

FSC® US

# Strategic Plan

2026-2028





A NOTE TO OUR FSC® US COMMUNITY:

**WE  
HEARD  
YOU.**

## A NOTE TO OUR FSC® US COMMUNITY:

**This strategic plan reflects the voices, concerns, and ideas of our community—from forest landowners and chain of custody certificate holders to advocates, partners, and businesses.**

**You told us where FSC® is falling short**—whether it's the complexity of the system, the need for clearer value, or the burden of staying engaged—and where it still holds promise.

**We listened.** And this plan lays out a focused, practical path forward—one that honors our shared values while pushing FSC US to grow, adapt, and lead with purpose.

Whether you're just starting out or bringing decades of experience, stewarding family land or managing a working forest, running a mill, navigating a complex supply chain, building a brand, retailing certified products, advocating for the environment, or standing up for forest communities, Tribes, and workers—we want you to see yourself in this plan. **Together, we can turn feedback into action and deliver on the full potential of FSC.**



EXECUTIVE SUMMARY

# FSC® US IS CHARTING A NEW COURSE

# This strategic plan lays out our direction for 2026-2028: A focused, ambitious, and forward-looking approach to grow our impact and relevance in the United States.

It reflects both the aspirations of a diverse network of stakeholders and the practical realities of our current capacity and market position—including those of the forest managers, landowners, and businesses who carry FSC's mission into the forest and onto the factory floor.

**We are also facing some difficult truths.** Over the past decade, FSC® US has experienced limited growth. Certified acreage has plateaued, engagement has waned in key areas, and our visibility in the market hasn't kept pace with the rising expectations of consumers, companies, or regulators. If we want to achieve our vision—for forests, people, and markets—we must change course. **This plan acknowledges the work ahead and commits us to the hard, necessary effort to become a stronger, more relevant, and more effective FSC US.**

**At the heart of this strategy is a belief that FSC has a vital role to play in shaping the future of forests in the U.S.** By expanding our footprint, deepening partnerships, and aligning more closely with the needs of landowners, producers, brands, and communities, we can drive real outcomes: conserving forests for the long term, supporting resilient and sustainable businesses, and ensuring that forest and forest products workers—and the communities they support—can thrive.

**For FSC to succeed, certification must deliver clear, tangible value.** When done right, it supports biodiversity, builds climate resilience, improves access to markets, reduces risk, and strengthens engagement with Indigenous and local communities. This plan is a step toward realizing that potential—and a call to action for all of us committed to forests and the people who depend on them.

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## SIX INDICATORS OF SUCCESS



**Increased and Diversified Demand**



**Increased Certification Acreage**



**Improved Chamber Balance**



**Increased Participation**



**Increased Partner and Member Engagement**



**Increased Revenue**

# STRATEGIC PILLARS



## Deliver Greater Value to Certificate Holders

We will make certification more accessible, efficient, and rewarding by providing practical clarity with standards, expanding market access, and piloting innovations that respond to evolving needs.



## Communicate FSC®'s Unique Value—With Precision

We will sharpen our messaging to clearly articulate FSC's value to diverse audiences, using the right stories, channels, and strategies to inspire engagement.



## Strengthen and Expand Our Network

We will strengthen relationships with current stakeholders while actively welcoming new participants—such as tribal communities, public agencies, young professionals, rural voices, and emerging leaders—and pursuing innovative partnerships.



## Diversify and Grow Our Revenue

We will build a stronger financial foundation through strategic partnerships, new funding streams, and deeper engagement with mission-aligned supporters.

### STRATEGIC ALIGNMENT WITH FSC INTERNATIONAL

In parallel with the above, we will strengthen collaboration with FSC International to support the above pillars.

## STRATEGIC PILLARS

**Each pillar in this plan is supported by measurable goals, annual benchmarks, and a built-in process for ongoing review and adjustment.**



### MOVING FORWARD WITH PURPOSE

This structure reflects a shift in how we think about growth—not simply doing more but doing better. Better alignment with the needs of our stakeholders. Better articulation of our value. Better support for the landowners, mills, supply chain partners, and organizations that make FSC® possible.

This plan isn't just about internal improvement—it's about restoring FSC's role as a trusted, solution-oriented partner in a complex and fast-changing world. That's not easy work. Rebuilding relevance, rebuilding trust, and demonstrating value in today's market requires focus, follow-through, and honest self-assessment.



Still, we believe FSC is uniquely positioned to meet the moment. Grounded in our strengths—multi-stakeholder governance, credible certification, and global recognition—we have what it takes to move forward with clarity, humility, and purpose.

In parallel, we will strengthen US collaboration with our international colleagues to advance these strategic pillars.

This strategic plan is both a roadmap and a call to action. Together, we will shape a future where responsible forest management drives forest resilience, supports biodiversity, and uplifts communities across the US.

### OUR YEAR-END 2028 TARGETS

- **A sharp increase in demand and participation** across the FSC supply chain.
- **45 million acres certified** to the FSC US Forest Stewardship Standard.
- **\$6 million in annual revenue** to support long-term operational sustainability.
- **200 actively engaged partners and members** to provide diverse perspectives on the organization and our goals; including improving balance across our three chambers.

