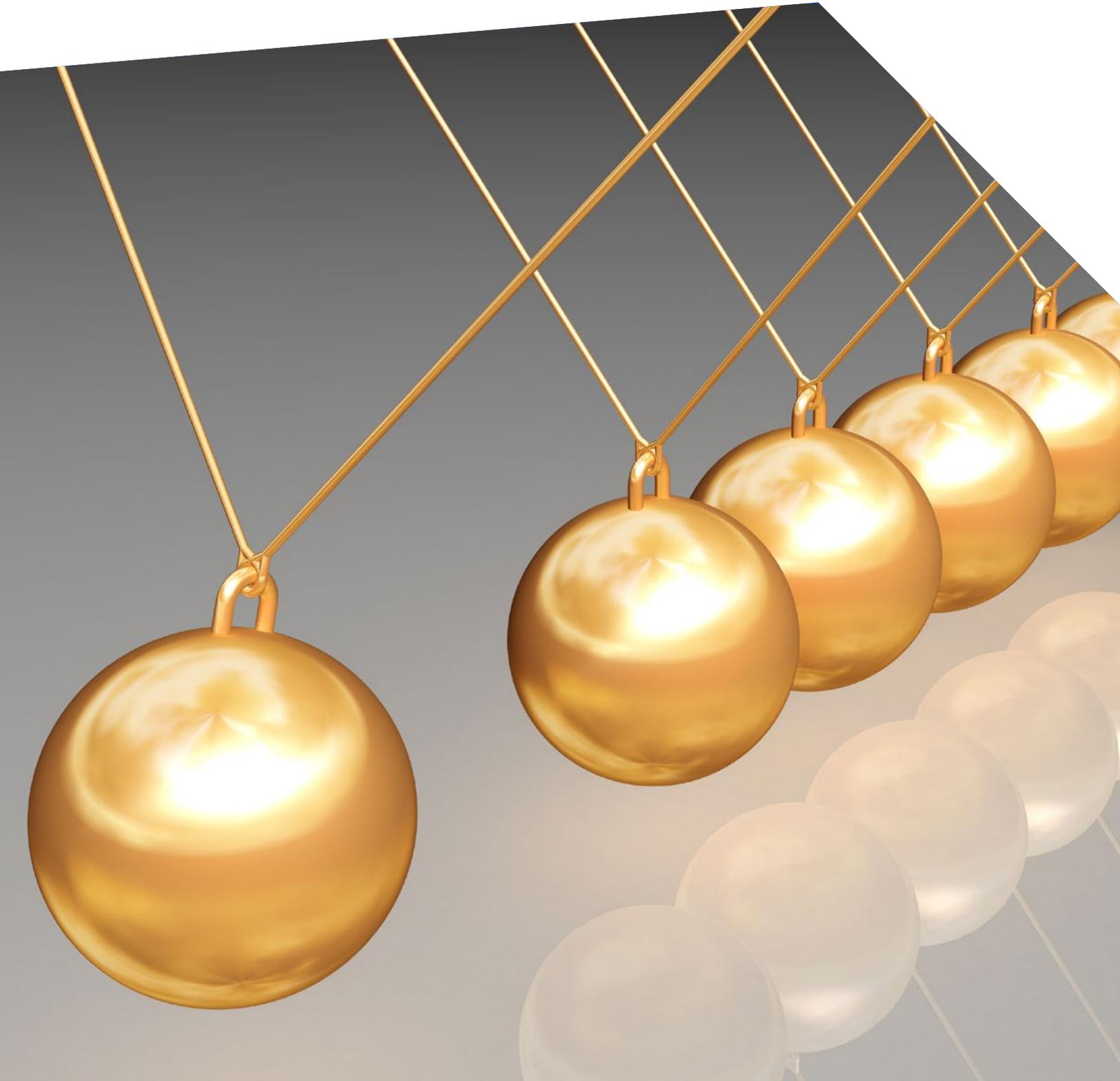


A Decade of Action: The Kickoff

2020 Annual Report





A Letter to Our Partners

The Time for Better Buildings is Now

As we enter 2021, the case for improving buildings is stronger and more urgent than ever. We remain in a global pandemic that continues to challenge old building systems and practices as building owners and operators work to provide safe, healthy spaces. More frequent and intense weather—from scorching heatwaves and wildfires to destructive hurricanes and paralyzing arctic blasts—shows us that our buildings are challenged to protect their occupants and communities in times of need. As we reckon as a nation with our roots in racial inequality, we see widespread inequality in access to clean, affordable, high-performing buildings in the midst of the disruptions. And all of this is alongside the urgent need to eliminate carbon emissions as quickly as possible.

