

RED BUTTE GARDEN

Strategic Plan Summary

Fiscal Year 2014-2017



Introduction

Red Butte Garden, a part of the University of Utah, is a non-profit organization located in Salt Lake City, Utah. The Garden was formally opened to the public in 1985 and has become the largest botanical garden in the Intermountain West. It features 18 acres of display gardens and 75 acres of natural area with several miles of hiking trails.

The Garden, which is community-funded, has grown into one of the nation's preeminent botanical gardens with 200,000 annual visitors, more than 9,400 members, and hundreds of dedicated volunteers. The Garden is renowned for its springtime display of over 400,000 bulbs, plant collections, outstanding summer concert season, and award-winning educational programs. It is an organization for people seeking horticultural knowledge, plant-based beauty, serenity, family-based programming, recreation and exercise.

The Red Butte Garden Advisory Board and Staff have approved a strategic plan to fulfill the Garden's Mission and advance its vision, (see below).

This summary includes the highlights of that strategic plan.



Mission

“To connect people with plants and the beauty of living landscapes.”

Vision

“To build a community that understands, values, protects and is enriched by the world of plants.”

Financial Strategy



Red Butte Garden and Arboretum (RBGA) operates in a fiscally responsible manner with balanced budgets. Operating revenues come primarily from earned income activities, particularly from concerts; from contributions; from the Zoo, Art, and Parks Program; from University of Utah support; and from other state funds. Capital projects are supported by private philanthropy.

In the future, the financial strategy will be to continue to grow earned income revenue while increasing the percentage of the Garden's operating revenue that comes from endowment funds and private contributions.

Sustainable Competitive Advantage:

RBGA's competitive advantage is that it is the only major botanical garden in Utah, combining cultural, educational, and scientific activities with beautiful gardens and natural areas framed by its unique and stunning setting in the beautiful foothills of the Wasatch Mountains. RBGA provides horticultural, educational and conservation programs to a broad audience and is a venue for major performing arts. RBGA is part of the University of Utah, a major teaching and research university.



Transformative Goals

Goal I: We will enhance our guests' appreciation and understanding of plants and gardens.

Strategies:

Every Garden department will contribute to creating memorable and meaningful experiences for our guests. We will do this by adding new digital experiences for guests, developing new gardens, enhancing existing gardens, hosting traveling exhibits, installing interpretive signage throughout the Garden, and by expanding our guest services training for all staff.

Goal II: We will be the state-wide leader for children's plant-based educational experiences.

Strategies:

The Garden will actively develop youth, family, and community programs that make a meaningful and measureable impact on children of varying grade levels and backgrounds. We will accomplish this through on-site programs and at satellite locations within diverse communities. We will also utilize electronic media to increase teacher training and distance learning opportunities.

Goal III: We will be an increasingly valued component of the University of Utah .

Strategies:

The Garden will actively seek opportunities to partner with University of Utah departments in the areas of faculty and student research, student on-campus employment, and sustainability.

Goal IV: We will develop the resources and infrastructure to meet our goals.

Strategies:

The Garden will develop the endowment, capital, and human resources necessary to ensure its future. This will require expanded fundraising, development of a planned giving program, increased operating revenue and capital contributions, and a larger member base and corps of volunteers. We will re-examine our branding and increase our volunteer corps.

Strategic Plan Highlights

Red Butte Garden will:

- Increase annual attendance to 230,000
- Become a botanical garden leader in use of digital technology for public education and information
- Significantly expand the Garden's summer camps, distance learning opportunities, and school programs
- Expand our connections with other cultural organizations and faculty/student research at the University of Utah
- Develop a robust planned giving and endowment program to provide stable, ongoing funding for the Garden as it grows and matures
- Obtain lead gifts for construction of an education building, the Garden's first education-devoted building, and/or for a horticultural office and maintenance facility by 2017-18