# ENABLING CONDITIONS

FSC® US is stepping forward with renewed purpose and momentum—guided by a clearer strategy, stronger coordination between staff and board, and a deeper sense of urgency.



## A Moment of Opportunity

**Under new leadership, we've sharpened our focus and are building the systems, accountability structures, and team capacity necessary to turn ideas into impact.** This plan reflects the shared ownership that emerged through the strategic planning process, and we're encouraged by growing alignment and openness from our international colleagues—creating a more fertile ground for collaboration and innovation.

At the same time, external conditions have opened a critical window of opportunity. **Companies are under increasing pressure from consumers, investors and policymakers alike to demonstrate sustainability,**

**legality and impact in their supply chains.** Regulatory shifts like the EU Deforestation Regulation (EUDR) and voluntary frameworks such as SBTN and TNFD are accelerating demand for credible, nature-based solutions. FSC's model—balancing environmental, social, and economic priorities—positions us well to help meet that demand.

But this opportunity also comes with a challenge: **FSC® must reassert and demonstrate its relevance in a landscape where new frameworks and standards are emerging quickly.** We must clarify our unique value, strengthen our credibility, and ensure we are an essential part of the solution—not just one option among many. The moment calls for bold yet thoughtful action, and we are committed to rising to the challenge.

We've also invested resources in understanding where certification can grow, mapping forestland dynamics across the U.S. and identifying regions and ownership types with untapped potential. **We see meaningful opportunities through multiple ownership types each with distinct priorities, challenges, and contributions to sustainable forest management.**

## Rising to the Challenge

Still, we recognize that ambition alone won't deliver results. **Achieving the scale and impact we seek will require partnership, trust, and participation from across our stakeholder community.** We invite members, certificate holders, landowners, brands, and allies to walk this path with us—bringing your insights, raising your voice, and helping shape the next chapter of FSC in the U.S.

**Together, we can expand responsible forest management, strengthen forest-based communities, and build a more resilient future rooted in the enduring power of forests.**



# RISKS

**The success of this strategic plan will depend, in part, on how well we navigate an increasingly competitive landscape.**

### Competing Standards

Competing standards continue to expand their influence—often with greater financial backing and streamlined messaging. FSC®'s distinct value proposition—rooted in rigorous environmental, social, and economic criteria—is strong, but it must be communicated and delivered with greater clarity and consistency to remain competitive. **Through sharper messaging, stronger partner engagement, and strategic market collaboration, we'll work to protect and grow our position as the most credible and impactful forest certification system in the U.S.**

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### Internal Culture and Capacity

Energizing an established organization comes with its own internal challenges. Shifting culture, renewing momentum, and building trust after a period of limited growth requires more than new goals—it demands consistent follow-through, clear priorities, and visible progress. We must manage expectations carefully, investing in internal capacity and accountability while keeping our staff, board, and stakeholders aligned and engaged. **Success will require resilience: a willingness to learn, iterate, and remain focused even when results take time. Our annual benchmark reviews and a commitment to transparency will help keep the organization moving forward with integrity and discipline.**

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### Integrity and Relevance

Integrity itself is a risk—especially as certification expands and external scrutiny increases. FSC's reputation depends on trust: in our standards, our assurance systems, and our ability to act when something goes wrong. Any real or perceived failure—whether in auditing, traceability, or enforcement—can undermine stakeholder confidence. We'll continue working closely with international colleagues to address systemwide vulnerabilities. At the same time, relevance is a parallel challenge. If FSC doesn't evolve to meet new needs—on nature-based goals, forest resilience, and rural communities—our impact and market appeal will erode. **We'll mitigate this by staying connected to stakeholder priorities, engaging new voices, and being more proactive in shaping the path forward for FSC.**

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### External Forces

Finally, external forces we can't control—like global economic shifts, supply chain disruptions, or rapidly evolving technologies—pose real risks to implementation. Economic downturns can dampen investment in certification and sustainable sourcing; technological advancements may outpace our ability to integrate new tools or standards. While we can't predict every disruption, we can build a more agile FSC US: one that tracks emerging trends, engages across sectors, and remains flexible enough to pivot as needed. **Risk is inevitable—but with clarity of purpose, a strong community, and a commitment to learning, we believe FSC US is ready not just to weather uncertainty, but to lead through it.**



# FSC® US MISSION, VISION AND VALUES

MISSION

**To provide pathways for people to support and recognize responsible forest management.**

VISION

**Thriving forests that support healthy communities, ecosystems, and economies.**

VALUES

**At FSC®, our values are grounded in the three I's:**



**Integrity**

Staying true to our word, our science, and our mission.



**Inclusivity**

Embracing diverse voices to drive equitable, collaborative outcomes.



**Impact**

Bold, innovative action that creates lasting change for forests, people and the planet.