We are one year into a decade that demands critical, widespread action. The path forward requires massive market transformation in how we build and operate the places where we collectively live, work, and play. That requires growth—for IMT and for the real estate, technology, and energy industries that must act to make our buildings serve society. We embraced the disruption of 2020 to push for higher-performing buildings.

Over the past year, IMT's world-class staff, board of directors, and partners united (virtually) to re-envision the role buildings play in daily life. Together, we crafted and deployed next-generation building performance regulation that will drive down carbon emissions from billions of square feet of real estate while also finding opportunity to strengthen community resilience, affordability, and health.

We explored how utilities, real estate owners, and government leaders can come together to support the transition to cleaner energy and a more resilient grid. We worked with real estate leaders across the U.S. to change our common business tools like leases and procurement contracts to create more productive and aligned relationships, and continued to seek ways to not only pilot new approaches to real estate, but also implement them at scale. We remain energized about the opportunities ahead. We are grateful to our colleagues, funders, and partners for our shared success and continued work together.

On behalf of IMT, thank you so much for being part of this journey with us.

Lotte Schlegel
Executive Director



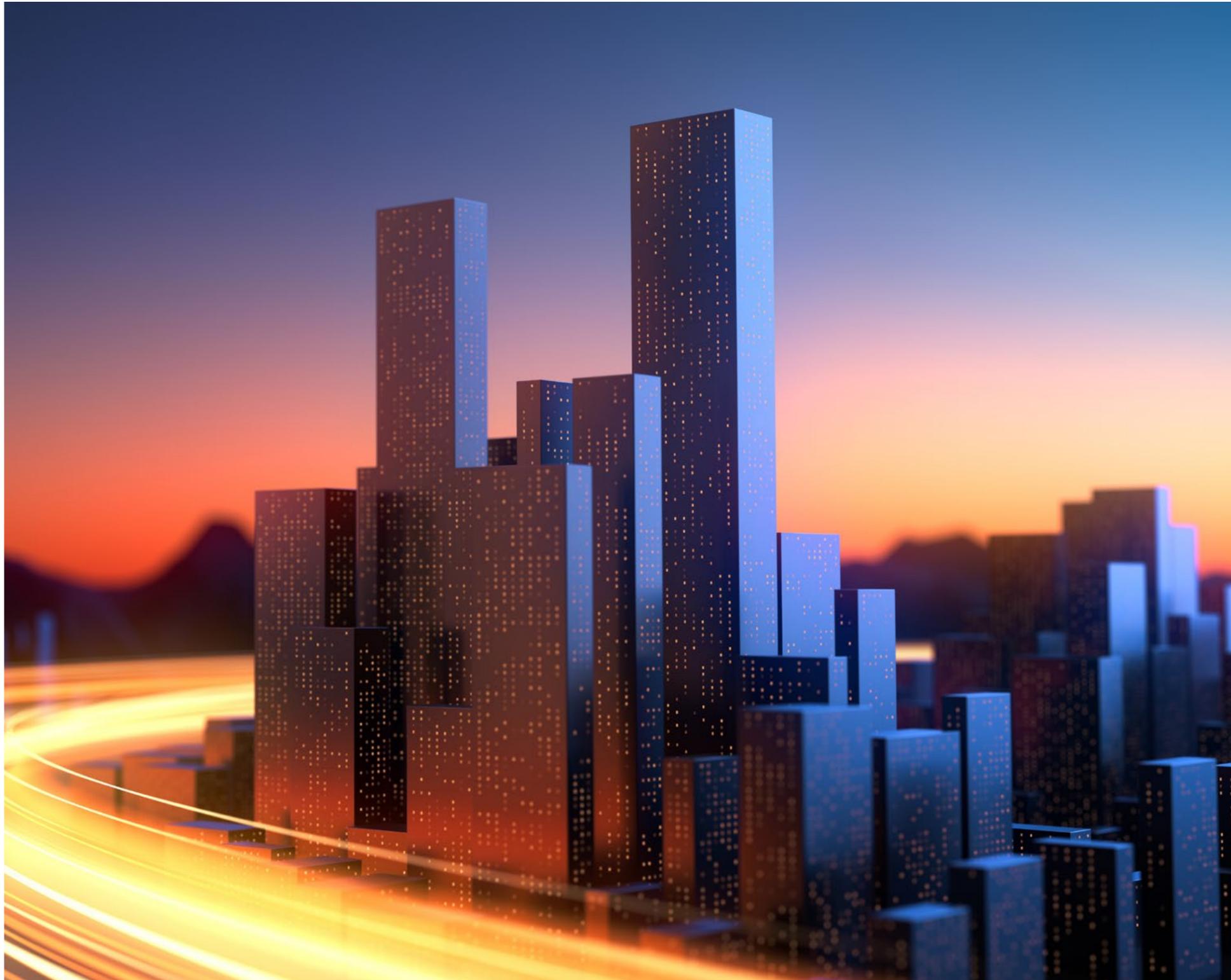
Our Vision: BuildUp 2030

A bold vision to decarbonize buildings and strengthen the equity and livability of American communities.

Buildings are more than windows and walls. They're where we live, play, learn, and connect. And we believe they can do more.

By 2030, buildings must not just provide physical space but also be designed and operated to:

- Reduce and eliminate building carbon emissions
- Support resilience, grid reliability and disaster response
- Promote housing affordability and economic mobility
- Protect the health of the public and building occupants
- Enhance racial justice and gender equity
- Advance fair worker and supply chain action
- Help businesses balance profit and purpose



Our Building Blocks

Equitable, healthy, livable, and resilient cities can only be achieved at scale by raising expectations of how buildings can and should perform.

IMT specializes in identifying and activating the most impactful market interventions to drive action.

- We create next-generation building performance regulation that effectively and affordably caps and reduces emissions from buildings, and helps buildings clean the U.S. energy supply and enrich local communities.
- We spotlight and scale real estate practices and interventions that support the public good by protecting the climate and making communities healthier, more resilient, and more livable.



Our Progress in 2020

Together with our community, government, and business partners, IMT is focused on putting the regulatory and business frameworks in place by 2030 to decarbonize U.S. buildings, ensuring that buildings protect the people in them and the world around them.

Innovate

The critical years from 2020 to 2030 require widespread innovation around how we build, construct, operate, and regulate buildings.

- IMT kicked off 2020 hosting 14 cities to explore the power of [building performance standards \(BPS\)](#) to significantly reduce carbon emissions, and by year's end we were engaging almost a dozen cities to explore how BPS can address community priorities including equity, health, and resilience.
