthen global, regional, and local relevance, and create touchpoints with new stakeholders.
- Strengthening our value proposition to members, volunteers, and stakeholders by increasing opportunities for active involvement, influence, education, and leadership.
- Applying our convening power to build interdisciplinary coalitions that broaden the movement and improve its effectiveness as a change agent.
- Advocating for bold progress related to industry practice, national and international standards, and public policy in alignment with our mission.
- Amplifying the voices of community members and celebrating their accomplishments.

Strategic Imperative 2: Accelerate the role of buildings in decarbonizing economies and promoting equitable, healthy, and resilient communities.

As the communities respond to new and urgent challenges, the role of buildings within communities is evolving. In addition to environmental sustainability, buildings today must be designed, constructed, and operated to enhance occupant wellness; safeguard life during disaster events of increasing frequency and severity; support ethical supply chains and equitable access to housing and services; and rapidly reduce lifecycle emissions. USGBC commits to strengthening its leadership on these pressing issues by:

- Conducting best-in-class research that advances the science and public understanding of health, decarbonization, resilience, and equity as they relate to the built environment.
- Operationalizing research findings within our programs to define industry leadership and transform industry practice at scale.
- Advocating for governmental leadership and policy solutions that address these issues equitably.
- Developing partnerships with health, decarbonization, resiliency, and equity thought leaders and experts to inform our organizational strategies.
- Actively designing our programs to overcome forms of structural racism that have persisted in the real estate and housing industries.

Strategic Imperative 3: Align green building with frameworks and technologies driving equitable systems change and market transformation at scale.

Buildings are part of broader systems that are undergoing environmental sustainability and social equity transformations. These include the physical systems that connect to buildings, such as the power grid and transportation infrastructure; the policy and regulatory systems that govern the construction and operation of buildings; and the business and financial frameworks within which the developers, owners, and occupants of buildings operate. USGBC seeks to align the green building movement with the transformation of these systems to produce shared impacts and outcomes by:

- Integrating green building into corporate environmental, social, and governance (ESG) frameworks used by the financial markets to assess risk and compliance.
- Integrating green building into emerging frameworks and voluntary commitments related to zero emissions, climate resilience, social equity, biodiversity, and public health.
- Accelerating the role of buildings in decarbonizing power grids, transportation systems, supply chains, and related physical and economic infrastructure.
- Working with policymakers to drive alignment between policy and regulatory frameworks and our programs.
- Strengthening partnerships to identify future systems transformations and the implications for green building progress.

Strategic Imperative 4: Ensure access to green building for under-resourced populations and all communities.

The environmental, economic, and public health benefits of green buildings should flow to all people in all places, including disadvantaged populations and under-resourced communities that encounter forms of discrimination and systemic barriers to health care, housing, education, employment, goods and services, civic participation, and other basic rights and needs. USGBC commits to improving the accessibility of green building and the provision of green building benefits for all stakeholders and communities by:

- Partnering with community-based organizations, educational institutions, affordable housing experts, and others to improve organizational understanding of green building barriers and the underlying causes and factors.
- Measuring the penetration of green building practices and benefits in under-resourced communities based on USGBC's historical data and program delivery experience.
- Launching new offerings for real estate assets and portfolios that are not actively engaged in green building programs to improve their performance.
- Providing direct technical, educational, and other resources and assistance to identified stakeholders to increase access to green building knowledge and capacity.
- Advocating for policy solutions that provide financial and technical resources to under-resourced communities to improve the design, construction, and operation of buildings.

