

STRATEGIC  
PLAN

2010

-

2013

Horticulture  
Centre of  
the Pacific

## Contents

<a href="#">Contents.....</a>	<a href="#">3</a>
<a href="#">Executive Summary.....</a>	<a href="#">5</a>
<a href="#">Business Overview.....</a>	<a href="#">6</a>
<a href="#">Core Values .....</a>	<a href="#">8</a>
<a href="#">Vision and Mission .....</a>	<a href="#">9</a>
<a href="#">Key challenges and opportunities (SWOT Analysis) .....</a>	<a href="#">10</a>
<a href="#">Stakeholder Analysis .....</a>	<a href="#">11</a>
<a href="#">Key Goals and Objectives.....</a>	<a href="#">13</a>

## Executive Summary

In the fall of 2008, the Board of Directors hired Roger Charles to manage the HCP as incoming Executive Director. Mr. Charles came to HCP with not only an understanding of the original vision established by HCP's founding members, but also with a passion to make it happen. Recognizing that HCP's strategy for 2008-2011 was then centered on diversification of funding, the Board has shifted its main focus to educational development, and revised its Strategic Plan accordingly.

Although much of the previous strategic plan remains intact, the HCP now places utmost importance on its goal of becoming a premiere institution for horticultural education; focusing regionally in the short term and internationally for the long term. Goals and objectives described in the areas of financial, marketing, facilities, and board development serve as necessary stepping stones to achieving the Society's vision.

The HCP will also focus on the following key strategies as a means to achieving its goals:

1. Developing infrastructure and capacity to house additional educational programming while maintaining a high quality experience for its volunteers, members, volunteers, and existing students;
2. Optimizing information technology in order to expand upon its current marketing and communications;
3. Establishing new partnerships that will assist in delivering new programs while generating revenues; and
4. Utilizing the Glendale Gardens and Woodland lands to offer more enriching, unique, educational opportunities.

Utilizing these strategies, the HCP will see achievement of the vision of becoming an internationally-recognized centre of horticultural education.

## **Business Overview**

The Horticulture Centre of the Pacific Society (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 HCP holds a 45 year lease with the provincial government of British Columbia, which expires in 2042, on the 416,826 square meter (103 acre) portion of provincial Crown land located in the Glendale Valley located in Saanich, approximately 12 km from downtown Victoria. The Glendale Valley which is comprised of 607,028 square meters (150 acres) includes the Vancouver Island Technology Park, Camosun College, Layritz Park and the Pacific Sports Institute.

Membership in the Society typically stands at around 1500 memberships, representing 2100 members.

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

### ***Glendale Gardens and Woodland***

The demonstration gardens are open year-round for a modest entry fee. Partnership gardening groups and societies have long been a source of plant material, funding and labour as they have developed gardens specific to their areas of interest. Visitors can enjoy the over 10,000 varieties of plants while learning what and how to grow in the Pacific Northwest.

The conservation area is open to the public at no charge year-round. Currently the conservation area development is entirely reliant on grants and donations.

An active and dedicated group of about 200 volunteers contribute 20,000 hours of labour each year in all areas of the operation from gardening to construction, hospitality and administration.

### ***Pacific Horticulture College***

The Pacific Horticulture College, which is accredited by The Private Career Training Institution Agency, is the formal educational arm of the HCP. It has the capacity of training 24 students per year in a ten month certificate program. Community Education programs, industry training, specialized courses and workshops comprise the balance of educational offerings.