- We formed the BuildUp Business Coalition with 15 real estate leaders to create a transformative framework for commercial real estate that eliminates building carbon emissions while supporting social equality, economic opportunity, public health, and community resiliency.
- We developed [actionable approaches to supporting affordable housing](#) through the BPS compliance process. We partnered with experts in a diverse set of fields such as health, resilience, and workforce development to identify solutions to broaden the definition of building performance.
- We [catalogued](#) how real estate investment trusts and industry leaders across the U.S. were adapting to better serve occupants and communities amid the global pandemic, from repurposing space to offering rent relief and providing direct employee support.
- We emboldened local governments to think about the role of buildings in enabling a fully renewable grid. In partnership with the [Urban Sustainability Directors Network](#), we formed an "Advancing Grid Flexibility for Local Governments" working group to explore the nuances of cutting-edge building-to-grid integration.
- We partnered with the New York City Climate Action Alliance to pioneer model lease language that helps landlords and tenants create a more equitable and collaborative set of lease provisions that are designed to comply with more stringent building performance policies.
- We set the stage with national partners for how local policy makers could influence utility regulation to achieve jurisdictional climate and social equity goals. Additionally, IMT supported coalitions of Minnesota cities and community-based organizations to push Xcel Energy's Upper Midwest Plan to consider the social equity and climate impacts of its resource decisions.

Implement

IMT and its partners use real-world pilots to identify opportunities for refinement and growth.

- IMT continued to build out our expertise, welcoming seven new staff members and two new board members.
- Assisted by IMT through the [City Energy Project](#) and [Bloomberg American Cities Climate Challenge](#), St. Louis passed its Building Energy Performance Standard, becoming the fourth jurisdiction in the U.S. and first in the Midwest to require large-scale reductions of energy use in a wide swath of existing buildings.
- With support from the administration of Mayor Muriel E. Bowser and the District of Columbia Department of Energy & Environment, IMT launched the [Building Innovation Hub](#), a central resource to connect building industry professionals in and around Washington, DC to create and operate high-performance buildings and comply with the District's Building Energy Performance Standard. We scaled this effort by securing funding to pilot a similar hub for the real estate communities in St. Louis and Kansas City, Mo., in partnership with Climate Action KC, Elevate, and USGBC Missouri Gateway Chapter, which will launch in 2021.
- NYSERDA and ComEd® joined Energy Foundation to fund demonstrations of Very High Efficiency (VHE) HVAC, a new systems approach to HVAC. Kicking off in 2021, this work will build upon a successful pilot in the Northwest U.S. that showed how these highly efficient systems can deliver an average of 70% energy savings and 100% highly filtered outdoor air, while enabling electrification of gas heating systems without increasing demand on the grid.



