

STRATEGIC 2018-2020 PLAN





GBA IN BRIEF

Green Building Alliance (GBA) advances innovation in the built environment by empowering people to create environmentally, economically, and socially vibrant places. Founded in 1993, GBA is an independent 501(c)3 nonprofit organization — and one of the oldest regional green building organizations in the United States. GBA proudly serves Pittsburgh and the 26 counties of Western Pennsylvania, with stakeholders across the Mid-Atlantic, United States, and world.

**EVERY BUILDING
AND COMMUNITY
IS SUSTAINABLE
SO EVERY PERSON
CAN THRIVE.**

OUR VALUES

We are committed to transforming the built environment within a generation, using proven solutions and innovative approaches to advance our vision.

LEADERSHIP & INNOVATION

REGENERATION & INTERCONNECTIVITY

While the built environment is inherently resource-intensive, we aspire toward sustainability that positively impacts people, planet, places, and markets.

We collaborate with professionals and citizens to create places where all people can thrive.

COMMUNITY & EQUITY



SCALES OF IMPACT

GBA effects change by working at different scales of the built environment. People remain our primary lever of action, but our interventions range from individual products and materials to whole buildings and citywide systems. Each level of operation provides an opportunity for improvement, and we accelerate impact by increasing the scope of our engagement.



OUR GOALS

PEOPLE:

- 1 Every green building professional has a current, relevant credential that supports a culture of lifelong learning.
- 2 Citizens enjoy workplaces, schools, and communities that are sustainable, equitable, and resilient.

EXISTING BUILDINGS:

- 3 Existing buildings meet or exceed the 2030 Challenge goals to reduce energy use, water use, and transportation emissions by 50%. All buildings are carbon neutral by 2050.
- 4 Every preK-12 school is a certified green, healthy school.

NEW CONSTRUCTION:

- 5 Every new building and major retrofit is certified to LEED Silver, WELL Silver, Passive House, zero net energy, Living Building, or better.
- 6 All new buildings are carbon neutral by 2030, and meet the 2030 Challenge goals of 50% reductions in water use and transportation emissions.

