

**Construction21: international
STRATEGIC PLAN
May 2013 – December 2014**

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mission and objectives

mission

The Construction21 Association¹ pursues the international non profit objectives of information, education and promotion of sustainable construction through the development of the Construction21.eu knowledge sharing platform and the network of engaged country Chapters and Communities, the international team, our information technology partner, and other partners known collectively as the “Construction21: international network”. The Construction21: international network will serve as a meeting and communication point, offering a network for information exchange and a repository of collective intelligence derived from the sharing of credible knowledge and providing a framework that improves collaboration locally, nationally, and internationally. Through these objectives, the Construction21: international network will significantly improve the environmental, energy and economic performance of the building industry for the whole of Europe and beyond.

Construction21: international objectives

The Construction21: international network (referred to also as “C21i”) is formed by local Platforms managed by National Chapters and one International Platform (the "Construction21.eu Platform"). A local Platform is a collaborative platform dedicated to all professionals active in the sustainable building sector of a specific country or area ("Local Platform"). All National Platforms are linked together via a central International Platform (the "International Platform") which will highlight content of continental and international importance and relevance. With the availability for the International and National Platforms, the Association will achieve balance of local relevance and useful exchange of international ideas and best practices.

The specific objectives of C21i include:

- to take all necessary actions for the development of the Construction21.eu network and ensure the reliable functioning of this platform;
- seek the necessary funding for the operation, improvement, and maintenance of the International Platform;
- coordinate actions and rules between the different chapters to ensure the global coherence of the network
- support the creation of National Platforms covering the largest possible number of countries in Europe and around the world;
- endeavor to provide tools, exchange of knowledge and mutual support for the success of the Construction21 network and to ensure the continuous improvement of the Construction21 network;
- accommodate the diverse needs of the entire building industry and foster a multi-disciplinary, holistic approach to address the challenges preventing a more sustainable building industry;

¹ The legal name of the Construction21 international network is: “Construction21 AISBL”

- provide information on the performance of the systems studied (at the city, building, or building sub-system level) using scientific measurement, informed testimonials, and other feedback; and
- moderate the content of the Construction21.eu Platform subject to stringent, transparent, and science-based editorial guidelines to ensure the integrity of the content while allowing for diversity of opinion and approach.

The current functionality of Construction21: international delivers:

- A database of exemplary buildings presenting energy and other green building solutions in case study form
- A user base of 6000+ building professionals
- A library of green building solutions linked to the related full building case studies in which they are used
- Networking using a social media technology platform designed specifically for interactions related to sustainable construction
- A calendar of important international sustainable construction and real estate events
- Online communities of important, contemporary sustainable construction topics of national and European importance.
- A European and national newsfeed announcing the latest innovations, initiatives, and other important information related to sustainable construction and real estate
- A database of training courses related to green building and green cities

industry and market analysis

the European Property & Construction market

At a high level view, Europe could be summarized by stating Eastern Europe will see significant new building construction and requires a massive renovation effort on a sub-standard building stock while Western Europe will see continuous infill activity (on already crowded land) and upgrades of good building stock but not sufficiently performing to current energy efficiency targets. The pre-2008 building boom resulted in many newer buildings but not many projects of suitable ambition and results to consider them much beyond the entry level of certified green buildings.

A significant reduction in the last five years of construction activity levels due to the international economic and resource crisis among other challenges has provided difficulties for the construction industry; in particular, for short-term speculative investors. Without a doubt, the message has been heard clearly by building owners and investors that “quality sells” in today’s challenging times and that there is a close alignment between green building principles and long term financial value. This has created opportunities for more strategic, professional companies who can build to higher standards. The “flight to quality” will benefit the most competitive companies and reward responsible behavior. It was often the “build fast and sell fast” developments that were the worst offenders with regard to energy efficiency and environmental safeguards.

New countries’ accession to the European Union and resultant legislative changes has increased the strategic outlook of higher quality construction and companies aligned with sustainable construction objectives and capabilities. Companies are improving their capability while leading international companies have entered new markets bringing an increased level of professionalism but also the possibility of a larger scale of negative impact. From a green building perspective, there is a significant increase in awareness of managers and the business community of green issues and the importance of energy efficiency.

A growing number of corporations have required, as a condition of occupancy, better, healthier and more energy efficient and environmentally friendly buildings. Both client requests and projects that require private, voluntary certifications such as DGNB, LEED, BREEAM, HQE and others have significantly increased. Today these requests for certification recognition are spreading from the international real estate world to the local markets. The effectiveness of such rating tools in exciting the competitive streak in developers and investors and raising the bar will bring many more buildings at the top ten percentile of the rating tools (LEED Platinum, BREEAM Outstanding, etc.)