Replicate

With experience in hand, IMT and its partners identify pathways to scale the most promising real estate interventions and solutions.

- IMT launched imt.org/bps, which hosts an ever-growing suite of resources to help local government leaders, real estate owners and practitioners, and communities understand the potential of building performance standards, including recommendations for best practices.
- At the start of U.S. lockdowns, IMT partnered with real estate practitioners to produce tools to help owners and operators [manage office buildings](#) and [engage tenants](#) to address both wellness and performance during periods of low occupancy.
- In the first two months of the [Building Innovation Hub](#), IMT engaged more than 1,000 real estate community members in conjunction with partners such as [AOBA](#), [DCBIA](#), the [U.S. Green Building Council National Capital Region](#) chapter, to share

resources and foster discussion on how property owners, managers, and engineers consider operational improvements that address health and wellness without compromising energy budgets.

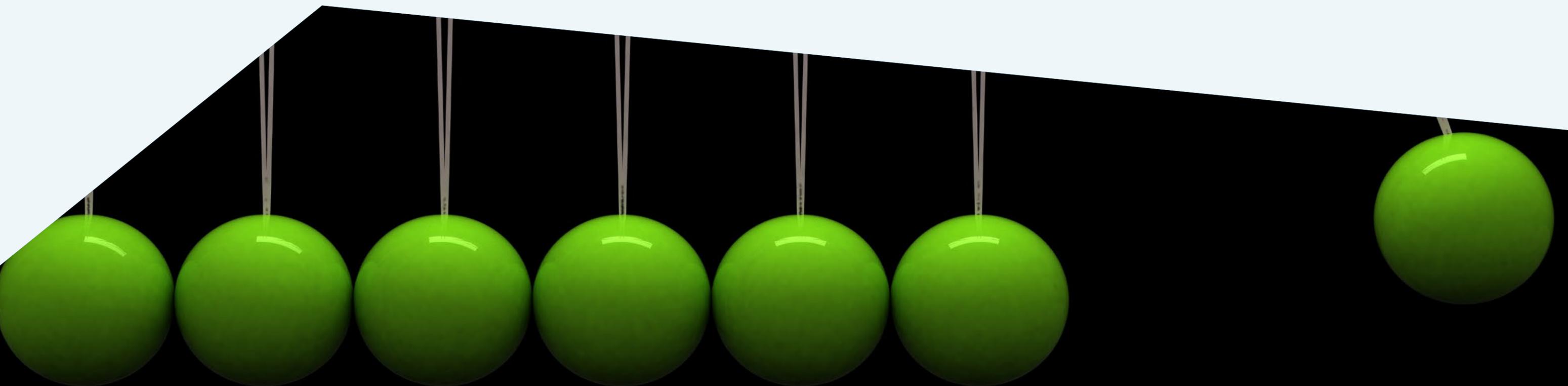
- The Building Innovation Hub also published guidance to [procurement](#) and [high-road contracting](#) in collaboration with [Emerald Cities Collaborative](#) that aims to expand workforce opportunities across the District.
- We evolved our [Green Lease Leaders](#) recognition program as an industry standard for high-performance leasing, welcoming a cohort of 27 leaders and beginning an expansion to multifamily properties. Altogether, Green Lease Leaders oversee nearly 3 billion square feet of commercial and government space across North America.

- Benchmarking remains a core first step for both government and private owners and tenants to understand how their buildings are using energy. A long-time national leader in advancing these policies in more than 35 jurisdictions, IMT continues to help scale this legislation, including the 2020 adoption of a benchmarking and transparency ordinance in [Columbus, Ohio](#) in collaboration with the [Bloomberg American Cities Climate Challenge](#).
- Recognizing the key role codes play in advancing high-performance buildings at scale, we welcomed the [Energy-Efficient Codes Coalition](#) to IMT and quickly got to work not only advocating for higher performance requirements in the 2021 International Energy Conservation Code (which resulted in a code that is anticipated

to be 8%-14% more efficient than the 2018 IECC), but also mobilized against a [proposed change](#) to the voting process of future codes.

