

GLENDALE GARDENS AND WOODLAND

BUSINESS PLAN

Executive summary

This Business Plan presents the proposed goals and actions for 2010. The goals for the year reflect the logical progression of the strategic decision to focus on the HCP's core strength of education.

It is our intent to offer a much wider range of educational products for 2010, including Apprenticeship Level 3 programs, evening and weekend Professional Development courses for workers in the field, online courses and a second intake of the full Certificate program. We believe our ability to offer a range of courses will a) strengthen our credibility as an educational institution within the horticultural community; b) increase our revenues; c) and improve our cash flow over the 12 month period under consideration.

The decision to undertake a September intake for the Certificate program will result in some fundamental challenges. Firstly, we will be in direct competition with Camosun College. Secondly, there will be a higher probability of young high school graduates. Thirdly, the logistics of running two programs concurrently will stretch our resources.

Notwithstanding the above, the staff feel the goals laid out in this Business Plan are both realistic and achievable.

Business Overview

The Horticulture Centre of the Pacific (HCP) was incorporated as a non-profit society in 1979 with the dream that Victoria could and should have a centre for horticultural education.

The province holds a 45 year lease, which expires in 2042, on the 103 acre portion of crown land located in the Glendale Valley located in Saanich, approximately 12 km. from downtown Victoria. The Glendale Valley which is comprised of 150 acres includes the Vancouver Island Technology Park, Camosun College, Layritz Park and the Pacific Sports Institute.

The HCP is overseen by a Board of Directors assisted by an Executive Director and a paid staff of seven responsible for the management of the gardens, conservation area and educational programs.

Membership in the society currently stands at around 1450 memberships representing 2100 members.

Revenues have grown steadily from \$306,980 in 2000 to forecast revenues of \$699,001 in 2009, an over 225% increase in revenues during that period, including a 25% increase over 2008. These revenues are reasonably well balanced as illustrated in the 2009 budget below:

2009 Business Centres	2009	2009	2010	2010
Program	Forecast Y/E	Percentage	Budget	Percentage
	Revenues			
Education	\$252,409.00	36	\$401,259	50
Saanich Grant	\$130,000	19	\$130,000	16
Donations & Grants	\$154,818.00	22	\$105,500	13
Retail	\$146,826.00	21	\$161,000	20
Other	\$14,948.00	2	\$2,750	1
Total	\$699,001.00	100	\$801,509	100%

The District of Saanich provides operational funding in the form of an annual grant which currently is \$130,000. This grant must be applied for annually.

Vision and Mission

Vision

“Glendale Gardens and Woodland will be a beautiful, locally treasured garden and internationally recognized centre for horticultural education, celebrating the importance of plants in a sustainable world.”

Mission

“We enrich our community by sharing the beauty and joy of gardening, and by demonstrating the importance of plant diversity to life in our world.”

“We accomplish this by:

- **Developing and maintaining diverse north Pacific demonstration gardens, designed to educate visitors on good horticultural practices, and to provide public enjoyment**
- **Demonstrating responsible stewardship of our forest and wetlands through sound habitat restoration, conservation and agro forestry practices**

- **Providing horticultural education, including an accredited horticultural certificate program, for garden enthusiasts regardless of age, in an exciting learning environment**
- **Providing a comprehensive resource centre and meeting place, which facilitates the sharing of knowledge within the horticultural community**
- **Developing and fostering community partnerships and providing rewarding opportunities for our staff and volunteers.”**

Services & Products provided

The Horticulture Centre of the Pacific provides a diverse set of services to our members, students, visitors, the public and volunteers. Starting in 2010, we will be undertaking a review of each of our services and products to seek opportunities for additional revenue and enhanced profitability. We will also seek out new products and services that will leverage our current resources and address our customers’ needs.

Formal Horticultural Education

- Accredited 10 month Certificate Program in Landscape Installation & Maintenance
- Industry training (IPM)
- Approved by ITA to do apprenticeship training and testing
- Evening classes

Community Education

- Entry level horticultural training
- Special interest lectures and workshops
- Extended training programs including: Master Gardener, Sustainable Gardening,

Gardens

- 10 acres of beautiful demonstration gardens provide education and enjoyment
- Partnership groups are able to showcase their specialty

Conservation Area

- Walking trails
- Viewing stations & platform
- Habitat restoration & conservation

Services

- Gift Shop

- Tearoom
- Gardening information
- Resource for garden clubs, services
- List of graduate students as potential gardeners
- Newsletter
- Plant Sale area
- Library

Memberships

- Provide benefits such as discounts at local businesses, reduced rate and free education opportunities, newsletters, library privileges etc.