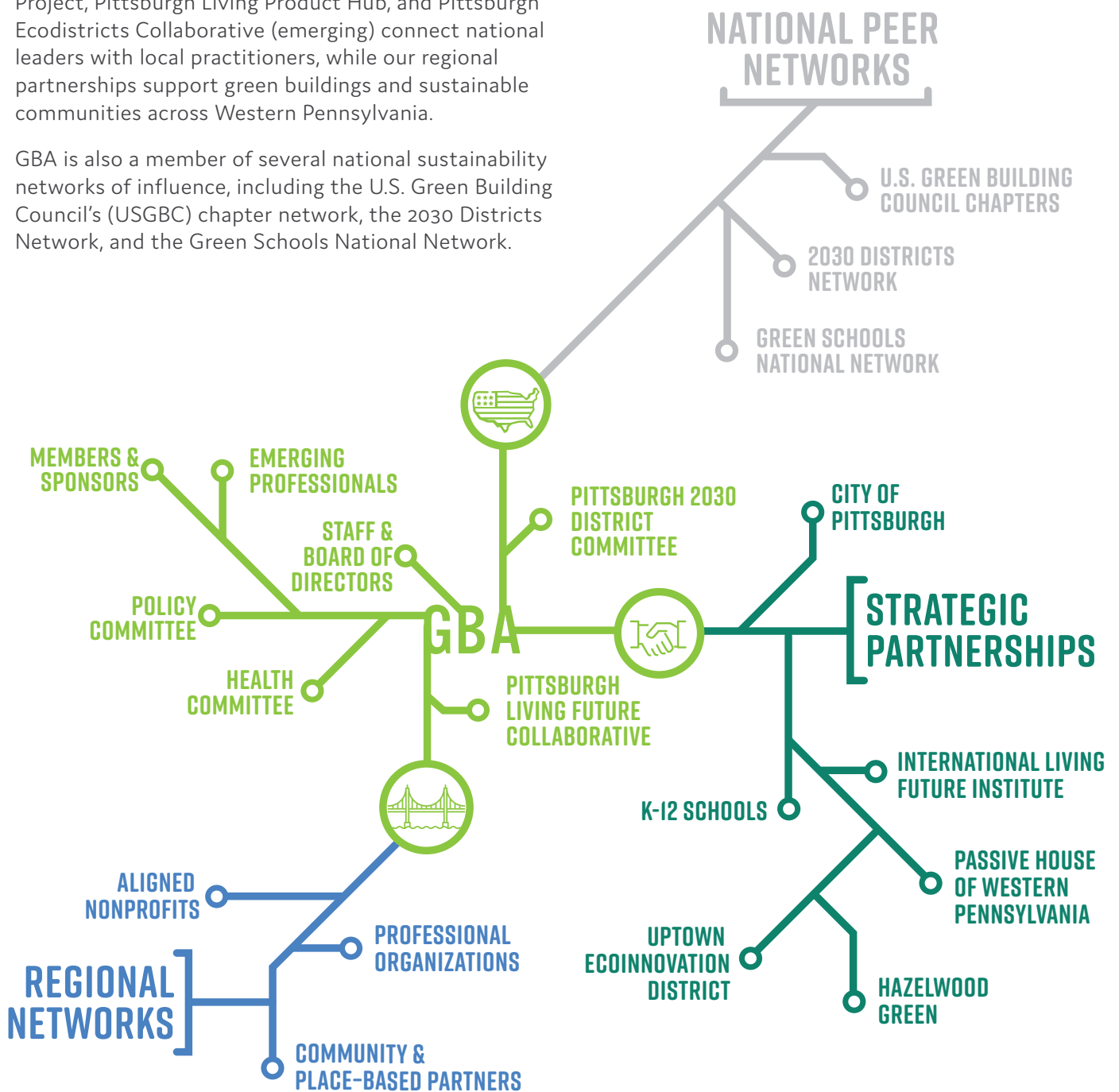
COMMUNITIES & SYSTEMS:

- 7 Every new development is certified LEED-ND Silver, WELL Community Silver, Living Community Challenge, or better; existing neighborhoods are empowered as ecodistricts.
- 8 Western Pennsylvania is a manufacturing and technology hub that regenerates communities, the environment, and the economy.

NETWORKS OF INFLUENCE

GBA leverages a broad network of partners to drive sustainable practices at every scale of the built environment. Our strategic alliances with the City Energy Project, Pittsburgh Living Product Hub, and Pittsburgh Ecodistricts Collaborative (emerging) connect national leaders with local practitioners, while our regional partnerships support green buildings and sustainable communities across Western Pennsylvania.

GBA is also a member of several national sustainability networks of influence, including the U.S. Green Building Council's (USGBC) chapter network, the 2030 Districts Network, and the Green Schools National Network.



PRINCIPLES OF OPERATION

- 1 We believe that the built environment can create a higher quality of life for everyone.
- 2 We recognize that true sustainability balances environment, economics, and equity across generations.
- 3 We accept that not all places can be regenerative, but every scale of the built environment can improve.
- 4 We strive to bring optimism, persistence, and compassion to all that we do.
- 5 We understand that our success is only as great as the success of our peers.
- 6 We believe that one individual can provoke change, and one change can provoke transformation.
- 7 We meet stakeholders where they are, working together to find their unique door to sustainability.
- 8 We affirm that positive change takes time, and can be contagious.
- 9 We reinforce that process is important and should be integrative.
- 10 We set ambitious goals but ground action in data and evidence.