- Recognizing the importance of go-to tools for managing energy use, IMT remains a strong partner of ENERGY STAR and was pleased to be named as a 2020 ENERGY STAR Partner of the Year for outstanding efforts in energy efficiency program delivery.

Together, we drive market transformation by increasing demand for high-performing buildings and eliminating the barriers to taking action.





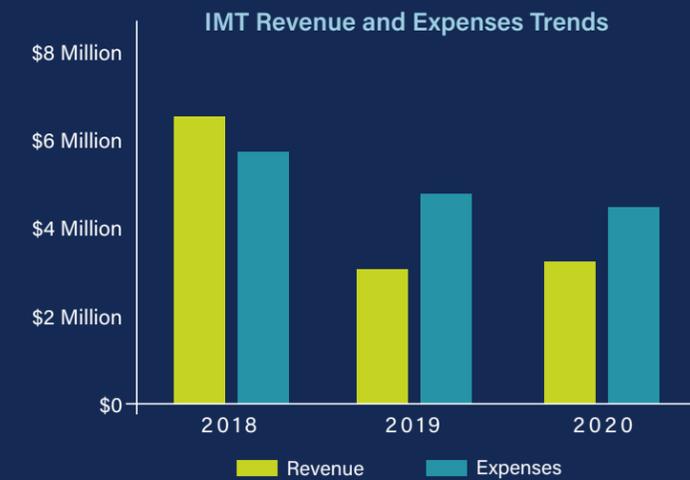
PAST

FUTURE

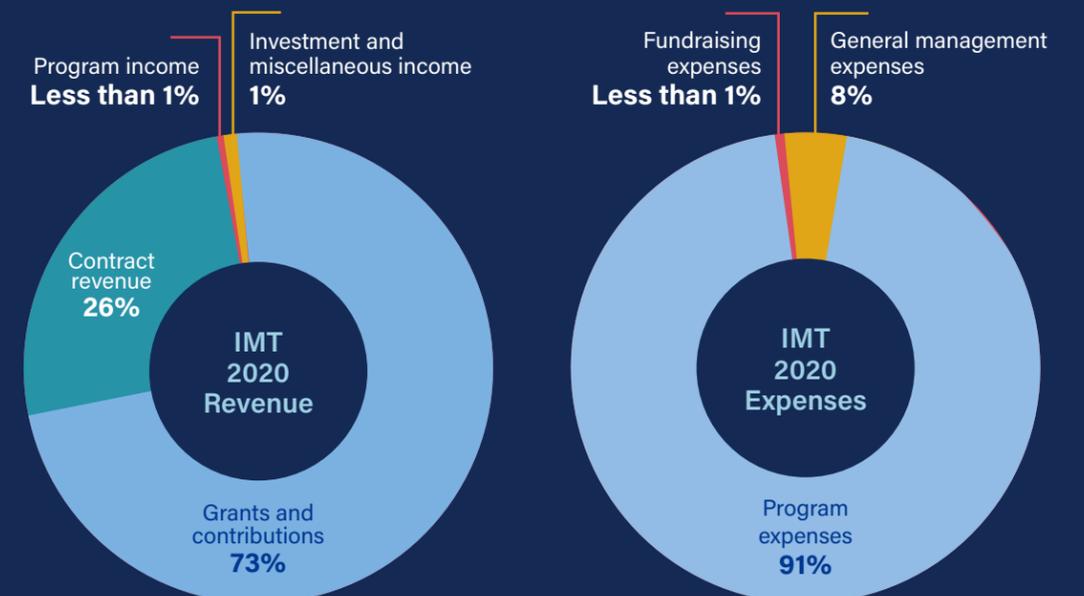
For the past 25 years, we have embraced the opportunity in disruption to push for higher-performing buildings. This past year, 2020, was no exception. We remain energized about the opportunities ahead.

Lotte Schlegel

2020 Financials



IMT recognized revenue for the full value of multi-year program initiatives, City Energy Project and the American Cities Climate Challenge, in 2018. During 2019 and 2020, IMT spent down these revenues. In 2021, IMT is working with its partners to develop new multi-year program initiatives.