PILLAR 1

# DELIVER GREATER VALUE TO CERTIFICATE HOLDERS

OBJECTIVE

**Strengthen the business case for FSC® certification across the supply chain.**

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**To scale our impact, FSC certification must deliver clear, compelling value to those who invest in it.**

That means making certification more accessible, efficient, and aligned with real-world business needs. While many participants have seen the value of FSC, most still perceive complexity, friction, or uncertainty about their return on investment.

# To strengthen the business case for FSC® and make FSC certification more valuable, we will focus on three strategic priorities.



## Simplify the Path to Certification

We will offer clear, user-friendly versions of our standards and create practical tools that make certification easier to understand and implement. Reducing friction will reduce barriers for prospective participants and improve the experience for current ones. All of this must be accomplished without reducing the rigor of the standards.



## Enhance Market Access

FSC® certification should be a competitive advantage. We will strengthen connections between certified businesses and buyers seeking responsible sourcing, especially those with climate, biodiversity, and ESG goals that align with FSC's values.



## Innovate for Impact

We will develop and test new tools and value-added services that improve efficiency and strengthen outcomes. Our goal is to ensure FSC remains adaptive, forward-looking, and able to meet the evolving needs of the marketplace.

**By delivering tangible benefits, we aim to not only retain and re-energize our current certificate holders—but also bring new ones into the system.** This work is key to expanding reach and relevance of responsible forest management across the United States.

## How does it tie to our 2028 year end targets?

**Reaching 45 million acres certified under the FSC US Forest Stewardship standard by 2028 is a direct expression of our commitment to delivering greater value to certificate holders.**

This target reflects more than just growth—it represents deeper trust in the FSC system and stronger alignment between certification and the outcomes that matter to forest managers: market access, operational efficiency, and meaningful recognition for sustainable practices. To achieve this, we must reduce barriers to certification, streamline support, and strengthen the value proposition at every stage of the forest management journey.

**As more forest managers see FSC as a practical, high-value partner in navigating complex environmental, social, and market demands, we'll not only grow acreage—we'll grow commitment, impact, and credibility across the entire system.**

# CERTIFIED ACRES

## GOAL

**Reach 45 million acres certified to the FSC® US Forest Stewardship Standard by December 31, 2028.**

## WHY IT MATTERS

This is one of the clearest measures of impact. More certified acres mean more forests are managed to the highest environmental and social standards. This goal represents an increase of 8 million acres over December 2024 levels (37 million acres), a 25% gain.

## FLEXIBILITY AND REVIEW

We recognize that forest certification is a complex, often lengthy process—sometimes taking a year or more from initial interest to completion. Progress may be uneven, and external factors such as economic shifts, policy uncertainty, or capacity challenges can influence momentum.

Each year, we will review progress toward our annual acreage targets, analyzing where and why gains may be stalling or accelerating. If we fall short, we'll engage directly with stakeholders to understand barriers and co-develop responsive solutions. This could include refining outreach strategies, strengthening partnerships, enhancing our value proposition, or exploring new market drivers.

Our commitment is to remain responsive, data-informed, and adaptive—ensuring that progress toward 45 million certified acres stays on course while being grounded in real-world conditions.

## How We'll Measure it

### Annual FM Growth Targets

DECEMBER 31, 2026	DECEMBER 31, 2027	DECEMBER 31, 2028
<b>38 Million Acres</b>	<b>40 Million Acres</b>	<b>45 Million Acres</b>

## STRATEGIC PILLARS & KEY OBJECTIVES



### PILLAR 2

# STRENGTHEN AND EXPAND OUR NETWORK

#### OBJECTIVE

**Build lasting, trust-based relationships across a broad spectrum of stakeholders to sustain and grow FSC®'s reach.**

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**FSC® US' vision, "Thriving forests that support healthy ecosystems, strong economies, and resilient communities," can only be achieved through an engaged, diverse, and growing network.**

That means deepening our relationships with existing partners while actively inviting new voices to the table, especially those from underrepresented or emerging sectors.

## To grow and strengthen our network, we will focus on three strategic priorities.



### Support Our Current Community

We will invest in our existing participants by listening closely, responding to challenges, building peer-to-peer support systems, and reinforcing their commitment to FSC®. These long-standing relationships are the foundation of our system and critical to its integrity and success.



### Invite New Voices and Leadership

FSC's continued relevance and innovation depend on diverse and fresh perspectives. We will proactively engage new leaders, organizations, and community members, particularly emerging professionals and long-overlooked groups, to help shape the future of FSC.



### Expand into Emerging Sectors

We will grow our outreach to influential stakeholders with high potential impact, including tribal governments, public agencies, mission-aligned institutions, and new solution providers. These partnerships will expand FSC's reach and better reflect the full range of interests tied to U.S. forests.