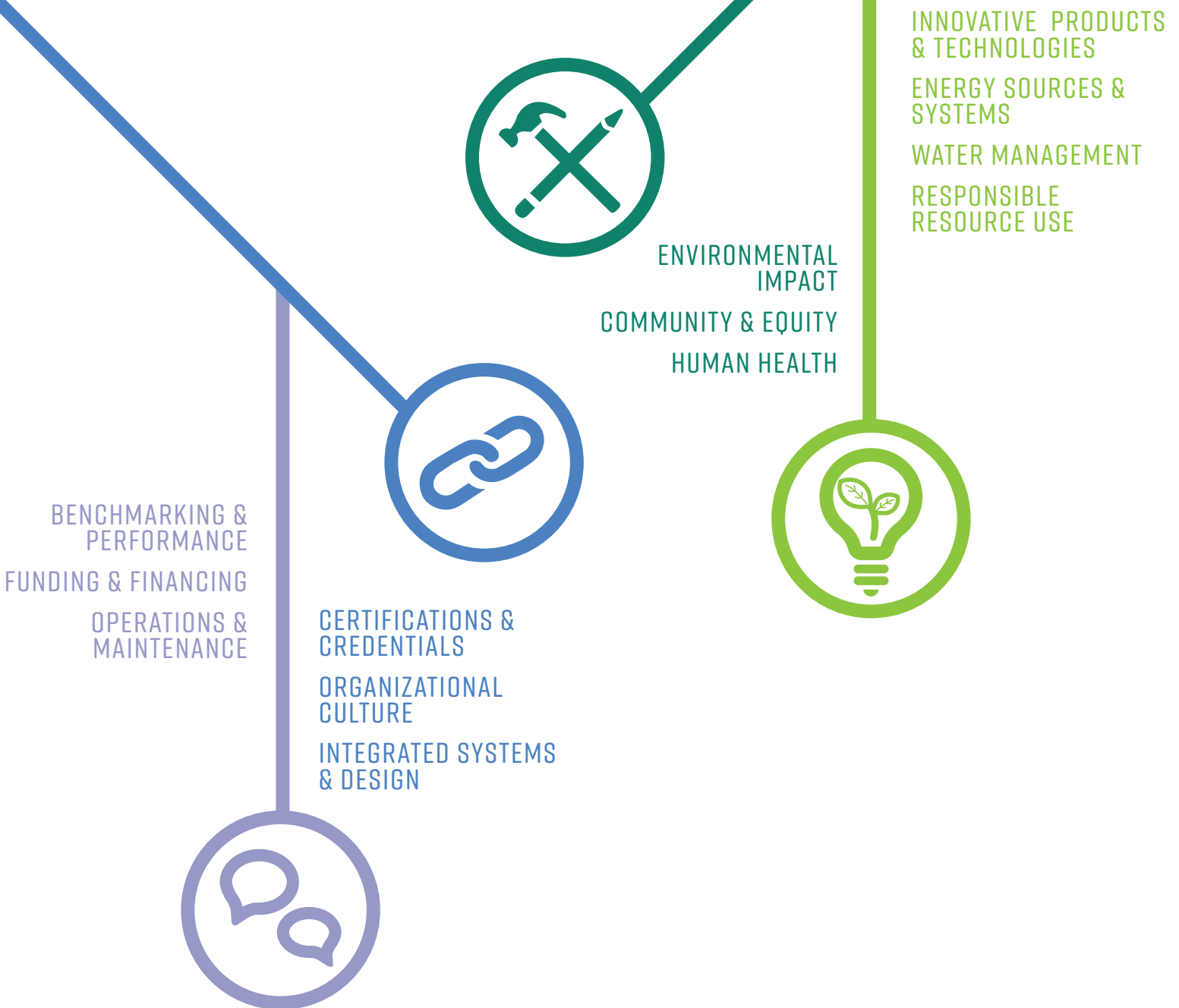
METHODS OF CHANGE



In over 25 years of operation, GBA's initiatives have evolved, but our underlying approach to change remains constant. With each venture we undertake, we empower, connect, share, and advance innovation in the built environment, ensuring that every building and every community is sustainable. While we apply these approaches across Western Pennsylvania, some GBA efforts have national and international stakeholders, including the Pittsburgh 2030 District, Green & Healthy Schools Academy, Pittsburgh Living Product Hub, and Pittsburgh Ecodistricts Collaborative (emerging).

