

# **Chicago Center for Green Technology (CCGT)**

## **Strategic Plan**

*FINAL*  
*September, 2011*

### **Mission**

“The Center for Green Technology serves as the most comprehensive green design educational resource in the Midwest. The Center promotes and advances sustainable homes, workplaces, and communities to enhance the quality of urban life. We work to facilitate this through educational programming and training, research and demonstration, and acting as a resource network.”

### **Vision for the Future**

We envision a future where:

- CCGT is a comprehensive resource that people utilize to improve the quality of their life.
- CCGT is recognized and used as a vital resource for building professionals, business owners, governmental agencies, homeowners, and community leaders.
- CCGT remains at the forefront of sustainability by operating as a living model, demonstrating the latest advances and current trends in green building technology and operating sustainably.
- CCGT’s educational programs and events extend beyond the walls of the building to include partnerships with universities, complementary organizations and other governmental agencies. This collaboration results in leading edge programs, services, and information and also allows us to leverage our technical and resources.
- CCGT acts as a conduit between our audiences and city initiatives and programs.

### **Guiding Principles**

We believe that:

- Lack of awareness is the first obstacle to implementing change.
- Information and education about sustainable innovation and its benefits should be available to all.
- To incorporate sustainable principles into everyday life, it is critical to demonstrate the effectiveness of green technologies.
- Due to its dynamic nature, CCGT and its programs must stay at the forefront of sustainable innovation.
- CCGT’s reputation is based in part on our ability to remain objective and neutral in our presentation of high performing green products and services.
- The CCGT recognizes that true sustainability adheres to a triple bottom line where the intersection of social, economic and environmental factors informs balanced decision-making.

## Strategic Priorities, 5-year Goals and Strategies

CCGT's work will focus on the following strategic areas:

**1) Building innovation, demonstration and monitoring** – *Demonstrate to the public how green building technologies and products work and what the costs and benefits are over their life cycle. Maintain facility's leading edge as much as possible by continually updating the technology of the building.*

**2) Education and awareness** – *Create and deliver a cost-effective programming model that promotes the mission and meets the needs of key target audiences. Create a destination (physical and virtual) that captivates and engages visitors, informs and educates them, meets their needs, exceeds their expectations and encourages return visits. Provide a positive user experience every time.*

**3) Organizational effectiveness and management best practices** – *Effectively and efficiently advance the mission of CCGT by using best management practices that enable and support successful implementation of the other strategies.*

**4) Capacity Building** – *Build sufficient capacity to operate and implement Center priorities.*

Strategic priorities	5 year goals	Strategies to achieve goals H = highest relative priority, M = medium, L = lower
<b>1) Building innovation, demonstration and monitoring</b>	<p>1.1 All green installations and materials function optimally and are being regularly maintained according to our maintenance standards.</p> <p>1.2 CCGT has added to the body of knowledge about LEED buildings</p> <p>1.3 The working relationship and responsiveness of 2FM maintenance services has improved</p>	<ul style="list-style-type: none"> <li>Implement repair/ replacement and upgrade projects (H)</li> <li>Engage 2FM in understanding facility vision, maintenance needs and standards (H)</li> <li>Install monitoring and new controls on green installations systems (M)</li> <li>Create strategic partnerships/ sponsors for installations (M)</li> <li>Implement revolving building demonstrations (L)</li> <li>Create a mix of larger and smaller scale pilots (L)</li> </ul>
<b>2) Education and awareness</b>	<p>2.1 Awareness and influence of sustainability topics/issues has increased because of the principles that CCGT promotes</p> <p>2.2 CCGT has reached new audiences; there is an increase in "non-traditional" attendees and enrollees</p> <p>2.3 Visitors have a variety of activities in which to engage (tours, exhibits, resources, classes</p> <p>2.4 The education course mix is</p>	<ul style="list-style-type: none"> <li>Increase number of education, product and subject matter partners (H)</li> <li>Build and strengthen online presence, capacity and functionality (H)</li> <li>Develop/refresh marketing and PR materials (M)</li> <li>Implement a process to evaluate and continually update course/curriculum/exhibits (M)</li> <li>Periodically update tours, interpretation/ signage (M)</li> <li>Collaborate on exhibits (M)</li> <li>Build a destination marketing message (L)</li> </ul>