**By broadening and deepening our relationships, we will cultivate a stronger, more connected FSC community—one that champions responsible forest management and advances our missions with shared purpose and collective strength.**

## How does it tie to our 2028 year end targets?

**This pillar directly supports our goal of 200+ actively engaged partners and members.**

**A more diverse, balanced, and active stakeholder community is essential to sustaining and growing FSC's impact.** This means not only increasing the number of engaged organizations but ensuring participation is meaningful, representative, and rooted in trust. By focusing on long-term relationships with current members, proactively engaging new voices, and expanding into emerging sectors like tribal leadership, public procurement, and solution providers, we aim to create a more dynamic and inclusive FSC ecosystem. Chamber balance is a critical component—ensuring that our environmental, social, and economic stakeholders all have a voice in shaping the system. **This growing and vibrant network will be the engine that drives innovation, credibility, and shared action across the U.S. forest sector.**

# PARTNERS AND MEMBERS

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## GOAL

**200+ actively engaged partners and members.**

## WHY IT MATTERS

**FSC®'s strength lies in its diverse, multi-stakeholder network.** The more voices we have at the table—across environmental, economic, and social chambers—the stronger and more resilient our system becomes. Active engagement from a broad base of partners ensures our standards stay relevant, our strategies reflect the real-world needs of forests and markets, and our impact is inclusive of all who depend on forests.

Growing our partner network also helps FSC build credibility, influence policy, expand market demand, and accelerate the shift toward responsible forest management. A robust, engaged community is the engine that drives our mission forward. This goal represents an increase of 62 members over December 2024 levels (118 members) a roughly 50% increase.. We are still defining what a significant partnership means but intend to identify and report on it by mid-2026.

## FLEXIBILITY AND REVIEW

**We recognize that engagement ebbs and flows based on timing, priorities, and capacity. Our target isn't just a number—it's about cultivating meaningful, multi-stakeholder involvement.**

Each year, we'll assess both the number and depth of our relationships with members and partners, tracking not just activity but also alignment with our goals. If growth stalls or engagement feels shallow, we'll revise our outreach and onboarding strategies, strengthen support for underrepresented groups, and explore new ways to add value.

We'll also gather direct feedback from members and partners to understand what's working—and where we can improve. Our focus is sustained, authentic engagement across all three chambers and beyond. We'll also continue to seek feedback from partners themselves, ensuring our approach is responsive, relevant, and inclusive.

## How We'll Measure it

### Annual Membership and Partnership Targets

DECEMBER 31, 2026

**135 Active Members**  
**5 Significant Partnerships**

DECEMBER 31, 2027

**150 Active Members**  
**10 Significant Partnerships**

DECEMBER 31, 2028

**180 Active Members**  
**20 Significant Partnerships**



## INDICATOR DEEP DIVE

# IMPROVED BALANCE

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### GOAL

## Improved balance across FSC® US chambers.

### WHY IT MATTERS

FSC's multi-stakeholder model is unique in the world of forest certification. It ensures that no single interest dominates decisions that impact forests, people, and markets. **Achieving improved balance across the Environmental, Social, and Economic Chambers is critical to maintaining this integrity.**

When one chamber outweighs the others, it can lead to decisions that don't fully reflect the needs of the broader FSC community. A well-balanced system fosters trust, transparency, and more robust, equitable outcomes—ensuring that FSC standards and strategies work for everyone, from Indigenous communities to forest product companies to environmental organizations. Improving chamber balance also enhances FSC US's credibility in the marketplace, demonstrating that our certification is truly built on diverse perspectives and collaborative problem-solving. It's how we stay grounded, accountable.

At the end of 2024, there were 79 economic chamber members, 22 environmental chamber members, and 17 social chamber members.

## FLEXIBILITY AND REVIEW

**Chamber balance is a long-term effort, shaped by factors like sector trends, organizational capacity, and historical representation. We won't expect overnight shifts, but we will drive persistent, intentional progress.**

We'll conduct annual assessments of chamber representation, disaggregated by membership counts, levels of participation, and influence in decision-making. **If progress is uneven, especially in the Social and Environmental Chambers, we'll revisit our recruitment tactics, increase support for participation, and co-create solutions with underrepresented groups.**

We'll also evaluate what types of engagement matter most—ensuring participation is not only equitable in number but meaningful in impact. Flexibility here means keeping our eyes on the bigger picture: a system where all voices are empowered.

## How We'll Measure it

**We'll measure progress toward chamber balance by tracking the number and percentage of active FSC US members in each of the three chambers: Environmental, Social, and Economic.**

Today, our U.S. membership is heavily weighted toward the Economic Chamber, with 84 Economic members, 22 Environmental, and 15 Social. **Our goal is not to achieve a perfectly equal distribution, but to make meaningful strides toward a more balanced representation—especially by increasing participation in the Social and Environmental Chambers.**

Each year, we'll publicly report membership data by chamber, along with the specific actions we're taking to improve balance, such as targeted outreach, new engagement opportunities, and partnerships with underrepresented groups.

We'll also monitor engagement levels within each chamber, ensuring that we're not just adding members, but fostering meaningful participation and ensuring all voices are heard in decision-making processes.