TOPICS OF EMPHASIS

By their very nature, sustainable places are integrative, balancing concerns for people, planet, and prosperity. Their improvement requires an equally wide range of expertise, and GBA works to provide our stakeholders with varying educational experiences to bring these fields together.





STRAT EGIC OBJECTIVES



METRICS OF SUCCESS

- # **EVENT PARTICIPANTS**
by attendee background
- # **CONTINUING EDUCATION CREDITS**
earned by event participants
- # **TRAINEES**
who pass LEED Green Associate, GPRO and CPHD exams
- # **MEMBERS**
who join GBA via event registrations
- % **EVENT SURVEYS**
with high levels of satisfaction (average ranking 4+ out of 5)
- # **REQUESTS**
for presentations, events, or partnerships resulting from events

EMPOWER ⁺ COLLABORATION LEADERSHIP CERTIFICATION

GBA provides professionals and citizens with the tools to create environmentally, economically, and socially vibrant places. Engaging at various levels of technical depth and complexity, GBA hosts events that challenge how people design, build, operate, and occupy sustainable places. Examples include our green building tours (sometimes by kayak!), the Inspire Speakers Series, and LEED, GPRO, and Passive House credential trainings.

DRIVE INNOVATION & DEMAND IN GREEN BUILDING MARKETS

- Provide a range of educational experiences varying by topic, expertise, and learning style
- Specialize in trainings across certifications and credentials, including LEED, GPRO, Passive House, and Living Future
- Educate stakeholders on established and emerging issues for healthy indoor environments and communities, including the WELL Building Standard, social and geographic determinants of health, equitable development, and biophilia
- Expand GPRO offerings to include specialty credentials in partnership with local trades

NURTURE A COMMUNITY OF SUSTAINABILITY PROFESSIONALS TO SHARE BEST PRACTICES, DRIVE INNOVATION & INTENSIFY IMPACT

- Uphold integrative peer-to-peer and cohort learning strategies for owners, service providers, nonprofits, and K-12 schools
- Launch a Change Agent Cohort of professionals committed to more sustainable built environments
- Enhance GBA membership opportunities and engagement, including Advocate and Lifetime membership levels
- Maintain nonprofit sustainability support, including group workshops, ongoing technical assistance, and mini-grant allocation
- Reinvigorate Emerging Professionals group to foster the next generation of green building leaders

POSITION GBA AS A REGIONAL AND NATIONAL LEADER AT THE INTERSECTION OF HEALTH & THE BUILT ENVIRONMENT

- Create new or renewed interest in health in the built environment among GBA's traditional stakeholders
- Attract new partners for GBA's work from the public health, academic, and health science spheres
- Convene Health Learning Circle to enable regional information-sharing of healthy building and maintenance practices



METRICS OF SUCCESS

- # **TECHNICAL CONSULTATIONS**
by project, square footage, and geographic location
- # **PROJECTS BENCHMARKED**
internally and externally
- # **PROJECTS LINKED**
to funding and financing, including \$ leveraged by source
- # **TOUCHPOINTS**
with elected officials and other advocacy partners
- # **POLICIES ADVOCATED**
or supported at various municipal levels
- # **WHITE PAPERS**
written and published
- # **POLICY MEETINGS**
conducted

ADVANCE



PERFORMANCE
INNOVATION
POLICY

GBA drives green building practices by advancing regional policy, technical capacity, and funding models throughout Western Pennsylvania. By advocating for everything from updated building codes to water reuse and referenced third party certifications, we raise the standard for all developments, while our advancement of innovative financing structures incentivizes projects to push markets further. Prominent projects include Urban Redevelopment Authority (URA) sustainability reviews, Hazelwood Green technical support, and the Uptown EcolInnovation District.

