

Chicago Botanic Garden
2016 Operating Plan
Development

The Chicago Botanic Garden's mission and this strategic plan can only be fulfilled if the Garden is financially secure. The Garden will thoughtfully allocate its resources, safeguard its assets, mitigate business and financial risk, diversify revenue sources, and build a solid financial foundation that can anticipate and withstand the uncertainties of the future. The Garden is committed to serving the needs of its partners and advocates, in particular the Forest Preserves of Cook County.

Goal	Objectives	Deliverables
1. The Chicago Botanic Garden will remain committed to serving the needs of all the people of Cook County and to proudly communicate the model public-private partnership that the Chicago Horticultural Society and the Forest Preserves of Cook County has built together.		The Garden and Brookfield Zoo are collaborating with the Forest Preserves of Cook County on its Next Century Conservation Plan.
		Market new Regenstein Learning Campus to members and visitors.
		Introduce Farm On Ogden as part of the expanding Windy City Harvest program; expand awareness of urban agriculture jobs training and healthcare in underserved Chicago communities.
2. The Garden will grow annual revenue to meet annual expense increases by diversifying revenue sources. For example, we will increase memberships; expand and create new business initiatives; build strategic partnerships with corporations, public agencies, and not-for-profits; ensure positive relationships with suppliers; and build stronger relationships across all donor constituencies. We will grow our base of supporters locally, nationally, and internationally.	2.1 Increase membership revenue by 2.8 percent from 2015 year-end revenue to \$4.324 million.	Market new Regenstein Learning Campus to members and visitors; reintroduce the Joseph Regenstein, Jr. School of the Chicago Botanic Garden.
		Leverage the Orchid Show, updated Garden View Café, North Branch Trail addition, Butterflies & Blooms, and new Learning Campus to drive more Garden Plus memberships.
		Analyze RFID data to determine future membership and Annual Fund marketing.
		Expand five-star customer experience across integrated Membership and Information Desks.
		Conduct a business process review for a new membership component to the marketing/ticketing/membership customer relationship management (CRM) platform.
		Augment direct-mail acquisition campaigns with digital advertising and social media.
		2.2 Increase the Annual Fund by 3.3 percent from 2015 year-end revenue to \$3.572 million.
	Develop upgrade strategy for Board, Woman's Board, and Guild.	
	Test new digital ways to generate more Annual Fund revenue. Leverage RFID data to generate more AF revenue.	
	2.3 Generate Sponsorship revenue of \$850,000. The Sponsorship team also helps manage more than \$2 million in fundraising revenue via sponsorship, capital, and foundation giving.	Leverage Regenstein Learning Campus for new sponsorships.
		Fully optimize the internal team to protect and grow the current roster of sponsors.
		Ensure that sponsors experience exceptional stewardship resulting in ongoing renewal of sponsorship year on year. The attrition rate should be below 20 percent.
		Increase demonstration of ROI as sponsors demand more evidence to justify sponsorship.
Facilitate Corporate Roundtable for Sustainability meetings three times per year, ensuring diverse participation and engaging topics for discussion. Continue to encourage/engage corporate volunteer groups at the Garden.		
Increase support from corporate foundations by working with the Foundation & Government Relations Team to identify ten new corporate foundation prospects.		
2.4 Increase event revenue by 3.8 percent from year-end 2015 to \$581,000 from fundraising event revenue.	Reposition and strengthen the Antiques, Garden & Design Show Preview Party.	
	Raise \$175,000 net from Woman's Board events.	
	Raise \$155,000 net from the Summer Dinner Dance. Reposition for stronger attendance.	
	Raise \$178,000 net from the Harvest Ball.	
	Create new and exciting President's Circle events for 2016.	
	Continue to refine Orchid Show Preview.	

	<p>2.5 Generate revenue from government sources to \$4.056 million.</p>	<p>Seek support for Garden research, education, and community programs; plant collections, and visitor services from local, state, and federal government agencies, including the National Science Foundation (NSF), Institute of Museum and Library Services, Bureau of Land Management, U.S. Fish & Wildlife Service, U.S. Forest Service, National Park Service, U.S. Geological Survey, Chicago Department of Family & Support Services, and the USDA.</p> <p>Visit face-to-face with NSF program officers at least once during the year and maintain telephone contact with all other program officers as needed.</p> <p>Maintain contact with current donors through visits, telephone calls, Windy City Harvest Open House events, and delivery of Youth Farm veggies or other perks, as appropriate.</p>
	<p>2.6 Maintain temporarily restricted cash support from private sources to \$1.984 million.</p>	<p>Seek operating support from foundations, corporations, and organizations for programs in Education (Science Career Continuum and teacher professional development); Horticultural Therapy; Windy City Harvest, including the new Farm On Ogden; and plant science research and conservation (Plants of Concern, Seeds of Success). Integrate endowment and campaign reports into ongoing activities.</p> <p>Raise visibility with national foundations through the sustained distribution of materials to a targeted constituency and by encouraging department/program staff to increase presence/participation in strategic local and national conferences.</p>
<p>3. The Garden will meet annual goals established to grow the endowment principal, using a ratio of 4:1 to operating expenses as its goal.</p>	<p>3.1 Generate \$5 million in unrestricted endowment.</p>	<p>Meet with the Garden Heritage Society ambassadors to generate more awareness and increase the Garden's reputation for gifts from family foundations.</p> <p>Create and execute an endowment campaign for garden naming and for the Garden's programs in science, education, and horticulture.</p> <p>Execute a Garden Heritage Society event.</p> <p>Leverage the board to cultivate new prospects as identified in wealth screening data.</p> <p>Uncover ten new estate-plan provisions for the Garden Heritage Society and establish new gift annuities totaling \$140,000.</p>
<p>4. The Garden will complete fundraising for the capital and endowment projects totaling \$125 million by 2020. Particular emphasis will be placed on ongoing maintenance projects and completing the following projects before 2020: the Regenstein Learning Campus, the Kris Jarantoski Campus, the McDonald Woods, and the Barbara Brown Nature Reserve.</p>	<p>4.1 Raise \$5.8 million in pledges for the Regenstein Learning Campus and Kris Jarantoski Campus.</p>	<p>Target the final major donors to raise the final \$5.8 million to finish Learning Campus and Jarantoski Campus.</p> <p>Execute public campaign to generate more cash for greenhouse project.</p> <p>Institute stronger goals for generating more proposals for major gifts.</p>