### PILLAR 3

# COMMUNICATE FSC®'S UNIQUE VALUE—WITH PRECISION

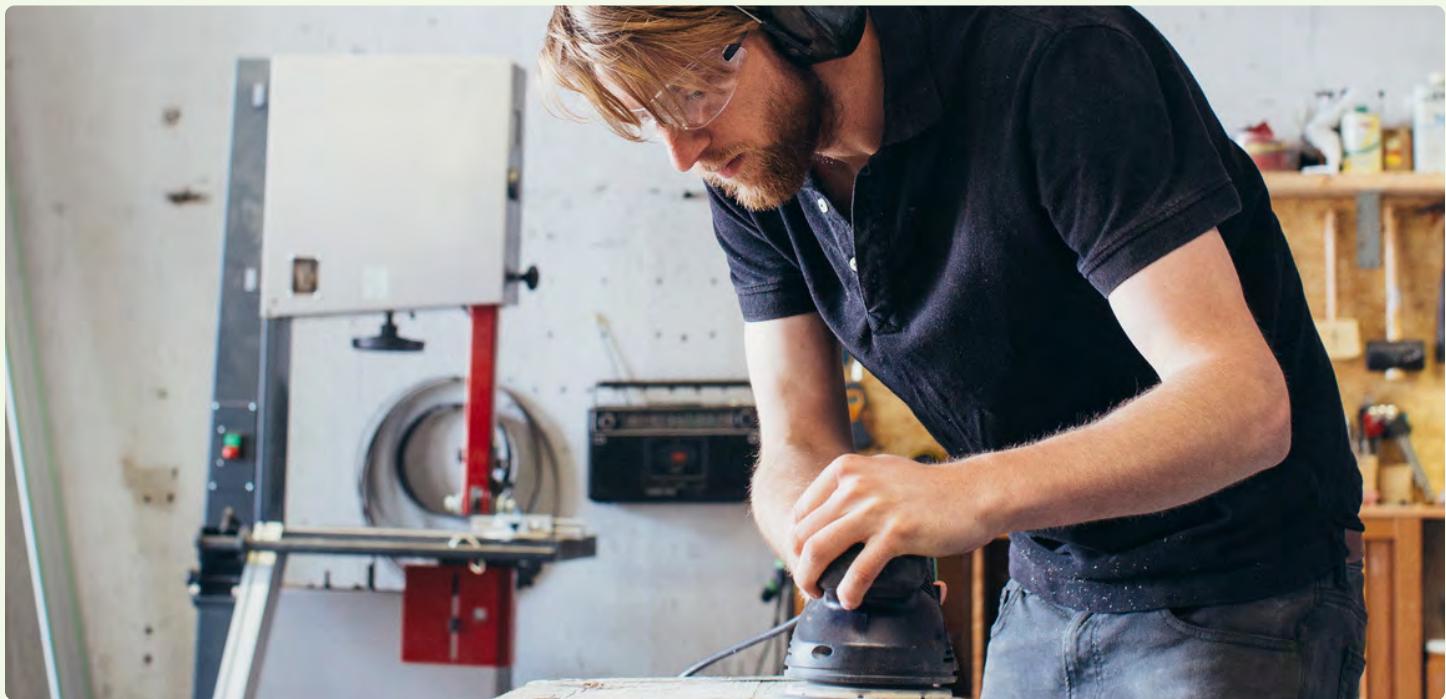
#### OBJECTIVE

**Sharpen and amplify FSC's value proposition to better engage diverse stakeholders and drive meaningful participation.**

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**To grow our footprint, we must clearly, consistently, and compellingly communicate why FSC® matters, and why it stands apart as the trusted choice for responsible forestry.**

We recognize that different audiences are motivated by different values, and in the past, our message hasn't always reached the right people at the right time in the right way. That needs to change.



# To ensure our communications are strategic and effective, we will focus on three key priorities.



## Understand Our Audiences

We will identify and map the key stakeholder groups across our network, learning what drives their decisions, how they prefer to receive information, and what messages resonate most. This insight will help us meet our audiences where they are, with language and messaging that speaks directly to their values and needs.



## Tell Compelling and Authentic Stories

We will craft stories that are relatable, inspiring, and grounded in real-world results, showcasing the tangible benefits of FSC® participation. These stories will help build trust and pride, demonstrate impact, and inspire action across our diverse network.



## Deliver with Precision and Purpose

We will tailor our outreach using the most effective channels and timing for each audience, whether that's direct communication, digital campaigns, media partnerships, or events. Our goal is to ensure our message is not only heard but remembered and catalyzes participation.