SUPPORT SUSTAINABILITY PLANNING & EVALUATION TO GALVANIZE TRANSFORMATIVE IMPACT

- Strengthen technical support provided to project teams, developers, funders, and municipalities
- Continue project sustainability reviews for the City of Pittsburgh, Urban Redevelopment Authority, and Uptown EcolInnovation District
- Provide owner advisement to projects of varying scales, with sustained support for Hazelwood Green
- Maximize Erie-region building efficiency via technical assistance to nonprofits, municipalities, and businesses

ADVOCATE FOR SUSTAINABILITY AT ALL SCALES OF THE BUILT ENVIRONMENT

- Incentivize updated city green building legislation and beyond-code applications
- Champion Erie Resiliency Plan and Community Resilience Action Network Erie (CRANE) green roadmap
- Collaborate on sensible statewide green building, energy and water efficiency, and financing policies
- Partner to create healthy products purchasing guide and commitments

CATALYZE SUSTAINABLE INNOVATIONS FROM INITIAL INVESTMENT TO WIDESPREAD ADOPTION

- Drive adoption and creation of creative financing models, including PennSEF, energy efficiency capacity credits, bundled renewable purchases, Property Assessed Clean Energy (PACE), and impact investing
- Investigate creation of transformative project financing that catalyzes sector-shifting change across schools, communities, and cities
- Identify market gaps for innovators and first adopters in regenerative technologies



CONNECT ⁺ PEOPLE RESOURCES EXPERTISE

GBA bridges gaps in technical expertise, organizational capacity, and funding opportunities by facilitating cross-sector collaboration among our diverse regional and national stakeholder network. From preliminary inquiries to project evaluations, we broaden impact while deepening commitment to triple bottom line benefits. Current national partnerships include the Pittsburgh Living Product Hub and City Energy Project.

METRICS OF SUCCESS

INQUIRIES ANSWERED
in person and online

PROJECTS
featured in GBA's
regional building
database

200+ **REGIONAL PROFESSIONALS**
with GPRO Operations
and Maintenance
credential by mid-2019

MEMBERS & SPONSORS
new or renewing by
geographic location

INCREASE ACCESS TO INTERNATIONAL BEST PRACTICES IN GREEN BUILDING

- Reinvigorate technical inquiry library with "Ask Olive" online advice forum
- Bolster inquiry-driven connections to service providers, funding sources, government agencies, and product suppliers
- Enhance online product-scale information by material, manufacturer/distributor, label, and/or certification

STRENGTHEN MEMBERSHIP ENGAGEMENT STRATEGIES TO PROMOTE CROSS-SECTOR COLLABORATION

- Grow GBA membership across Western Pennsylvania, including Advocate and Lifetime membership levels
- Honor GBA member contributions with dedicated member-only events and opportunities
- Enhance relationships with stakeholders from public, environmental, and community health domains
- Increase sponsorship support organization-wide, with targeted increase for Northwest Pennsylvania projects

LEVERAGE GBA'S NETWORK OF STRATEGIC PARTNERSHIPS

- Maintain USGBC chapter status, 2030 District Network leadership status, and Green Schools National Network engagement
- Support City of Pittsburgh in citywide benchmarking implementation, expansion, and analysis through training delivery and data support
- Partner with Pittsburgh Living Product Hub to advance green manufacturing in the region



SHARE ⁺ PERSPECTIVES SUCCESSSES STORIES

GBA gives voice to Pittsburgh's sustainability narrative through a multi-platform communications strategy, reaching people through varied digital, print, social, and interactive media. By sharing successes, best practices, and sector-shifting perspectives, we advance local adoption of green building and sustainable community practices while connecting Western Pennsylvania to the global stage. Highlights include our newsletter, *The Leaflet*, our annual magazine, *Viride*, and the online journalism resource, *Pittsburgh Green Story*.

