



CONNECTICUT GREEN BUILDING COUNCIL
2017-2019 STRATEGIC PLAN

Adopted -June 12, 2017

ACKNOWLEDGEMENTS

2017 CTGBC BOARD OF DIRECTORS

Marta Bouchard
Wayne Cobleigh
Kristen Coperine
Caroline DiDomenico
Sheri Dieso
Brian Dwyer
Nick Jones
Melissa Arminio Kops
Leon Levine
Patrick McDonnell
Tom Nichols
Rob O'Meara
Ross Spiegel
Katie Roden Symonds
Aris Stalis

EXECUTIVE DIRECTOR

Recruitment in Process

2017 CTGBC OFFICERS

Brian Dwyer	<i>Chair</i>
Wayne Cobleigh	<i>Vice Chair</i>
Robert E. O'Meara Jr.	<i>Treasurer</i>
Ross Spiegel	<i>Secretary</i>

2017 CTGBC BOARD ADVISORS

Vacant

2017 EMERGING PROFESSIONALS

Nick Jones
Julia Dumaine

2017 CTGBC DIVISION CHAIRS

Operations
Aris Stalis + Brian Dwyer

Professional Development
Marta Bouchard + Kurt Anderson

Outreach + Engagement
Katie Roden Symonds

ACKNOWLEDGEMENTS

2017 STRATEGIC PLANNING STEERING COMMITTEE

Brian Dwyer
Wayne Cobleigh
Caroline DiDomenico
Sheri Dieso

2017 CTGBC COMMITTEE LEADERS

Marketing/Communications
Kristen Coperine

Membership/Sponsorship
Tom Nichols/Caroline DiDomenico

Finance
Aris Stalis /Robert E. O'Meara Jr

Awards
Kristen Coperine/Sheri Dieso

GPRO
Vacant

LEED Well, GRESB, ARC
Vacant

Continuing Education
Anthony Stark

Homes
Andrew Baumer/Lynn Hoffman

Healthcare
Vacant

Schools
Leon Levine

Energy
Vacant

Advocacy
Ross Spiegel

NESBEE
Melissa Arminio Kops

CTGBC VISION, MISSION, + EXECUTIVE SUMMARY

VISION

Buildings and communities will regenerate and sustain the health and vitality of all life within a generation.

MISSION

CTGBC transforms the way buildings and communities are designed, built, and operated, enabling an environmentally and socially responsible, healthy, and prosperous Connecticut and improved quality of life for all.

EXECUTIVE SUMMARY

The Connecticut Green Building Council (CTGBC) held a 3-hour strategic planning session in March 2017 at Energize CT in North Haven, CT. It was facilitated by CTGBC members, Brian Dwyer, Caroline DiDomenico, Sheri Dieso and Wayne Cobleigh.

The session focused on a roundtable discussion on priorities by asking the following questions:

What has CTGBC done in the past, continues to do today, and should remain a priority in the future?

What is CTGBC currently doing that should be a high priority for improvement?

What does CTGBC NOT do today that it should be doing in the future?

A survey of members was conducted to members as well with the same questions.

Recurring themes for strategies included the following categories;

Education Networking

Marketing Community Outreach

Advocacy Partnering

CTGBC 2017-2019 GOAL

Become the hub of sustainable building practices in Connecticut through education, training and advocacy while maintaining the financial vitality of CTGBC and attracting and retaining a growing, engaged, and diverse membership base.

CTGBC STRATEGIES

The strategies presented here define the priorities CTGBC will pursue in 2017-2019:

BE THE MAIN RESOURCE FOR THE GREEN BUILDING COMMUNITY

Be active in our communities; providing timely and relevant information and education to our constituents, while engaging underserved populations, to advance sustainable practices and transform the way buildings and communities are design, built and operated. Keep members current on green building and sustainable initiatives that are available locally as well as nationally. Introduce “Advance” to the portions of communities that are underserved.

ENGAGE AND ACTIVATE MEMBERS, SPONSORS and PARTNERSHIPS

Broaden the support base beyond the architecture, engineering, and construction community, enabling members to more effectively promote the CTGBC brand. Develop partnerships with like-minded organizations, municipalities, and cities to foster and grow healthy and sustainable communities. Strengthen the aligned partner status with USGBC and like-minded organizations. Increase net membership by 10% by December 31, 2017, and improve annual membership retention by 5%.