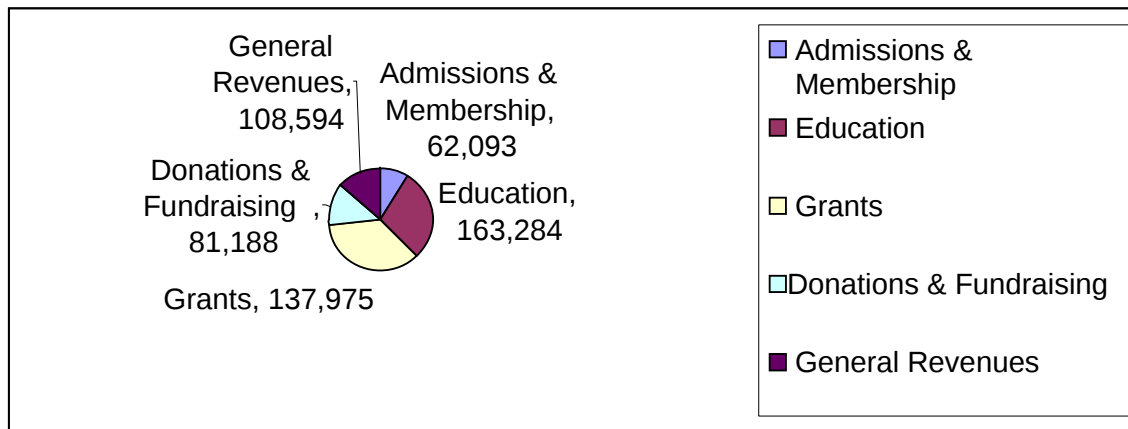
## Five Year Financial Trend

Revenues have grown steadily from \$307,000 in 2000 to \$554,000 in 2008. The following chart illustrates the historical and projected growth of revenues over a 5 year period.

	2006	2007	2008	2009 (Projected)	2010 Budgeted
Revenue	589,071	513,192	554,139	696,000	750,000

## Sources of Revenue (2008)

The following graph and table illustrate the major sources of revenue for the Horticulture Centre of the Pacific.



Type of Revenue	2007 Percentage	2008 Percentage	2009 Percentage (Projected)
General Revenue	20	20	20
Admissions & Membership	10	11	9
Donations & Fundraising	12	15	8
Grants	26	25	27
Education	31	29	35
<b>Total</b>	<b>99</b>	<b>100</b>	<b>100</b>

The District of Saanich provides operational funding in the form of an annual grant which currently is \$130,000. This grant is applied for and approved on an annual basis.

## **Core Values**

The HCP's core values reflect the basic principles that guide our interactions with every stakeholder of the HCP. The HCP's core values reflect the unique nature of our organization as both a steward of the Glendale lands and as an educational institution.

### ***Scientific Knowledge and Inspiration***

The HCP, as a preeminent horticultural educational institution on Vancouver Island, will consistently use up-to-date scientific knowledge in its approach to the management of its lands as well for its educational curriculum. This scientific knowledge will be used and presented in an inspirational manner to enhance the learning experience of students and visitors.

### ***Stewardship***

Stewardship is an ethic that embodies the concept of responsible caretaking. The concept is based on the premise that we don't own resources, but are managers of resources and are responsible to future generations for their preservation.

The HCP has stewardship responsibilities for the 103 acres of Glendale lands under its management. As such, the HCP will manage these lands in an environmentally sustainable manner to ensure that future generations will benefit from their beauty and natural diversity.

### ***Leadership and Best Practices***

As a preeminent educational institution, HCP will provide leadership in the community in terms of providing relevant and innovative horticultural education programs that meet the current and future needs of our students, the community and the horticultural industry. As part of its leadership role, the HCP will ensure that it utilizes current best practices in the management of its lands, its educational approach and its curriculum.

### ***Partnerships***

Partnerships are cooperative relationships between people or groups who agree to share responsibility for achieving common goals. Partnerships can only work in an environment of mutual trust, respect and willingness to create win-win opportunities.

The HCP is committed to seeking out and developing partnerships with the broad community; it is a fundamental way in which it conducts its business, as it allows the HCP to build stronger ties with the community and more effectively achieve its vision.

## **Vision and Mission**

The vision and mission statements of Horticulture Centre of the Pacific Society were revised in July 2007 to better reflect the objectives it wants to achieve in the coming years.