Strategic priorities	5 year goals	Strategies to achieve goals H = highest relative priority, M = medium, L = lower
	<p>current, useful and relevant</p> <p>2.5 CCGT remains free (or at low cost) to the general public</p> <p>2.6 Accessibility and subject matter expertise is increased through online/virtual/and offsite presence</p>	
<b>3) Organizational effectiveness / management best practices/ center</b>	<p>3.1 CCGT operates sustainably (we model what we teach)</p> <p>3.2 Staff is knowledgeable, project manager-capable, and stable</p> <p>3.3 Strategic plan is being implemented</p>	<ul style="list-style-type: none"> <li>• Conduct annual performance reviews (H)</li> <li>• Create professional development, training , leadership plans (H)</li> <li>• Monitor implementation of strategic plan against metrics (H)</li> <li>• Develop a sustainability dashboard for operations (M)</li> <li>• Develop Standard Operating Procedures (SOPs) (L)</li> <li>• Implement a visitor experience strategy (L)</li> </ul>
<b>4) Capacity Building</b>	<p>4.1 We are a self-sufficient operational center with adequate resources to continue operations and implement priorities</p> <p>4.2 CCGT has demonstrated value to the City of Chicago through sustainable funding sources</p> <p>4.3 Staff time is optimized and productive because of investment in volunteers, technology, smarter processes</p> <p>4. 4 The volunteer pool is steady, trained and motivated; CCGT is seen as a desirable place to volunteer</p>	<ul style="list-style-type: none"> <li>• Implement technology operational infrastructure (H)</li> <li>• Increase fundraising skill set (H)</li> <li>• Write grants in several focus areas: Environment, Adult Education, Energy and Pollution Prevention (H)</li> <li>• Develop a major donor strategy (H)</li> <li>• Develop an advisory board (H)</li> <li>• Develop methods to get volunteers as productive as possible (H)</li> <li>• Monetize relationship with partners/ develop sponsors (M)</li> <li>• Tweak volunteer practices to attract more volunteers (M)</li> <li>• Expand internships (M)</li> <li>• Increase focus on room rental (L)</li> <li>• Build out remaining space for classroom and/or paying tenants (L)</li> <li>• Develop an annual report that communicates accomplishments and value (L)</li> </ul>

## 5 Year Plan, Evaluation Framework and 2-Year Tactical Priorities

**1) Building innovation, demonstration and monitoring** – *Demonstrate to the public how green building technologies and products work and what the costs and benefits are over the life cycle. Maintain facility's leading edge as much as possible by continually updating the technology of the building.*

### 2011 – 2016 goals:

#### **1.1 All green installations and materials function optimally and are being regularly maintained according to our maintenance standards.**

- Metric 1.1.1 High maintenance standards are documented and followed.

2011 baseline: 60% of systems are documented and have written maintenance plans.

5 year target: 80% of installation maintenance will be documented and have written standards that are followed.

- Metric: 1.1.2 Monitored green technology systems (renewable energy, water usage, cistern, solar panels etc.) meet performance standards.

2011 baseline: 0% of systems are monitored

5 year target: 80 % will be monitored in some way

#### **1.2 CCGT has added to the body of knowledge about LEED buildings**

- Metric 1.2.1: Completion of pilot installations, cost-benefit studies, monitoring projects.

2011 baseline: 2.5 every 5 years

5 year target: at least 5 projects that include large scale, cost-benefit and/or monitoring

- Metric 1.2.2: CCGT has hosted large, public-oriented projects that highlight building changes.

2011 baseline: 1 big "splashy exhibit or project every 5 years

5 year target: 1 big "splashy exhibit or project" that highlights a major renovation

#### **1.3 The working relationship and responsiveness of 2FM maintenance services has improved**

- Metric 1.3.1: Routine maintenance (ex: filters, doors, toilets) is performed per CCGT expectations.

2011 baseline: 50% completed within 3 months

5 year target: 75% completed within 3 months

- Metric 1.3.2: Specialized maintenance (ex: solar PV or geothermal, lighting, security) is performed per CCGT expectations.