These developments and regulatory changes described below will ensure that the market for green buildings will increase significantly. In addition, increasing awareness of the benefits of sustainable construction creates a significant opportunity for achieving success with the most rigorous performance standards of the voluntary rating tools.

regulatory environment

At the European level there is a clear shift towards encouraging a green economy as a high priority solution for overcoming the general economic crisis, increasing energy security and for mitigating climate change. Over

the last five years, Europe has reshaped major existing policies and set more ambitious standards that must be reached by the Member States in the immediate years to come.²

The recent strengthening of both EU's "Energy Performance in Buildings Directive" (EPBD) and "Energy Efficiency Directive" and the common European objective to transform it into a stronger tool for encouraging energy efficiency in buildings is also a good sign that improvements in general construction practice will be made in the near future. The improved Directives set new milestones that are to be implemented by each Member State and are intended to assure the development of a significant market for energy efficient buildings over the next 10 years.

At an international level, the World Green Building Council, national GBCs, UNEP³, World Business Council for Sustainable Development, the International Energy Agency, and other organizations are endeavoring to elevate the importance of buildings in efforts to mitigate greenhouse gases. The "post-Kyoto" conferences occurring in Copenhagen, Cancun, Durban and Doha all failed to reach a global climate agreement but have dramatically increased the awareness of governments and business regarding the impact of buildings on greenhouse gases emissions and highlighted the opportunity of buildings as the "low hanging fruit" of climate change mitigation.

importance of Construction21: international

The challenge to significantly improve the energy, environmental and economic performance of the construction, property and related industries is a systemic one. The discussions and future decisions require an ability to engage a wide variety of important industry actors from architects and engineers, to bankers and real estate consultants, to policy makers and government leaders, to products, materials, services and technology providers, to researchers, teachers and students. It is also essential to address all aspects of the building cycle including design and planning, financing, construction, operations, and demolition (or preferably de-construction) as well as all stakeholders from tenants and households to owners and investors and citizens of each and every community.

Collective Intelligence is the antidote and will provide the momentum and optimal forum to address the challenges a highly fragmented, diverse, and geographically widespread construction and property industry faces in the effort to shift toward a sustainable built environment.

The power of information technology gives us incredible tools to provide information, send messages, provide feedback, and connect one on one or one with many. It is, however, essential that the chosen tool be supported by expert organizations who 1) understand the sustainable construction topic and the complex market interactions that must occur 2) are independent of a particular approach yet dedicated to the necessary level of positive transformation that must occur and 3) can provide a suitable base of informed and engaged participants to demonstrate the tool is of sufficient influence and credibility to ensure commitment and participation of users of that tool. Construction21: international has those qualities due to the careful

² While the parameters of "Europe" are defined for purposes of Construction21 international as the whole continent of Europe, the legislation of the 27 (soon to be 28) member states of the European Union are highlighted here as 1) they represent, by far, the largest economies of Europe and 2) the European countries currently outside of the European Union are often inspired or encouraged by the EU Directives as they aspire to join the EU or find matching legislation beneficial for promoting trade relations and remaining competitive within the trading area.

³ The United Nations Environment Program – Sustainable Buildings & Climate Initiative is, perhaps, the most relevant.

selection of founding partners and their demonstrated success in their national markets and on the European and international stage as Green Building Councils, technology universities, business associations, and as an information technology provider with demonstrated success in sustainable development communication tools.

While the Green Building Councils have been phenomenally successful in transforming markets across the globe, they remain impeded by the challenges of forming and developing a Green Building Council in many nascent green building markets. The World Green Building Council wisely requires aspiring national groups wishing to form and establish a national Green Building Council to demonstrate independent and substantial progress in their operations and mission thus ensuring only strong organizations emerge in this important function. There is, however, a challenge in that many of the countries in most need of a capability to address the systemic challenge of promoting greener buildings have in place many barriers that inhibit aspiring groups from making progress. They challenge to become an effective association in the timeframe and in the level of capability necessary to address the critically urgent need to substantially reduce the negative environmental impact of the construction and property industries. Construction21: international delivers information seekers a cost free, information-rich knowledge sharing tool that is customized to the needs of the sustainable construction topic. It combines the best of both local and international sharing of best practices where practitioners can easily find construction ideas in climate zones similar to their own and be inspired by their peers.

Early advocates in nascent markets can use the construction21 tool to progress the theme and build the momentum and critical mass necessary to drive change and later establish “bricks and mortar” institutions such as a Green Building Council or other effective local advocacy groups as resources and market conditions develop. In mature markets, where Sustainability and Energy Efficiency in Buildings is a national issue, the proliferation of commercial and non-commercial initiatives may lead to market disorientation and weak progress into day to day operations. The market players will consider the environmental shift a headache and will refrain to commit into action. In these particular countries, the set of information presented by the tool may just pave the way to a good comprehension of tools and achievement the market can demand and undertake.

For green building solution providers, Construction21: international provides an effective way to reach across borders to cross-pollinate ideas, technologies, products, and services. It is a powerful tool for European convergence and can pave the way toward a “European Building Performance Declaration” through transparent report; achieving the heretofore unachievable ability to explore actual performance across the continent.

operational plan

general approach

governance – The Construction21: international network is organized as a non-profit international association subject to the conditions of the Articles of Incorporation and code of conduct signed by each National Chapter. The Construction21: international team will ensure that the development of the C21i network follows the intent and specific instructions of these documents and the expressed will of the Board of Directors and the General Assembly.