Volunteering

- Provides an opportunity to socialize, learn and contribute

Venue

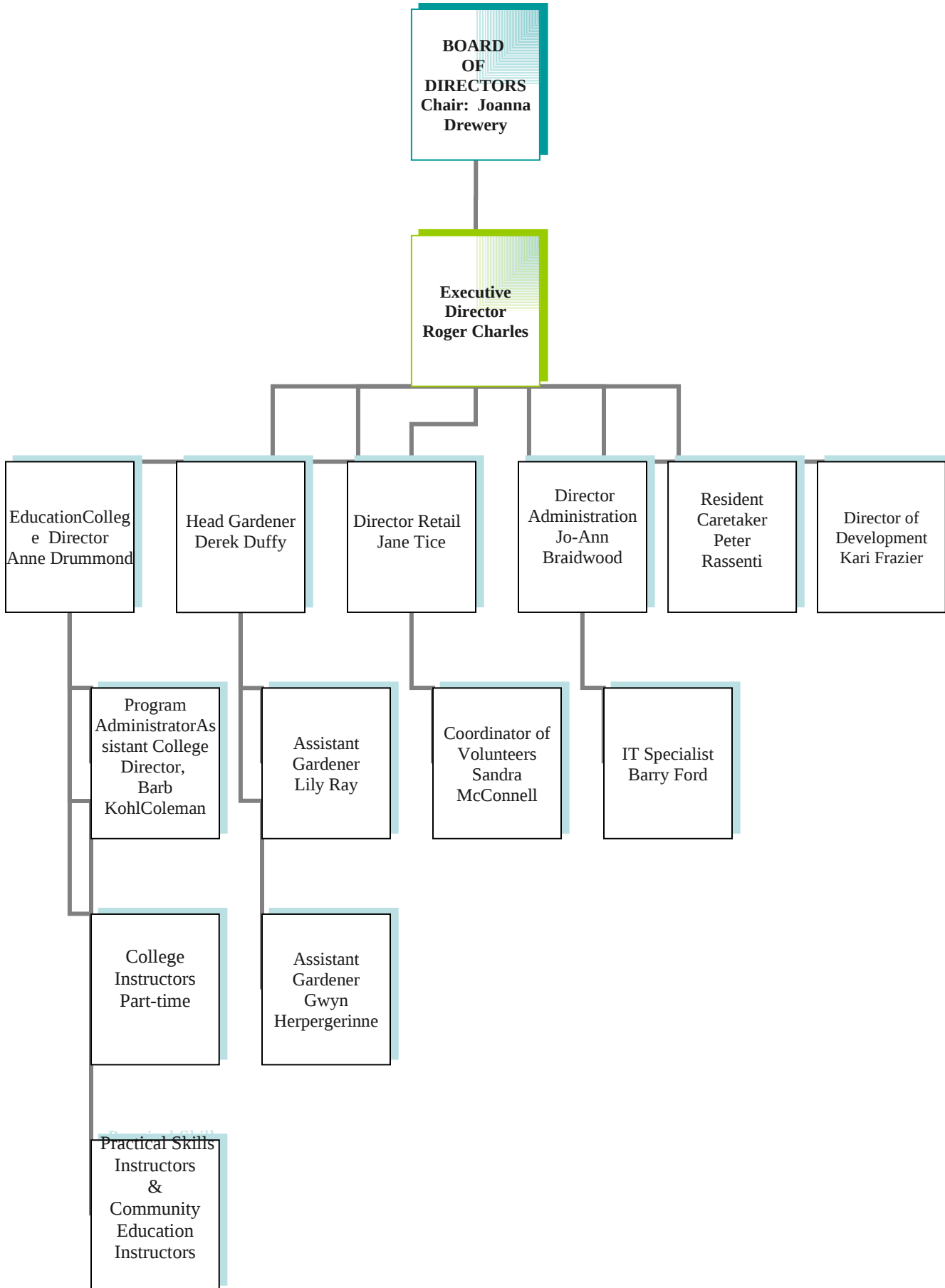
- Rental space indoors and out is available for community use
- Meeting space for garden clubs

Events

- Centre run events provide entertainment and generate funds

ORGANIZATIONAL STRUCTURE OF THE SOCIETY

Most of the staff listed below are part time. The Executive Director and the Head Gardener are the only full time positions. Most other positions are in the 20 hour range. Nonetheless, during the academic year, our payment requirement is approximately 20 people. This is our key cash flow challenge.