2011 baseline: 0%

5 year target: 75% completed within 3 months

### Strategies/ priorities:

#### Highest priority

- Implement prioritized repair/replacement and upgrade projects
- Engage 2FM in understanding facility vision, maintenance needs and standards; conduct pilots using green cleaning materials and procedures

#### Medium priority

- Install monitoring and new controls on green installations systems that need them; obtain baseline measures
- Create strategic partnerships/sponsors to lower cost/subsidize installations

#### Lower priority

- Implement revolving (shorter time period, then transfer) facility building demonstrations
- Create a scheduled mix of larger and smaller scale pilots (including commercial plus do-it-at-home projects)

### **2011-2012 Tactical Initiatives and Assignments**

<b>Strategy / Tactic</b>	<b>Target start and completion</b>
<b>Implement repairs and engage 2FM</b>	
Meet bi-weekly with 2FM to develop relationship and keep communication open	
Log on-going requests to building engineer; track when requests are completed	
Create and prioritize list of repair/upgrade/replace projects and conduct cost-benefit analysis report	
Conduct planning session with 2FM leadership to agree to a 2-year prioritized list and timeline; invite 2FM leadership	
Develop project plan with 2FM to agree-to repairs/upgrades	
<b>Monitoring and controls</b>	
Develop a 3- 5 year list of potential monitoring, demonstration /sponsorship projects and create a list of potential vendors	
<b>Installation partnerships and sponsors</b>	
Create a “pitch” /presentation for vendors to sponsor demonstration projects <ul style="list-style-type: none"><li>• CCGTs mission</li><li>• CCGT’s impact and visibility</li><li>• What is needed from vendors</li><li>• Benefit to vendor</li><li>• The Ask</li></ul> Schedule and meeting with vendors and develop short list to pursue further based on level of interest	
<b>Pilots/Demonstrations</b>	
Develop documentation form to create record of what	

Strategy / Tactic	Target start and completion
occurs with pilots <ul style="list-style-type: none"> <li>• Large wind turbine – feasibility study</li> <li>• 3-4 renewable technologies in action (solar-thermal systems, greenhouse solar thermal)</li> <li>• Solar Wall (like at Goose island)</li> </ul>	
Define what a “big splashy” demonstration might look like, including the public and education component and PR plan <ul style="list-style-type: none"> <li>• Incubator space</li> <li>• Parking lot</li> <li>• New landscape feature, or prairie/wetlands monitoring</li> <li>• Residential scale demo house</li> <li>• Kitchen re-do</li> </ul> Select one to implement in 2012	

**2) Education and awareness** – *Create and deliver a cost-effective programming model that promotes the mission and meets the needs of key target audiences. Create a destination (physical and virtual) that captivates and engages visitors, informs and educates them, meets their needs, exceeds their expectations and encourages return visits. Provide a positive user experience every time.*

2011 – 2016 goals:

**2.1 Awareness and influence of sustainability topics/issues has increased because of the principles that CCGT promotes**

- Metric 2.1.1: Growth in # of certificates, # of enrollees in classes, # of visitors, # of new education partnerships.

2011 baseline: 8; 2745; 19,282; 4.

5 year target: 150; 5000; 25,000; 10.

**2.2 CCGT has reached new audiences; there is an increase in “non-traditional” attendees and enrollees**

- Metric 2.2.1: Growth in # of new visitors/enrollees; # of visitors from targeted zip codes or industries.

2011 baseline: unknown

5 year target: TBD

- Metric 2.2.2: # of collaborations/visitors from Garfield Park area.

2011 baseline: 0

5 year target: 1 collaboration

### **2.3 Visitors have a variety of activities in which to engage (tours, exhibits, resources, classes)**

- Metric 2.3.1: Growth and variety of exhibits, classes, displays/products, hands-on demonstrations.  
*2011 annual baseline: exhibits: 3, Classes: 100, Displays: unknown (need to define if this means item category or vendor), hands-on: 0.*  
*5 year annual target: exhibits: 6, classes: 150, displays: unknown, hands-on: 15.*
- Metric 2.3.2: Growth in number of participants for tours, exhibits, special events.  
*2011 baseline: 4386 (tours); 4967 (Events including room rentals).*  
*5 year target: 6000 (tours); 7000 (Events)*

### **2.4 The education course mix is current, useful and relevant**

- Metric 2.4.1: High visitor/enrollee satisfaction with course mix.  
*2011 baseline: Satisfaction, 100%.*  
*5 year target: Satisfaction, 100%.*
- Metric 2.4.3: Center interpretation and tours are current/updated.  
*2011 baseline: Last update unknown; currently working on children's tour.*  
*5 year target: Tours are updated every 2 years on schedule; add one new tour type.*