METRICS OF SUCCESS

% INCREASE IN WEB & SOCIAL MEDIA TRAFFIC
by platform

% INCREASE IN PAGE VIEWS
on blog posts and articles

MEDIA ARTICLES
quoting GBA staff or covering GBA initiatives

EXTERNAL CONTRIBUTORS
and publishing relationships

& DIVERSITY OF MEDIA PLACEMENTS
and partnerships

% INCREASE IN NEWSLETTER ENGAGEMENT
on linked and original content

PROVIDE ACCURATE & ACCESSIBLE INFORMATION ON SUSTAINABLE BUILDINGS & COMMUNITIES

- Publish weekly national newsletter that pairs regional events with leading international stories
- Transform website to reflect GBA's mission, vision, and strategic initiatives; integrate all websites
- Catalog and analyze regional green and ultra-efficient building performance across certification approaches

CREATE CONTENT THAT ALLOWS ALL CITIZENS TO REALIZE SUSTAINABILITY PRINCIPLES & PRACTICES

- Broaden access to GBA events through public library of videos and downloadable guides
- Curate blog to feature local perspectives, regional developments, and national trends
- Create interactive online annual report to engage stakeholders in GBA's impact
- Partner with 3+ organizations through reciprocal blogging relationships to better spread regional stories

COMMUNICATE PITTSBURGH'S SUSTAINABLE TRANSFORMATION ON THE LOCAL, NATIONAL & GLOBAL STAGE

- Create suite of presentation tools for regional GBA Speakers Bureau
- Enhance Pittsburgh Green Story website and social media presence
- Expand depth and breadth of Pittsburgh's green story through national media placements and coverage



STRAT EGIC INITIATIVES



PITTSBURGH 2030 DISTRICT

The Pittsburgh 2030 District is an internationally recognized, locally driven, voluntary initiative that supports property owners to achieve 50% reductions in energy use, water consumption, and transportation emissions (below baselines) by the year 2030. Bridging four neighborhoods, the Pittsburgh 2030 District supports 492 committed buildings, leading all 18 international 2030 Districts with the most committed square feet. Through 2016, Property Partners have collectively saved nearly \$57 million in energy and water costs, and continue to realize industry-leading performance efficiency through trainings, peer-to-peer learning, and benchmarking comparisons.

METRICS OF SUCCESS

80% PARTICIPATION WITHIN DISTRICT BOUNDARY

or 500+ buildings committed

20% REDUCTION IN ENERGY, WATER & TRANSPORTATION

to meet 2020 interim goals

10 MILLION SQUARE FEET

of Affiliate Properties across Western Pennsylvania

% PROPERTY PARTNERS REPORTING

against indoor air quality protocol

1 MILLION SQUARE FEET COMMITTED

to newly launched Erie 2030 District

EVENT ATTENDEES

at Partner meetings and Bridge to 2030 lectures

FULFILL 2030 CHALLENGE'S INTERIM GOAL OF 20% REDUCTIONS IN ENERGY USE, WATER CONSUMPTION & TRANSPORTATION EMISSIONS BY 2020

- Release Indoor Air Quality Protocol for baseline creation and annual reporting
- Recruit, engage, and support buildings smaller than 100,000 square feet
- Create Oakland transportation baseline and conduct Make My Trip Count 2.0 commuter survey

STRENGTHEN DATA ANALYTICS & CONTEXTUALIZATION TO DRIVE PERFORMANCE-BASED DECISIONS

- Collaborate with utilities to streamline consumption data quality, frequency, and reporting
- Implement software tools for enhanced visualization, benchmarking, and analysis of District wide and individual property progress
- Analyze existing annual performance data with respect to building characteristics and certifications

EXPAND 2030 DISTRICT CHALLENGE PARTICIPATION REGIONWIDE

- Expand boundary to include Uptown Ecolnnovation District and other strategic areas
- Continue public participation through Bridge to 2030 education series
- Advance exploratory Erie 2030 District toward Emerging District status
- Create 2030 Affiliate Property standing for any building that pursues and annually reports towards 2030 Challenge goals
- Increase percentage of Property Partners reporting annually and undertaking in-person reviews



GREEN & HEALTHY SCHOOLS ACADEMY

GBA's Green & Healthy Schools Academy (GHSA) engages K-12 administrators, teachers, and professionals in setting bold visions for their buildings, students, and communities that incorporate sustainability, wellness, beauty, and empathy. Through the School Sustainability Culture Program, healthy schools technical assistance, and transformative workshops, GHSA works to help create environments that contribute to creative learning for 21st century citizens.