Stakeholder Analysis

Mission Focused Stakeholders

As part of the HCP's annual strategic planning review, an assessment was done of our key stakeholders. Based on that analysis, a number of high priority stakeholders were identified as needing improved relationship cultivation by HCP. The business plan identifies a number of specific actions to address relationship cultivation for each of these stakeholders.

Stakeholder	Our Current Performance Fair, Good, Excellent	Key Priorities 2010	Strategy for 2010 Less, Same, Improve
Members	Good		Same
Staff	Good		Same
Volunteers	Good		Same
Students	Good		Same
Horticulture Industry	Fair	H	Improve
Alumni	Fair	M	Improve

Strategy Focused Stakeholders

Stakeholder	Our Current Performance Poor, Good, Excellent	Key Priorities 2010	Strategy for 2010
Saanich	Good	H	Improve
Media	Good		Same
Major Private Donors	Fair	H	Improve
Corporate Donors	Fair	H	Improve
Local Politicians	Fair	H	Improve

Strategic Themes

In order to plan, and align the *Horticulture Centre of the Pacific's* goals and objectives with its vision and mission, four themes have been identified, namely:

1.0 Education Development

To review, develop and improve the delivery of the Horticulture Centre of the Pacific educational programs that meet the current and future needs of the gardening and horticultural community. *To build the Pacific Horticulture College into the internationally recognized centre for horticulture education.*

2.0 Financial Development

To develop fundraising strategies and capabilities to enable the HCP to support the goals included in the three year strategic plan; and to become a viable successful organization. *To establish sound cashflow over the annual budget cycle.*

3.0 Marketing & Communications

To develop a marketing and communications strategy that will significantly raise the public profile of Glendale Gardens and Woodland with a core focus on the Pacific Horticulture College and its offerings, and generate increased support and funding.

4.0 Facilities Development

To enhance the facilities of the HCP to achieve its vision and mission. The expansion of the facilities to accommodate the planned growth in our educational offerings is central to our ability to realize sustained revenue growth.

Although the Board has identified four strategic themes, the latter two themes (Marketing & Communications and Facilities Development) support the central themes of developing the Horticulture Centre of the Pacific as a preeminent educational destination and at the same time building a financially sound base for the future.

For while the revenue growth line has been good over the past few years, our cost line has also shown excessive growth.

	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u> (unaudited)
<u>Revenue</u>	<u>589,071</u>	<u>513,192</u>	<u>554,134</u>	707,878
<u>Expenses</u>	<u>600,393</u>	<u>500,820</u>	<u>655,231</u>	705,919

<u>Net</u>	<u>(11,319)</u>	<u>12,372</u>	<u>(101,097)</u>	<u>1,959</u>

Although we anticipate a small operating profit for 2009 (the numbers above include amortization but not an extraordinary item), the Board strategy and consequently the Business Plan has to ensure there are growing and continuous profits going forward.

Thus the list of activities described below are sub-clustered around the following key financial measures:

- a) Revenue Growth
- b) Profitability
- c) Cost Control
- d) Reserves Development

Budget Scenarios

The 2009 Planning illustrated the danger of making certain budget assumptions (ie. The number of students in the course) which, when not realized, had a major impact on operations due to cash flow challenges.

We have created three budget scenarios, ranging from best case to worst case. The worst case scenario assumes that our revenue projections will be lower than this year due to a drop in the amount of money received from the Saanich grant (\$100k instead of \$130k). We are still planning to budget for 16 students as at the time of writing we have received payment from 15 students and we have 3 more in the pipeline who are expected to complete their applications shortly. This scenario allows for the possibility that if we do get the \$130k and we do not get 16 but 13 students, the revenue losses are covered either way.

Business Plan by Strategic Theme

Key Goals ; Objectives; Action Plans/Activities; and Targets/Outcomes

1.0 Education Development

1.1 Short Term (2010)

1.1.0 Revenue Growth

Continue to enhance the College's reputation for being a leader in horticultural education on Vancouver Island

1.1 Metrics:

1.1.1 College Website visit growth – Target -100% annual growth

1.1.2 Number of student applications – Target 50 in 2010

1.1.3 Survey (online) – reputation perceptions

1.1.4 Establish formal links with the Victoria post secondary institutions, including U. of Victoria Environmental Sciences Faculty and UCW Business Faculty.