### **2.5 CCGT remains free (or at low cost) to the general public**

- Metric 2.5.1: Admission cost over time is affordable for the general public.  
*2011 baseline: \$0.*  
*5 year target: \$0 for general classes; \$10 for certificate classes, \$15 for demonstration (materials cost).*

### **2.6 Accessibility and subject matter expertise is increased through online/virtual/and offsite presence**

- Metric 2.6.1: Growth in number of virtual/online resources and level of access/use.  
*2011 baseline (7-month cumulative): 30,781 website page views.*  
*5 year target: 100,000 website page views*

#### Strategies / priorities

##### Highest priority

- Increase number of education, product and subject matter partners
- Build online presence and capacity and functionality, including education options, resources

##### Medium Priority

- Develop/refresh marketing materials and PR; update messaging around CCGT as a destination and updates on innovation
- Develop and implement a process to evaluate and continually update course/curriculum/exhibits to meet audience needs
- Build a process to periodically update tours, interpretation/signage to remain current and accurate to changes in the building
- Collaborate on exhibits

- Develop partnerships to showcase a mix of large/“destination” exhibits, as well as smaller, local exhibits (tactics: Work with DCA or CAF for art exhibits, be a 2<sup>nd</sup> run for exhibits that show downtown)
- Collaborate with Garfield Park groups

#### Lower priority

- Build a destination marketing message. (Tactics: Create messages around CCAP (building as a visualization of CCAP; a place for one-stop shop); partner with CMAP (“the physical site for CCAP”), Build destination reputation through PR/mkt/“billboards”)

### 2011-2012 Tactical Initiatives

Tactic	Target start and completion
<b>Education classes</b>	
Launch new GTU certificate tracks <ul style="list-style-type: none"> <li>• Establish Certificate fee</li> </ul>	
Develop plan to additional classes to course mix – refreshers, advanced levels, Hands-on classes <ul style="list-style-type: none"> <li>• Sustainable sites</li> <li>• Sustainable practices classes; green lifestyle</li> <li>• Building science</li> <li>• Urban agriculture</li> <li>• Get input from stakeholders, CCGT advisory council into course mix and future course</li> <li>• Less conservation science courses</li> <li>• Add virtual courses</li> <li>• Weekend classes</li> </ul>	
Develop plan for live demonstration classes <ul style="list-style-type: none"> <li>• Create list of possible classes Establish materials fee</li> </ul>	
Review course mix with Advisory Council	
<b>Website</b>	
Develop functional requirements document <ul style="list-style-type: none"> <li>• “Ask the experts” feature, Virtual, clickable tools, Online resource link</li> <li>• Content requirements for pages</li> <li>• Include media kit</li> </ul>	
Write content – have beta site up by Sept 15	
Prioritize the online capabilities for the website (automation tasks such as room rental and online registration); develop cost benefit for funding	
<b>External communications/PR</b>	
Develop a communications plan <ul style="list-style-type: none"> <li>• Key audiences</li> <li>• Messages for each audience</li> <li>• Preferred communication method</li> </ul>	



<b>Tactic</b>	<b>Target start and completion</b>
<ul style="list-style-type: none"> <li>Frequency</li> </ul>	
Increase communication about innovation at site “what’s new at CCGT” in newsletter, course catalog, website, signage	
Update the printed PR brochure and expand circulation	
<b>Resource Center and site interpretation, tours</b>	
Conduct an inventory of items and categories on Display to create baseline	
Resource center (“facelift”) <ul style="list-style-type: none"> <li>Place to sit and work, computers available for visitors, layout</li> <li>Updated displays; schedule something new twice a year</li> <li>Make labels, displays for homeowners more clear</li> <li>Flooring options</li> </ul>	
Develop plan to create 1 interactive display (look at getting an Explore Chicago kiosk, for example)	
Establish baseline for number of visitors; update the CCGT sign-in Sheet	
Update building tour guide and self-tour guide	
Landscaping/plant signage	
Develop children’s tour and activity workshop	
<b>Exhibits/public events/collaborations</b>	
Reach out to DCA about exhibit collaboration	
Contact Garfield Park artists groups to explore possible collaborative event (possible fundraiser? ) example: movie night	
Plan 1 vendor fair or career fair, with hands-on exhibits, demonstrations <ul style="list-style-type: none"> <li>Try Energy Efficiency (weatherization, energy auditing, CCAP retrofits, weatherization contractors)</li> <li>Pick a Sat in November (19<sup>th</sup>, 29<sup>th</sup>)</li> </ul>	

### **3) Organizational effectiveness / management best practices/ center culture –**

*Effectively and efficiently advance the mission of CCGT by using best management practices that enable and support successful implementation of the other strategies*

#### 2011 – 2016 Goals:

##### **3.1 CCGT operates sustainably (we model what we teach)**

- Metric 3.1.1: Sustainability dashboard targets (such as waste audits, automation) are met ; Targets for sustainability targets set on an annual basis.