2020 Funders*

Bloomberg Philanthropies

Commonwealth Edison®

District of Columbia Sustainable Energy Utility

DC Department of Energy & Environment

Energy Foundation

The Kresge Foundation

The Leon Lowenstein Foundation

New York State Energy Research and Development Authority

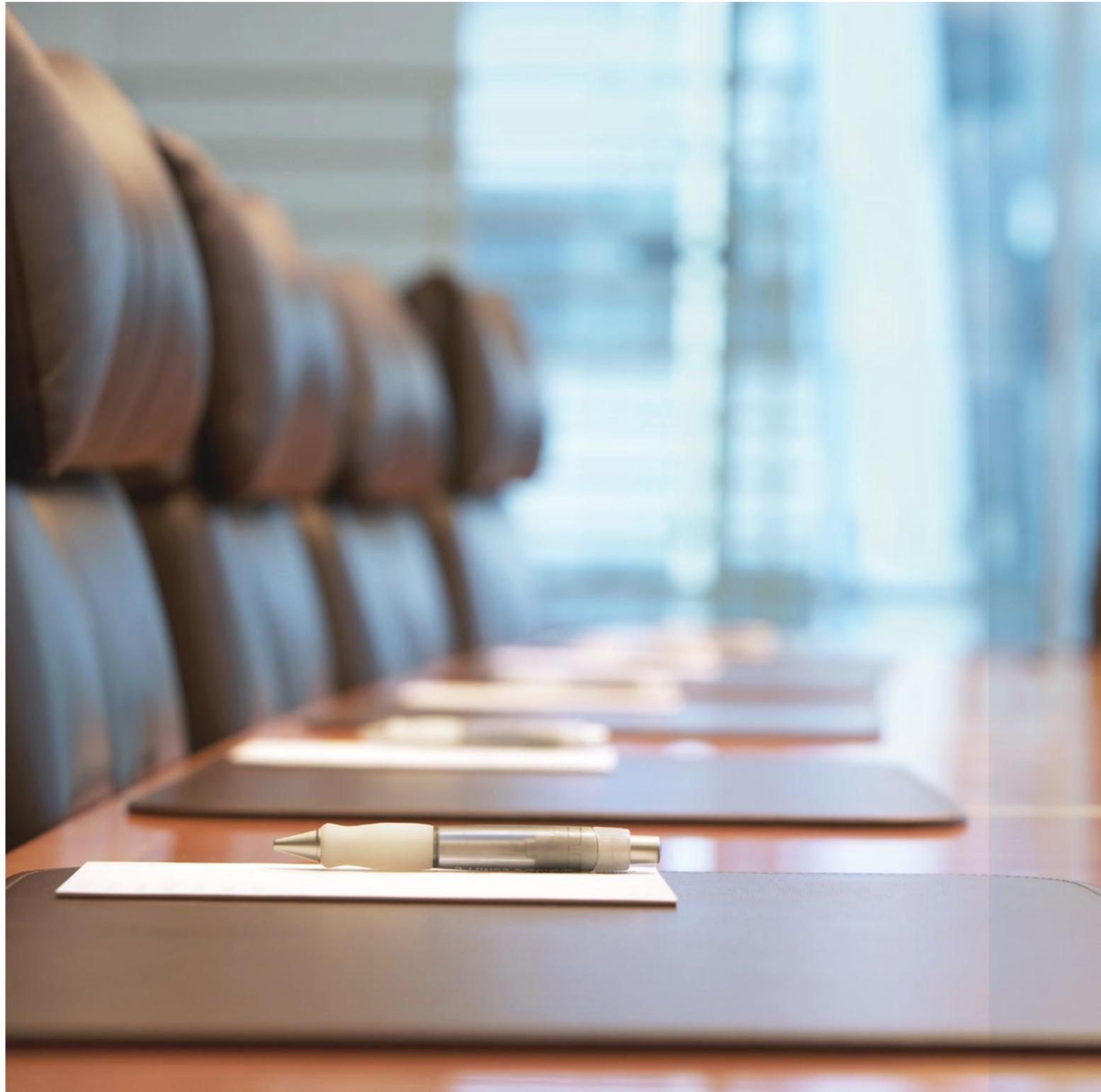
RE Tech Advisors

The Tilia Fund

U.S. Department of Energy

Yardi Systems, Inc.

* This funder list comprises major grants and awards that funded IMT work in 2020.



IMT Board of Directors

IMT’s Board of Directors represents broad and deep expertise in driving market transformation. They are leaders in business innovation, public service, international development, and building science.



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Founding Chair and
IMT Co-founder
Co-Director, Energy Program, Natural
Resources Defense Council



Adam Hinge
Board Chair
Managing Director, Sustainable
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Charlotte Matthews
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Sandra Henry
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Senior Director, Energy and
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Bomee Jung
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