1.2 Continue to build our relationship with the PCTIA, the ITA, and HortEducation BC
1.2 Metrics: **1.2.1 Continued financial support from ITA – Target 16 students**
 1.2.2 No. of meetings with principals – Target 3
 1.2.3 Expansion of recognized programs – Target – Apprenticeship Level 4

1.3 Investigate and, if feasible, implement a September 2010 intake for the College
1.3 Metric **1.3.1 Launch of September intake – Target 16 students**

1.4 Continue the development of a broad range of unique, leading edge community education courses and programs that will address learner needs
1.4.1.1.1 **Metrics: New courses related to the Urban Garden and the Ethnobotany trail**

1.5 Increase school visits and in addition to summer camps have JMG camps on days that local schools have professional development days
1.5.1 Metrics: Double visits to 16

1.6 Establish an active college alumni association
1.6.1 Metrics: Funding from the Alumni Association

1.7 Design and implement level 3 apprenticeship training and testing
1.7.1 Metrics: 12 apprenticeships completed

1.8 Demonstrate scientific principles behind the production of both ornamental and edible plants
1.8.1 Metric **1) Course curriculum maintains scientific rigour**

1.9.0 Profitability

1.9.1 Continue to explore the cost of community education programs with a view of having them make a greater contribution to the ongoing financing of HCP

1.9.2 **Metrics:** _____ **Gross Revenue Contribution - Target 15%**
(presently 12%)

2) **1.9.3 - _____ Gross Margin** _____ **- Target 50% (presently 44%)**

1.10.0 Cost Control

1.10.1 Develop and launch web-based education
1.10.2 **Metrics:** _____ **Launch of online education course**

1.11.0 Undertake a complete review of costs to identify potential cost savings
1.11.1. Metrics: 10% cost savings realized

1.12.0 Build the future vision and action plan of the International Horticultural Centre
1.12.1 **Metrics: Delivery of a Plan of Action**
Strike a subcommittee

1.13.0 Working with the Operations Committee, improve the signage in the present demonstration gardens and conservation areas as well as explore additional demonstration areas
1.13.1 **Metrics: 10 new signs**

1.14.0 Long Term (2011-2013)

| 1.14.1 Develop additional post secondary partnerships

| 1.14.2 Add advanced college program offerings

| 1.14.3 Implement a Design program

| 1.14.4 Design and implement level 3 & 4 apprenticeship training and testing (including acquisition of equipment)

| 1.14.5 Assess need to upgrade/increase education facilities and equipment

| **2.0 Financial Development**

To develop fundraising strategies and capabilities to enable the Horticulture Centre of the Pacific to support the goals included in the three year strategic plan; and to become a fiscally viable and sustainable organization.

| 2.1.0 Short Term (2010)

| **2.1.1 Revenue Growth**

2.1.2 Raise capital funds for garden infrastructure projects

2.1.3 ***Metric: Target of \$25,000 in new fund contributions***

2.2.0 Establish 2 revenue generating partnerships

2.2.1 ***Metric: Target Organic Festival & Butchart Gardens***

2.3.0 Specific revenue target for 2010 of \$801,509; the majority of this to come from the College

2.3.1 ***Metric: Certificate program to deliver a minimum target of 32 students between the January and September intakes***

2.3.2 ***Metric: Apprenticeship level 3 – 12 students***

2.3.3 ***Metric: Other new programs to be identified with the Education Committee:***

- i. New landscape design course – target to be established
- ii. Community education courses –Urban Gardening courses/Employer short term training courses