All of the founding Chapters of Construction21: international strongly believe it is essential to maintain credibility, independence, and inclusiveness to achieve the desired role as the preeminent international knowledge sharing network for sustainable construction. Ideas will be accepted from many sources but will be studied within an established Committee structure and decided upon by the Board of Directors or by vote of the General Assembly as defined within the Articles of Incorporation and future board resolutions.

building the right network at digital speed - The Construction21: international team and the National Chapters have built substantial networks of informed and influential members of the building community, hosted numerous international events and training courses, produced influential building research, and participated in international, regional and national level sustainable construction initiatives. In addition, media partnerships, government relationships, and close collaboration with the business community and relevant NGOs have been established. The accomplishments will be essential to the successful growth of the C21i network and these strengths will be employed with energy.

The C21i network must be multi-disciplinary yet provide useful content for specialists, it must incorporate grass roots content but not be overwhelmed by commercial interests, it must introduce international best practices yet remain locally relevant, it must incorporate systems thinking and scientific measurement yet be accessible to a variety of non-technical stakeholders, and must support ambitious goals for sustainable construction performance yet be inclusive of other viewpoints. This is, without a doubt, a significant challenge but is understood and prepared for by the Construction21: international team and the participating National Chapters who have created the network and have positioned it for future success in this challenging mission.

technical and social innovation – The Construction21: international network must provide a stable and scalable platform to reach its intended target of building practitioners around the globe. It must also provide ongoing enhancements to ensure the technology platform is providing a best-in-class experience for the user. It must also accommodate new features that are deemed essential by management and the Board of Directors to accomplish its mission.

The ability of Construction21: international to provide many more people with high quality, easily accessible information and inspiration will improve and accelerate the transformation of the building industry globally. New thinking and new social development models that allow organic and rapid development will be employed by the C21i team and the National Chapters.

education - The Construction21: international network will be an efficient and effective tool to dramatically expand the accessibility and quality of green building education; particularly in nascent markets. In addition to the obvious contribution of the substantial body of knowledge delivered by the online content, the network will be used to organize and promote high quality training with the direct participation of the National Chapters and Communities.

In addition, one of the two proposed co-Directors⁴ of the Construction21: international network, was recently elected Chairperson of the Europe Green Building Council Network's Education Taskforce. This selection was based on the demonstrated success and applicability of an open source green building education program that accommodates multiple internationally recognized green building rating tools, ensures local relevance, while providing exposure to international best practices. This education platform allows for local ownership and critical revenue streams to be retained by each National Chapter or Community. This open source education platform would be made available without cost to Construction21: international network Chapters and Communities as an optional tool. Given the close connection C21i and the Green Building Councils will have, it is anticipated that the C21i network will have substantial opportunities to collaborate and get training designed, created, and implemented through National Chapters and supporting organizations to Green Building Councils and vice versa. Furthermore, the Founding C21i Chapters include Universities with strong training content that can also be delivered via the C21i network expanding the reach of the Universities' research and teaching capabilities and creating a potential revenue streams and cost recovery for these institutions.

policy communication – in the recent past and heavily expected in the coming years will be the significant need for the business community, national and local policy makers, and other stakeholders to be informed and analyze and fully enact the provisions of significant new policies targeted to address energy and natural resource scarcity, climate change, and many essential and highly urgent objectives. The Construction21: international team will ensure a significant initiative to educate about policy initiatives and Directives of the European Union; affecting both its most ambitious member states and those requiring significant assistance in reaching the intended targets. Furthermore, the C21i network will endeavor to prepare all countries of the European Union and in Europe as a whole to embrace the highest standards of sustainable construction on the merit of the substantial contribution these standards will serve to the countries' collective benefit. The experience and well designed C21i platform can, of course, readily accommodate and pursue a similar mission for countries outside of Europe seeking similar improvement in their building performance standards.

⁴ Steven Borncamp was elected as Chairperson of the Education Task Force for the Europe Green Building Council Network.

detailed plan of activities

To fulfill its' objectives, the Construction21: international team will deliver the following set of activities:

governance:	outcome / notes
organize the required meetings of the Board of Directors and Annual General Meeting of the General Assembly as required by the Articles of Incorporation and subsequent board resolutions.	all meetings sufficiently scheduled and held.
provision of Administrative Services to document items discusses, issue resolution, and decisions of the Board of Directors.	meeting minutes and other documentation issued within 5 business days of respective meetings.
gather feedback on governance performance of the C21i network from the user community	conduct one annual survey from registered users