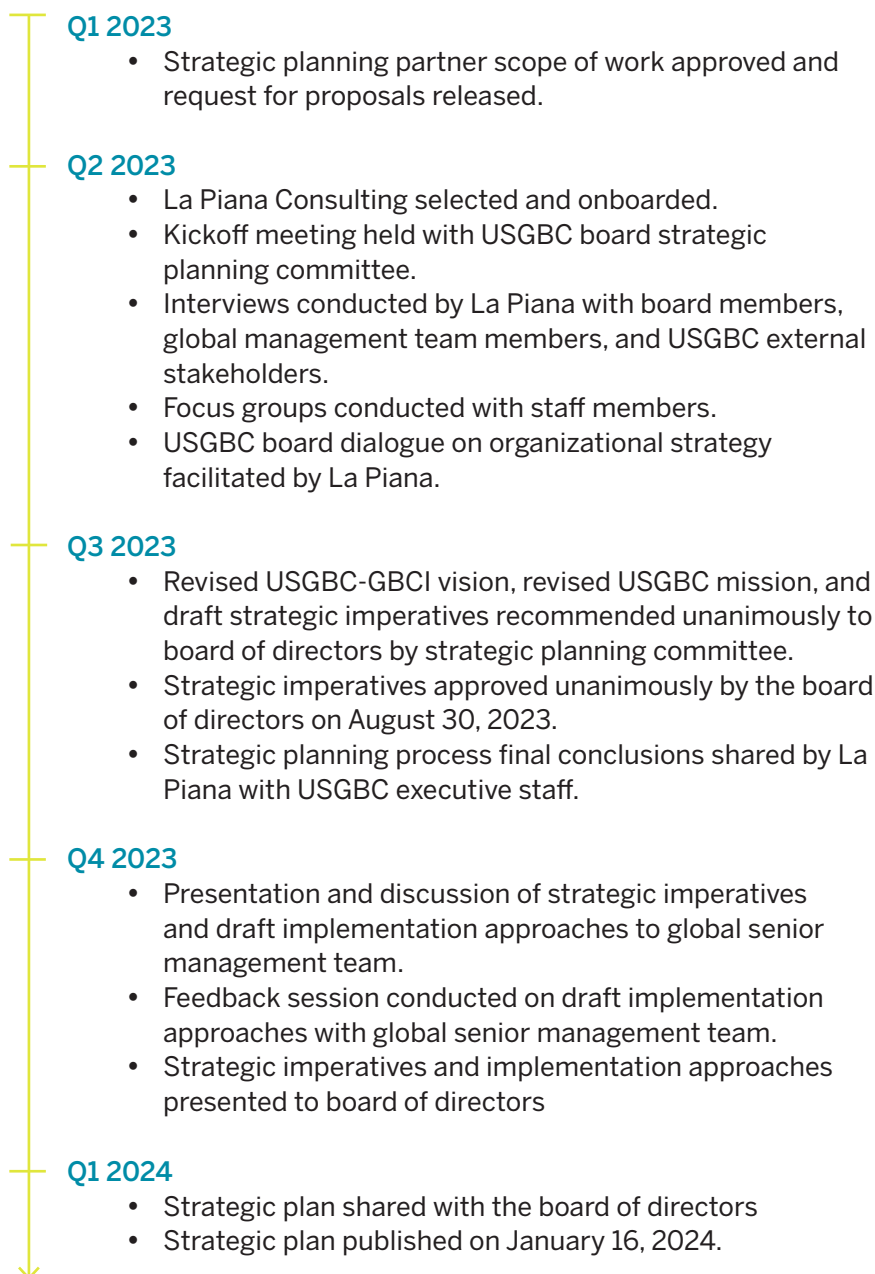
Strategic Imperative 5: Achieve organizational excellence and effectiveness.

USGBC's ability to lead the global green building movement is based on its ability to operate effectively, demonstrate programmatic excellence, and create value for its community and stakeholders. We will achieve and maintain organizational excellence and effectiveness by:

- Investing in our people and maintaining a supportive, inclusive, and diverse organizational culture that attracts and retains talent and develops leaders.
- Optimizing our programs for speed, scale, and impact.
- Supporting organizational transparency and accountability to our stakeholders, including by measuring and reporting impacts and outcomes.
- Modernizing the digital experience and usability of USGBC's programs and tools.
- Generating mission-aligned revenue and maintaining fiscal discipline to ensure the long-term viability of the organization.

Methodology

The 2024-2026 Strategic Plan was developed at the direction of the USGBC board of directors. La Piana Consulting was selected to facilitate the update to the strategic planning process, which involved the following activities:



1 Precautionary Principle as defined by UNESCO: <https://unesdoc.unesco.org/ark:/48223/pf0000139578#:~:text=Morally%20unacceptable%20harm%20refers%20to,human%20rights%20of%20those%20affected>