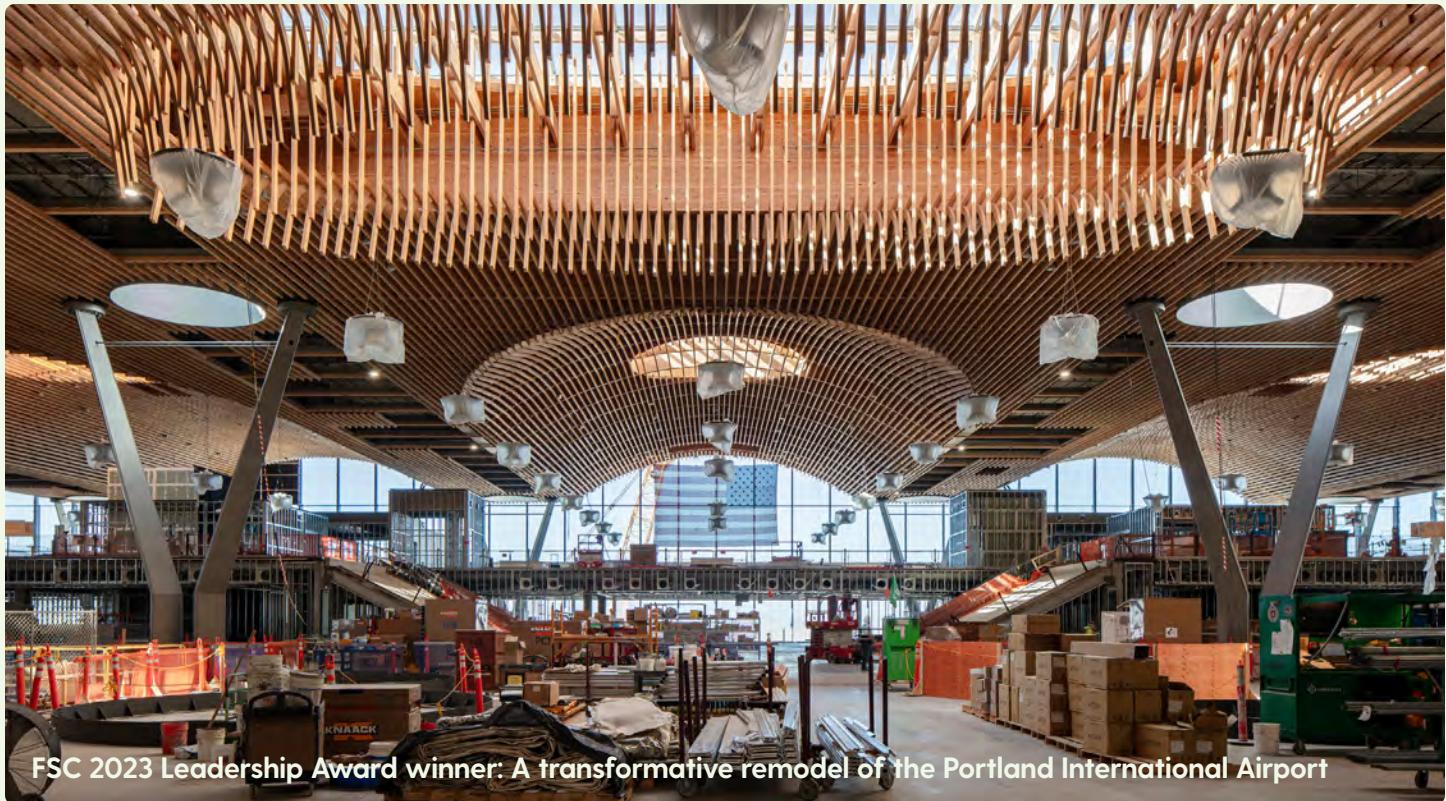
**By refining how we tell our story, we will strengthen connections with current supporters, reach new participants, and reinforce FSC's leadership in sustainable forestry across the U.S.**

## How does it tie to our 2028 year end targets?

**A sharp increase in demand and participation across the FSC® supply chain is the clearest signal that our value proposition is resonating.**

This target reflects the success of a more strategic and audience-centered approach to communication—one that speaks directly to the motivations of forest managers, brands, consumers, retailers, and procurement professionals. **By investing in audience research, telling compelling stories of positive effect, and delivering messages through the right channels at the right time, we will increase awareness, trust, and preference for FSC-certified products and services.** This isn't just about visibility—it's about driving real behavior change across the market. As more stakeholders understand why FSC is the trusted choice for responsible forestry, we'll see greater adoption of FSC across sectors, more participation in our system, and stronger market pull that reinforces every other pillar of this strategy.

**To grow to 45 million acres FSC certification we need to effectively communicate FSC's unique value. Forest managers need to see clear, credible reasons to choose and maintain FSC certification—whether through stronger market demand, reputational value, or alignment with their own stewardship goals. Precision in messaging helps clarify that value, dispel misconceptions, and highlight the real-world benefits of certification. By elevating stories of successful FSC-certified operations and showcasing the differentiated outcomes of our standard, we can strengthen trust, inspire action, and motivate more forest owners and managers to pursue and retain certification at scale.**



**FSC 2023 Leadership Award winner: A transformative remodel of the Portland International Airport**



## INDICATOR DEEP DIVE

# INCREASED DEMAND

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### GOAL

## Increased demand for FSC®-certified products and services.

### WHY IT MATTERS

For FSC US to deliver on its mission, certification can't exist in a vacuum—it must be connected to real, growing market demand. Increased demand for FSC-certified products and services is critical because it creates the economic incentives that drive change on the ground. When more buyers—brands, consumers, corporations and governments—actively seek out FSC-certified materials, it sends a clear signal up the supply chain that responsible forest management is valued, rewarded, and essential.

Demand also fuels growth: it motivates forest managers and businesses to pursue certification, drives investment in sustainable practices, and helps FSC's principles of responsible forestry scale across diverse landscapes and communities. Without increasing demand, we risk prolonged stagnation—limited impact, fewer forests managed to high standards, and a smaller voice in shaping the future of forests.

