



Cleveland Botanical Garden

Strategic Plan 2009-2014





Introduction

As we look to the future of the Garden, our connection with the people of our region only increases in importance. Plants and people are naturally and inextricably intertwined in ways that are too often overlooked in today's technology-driven society. Culturally, historically, and in so many ways every day, Cleveland's Garden is increasingly integral to all of Northeast Ohio.

The Garden's rich history made planning for the next era in our future an exciting opportunity. Based on rigorous market research and internal analysis of operations, a strategic planning committee comprised of staff and board leadership renewed our vision, mission and guiding principles. We then established goals and strategies to reflect the times in which we live and work. These goals and strategies address our organizational role as an educator, a robust citizen of our region and a sterling guest destination. They organize our present reality based on our desired vision for our future. This strategic plan, the third consecutive plan in the Garden's recent history, will guide us as we grow in ways that create an ever more vibrant tomorrow for us all.



Vision

Cleveland Botanical Garden inspires an enduring connection between plants and people so that vibrant green communities will flourish and sustain life.

Mission

To spark a passion for plants and cultivate an understanding of their vital relationship to people and the environment.

Guiding Principles

In pursuit of its vision and mission, the Cleveland Botanical Garden is committed to:

- * Enriching life through plants
- * Stewardship of biodiversity
- * Creating beauty and tranquility
- * Transformative learning and teaching
- * Engagement of our diverse community
- * Collaborating to achieve greater impact
- * Sustainable use of resources
- * Building on our history



Goals and Strategies

Goal 1:

Expand and enhance opportunities for guests and members to enjoy and learn about plants.

Strategy A:

Broaden and deepen the guest experience.

As one of its immediate priorities, the Garden will create and implement a long-term, comprehensive master plan for the guest experience.

Strategy B:

Build the commitment to quality service.

The Garden will deliver best-in-class service at every guest touch point.



Goal 2:

Improve the vitality of our community and urban environment.

Strategy A:

Grow Green Corps.

We will create and implement a comprehensive growth plan for Green Corps, our signature outreach program.

Strategy B:

Connect the Garden's resources and constituencies in service to the community.

Beyond Green Corps, the Garden will provide service to the community based on need and our capacity to deliver.

**Goal 3:**

Grow through socially, ecologically and financially responsible practices.

Strategy A:

Lead in socially responsible ways, both internally and externally.

We will review personnel policies and procedures to ensure that the Garden is a meaningful and rewarding workplace for all employees.

We will optimize our value to the broader community by persistently seeking and carrying out socially responsive business relationships and practices.

Strategy B:

Foster an organizational culture focused on sustainable outcomes.

We will determine our ecological footprint, and create a plan to reduce it.

Strategy C:

Increase funds for operations.

We will execute comprehensive short-term and long-term plans for raising both earned and contributed income.

We will strengthen the annual fund while concurrently securing gifts to endow key positions and programs.

We will increase revenue through heightened attendance and additional private rental business.

Cleveland Botanical Garden

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*The Garden's management team wishes to thank those members of its Board of Directors who served on the strategic planning committee chaired by R. Breck Denny.