building the network –events & promotion	outcome / notes
develop, organize, promote and deliver an annual C21i network summit to provide the Construction21: international team and Board of Directors to undertake their planning and governance duties and provide Construction21: international members a chance to interact .	Schedule to be determined
optimize Construction21 contents dissemination on internet at international level, especially on other social media	Create C21 international accounts on twitter, FB, LI, Viadeo and Xing with automatic feed + 15 specific campaigns/year Develop permanent links with 10 external websites Create a widget to facilitate new users recruitment by current users
organize an annual green building awards	Schedule to be determined
participate in large events to present Construction21: international	deliver 5 events by December 2013 deliver 10 events by December 2014
organize a booth presence at a Construction, Real Estate or related industry trade show	deliver 1 events by December 2013 deliver 3 events by December 2014

organize significant exhibit in Virtual Sustainable Construction Trade Show	deliver 1 event by December 2014
develop collaboration with local and European media outlets to promote Construction21: international and National Chapters	be covered in at least 10 articles published by relevant and influential media organizations in 2013; 20 in 2014

building the network: support for national chapters	outcome / notes
assist National Chapters and Communities in obtaining sponsorship for their national platform.	deliver or significantly assist in the delivery of an average of one annual national sponsor per C21i Chapter.
develop and facilitate sharing of useful tools for obtaining and signing sponsors	develop 5 significant documents related to business development accepted for use by the C21i network

building the network: team communication & knowledge sharing	outcome / notes
organize conference calls to articulate plans, gather feedback, share knowledge, and administrate the C21i network	host 11 scheduled conference calls per year and organize ad hoc calls for critical issues requiring full network attendance as necessary
maintain Construction21: international network community for posting and online interaction regarding internal management of the network	all C21i communication including updates, critical issues, etc. are directed to this C21 Community.
Organize the creation of a FAQ fed by all chapters to help current and new chapters teams to optimize the management of the local platform	FAQ database for Construction21 users and C21 websites managers

policy communication:	outcome / notes
provide credible information on European policy related to sustainable construction to the C21i network	provide a total of 16 articles in 2013 and 24 in 2014 to the international platform

technical and social innovation:	outcome / notes
provide necessary analysis, budgeting, design, testing, implementation and support for new C21i features approved by the Board of Directors	ability for the International team, National Chapters, and Board of Directors to understand and implement new features in a timely manner within budgetary constraints.
manage an effective process for communicating technical request – both new features and fixes	ensure technical request system is understood and utilized by all National Chapters
gather feedback on usefulness and mission focus of the C21i network from the user community	conduct one annual survey from registered users
<i>Network international development</i>	
Create new Construction21 Chapters and Communities	Recruit 3 new Chapters by December 2013 and 6 new Chapters and 10 Communities by December 2014
develop Community content and significant interaction	develop a minimum of 3 Communities where each produces a minimum of at least 15 transactions (articles, events, case studies, etc.) per month

educate: facilitation of Green Building Education	outcome / notes
provide the necessary platform to allow access to high quality green building education to new markets	a minimum of three countries begin operating a sustainable construction education program for a minimum of 10 full day courses per year in each country.
facilitate training for nascent green building markets	deliver 10 courses in both 2013 and 2014 in new markets chosen by the C21i team and confirmed by the Board of Directors
expand countries ability to host a best-in-class training database. Construction21 France is operating a training database and is willing to develop the platform with interested C21i Chapters.	design, implement and commission at least one training database for a National Chapter
link training course curriculums to the Construction21: international network's repository of case studies	identify case studies in each existing National Chapter and the new country Chapters (or Communities)

organizational structure of the Construction21: international

governance and management structure

The C21i network will operate under the governance principles established by the Articles of Incorporation of Construction21 AISBL. The management team will be led by two “co-Directors – Construction21: international” who will be appointed by the Board of Directors of Construction21 AISBL and receive the guidance of a senior advisor.

the Construction21: international team

senior advisor: IFPEB, Cédric Borel

Main responsibilities

- European Commission and international organizations relations in collaboration with co-directors
- guidance with decision making.

co-Director – Construction21: international - Veronique Pappé

main responsibilities

- strategic marketing;
- information technology projects management (interaction with CIRRID);
- formation and administration of Committees (e.g. Scientific committee and thematic workshops)
- training course database (of C21 France) promotion to interested partners
- operation of C21 International (Paris office) and international relations.

co-Director – Construction21: international – Steven Borncamp

Main responsibilities

- knowledge sharing among Chapters;
- team communication;
- green buildings awards program;
- accounting / finance;
- legal;
- C21i official meetings and documents management;
- operations of C21 International (Bucharest offices).

shared responsibilities of both co-Directors:

- international communication;
- C21 training for New Chapters;
- New Chapters development;
- partner sponsorship for International Platform;
- daily management of the Construction21.eu platform to ensure implementation of this strategic plan, the future instructions of the Board of Directors and to facilitate fluid interactions with the National Chapters & Communities;
- assistance Finding Sponsors for New and Existing Chapters for local Platforms;
- other Supporting Partners identification and Recruitment.

executive assistant & partner relations– Construction21: international (Paris)

- assists co-Director in performing duties;
- ensures the daily update of the international platform (information boxes, banners, specific pages).

executive assistant & project specialist – Construction21: international (Bucharest)

- assists co-Director in performing duties;
- prepares content and assists Chapters in preparing international content.