## FLEXIBILITY AND REVIEW

We understand that demand is influenced by macroeconomic conditions, evolving sustainability priorities, and shifting consumer expectations. It won't always grow linearly.

To stay ahead, we'll conduct annual reviews of demand indicators across key sectors, using both qualitative and quantitative data. If momentum slows, we'll identify the root causes—be it messaging gaps, value misalignment, or market saturation—and adjust our approach.

That might involve new campaigns, different industry engagement strategies, or stronger alignment with emerging regulatory and voluntary frameworks. Our goal is to remain market-relevant and solution-oriented, fueling demand that accelerates responsible forestry.



© FSC / All wood products are certified



## How We'll Measure it

We'll track increased demand for FSC®-certified products and services through **multiple complementary indicators**:

### Uptake in Market Sectors

We'll monitor growth in FSC Chain of Custody (CoC) certificates across key sectors—such as construction, packaging, and consumer goods—as a proxy for increased participation and market pull.

### Procurement Commitments

We'll track the number of brands, retailers, and public sector entities with explicit FSC sourcing policies or targets, reflecting institutional commitment to FSC-certified products.

### Awareness and Engagement

We'll survey stakeholders periodically to assess awareness of FSC and the degree to which FSC certification factors into purchasing decisions.

Together, these metrics will help us assess whether demand for FSC-certified products and services is growing, where the strongest signals are, and where targeted efforts may be needed to drive further momentum.



## INDICATOR DEEP DIVE

# INCREASED PARTICIPATION

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### GOAL

## Increased participation in FSC® US meetings and stakeholder processes.

### WHY IT MATTERS

**Active participation from diverse stakeholders is the lifeblood of FSC US.** It ensures our standards, policies, and strategies reflect a broad range of perspectives—from forest managers and businesses to environmental groups, Indigenous communities, and social advocates.

When more people engage in our meetings and events, it strengthens transparency, accountability, and trust in the FSC system. It fuels collaboration and innovation, helping us tackle complex challenges with shared insight and collective action.

Increased participation also signals a vibrant, inclusive community committed to advancing responsible forestry together. It deepens stakeholder ownership and commitment, which is essential for long-term success and impact.

Without strong engagement, we risk disconnects between FSC leadership and the people and organizations we serve—weakening our credibility and limiting our ability to grow influence and drive meaningful change.



## FLEXIBILITY AND REVIEW

**We know that participation is influenced by many factors—timing, location, perceived value, and relevance. While we aim for upward trends, we're committed to learning from fluctuations.**

We'll review attendance and feedback after each major meeting or event, with annual analysis of participation trends across stakeholder groups. If engagement dips or plateaus, we'll adjust our approach—whether through hybrid meeting formats, targeted outreach, co-hosting with partners, or thematic focus areas that draw new audiences.

**Our focus will be on making participation accessible, meaningful, and responsive to stakeholders' needs. A thriving community of contributors is core to FSC®'s legitimacy and impact.**

## How We'll Measure it

We will assess the number and type of stakeholders attending all FSC US events by calendar year. **Success will be identified by increasing numbers of stakeholders attending meetings and events as well as increased participation in key areas of engagement (i.e. social and environmental organizations).**



PILLAR 4

## DIVERSIFY AND GROW OUR REVENUE

### OBJECTIVE

**Build a strong, sustainable financial base to power FSC® US's long-term impact.**

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To deliver on our mission, FSC US must grow its financial capacity. Our current revenue does not match the ambition of our goals. Without greater resources, we remain limited in our ability to invest in high-priority initiatives, respond to emerging opportunities, and sustain long-term progress.

To prioritize financial growth and resilience, we will develop a revenue roadmap that diversifies our funding streams, reduces risk, and strengthens our ability to lead.

## To strength our financial position, we will focus on three key strategies.



### Optimize Existing Revenue

We will evaluate current income sources to understand where we're succeeding and where there's room for improvement. This analysis will guide enhancements to existing revenue streams.



### Pursue New Funding Opportunities

We will seek out new growth pathways, including philanthropic and corporate partnerships, foundation and government grants, earned income strategies, and collaborations with new sectors. These opportunities will help us to tap into mission-aligned funding that can fuel our future.



### Strengthen Partner Relationships

Deep, mission-aligned relationships are the backbone of long-term support. We will engage current allies more meaningfully and build new relationships with partners who share our commitment to forests, people, and the planet. Stronger partnerships will translate to stronger financial health and broader influence.