Continuously IMPROVE WEBSITE and Communication Plan+ LEVERAGE SOCIAL MEDIA

Create a top search engine destination for building a greener Connecticut. Think and act creatively, garner more attention, generate more interest, and attract new stakeholders. Enlist a member part time to promote CTGBC through social media on a consistent basis. Incorporate function into Marketing Communications Plan. Expand Communication efforts.

STRATEGICALLY CULTIVATE PROFESSIONAL Education and Certificate Training.

Education remains an over-arching goal. GPRO differentiates the CTGBC as an education provider for the design and construction community in Connecticut, with a broad range of programs. GPRO should expand to underserved communities, and capitalize on Community Outreach. Offer mentoring for students interested in Green careers.

ADVOCATE AT THE LOCAL AND STATE LEVELS

Build relationships with those in leadership positions; become more inclusive for events within municipalities or and cities.

ACTION ITEMS:

The action items that follow for each strategy provide a roadmap for the achievement of strategic plan benchmarks over the next three years. Many action items will require a new approach to outstanding issues, but the focus will be on realistic solutions. Other action items will be related to furthering success in existing programs such as GPRO or streamlining existing processes. The implementation and delivery of these action items will be adjusted as required over the course of the term.

BE THE MAIN RESOURCE FOR GREEN BUILDING COMMUNITY

Action Items:

- Create focused events that appeal to a variety of interests within our community. Provide forums for experts to share their knowledge, for sponsors to reach more target rich audiences and for members to learn and discover. Become an information sourcing mechanism that our community instinctively turns to for leadership and guidance, and encourages active chapter member participation. This will be led by Outreach and Engagement with assistance from the Board. Establish and maintain a database for initiatives that are currently being utilized or enforced for green building.
- Develop programs to make green building and socioeconomic value propositions and present case studies to organizations with fixed or publicly-controlled operating budgets such as municipal housing authorities, emergency response and public safety, etc. Continue to work with Habitat for Humanity and explore opportunities for providing funding for sustainable Habitat projects. This will be led by the Outreach and Engagement Division with assistance from the Board and Emerging Professionals.
- Engage further, and influence when possible, and link to activity surrounding energy policy in the State and local governments. Determine how the overall energy goals for CT align with our mission and programming. The Outreach and Engagement Division and Advocacy Committees will lead this effort with assistance from the Board.
- Measure and track projects with LEED or other GBCI ratings, and LEED or other GBCI credentialed professionals within Connecticut. Develop an inventory of all the green building landmarks and achievements in Connecticut to create a visual map for green tourism (e.g.: solar powered vineyard in Colchester, LEED Certified Buildings, etc.) Potentially link with the CT Office of Tourism to create a Green Trail/Tour. This will be led by the Outreach and Engagement Division with assistance from the Board, Communications Committee, and Emerging Professionals.
- Do our homework and measure our success! Create a rich database of metrics for green building in Connecticut. Research and document the number of LEED APs, the number of benchmarked buildings, overall carbon and energy use reductions, etc. This will be led by the Operations Division with assistance from the Board, Professional Development Division, and Emerging Professionals.

ENGAGE + ACTIVATE MEMBER, SPONSORS, USGBC and PARTNERSHIPS

Action Items:

- Create a menu of options for sponsors to customize and tailor their benefits package. Offer unique and valuable benefits such as LEED plaque subsidy/gift, education credits for CEU-focused sponsors, social media advertising, and other incentives. The Membership Committee will lead this effort with assistance from the Board.
- Continue to develop the Awards Program in to a robust and news worthy event. Engage more stakeholders by reviewing the application form annually and consider adding a Student category, potentially adding a sunset period for projects built in previous years, adding new categories each year such as product design, and further cater to the needs of the design teams and owners who build in Connecticut.
- Partner with other like-minded organizations on events, offer advertising in exchange on our website/newsletter. Assign a CTGBC liaison to each partner responsible for developing win-win relationships with partners. Collaborate developing programs to engage Emerging Professional members.
- Highlight one sponsor and one volunteer each month on the flash component of the website homepage. The component should scroll through several current events/highlights and this should be updated monthly to keep the content current. This will be led by the Communications and Membership Committees. (This promotion can also be included as a feature item in our newsletter)
- Collect more detailed information material from all sponsors at the time of registration. This should include a brief checklist of priorities for the sponsor (e.g.: education benefits, building certification assistance, preferred advertising methods, etc.) and high resolution logos/photos of key people. The Membership Committee will lead this effort with assistance from the Communications Committee and Executive Director.
- Develop a Memorandum of Understanding (MOU) with USGBC that sets up clear responsibilities for CTGBC and USGBC for: branding consistency, promoting events of each organization, updating the status of registration and approval of LEED certified buildings in Connecticut, any other key performance indicators identified in the MOU.