The co-Directors, senior advisor, and National Chapters and Communities will be assisted by a team of qualified persons in the following functions. The roles will be shared across various organizations in the first and second year to minimize cost and obtain efficiencies of scale. Existing resources – having worked with C21i partners and Green Building Councils throughout Europe - are very experienced in the relevant skill sets, immediately available and eager to participate in C21i.

Detailed descriptions of each role are as follows:

manager of finance & green office (operations)

- supervises the office processes;
- responsible for all aspects of accounting and management reporting ;
- analyzes, implements and promotes an exemplary “green office” program;
- 25% of costs incurred by RoGBC.

project specialist - training coordinator

- administers training programs, manages related web content and printed documentation;
- assists co-Directors in introducing the training courses to new C21i Chapters and Communities if appropriate;
- point of contact for students and trainers;
- provides office administrative support as needed;
- 25% of costs incurred by RoGBC.

In addition to the above resources, Construction21: international will collaborate closely with existing resources of the various relevant organizations, including Green Building Councils of Europe. These include:

accounting

- responsible for designing an appropriate accounting system and procedures, implementing this system, training relevant staff on these procedures;
- booking accounting transactions to record the business activities;
- preparing Financial Reports for statutory and management needs;
- assist external auditor with informational needs for the yearly audit of financial statements;
- 25% of costs incurred by RoGBC.

external auditor

- audits the financial reports and underlying transactions related to Construction21: international to ensure they conform with accounting norms, legislation, and proper reporting principles. The role should be proposed by the C21i Board of Director elected as Treasurer and approved by Board of Director resolution.

role of National Chapters and Community teams

The essential roles of the persons and teams leading the national development of the Chapters and Communities of the Construction21: international network will be defined in detail in a licensing and management contract between each Chapter or Community and the Construction21 AISBL.

An indicative but non-exclusive list of activities to be performed by the National Chapters and Communities include:

At local level:

- update and encourage user activity daily on their national platform
- develop or facilitate development of relevant content;
- assist and train local users and partners
- implement common events decided with the Board on their local platform;
- solicit supporting organizations to sponsor National Chapters;
- promote their national portal via marketing and communication actions at a national level; especially towards other social networks.

At international level :

- translate, moderate and publish content (case studies, news) on Construction21.eu;
- participate to committees of the Construction21: international network;
- participate to international communication actions decided with the Board on behalf of the international network.

the value to founding and future members of the Construction21: international network

The benefits of the Construction21: international network and the efforts of the associated, proposed management team include the following:

Comprehensive assistance getting each National Chapter funded with local sponsors - It is obvious that the C21i network's collective success is reliant on the success of each partner. Knowledge sharing, introductions of potential sponsors, etc. will be delivered to each Chapter.

No financial risk for National Chapters - The consensus of the Founding Partners is that - while they are willing and able to undertake the technical fee to maintain and develop the platform - they do not intend to pay a fee to an international organization to manage the business of the platform. Thus, the C21i team will undertake the operations and funding of this part of the network (as described in the budget) at their own risk. There will be no invoices sent to National Chapters.

Significant revenue streams identified - The strategic plan identifies key areas the C21i team believes can translate into significant revenue being delivered to the National Chapters. This includes Education; where all of the Founding Partners have training assets that can utilize the C21i network to create revenue or reduce costs by spreading their initial investment across new opportunities.

Awards program - The local and international Construction21 platforms are designed to facilitate case study entry, facilitate ease of jury adjudication, and provide a badly needed ability to scale up a truly global green building awards program. In addition, close relations with leading Green Building Councils provide an important link to existing (or soon to be) awards programs.

Direct financial support for National Chapters participation in events - The strategic plan recognized that, especially in the beginning, it will be essential to provide financial support to National Chapter representatives to travel to C21i events (board meetings/summit, awards, etc.). Resources are directed specifically in the budget to deliver this.

Ancillary Revenue - In addition, the C21i network will provide Ancillary Revenue including a proposed Virtual Trade Fair in which the operator will provide sponsorship of the Construction21: international network and share revenue with Chapters in return for being the authorized partner for this event.

Deliver the "Network Effect" - Each new C21 Chapter or Community will dramatically increase the credibility, influence and desirability in the eyes of global sponsors, of the C21i network and its chapters. The proposed C21i team has extensive experience with and proven success in identifying and developing green building communities around Europe and, in particular, in previously difficult to reach areas.

Provide the "economies of scale" necessary to continue technical development - Construction21 is an excellent tool today but to get the necessary resources to expand the functionality, we must have more partners and Chapters.