| 2.4.0 Two membership fundraising campaigns

| 2.4.1 ***Metric: Raise \$25,000 from members by donation***

| 2.4.2 ***Metric: Increase membership by 10%***

| 2.5.0 Planned giving target of 10 people

2.6.0 Increase corporate involvement with HCP

2.6.1 ***Metric: 4 corporate bursaries***

2.6.2 ***Metric: 6 corporate donors to HCP projects***

2.7.0 Increase foreign student revenue at College

2.7.1 ***Metric: 3 foreign students in 2010***

2.8.0 Sustain annual Sannich grant of \$130,000

2.9.0 Implement a major donor cultivation plan for the new college building.

2.9.1 ***Metric: At least one update meeting with key potential donors.***

2.10.2 Increase membership and membership involvement

2.10.2.1 ***Metric: Review and enhance membership value package***

2.10.2.2 ***Metric: Increase membership by 10%***

2.10.2.3 ***Metric: Increase % of membership that donate from 10 to 15.***

2.11.0 Cost Control

2.11.1 Revise new building concept and build a business case for lower cost facilities.

2.11.2 Enhanced cash flow management

2.11.2.1 ***Metric: Revenue flow evened out to match expenditures by quarter***

2.11.2.2 ***Metric: Current line of credit is sufficient to meet needs***

2.12.0 Undertake a review of overall costs.

2.12.1 ***Metric: Identification of 10% cost savings***

2.12.0 Reserves Development

2.12.1 accumulate an operating surplus, build reserves and operating efficiency.

2.12.1.1 ***Metric: Start to rebuild reserves to cover operating expenses***

2.12.1.2 ***Metric: Achieve an operating efficiency ratio of 95% (this would mean that we spend 95 cents for every dollar operating revenue, as opposed to currently where we are spending more than we bring in)***

2.12.2 Surplus budget

2.12.2.1 ***Metric: \$25,000 placed in reserves in 2010***

2.12.3 Enhance

- Development Officer role and funds to support it

2.13.0 Long Term (2011-2013)

- 2.13.1 Increase financial viability by growing revenue sources
- 2.13.2 Re-build reserves to \$60,000
- 2.13.3 Diversify sources of revenue
- 2.13.4 Develop international contracts
- 2.13.5 \$1 million revenues by 2012
- 2.13.6 Maintain a management reserve of 10% of gross budget

3.0 Marketing & Communications

3.1.0 To develop a marketing and communications strategy that will significantly raise the public profile of Glendale Gardens and Woodland and Pacific Horticulture College, and generate increased support and funding.

3.1.0 Short Term (2010)

3.1.1 Revenue Growth

3.1.2 Increase public awareness and support of Glendale Gardens and Woodland

3.1.2.1 Metrics: 100% Web growth into the main Glendale Gardens website

3.1.2.2 Metrics: Online Market surveys to measure overall awareness

3.1.2.3 Metrics: 12 media spots (Radio/TV/newspapers) over the year

3.1.2.4 Metric: Regular press releases, at least one per quarter

3.1.2.5 Metric: At least 6 articles in local papers

3.1.2.6 Metric: Free advertising from major media for our key events

3.1.2.7 Metric: One additional major event, possibly involving a keynote speaker such as the Curator of Kew Gardens.

3.2.1 Cost Control

3.2.2 Develop new online promotional brochures for the Gardens and the PHC

3.2.3 New marketing collateral – brochures and posters (some this year?)

3.2.3.1 Metrics: Brochures/Vision document in electronic format

3.2.4 Enhanced college website (*see above*)

3.2.5 Follow-up of UVic student marketing plans

3.2.5.1 Metric: Implement proposed actions of strategy

3.2.6 Marketing plan for Pacific Horticulture College

3.2.6.1 Metric: Plan approved by Development Committee

3.3.0 Long Term (2011-2013)

3.3.1 *Develop a brand strategy.*

4.0 Facilities Development

4.1 To enhance the facilities of HCP to achieve its vision and mission

4.1.1 To find a long term tenant for the operation of the Tearoom.

4.1.2 Metric – An ongoing operation of the Tearoom

4.2.0 Short Term (2010)

4.2.1 Cost Control

4.2.2 Create a Master Site Plan for HCP

4.2.3 Plan for New College Facility:

4.2.3.1 Updated land use plan with ‘agreed’ building location for new College building

4.2.3.2 Donor cultivation plan for new building, including local politicians

4.2.3.3 Revise and enhance the building concept and business case

4.2.3.4 Interim facility plan for next 3 years, e.g. additional portable classroom

4.2.3.5 ***Metrics for above: Completion of goals***

4.2.4 Development and maintenance plan for conservation area to facilitate educational programming

4.2.5 Progress with the infrastructure in the gardens

4.2.5.1 Metrics: Installation of new classroom with washrooms

4.2.5.2 Completion of lighting project in the allee

4.2.6 Review Land Use Plan.

4.2.6.1 Metric: Approval of Land Use Plan by Ops Committee and the Board

4.3.0 Long Term (2011-2013)

4.3.1 Create an overall plan for garden development

4.3.2 Continue conservation area development

4.3.3 Continue garden area development

4.3.4 Complete infrastructure in the gardens

4.3.4.1 Metrics: Build new classroom facilities