**By expanding and diversifying our revenue base, FSC® US will be positioned to lead boldly, sustain impact, and remain agile in a dynamic and demanding landscape.**

## How does it tie to our 2028 year end targets?

**The goal of reaching \$6 million in annual revenue by year end 2028 is essential to delivering on the ambition of this strategic plan.**

**It reflects a deliberate shift toward greater financial resilience and strategic investment in FSC US's future.** By diversifying our revenue streams—through philanthropic support, corporate partnerships, grants, and new and improved existing earned income models—we reduce our reliance on any one source and build a more stable foundation for growth. Achieving this target will give us the capacity to scale high-priority initiatives, respond to emerging opportunities, and provide deeper support to our community of forest managers, certificate holders, and stakeholders. Revenue growth isn't just a financial target—it's a measure of our ability to lead boldly and remain agile in a changing landscape. **As our funding base grows, so too will our reach, credibility, and ability to drive meaningful change in forests and communities across the country.**

# ANNUAL REVENUE

## GOAL

**Reach \$6 million in annual revenue by the end of calendar year 2028.**

## WHY IT MATTERS

**Achieving our vision for forests, markets, and communities across the U.S. requires a stronger financial foundation.** To invest in priority initiatives, expand our reach, and deliver greater value, we need significantly more resources than we have today. Without increasing revenue, we won't have the capacity to accomplish the goals outlined in this plan. This goal roughly doubles our year end revenue in 2024 (approximately \$3 million).

## FLEXIBILITY AND REVIEW

We understand that revenue growth can be influenced by changing funding landscapes, donor priorities, and broader economic conditions. Our revenue benchmarks are structured for steady growth, but we'll stay vigilant and proactive.

Annual revenue targets will be reviewed with leadership and board oversight. If revenue generation lags, we'll analyze performance across funding streams—including membership, fundraising, sponsorships, and fee-for-service activities—and adjust accordingly.

This could mean launching new fundraising initiatives, increasing corporate engagement, building case studies that showcase impact, or testing new revenue models. We'll remain committed to sustainable financial growth while staying agile and creative in how we pursue it.

## How We'll Measure it

### Annual Revenue Targets



DECEMBER 31, 2026

**\$4 Million**



DECEMBER 31, 2027

**\$5 Million**



DECEMBER 31, 2028

**\$6 Million**

# STRENGTHEN INTERNATIONAL COLLABORATION

## OBJECTIVE

### **Strengthen collaboration with our International organization.**

**While it's not one of our official strategic pillars, we recognize that FSC®'s power lies in its global system, one mission shared across borders.** To maximize our collective potential, we must work in close coordination with our international teams. Alignment strengthens our ability to speak with one voice, leverage shared insights, and deliver greater value to stakeholders both domestically and abroad. **By investing in stronger collaboration globally, we will ensure that U.S. voices are heard, shared goals are advanced, and the entire FSC system is positioned to thrive.**





## We'll focus on three key strategies



### Increase In-Person Collaboration

Face-to-face dialogue is essential for building trust and aligning priorities. We will: (1) Send an envoy of members and staff from the U.S. to International every two years; and (2) Prioritize in-person engagement during key global FSC® events and gatherings. We will also encourage a team of FSC® International staff with key responsibilities in this market to tour the U.S. and engage with key stakeholders and staff every two years.



### Improve Communications and Transparency

We will ensure open, timely, and consistent communication between FSC US and FSC International. Our goal is to better integrate U.S. stakeholders' perspectives into global discussions and decisions, creating greater clarity and trust within the system. We also aim to strengthen our partnership with international colleagues to increase impact in the U.S. and build global support from U.S.-based corporations.



### Celebrate and Share Joint Successes

We will spotlight collaborative wins, projects, policies, or market breakthroughs that showcase the value of a united FSC. These stories will build confidence in our partnership and illustrate the strength of our global mission in action.

# CONCLUSION

**Over the past five years, FSC® US has faced real and meaningful challenges—from leadership transitions to stalled momentum—that have slowed our ability to grow and lead at the pace this moment demands. This strategic plan represents a turning point. It's more than a roadmap—it's a recommitment to our mission, our community, and the belief that FSC can once again be a driving force for responsible forestry in the U.S.**

Grounded in greater clarity, shared purpose, and a renewed sense of direction, this plan outlines four focused pillars, bold but necessary targets, and a deep commitment to collaboration, learning, and adaptability. **It's a framework to help us grow our impact, expand our reach, and rebuild the leadership position that FSC is uniquely positioned to hold.**

We know the path forward won't be easy. The goals we've set are ambitious, and meaningful change will take time, resources, and discipline. That's why we're also developing a detailed implementation plan—one that identifies clear roles, timelines, and mechanisms for accountability. While it won't be made public, it will guide our internal work and ensure that this strategy becomes more than words—it becomes measurable action.

**With commitment, partnership, and perseverance, we can rebuild momentum, strengthen FSC's relevance, and ensure that our standard remains the trusted and forward-looking choice for forest stewardship in the United States.**

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## ACKNOWLEDGEMENTS

**This strategic plan was shaped by the insight, generosity, and commitment of many.** We are deeply grateful to our staff, board, members, and partners who contributed their time, ideas, and experience to guide this process. FSC's strength comes from its model, multi-stakeholder, participatory, and grounded in the belief that better outcomes are built together. **Every voice that engaged in this planning effort helped shape a more ambitious, inclusive, and actionable future for FSC US.**

Thank you for your partnership, your perspective, and your belief in what we can achieve. **Your continued engagement will be critical as we bring this strategy to life and together grow a stronger, more resilient FSC that delivers for people, forests, and the planet.**



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