It is essential to the future success of Construction21 that Chapters, sponsors, partners, and, most of all, the user community feel that they are working in an online environment that will continue to be supported; both technically and organizationally. This strategic plan will deliver just such assurance.

funding Construction21: international

For its initial year, C21i will employ a simplified funding structure designed to execute effective actions utilizing a “light footprint” of an organization. Based on mutual agreement of the Chapters, the creation of a more robust physical presence may be requested which would potentially require a significant change in the structure.

The target for calendar years 2013 and 2014 is to be a self-funded campaign relying on:

- sponsorship from C21i supporters
- development fees from new Chapters and Communities
- education sponsorship and cost recovery
- ancillary revenue from events and other initiatives
- cost savings to C21 Chapters resulting from knowledge sharing and co-development of effective tools to develop C21i more thoroughly

This campaign will develop by September 2013 all of the conditions to establish a comprehensive, financially viable C21i network in Europe. C21i is expected to begin signing and collecting money and commitments from sponsors for the post-IEE funding period so that the necessary cash resources are available beginning in May 2013.

Success in this endeavor will be a function of:

- registered users and service, product and technology providers suitably engaged with C21i;
- credible and useful content (including case studies, products, articles, etc.) being uploaded within the international platform and national chapters.
- success of additional revenue streams including training, awards programs (proposed) and virtual trade exhibitions (proposed).

Details of each revenue stream are listed on the following page:

sponsorship from C21i supporters

The Construction21: international will solicit sponsorship from 5 main sponsors. The 30K EUR annual sponsorship includes:

- supporter's logo on the prominent partner page of the European Construction21.eu platform;
- supporter listed as sponsor with access to private country partner meetings at Annual Construction21.eu summit held at Europe's most successful sustainable construction events; ability to make a presentation within the summit;
- complimentary premier exhibit booth within a European Virtual Trade Fair.
- position on the Advisory Board to discuss future strategy, features, and initiatives of Construction21.eu;
- 8 hours of strategic guidance from the Construction21.eu executive team to assist your company in maximizing the success of our partnership;
- two private 2 hour training sessions for your designated team members to assist with gathering and entering of case study information to display your or your customers' exemplary sustainable construction projects;
- access to the platform's performance statistics reporting tool to provide Key Performance Indicators (KPIs) to understand and optimize the results from the platform;
- participation in national partner meetings;
- priority assistance with inquiries and requests regarding Construction21.eu.

development fees from new Chapters & Communities

While the Construction21: international platform can be accessed internationally, it would benefit from official engagement with organizations interested to develop the network within their country.

- develop a native language separate platform similar to those developed by the existing National Chapters. This implies a fee paid for technical development, orientation, training and guidance delivered by the Information Technology operator and the C21i team.
- develop an official C21i Community page within the International Platform. This implies a fee paid for development, orientation, training and guidance from the C21i team. It may also imply additional technology additions linked to the level of specific developments with necessary costs negotiated with the Information Technology Operator.

education sponsorship and cost recovery

The Construction21.eu will further achieve its intended mission by taking proactive steps to bring accessible, high-quality training to nascent green building markets and can be utilized in well established green building markets to reach new participants. Many of the Founding National Chapters as Green Building Councils or Universities have very strong training assets and can quickly and competently deliver training via the C21i network. Providing a training coordination service to new markets can both provide a needed service for new markets and allow for cost recovery on behalf of the C21i network as the training coordinator role costs could be shared with new organizations seeking training delivery and coordination.

ancillary revenue from events and other C21i initiatives

A strong and credible C21i network creates numerous opportunities for creating value and generating revenue for the network, its National Chapters, and supporting organizations. Some future initiatives will be developed over the course of the operating period. Others have been presented as items to consider for immediate launch within the C21i network.

Ancillary revenue opportunities include:

- provision of content or expertise for organizations, events or other initiatives for organizations requiring C21i assistance;
- organization of green building awards using the C21i network (PROPOSED);
- partnership with virtual trade fair that includes revenue sharing for the C21i network and participating National Chapters and Communities.

cost savings to C21 Chapters

While not specifically a revenue generating activity, the cost savings and efficiencies delivered to the National Chapters from knowledge sharing and co-development of effective shared tools will be significant financial resource for the C21i network.

risk and contingency plans

low response for sponsorship

There is currently strong evidence of increasing interest in the sustainable buildings market in Europe. If, however, demand for becoming a supporter of Construction21: international network is lower than expected, this would negatively affect the resources of the network and its ability to fulfill the proposed objectives in this plan.

Mitigation: The proposed C21i team can scale back the level of activities requiring investment such as the awards program, training facilitation in new markets, and human resources invested in the C21i activities. Scaling down some activities and re-prioritizing based on the decisions of the Construction21 AISBL Board of Directors will reduce the necessary financial resources expended to match lower than expected sponsorship. Other income sources such as financial grants from supportive organizations may also be solicited. The C21i team also believes that growth could be maintained with less investment but, obviously, not at the same rate.

low demand for training

The proposed C21i team believes the recent European trend of moving beyond energy efficiency into healthy buildings, smart cities and more disclosure of and consideration of the toxicity of building materials creates demand for training facilitated by C21i and delivered by its Local Chapters. A lingering recession in most of Europe (and deep recession in some countries) may prevent otherwise willing persons to attend the training or discourage them from paying the fees necessary to deliver quality training. A basic understanding of the need for sustainable construction education may not be present in enough markets to drive curiosity and student enrollment.