### ***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.”

## Key challenges and opportunities (SWOT Analysis)

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• Committed volunteers and leaders</li> <li>• Assets – the garden and conservation area</li> <li>• Experienced and knowledgeable people</li> <li>• Innovation</li> <li>• Location</li> <li>• Accreditations, certificate offerings, and ITA Levels</li> <li>• Philosophy and values</li> <li>• Reputation</li> <li>• Relationship with Saanich</li> <li>• Partnerships with garden groups and master gardens</li> <li>• Volunteer base</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Physical facilities and supporting infrastructure</li> <li>• Lack of focus; trying to do too many things</li> <li>• Limited measurement processes</li> <li>• Relatively unknown organization</li> <li>• PCH advertising</li> <li>• Cash flow and distribution of donations – tied to projects</li> <li>• Marketing reach</li> <li>• Cultural at present</li> <li>• Technology systems and back up</li> <li>• Competitive strength is low at present</li> <li>• Financial means for marketing and advertising</li> </ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Embrace social enterprise and be more entrepreneurial</li> <li>• New markets – international, connecting with overseas sister colleges in hort. – exchanges of students, practicum opportunities</li> <li>• Programming in the conservation area.</li> <li>• Alumni Association – use of a logo, metallic sign or badge for graduate student and their businesses.</li> <li>• Public education.</li> <li>• Industry connections – advisory board on what industry needs</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Financial, loss or decreased of support from Saanich</li> <li>• No evident succession planning for board or management and key volunteers</li> <li>• Competition for resources and people</li> <li>• Economy – financial downturns and introduction of new tax which affects computer set ups and higher prices for gardens</li> <li>• Seasonality – weather affects our projects and events</li> </ul>

## Stakeholder Analysis

A stakeholder is a [person](#), [group](#), or organization that has direct or indirect [stake](#) in the HCP because it can affect or be affected by the [HCP's actions](#), [objectives](#), and [policies](#). It is crucial to the HCP's success that it identify its key stakeholders, and ensure that they are engaged and cultivated.

As part of the HCP's annual strategic planning review, an assessment was done of its key stakeholders. Based on that analysis, a number of high (H) and medium (M) priority stakeholders were identified as needing improved relationship cultivation by HCP in 2010.

### ***Mission Focused Stakeholders***

Mission focused stakeholders are those stakeholders that are directly related to the HCP's mission.

<b>Stakeholder</b>	<b>Our Current Performance Fair, Good, Very Good</b>	<b>Key Priorities 2010</b>	<b>Improvement Focus For 2010</b>
Members	Good		
Staff	Good		
Volunteers	Very Good		
Students	Good		
Horticulture Industry	Fair	H	Improve
Alumni	Fair	M	Improve

## **Strategy Focused Stakeholders**

Strategy focused stakeholders are those stakeholders who are crucial to the achievement of our strategy.

<b>Stakeholder</b>	<b>Our Current Performance Poor, Good, Very Good</b>	<b>Key Priorities 2010</b>	<b>Improvement Focus For 2010</b>
Saanich	Good	H	Improve
Media	Good		
Major Private Donors	Good	H	Improve
Corporate Donors	Good	H	Improve
Local Politicians	Fair	H	Improve

# Key Goals and Objectives

## ***Education Development***

**To build the premiere horticulture educational institution on Vancouver Island.**

### **Short Term (2010)**

- Continue to enhance the College's reputation for being a leader in horticultural education on Vancouver Island
- Continue to build our relationship with the PCTIA, the ITA, and HortEducation BC
- Investigate and, if feasible, implement a September 2010 intake for the College
- Demonstrate scientific principles behind the production of both ornamental and edible plants
- 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
- Continue the development of a broad range of unique, leading edge community education courses and programs that will address learner needs
- Increase school visits and in addition to summer camps have JMG camps on days that local schools have professional development days
- Working with the Operations Committee, improve the signage in the present demonstration gardens and conservation areas as well as explore additional demonstration areas
- Develop and launch web-based education
- Build the future vision and action plan of the International Horticultural Centre
- Develop transition facility plan for education and training requirements
- Design and implement level 3 apprenticeship training and testing
- Establish an active college alumni association
- Introduce new programs in Conservation Area

### **Long Term (2011-2013)**

- Develop additional post secondary partnerships
- Add advanced college program offerings
- Implement a Design program
- Design and implement level 3 & 4 apprenticeship training and testing (including acquisition of equipment)
- Assess need to upgrade/increase education facilities and equipment