2011 baseline: 50% of targets are met or exceeded

5 year target: 100% of targets are met or exceeded

- Metric 3.1.2: Public safety strategy is in place

##### **3.2 Staff is knowledgeable, project manager-capable, and stable**

- Metric 3.2.1 : Staff turnover is low and is managed with transition and succession plans.

2011 baseline: each staff develops detailed job description

5 year target: each staff completes detailed transition and succession plans

- Metric 3.2.2 : Each staff has an annual performance plan and development plan that is implemented.

2011 baseline: each staff develops performance plan for 2012 and meets performance expectation in 2011

5 year target: each staff meets or exceeds performance expectations and has completed 2 development plan items

- Metric 3.2.3 Each staff member has the expertise to successfully manage CCGT projects, demonstrated through certificates, successfully completed projects, etc.

2011 baseline : 1 major project completed per staff

5 year target: long term project needs list developed and each staff implements 2-3 major projects per year

- Metric: 3.2.4 Each staff member's expertise is valued but outside entities, as demonstrated by the # of external committees that CCGT staff is a member of.

2011 baseline: CCGT participates on 3 external committees

5 year target: 6+ external committees

##### **3.3 Strategic plan is being implemented**

- Metric 3.3.1: Strategic plan's metrics are being tracked annually
- Metric 3.3.2: Strategic plan is reviewed and updated annually

## Strategies/ priorities:

### Highest priority

- Conduct annual performance reviews for all staff
- Create professional development plans, training plans, leadership plans for each staff member and ensure resources (time off, class tuition, assignments as city/topic liaisons etc.) are available to implement development plans
- Monitor implementation of strategic plan against metrics

### Medium priority

- Develop a sustainability dashboard for operations:
- Increase level of recycling, composting, solid waste reduction
- Develop a building –wide purchasing policy for all tenant

### Lower priority

- Implement a visitor experience strategy
- Develop Standard Operating Procedures (SOPs) for all operational processes
- Our procedures are documented – Building O&M guide is updated

## **2011-2012 Tactical Initiatives and Ownership**

<b>Tactic</b>	<b>Target start and completion</b>
<b>Staff development</b>	
Submit monthly status reports, with both on-going and strategic initiative status	
Create a 9-month development plan for each staff member with 1 professional development goal	
Conduct a formal, documented performance review with each staff member by Dec 31, 2011	
<b>Sustainable operations</b>	
Conduct and complete the LEED process for waste reduction, sustainable purchasing etc.	
<b>Safety</b>	
Develop safety plan and options	
<b>Visitor experience</b>	
Add seating and areas for computer use	
Develop a “visitor experience/ hospitality” strategy for the site <ul style="list-style-type: none"><li>○ Explore use of a receptionist instead of a security guard</li><li>○ Create scripts for receptionist/security guard</li><li>○ Create a visible building directory in lobby</li></ul>	

#### **4) Capacity Building -- Build sufficient capacity to operate and implement Center priorities**

2011 – 2016 Goals:

##### **4.1 We are a self-sufficient operational center with adequate resources to continue operations and implement priorities**

- Metric 4.1.1 : Growth in external funding through grants.  
2011 baseline: 0  
5 year target: \$150 – 200K/year revenue from unrestricted grants
- Metric 4.1.2: Growth donated resources, sponsorships etc.  
2011 baseline: <5%  
5 year target: > 5 % of total revenue and 10% of costs provided by donations, in-kind, sponsorships
- Metric 4.1.3: # of grants actively sought.  
2011 baseline: 0  
5 year target: 3 grants written per year
- Metric 4.1.4: Earned revenue is a growing part CCGTs funding.  
2011 baseline: 0  
5 year target: TBD