Mitigation: Existing organizations – such as Green Building Councils and other networks - in Europe can be utilized to inform and promote the sustainable education to a large group of building professionals. The ability to offer a less costly, alternative path to get involved as a Construction21 official Community can offer these organizations an effective and in place recruitment tool for improving course delivery. In addition, some of the expenses related to Training Delivery are directly correlated to the revenue earned (catering, materials, etc.) and thus lower revenues will also mean lower expenses. Although not a preferred choice, courses can be canceled or rescheduled if the necessary student registrations are insufficient to make the course financially viable.

competition from other sustainable construction information sources

The C21i team and the Founding Members believe that the Construction21: international network will be the source of choice for building professionals interested in the topic. Today, however, it is very easy to establish an online network (e.g. via LinkedIn, Facebook, or a myriad of other social networks). Additional online sources could create confusion and lack of support for the Construction21: international network.

Mitigation: The C21i team believes the technical architecture of the Construction21 International and Local Platforms – designed by expert organizations in sustainable construction – will ensure the platform is better able to manage the demands of building case studies, products, and other key needs of the building community.

budget – Construction21: international – May 2013 – Dec 2014

revenue	NOTES	May - Dec 2013	2014
main sponsors	5 @ 30,000 / year	112500	150000
development fees from new Chapters and Communities	3 Chapter Development efforts @ 5000 / year (2013); 6 Chapters + 10 Communities @ 1000/year (2014)	15000	40000
education sponsorship and cost recovery	30 courses @ 1000EUR sponsorship / course + 250EUR cost recovery for training coordinator	37500	37500
ancillary revenue from events and other initiatives	proposed virtual trade fair, proposed award program, etc.	30000	60000
technical fee collected on behalf of Information Technology Operator ⁵	7 Chapters @ 5500EUR / year 2013 10 Chapters @ 5500EUR/year 2014	38500	55000
TOTAL INCOME		233500	342500

expenses (summary)	May - Dec 2013	2014
TOTAL TEAM COMPENSATION + RELATED TAXES	120000	180000
TOTAL GENERAL AND ADMINISTRATIVE EXPENSES	66260	93040
TOTAL GOVERNANCE EXPENSES	11525	14000
TOTAL EVENTS / PROMOTIONAL / CHAPTER SUPPORT EXPENSES	15700	31900
TOTAL TRAINING DELIVERY EXPENSES	19500	22000
TOTAL EXPENSES	232985	340940

net change in assets (profit or loss)

515	1560
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⁵ This fee is a “pass through” fee as it is collected then paid to the Information Technology Operator

expenses (details)

Compensation & Related taxes	NOTES	May -	
		Dec 2013	2014
Core Team / Shared Compensation / Related Taxes (PARIS)	3 persons with shared costs	60000	90000
Core Team / Shared Compensation / Related Taxes (BUCHAREST)	5 persons with shared costs	60000	90000
TOTAL COMPENSATION + RELATED TAXES		120000	180000

General & Administrative Expenses	NOTES	May -	
		Dec 2013	2014
office supplies (including small value inventory)	2FTEs X 75EUR/month	1200	2700
rent, utilities, maintenance	850EUR/month for Paris & Bucharest	13600	20400
office protocol (coffee, etc.)	2 FTEs X 35EUR/month	560	840
IT expenses	2FTEs X 75EUR/month	1200	1800
telecommunication (including web conferencing)	2FTEs X 75EUR/month + 2000EUR web conference	3200	3800
financial reporting / external audit		7500	7500
bank fees	10EUR/ transaction	500	1000
technical fee paid to Information Technology Operator for maintenance of Construction21 International and Local Platforms ⁶	7 Chapters @ 5500EUR / year 2013; 10 Chapters @ 5500EUR/year 2014	38500	55000
TOTAL GENERAL & ADMINISTRATIVE EXPENSES		66260	93040

⁶ This expense is offset by the technical fee collected from each Local Chapter which is listed in the revenue section.