ENGAGE + ACTIVATE MEMBER, SPONSORS, USGBC and PARTNERSHIPS

- Obtain a “mobile payment system” to accept on-site payment and make joining/supporting at events as easy as possible (also see action item #1 under the Improve the Website). This will be led by the Finance Committee with assistance from the Executive Director and Bookkeeper.

CONTINUOUSLY IMPROVE WEBSITE and COMMUNICATION PLAN +LEVERAGE SOCIAL MEDIA

Action Items:

- Examine and improve website navigation and information strategies. Update main flash component monthly to focus on critical items including upcoming events, committees in need, people in action, campaigns, or sponsor highlights. Consistently generate a newsletter and distribute to members, sponsors, and interested parties. Develop a communication plan. The Marketing Communications Committee will lead this effort and will require board review.
- Assign a team to continuously monitor and update the content of the website on a regular basis. Monthly and weekly updates should be scheduled based on type of information. The Marketing Communications Committee will lead this effort.
- Obtain member Twitter handles at the time of registration/renewal and allow opt-in to be part of our Twitter feed. Provide info about how to access CTGBC social media at time of registration. Create QR code link card for social media to quickly link members to social media. Enlist member part time for this effort.
- Tweet live from events, board meetings, and use Twitter to promote sponsors. The Communications Committee will lead this effort with help from all Board Members and Emerging Professionals. When enlisted member is not in attendance, assign another member to event.
- Create an Instagram account and use creatively to promote activities, such as photo competitions. Evaluate the use of Instagram in lieu of Flickr. The Marketing Communications Committee will lead this effort with help from the Executive Director.
- Strategically synergize and link all social media so that all accounts are consistently updated in one keystroke. The Marketing Communications Committee will complete this task
- Create a plan to use more visual tools, photos, graphics, and social media feeds to advertise events and campaigns. The Marketing Communications Committee will lead this effort with assistance from the Outreach and Engagement Division and the Board.

STRATEGICALLY CULTIVATE PROFESSIONAL EDUCATION and CERTIFICATE TRAINING

Action Items:

- Develop an understanding of market and network beyond the architecture and design community that would benefit from GPRO. This may include city/state organizations (e.g. building inspectors), municipalities, facility planners, university/college programs, unions, housing authorities, building owners and operators, contractors, subs/trades, and underserved populations.
- Consider an Educational Director paid position to facilitate the GPRO program. Educate members (including Board Members) of basic GPRO course content to promote marketing and support by existing membership.
- Collaborate with other professional groups to provide educational opportunities that may or may not offer CEUs. Partner with like-minded organizations to help promote educational programs and GPRO training beyond the CTGBC network.
- Expand educational programs to include full range of USGBC supported rating systems beyond LEED, such as WELL, SITES, PEER, EDGE and GRESB.
- Identify incentives at the state level to position GPRO training according to state/city needs, e.g. if a given municipality were to adopt GPRO training as a primary educational method for municipal staff. Offer GPRO in another language, such as Spanish.
- Offer mentoring to students interested in Green careers. Participate in school career days, provide resources and help raise awareness. Offer scholarship(s) for green-related educational pursuits.
- Educate members (including Board Members) of basic GPRO course content to promote marketing and support by existing membership.
- Research and/or promote continuing education requirements by subs/trades such that GPRO becomes a mandatory program). (e.g. tie to licensure and school programs).



STRATEGICALLY CULTIVATE PROFESSIONAL EDUCATION and CERTIFICATE TRAINING

- Close the gap between tradespeople and project managers so that trades are equally educated about GPRO content (which includes LEED/Sustainability topics).
- Establish at least three (3) Sub-Licensee agreements to distribute GPRO training, alleviating the event planning and program coordination by the CTGBC and leveraging/supporting organizations that may have a vested interest or direct benefit by offering “in-house” GPRO training. Evaluate creating a permanent staff position.