METRICS OF SUCCESS

SCHOOLS & SCHOOL DISTRICTS
engaged in GHSA activities

PARTICIPANTS
in Culture Program workshops

SCHOOL PROJECTS
provided technical support by size and geographic location

SCHOOLS
internally and externally benchmarked

SCHOOL PROJECTS
linked to funding and financing

BUILD CULTURE OF SUSTAINABILITY IN K-12 EDUCATION & ADMINISTRATION

- Complete third cohort year of School Sustainability Culture Program for 15 schools and school districts
- Benchmark and share successes from six years of School Sustainability Culture Program
- Explore model for Sustainability Culture Program at district and national scales
- Support direct youth engagement through environmental clubs and school groups
- Expand Erie Green Schools Program from past Culture Program success

AMPLIFY GREEN & HEALTHY SCHOOL OPERATIONS & CONSTRUCTION

- Scale green and healthy schools workshops throughout Western Pennsylvania and West Virginia, re-engaging committed participants and reaching new audiences
- Develop national school facility operations credential
- Advance healthy school practices through trainings, walkthroughs, and mini-grants (when available)
- Provide ongoing technical assistance for K-12 construction and retrofits



SUSTAINABLE COMMUNITIES

As sustainability imperatives become increasingly rigorous, GBA seeks to multiply projects' impact by realizing the integrative efficiencies of neighborhood-scale development. Through 2020 and beyond, GBA will explore how to best integrate community planning with transformative sustainability objectives, focusing on stakeholder engagement, community-scale infrastructure, and leadership development. Foundational frameworks can be found in LEED for Neighborhood Development, EcoDistricts, WELL Community, and the Living Community Challenge, with Pittsburgh's p4 initiative and OnePGH resilience planning grounding local efforts.

METRICS OF SUCCESS

- # **NEIGHBORHOODS, COMMUNITIES & MUNICIPALITIES**
engaged in discussions
- # **CITIZENS**
engaged by community
- # **DEVELOPMENTS, BUILDINGS & PLACES**
provided technical support
- # **COMMUNITIES EMPOWERED**
as ecodistricts (or other community frameworks)

EXPLORE COMMUNITY-SCALE ENGAGEMENT TO EXPAND ENVIRONMENTAL, ECONOMIC & EQUITABLE IMPACT

- Partner with community and place-based stakeholders to identify best GBA leverage points
- Create Community Sustainability Leadership cohort to provide education and technical assistance to neighborhoods and regional communities
- Partner with emerging Pittsburgh Ecodistricts Collaborative





{ JOIN OUR COMMUNITY! }

GROW YOUR KNOWLEDGE

- 1 Choose from 100+ educational and networking events each year. New offerings include a Health in the Built Environment series and a cohort learning experience for change agents.
- 2 Get accredited with a national or international green building certification

STAY CONNECTED

- 3 Become a GBA member or sponsor! Join a community of more than 1,100 changemakers.
- 4 New to the field? Join GBA's Emerging Professionals.
- 5 Make a lasting impact by becoming a Lifetime member (new in 2018).

SHARE YOUR EXPERIENCES

- 6 Serve on one of GBA's advisory committees: Policy, Health, Pittsburgh 2030 District, Pittsburgh Living Future Collaborative, or our Board of Directors.
- 7 Write an article for our blog or annual magazine.

LET US HELP

- 8 Keep us in the loop. We love to highlight your projects and experiences.
- 9 Need a speaker? We're happy to recommend someone great, even a friendly GBA staff member.
- 10 Join our Speakers Bureau to use our slides and presentations.