##### **4.2 CCGT has demonstrated value to the City of Chicago through sustainable funding sources**

- Metric 4.2.1: Increase in the resources and visibility the City brings to bear to CCGT.  
2011 baseline: 0  
5 year target: 20% of operating budget
- Metric 4.2.2 Increase in the number of sponsors and major donors.  
2011 baseline: 0  
5 year target: xx% of operating budget (TBD)

##### **4.3 Staff time is optimized and productive because of investment in volunteers, technology, smarter processes**

- Metric 4.3.1 : % of staff time spent on strategic priorities vs. operational issues.  
2011 baseline: unknown  
5 year target: 70 %
- Metric 4.3.2: Staff size is adequate to perform work load.  
2011 baseline: 3 FT staff  
5 year target: 4 FT staff

#### 4. 4 The volunteer pool is steady, trained and motivated; CCGT is seen as a desirable place to volunteer

- Metric 4.4.1 : Growth in volunteers, volunteer satisfaction surveys.

2011 baseline: 100% satisfied

5 year target: 100% satisfied

##### Strategies/priorities:

###### Highest priority

- Increase fundraising skill set, acumen; collect more Center data for use in grants
- Write grants in several focus areas: Environment (built environment, green building, healthy homes), Education (continuing adult education, jobs training, underserved audience) Energy (renewable energy technologies, energy retrofits, CCAP commitment) and Pollution Prevention (storm water, green infrastructure)
- Operations technology infrastructure is in place, such as online registration, website
- Develop a major donor strategy; look for a multi-year significant gift or revenue stream
- Develop an advisory board to increase reach and connections
- Develop methods to get volunteers as productive as possible in a very short time

###### Medium priority

- Monetize relationship with partners/develop sponsors
- Tweak volunteer practices to attract more volunteers
- Expand internships

###### Lower priority

- Increase focus on room rental
- Build out remaining space for classroom and/or paying tenants
- Develop an annual report (as part of strategic plan monitoring) to demonstrate impact to the City and the public

#### 2011-2012 Tactical Initiatives and Ownership

Tactic	Target start and completion
<b>Funding – Grants</b>	
Work with CDOT to identify restricted and unrestricted grants and create grants calendar, list of prioritized needs in areas of environment, education, energy and pollution prevention	
Develop boilerplate that can be used in grants: history of site, mission, description of what CCGT is and does, budget template; write descriptions of each major program area	
<b>Funding – non-grant (earned revenue / sponsorship)</b>	
Develop a sponsorship strategy and multi-year plan with CDOT – what types of sponsors	

<b>Tactic</b>	<b>Target start and completion</b>
(naming, underwriting in-kind, other), potential sponsors. Identify a few potential major sponsors; target underwriting and naming potential; talk to CEF and companies that do this (like CW Corporate Council) and see what it takes to attract sponsors	
Develop materials for potential sponsor/donors, including a list of “asks” / needs for grants, sponsors, etc. – both operational and project-based	
Host a green homeowner open house or fair in Nov 11 – with Energy Efficiency focus	
Host a quarterly movie night with environmentally themed movies	
Complete room rental plan, including price adjustments and advertising; decide on recommendations to implement	
Reach out to non-profits, chambers of commerce, neighborhood associations about availability of rental space	
<b>Volunteers</b>	
Rework volunteer orientation, Implement a volunteer mentor program, give tours to new volunteers	
Create volunteer productivity aids, including scripts for volunteers to answer the phone or email – to give correct information	
Pilot new recognition for volunteers around the technology/center/innovation, develop better job descriptions and titles , include a “docent” level for experienced volunteers	
Develop a list of volunteer-capable projects and assign at least one project to each volunteer (“give them a goal”)	
<b>Technology upgrades</b>	
Complete online registration project	
Complete facility technology upgrades	
<b>Advisory Council</b>	
Develop a clear objective /charter for advisory council and a “job description” for an advisory council participant (scope, skills, expectations, benefits to them	
Develop a list of potential candidates for advisory council; talk to Karen about chairing it	

## **Strategic Planning Process**

The CCGT strategic planning process started in February 2011 and was completed in August 2011. The process included a review of the 2006 strategic plan, an updating of the current state analysis, conducting surveys with volunteers, visitors, GTU students and organizations who rented rooms, participating in a series of meetings to discuss strategy and brainstorm on tactics, and the gathering of best practices and innovative ideas from the City and other organizations.