ADVOCATE AT THE LOCAL AND STATE LEVELS

- Collaborate better w/State Agencies
- Mailing Lists – Permission to add Reps From Agencies
- Invite Reps to events
- Focus on Energy Codes, state green building guideline changes etc.

Action Items:

- Make it fun! Create more opportunities for informal interaction. Happy hours, sustainable food tastings and brewery tours.
- Further engage and interact with students and Emerging Professionals. Flip the ‘kid’s table” over and create an environment of mentorship, mutual learning, and collaboration.
- Refine and polish the CTGBC brand through means mentioned in previous strategies, but also by creating effective printed communication tools and newsletter.
- Get out in the spotlight and create opportunities to be present in the community making tangible differences.
- Get excited about what we are doing and recognize the importance of our work.
- Celebrate progress when it is made!



STRATEGIC PLANNING EXECUTIVE SUMMARY

Executive Summary

The Connecticut Green Building Council (CTGBC) held a 3-hour strategic planning session on Monday March 20, 2017 at Energize CT, 122 Universal Drive North, North Haven CT. It was facilitated by CTGBC members. Participants included; Brian Dwyer, Wayne Cobleigh, Marta Bouchard, Pat McDonnell, Aris Stalis, Tom Nichols, Ross Spiegel, Katie Roden Symonds, Leon Levine, Nick Jones, Sheri Dieso, Caroline DiDomenico, Christine Coperine, Melissa Arminio Kops.

The session focused on a membership survey that had been sent out, asking the following questions: What has CTGBC done in the past, continues to do today and should remain a priority in the future? What is CTGBC currently doing that should be a high priority for improvement? What does CTGBC not do today that is should be doing in the future?

The survey results have shown that the following areas should remain priorities across all three questions: Education, Events, Advocacy, Marketing/Communications, Networking and Member Engagement and Community Outreach.

Participants at the planning session focused on the same questions and results were similar, but also incorporated the following:

- outreach in underserved communities
- possible education courses in additional languages, (i.e. GPRO)
- more focus on Emerging Professionals group and getting them more involved and engaged with the Board
- potential Executive Director position to be full time, or 2 paid staff positions, should be operated as a business
- follow up with guests at events
- collaborate with schools, have mentoring program/career day
- partner events

The next step is for the Strategic Planning Steering Committee to review and revise current Strategic Plan and present to Board.



STRATEGIC PLANNING SESSION NOTES

Strategic Planning Background (FOR REFERENCE ONLY)

It was determined by the Steering Committee that the former Strategic Plan still contained pertinent information and goals going forward, but with some additional content and redirection as noted in the planning session.

In discussing the survey with those in the attendance the following items were noted:

1. What has CTGBC done in the past, continues to do today and should remain a priority in the future?

Education - CEU's

- Certificate Training

More Events -

- Follow up with guests

- Fun events

- Branching out/sustainable topics

- Urban Agri/Aquaculture

- Invite State Reps

- Expand Focus and Venues

- Green Drinks

Emerging Professionals -

- Collaborate with schools/mentor program

- Collaborate with other organizations

Networking/Awards

Advocacy -

- State level, expand partnerships

2. What is CTGBC currently doing that should be a high priority for improvement?

Social Media-

- 8-10 hours per/week

Community Outreach

- Bilingual programs

- Fall under education?

- Underserved Communities

- Increase diversity of sustainable communities

- Future Generations

Education - more people are needed to enhance this effort

- Tie to licensure, tie to school programs

- CEU's- collaborate with other organizations

- Career Day/Scholarship program



STRATEGIC PLANNING SESSION NOTES

GPRO, a leader or Education Director would be beneficial
Paid staff position

3. What does CTGBC not do today that is should be doing in the future?

Community Outreach –

Latino, underserved communities

GPRO in Spanish

Grant Application – Advance, Training

Volunteer

Habitat, tree planting

Realtors, Mortgage Lenders – Engage

Collaborate better w/State Agencies

Mailing Lists – Permission to add Reps From Agencies

Databases

Green Orgs.

Committees

Group GBCI Systems together under CEU

Future Investments

Mentoring

Fewer, more focused

Marketing and Communications -→ Bigger Box

Tweet/Communicate regularly

Partnering – (Outreach Event)

Schools

Meet and Greet

Communications – Overlap w/ programs