## ***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.**

### **Short Term (2010)**

- Raise capital funds for garden infrastructure projects
- Establish 2 revenue generating partnerships
- Specific revenue target for 2010 of \$750,000; the majority of this to come from the College
- Sustain annual Sannich grant of \$130,000
- Implement a major donor cultivation plan for the new college building.
- Revise new building concept and build a business case.
- Two membership fundraising campaigns
- Planned giving target of 10 people
- Increase corporate involvement with HCP
- Increase membership and membership involvement
- Increase foreign student revenue at College
- Secure funding for a Development Officer
- Improved financial management:
  - Accumulate an operating surplus, build reserves and operating efficiency.
  - Surplus budget
  - Enhanced cash flow management
  - Partnership for generating revenues in Fall/Winter months
  - Re-build management reserves to \$25,000

### **Long Term (2011-2013)**

- Increase financial viability by growing revenue sources
- Diversify sources of revenue
- Develop international contracts
- \$1 million revenues by 2013
- Maintain a management reserve of 10% of gross budget

## ***Marketing & Communications***

**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.**

### **Short Term (2010)**

- Increase public awareness and support of Glendale Gardens and Woodland
- Develop new promotional brochures for the Gardens and the PHC
- New marketing collateral – brochures and posters
- Follow-up of UVic student marketing plans
- Marketing plan for Pacific Horticulture College

### **Long Term (2011-2013)**

- Develop a brand strategy.

## ***Facilities Development***

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

### **Short Term (2010)**

- Create a Master Site Plan for HCP
- Plan for New College Facility:
  - i. Updated land use plan with 'agreed' building location for new College building
  - ii. Donor cultivation plan for new building, including local politicians
  - iii. Revise and enhance the building concept and business case
  - iv. Interim facility plan for next 3 years, e.g. additional portable classroom
- Development and maintenance plan for conservation area to facilitate educational programming
- Progress with the infrastructure in the gardens
- Review Land Use Plan.

### **Long Term (2011-2013)**

- Create an overall plan for garden development
- Develop an agroforestry program
- Continue conservation area development
- Continue garden area development
- Complete infrastructure in the gardens
- Build new classroom facilities

## ***Organizational Development***

**To establish and maintain the organizational capacity that will support the strategic direction of HCP, and its ongoing expansion and changes to operations and facilities**

### **Short Term (2010)**

- Ensure the organization develops in such a way that it can meet the challenges of growth with an emphasis on expanding upon human resources and information technology systems.
- Human resource management strategy and plan
- Mentorship program for curators

### **Long Term (2011-2013)**

- Enhance the organization's human resources and infrastructure in order to meet future needs.

## ***Board Development***

**To become an effective Board that achieves the goals and objectives set out in its strategic plan**

### **Short Term (2010)**

- Financial Development: To increase and develop the fund-raising capacity of the Board.
  - Recruit members for the 2010-11 Board who have an interest in assisting with fund-raising and education
  - Encourage existing Board members to assist in fund-raising efforts through meetings with donors, potential donors and partnership groups.
- Policy Development: To ensure that appropriate and up-to-date by-laws and policies guide the Society's operations.
  - To continue to introduce policy in response to identified needs.
  - To review the Society's By-laws by January 2010 with a view to proposing amendments at the April 2010 AGM.
  - Develop a framework for a regulatory Compliance Audit and conduct this during 2010.
  - Develop financial policies regarding limits on Society's line of credit, how funds in trust will be invested, building up of a reserve fund and policy on loans from directors.
  - Develop a policy on Board composition – e.g. a representative of the PHC alumni will be invited to be on the Board.
- Strategic Planning: To ensure that the Strategic Plan is up to date.
  - Update the three-year Strategic Plan annually through consultation with the Board and staff.
  - Conduct an analysis of our business model

- o Review the Business Plan, setting clear measurable goals
- o Establish strategic goals that shift focus from dependence on volunteers
- Board Development: To ensure that the skills of the Board members reflect identified needs for optimum functioning of a governance board
  - o To continue to develop the Board as a Governance Board, supporting and providing general direction to the Executive Director.
  - o To recruit new Board members who will expand the capacity of the Board as a Governance Board.
  - o To ensure that Board Development is a budget line for 2010.
  - o Expand Board committees to include required expertise

### **Long Term (2011-2013)**

- To have the Society Board operating as an efficient, effective Governance Board.