Governance	NOTES	May - Dec 2013	2014
travel for Chapter representatives to Annual General Meeting	1 meeting for 7 persons + 1 legal admin (2013) and 10 + 1 persons (2014) @ 750EUR / meeting	6000	8250
venue rental & catering	1 meeting @ 75EUR/person	525	750
legal counsel		5,000	5,000
TOTAL GOVERNANCE EXPENSES		11,525	14,000

Events / Promotion / Chapter Support Expenses	NOTES	May - Dec 2013	2014
publicity materials (paper, print advertising)		6200	3400
travel related to conferences/tradeshows = 10 minus 2 home events minus 2 paid travel(2013 and 2014);	750EUR per conference	3000	6000
compensated travel for recognizing C21 members / award recipients	1 events X 2 persons (2013) and 18 persons (2014) @ 750EUR/ person (2014)	1500	13500
awards communication	Logo, mini-website, widget, ads on websites	3000	3000
tradeshow booth (shared with local partner, GBC, etc)	1 events (2013) and 3 events (2014) @ 2000EUR/tradeshow	2000	6000
TOTAL EVENTS/PROMOTION/CHAPTER SUPPORT EXPENSES		15700	31900

Training Facilitation & Delivery Expenses	NOTES	May - Dec 2013	2014
venue rental + catering	45EUR per attendee	4500	4500
travel related to training courses	10 courses @ 750 EUR / course in 2013 and 2014	7500	7500
trainers fee	750EUR per day (2013); 1000EUR per day (2014)	7500	10000
TOTAL TRAINING FACILITATION & DELIVERY EXPENSES		19500	22000

Annex 1 – profiles of proposed key resources

Cédric Borel Cedric Borel began his career in 1998 in the SNEF Company in Portugal as a business manager for electrical works and manufacturing of electrical goods. Appointed head of the unit in 2002, he was appointed to the upper management of France Southern operations in 2005. In charge of business recovery and development of green solutions, he developed complex offerings around energy efficiency in buildings and renewables. As special Adviser to the Regional Southeast Director at CEGELEC, he managed a global progress for the company in the same them.

In 2008, Cedric Borel became CEO of the French Institute for Performance Building (IFPEB), developing a program of collaboration between members, a consultancy program and policy interventions. He was an initiator of the CONSTRUCTION21 project and a member of the Board of the French National Green Building Plan which included being an active participant in determining the Energy Performance Contracting reports and Energy Performance guarantee. IFPEB is the official organization promoting better legislation for market transition and a radical cut in national greenhouse gas emissions in the building sector at the French National Assembly and is involved in a range of international and European organizations or movements. Cédric is an engineering graduate of the Grand Ecole des Sciences de l'Information et de l'Energie (Supélec); a leading French engineering school.

Veronique Pappe provides significant expertise in web marketing, information technology, management and sustainable buildings.

Ms Pappe has been strongly committed to accelerate the transformation of the building sector to green since 2008, when she chose to put her marketing experience to the service of the sustainable building sector. She is currently the head of the Construction21 consortium, leading the nine European partners chosen to develop this Intelligent Energy Europe project for 18 months. Ms. Pappe's results included utilizing her management, IT, and marketing experience to launch seven Construction21 platforms well adapted to the building professional's needs across Europe with multi-lingual capabilities and advanced technical features.

In addition to the highly successful launch of the French Construction21.eu platform development, she succeeded in mobilising the profession, getting the support of the main national stakeholders and generating the individual registration of over 1200 influential building practitioners within the first few months of operation.

Veronique was previously a consultant in sustainable urbanism to local public officials. She has also provided web marketing advice to the French building media group *Le Moniteur* and to a real estate eco-project. The first part of her career was dedicated to marketing; practiced in different cultural goods companies. She has created new chain stores dedicated to cultural products for kids (Fnac). She has developed web and mobile marketing campaigns for the 3 million French customers of the Bertelsmann book branch and has managed the renewal of the group customer IT system in an international context.

Véronique is a graduate of the Rouen Business School and holds a Masters in sustainable building and urbanism.

Steven Borncamp provides significant expertise in technology, management and sustainable construction.

Mr. Borncamp was an early advocate of sustainable development and socially responsible business having joined in 1993 the First Affirmative Financial Network - one of the pioneering investment companies in sustainability in the United States. In 2005 he founded EcoNavitas (formerly SOPOLEC) an innovative business and technology consultancy company dedicated to supporting and growing environmentally responsible businesses. Through prior work at EcoNavitas, KPMG Consulting and BearingPoint he has provided strategic advice and managed complex business, technology, and knowledge management projects for leading companies across the Central and Eastern European region and throughout the United States. He has presented for conferences including “Collaborative Tools: Solutions for Improving Efficiency”, “Building a Culture of Knowledge Sharing”, and “The Innovative Workplace”.

Steven has assisted the development of seven Green Building Councils and is the Founding President of the Romania Green Building Council. He and his team delivered three "Build Green Central Eastern Europe" conferences, an influential green buildings awards program, and numerous other green building initiatives for the region including in the areas of policy and green finance. He has worked effectively to create a comprehensive and proficient marketplace for green building solution providers. Steve is currently leading four exemplary green building projects and has over fourteen years of successful project management experience. He is currently managing the local implementation and operations of the Romania platform of Construction21.eu and is a contributor to the European platform content.

Steven is the current Chair of the Europe Green Building Council Network’s Education Taskforce working to ensure accessible, relevant and high quality sustainable construction education is available throughout Europe and internationally. He holds a Bachelor in Economics from the University of California San Diego and a Masters in International Relations from Tufts University's Fletcher School of Law and Diplomacy.