

HOYT ARBORETUM FRIENDS
STRATEGIC PLAN
executive summary



2017-2022



Dear Friends of Hoyt Arboretum,

Thirty years ago, friends and neighbors of Hoyt Arboretum joined together with a mission: to maintain and improve Hoyt Arboretum and its collection for all people through advocacy, resources, awareness, and education. Thanks to generous supporters, Hoyt Arboretum Friends has accomplished so much over those 30 years.

With this plan, we are prepared to tackle new challenges and opportunities. It reflects our commitment that Hoyt Arboretum provide all Portland residents as well as visitors a space to learn and connect with nature, and that we continue to play a role in species conservation. Our vision includes new investments in educational programs, our tree and plant collection, creating an exceptional visitor experience, and maintaining a sustainable organization to support the Arboretum into the future.

We hope you share our excitement as Hoyt Arboretum rises to a new level of visitor service, cultivating beautiful and healthy trees, forests, and communities. Thank you for your vital support, friendship, and partnership.

Sincerely,

Anna Goldrich
Executive Director

Steven W. Abel
Board Chair

Over the next five years, we want to develop additional educational programs, thoughtfully diversify our tree and plant collections, and provide an exceptional visitor experience for the thousands of visitors who enjoy Hoyt Arboretum.



In 1930, when John Duncan was commissioned to create a plan for Hoyt Arboretum, he imagined that someday the Arboretum might feature 40 plant families with up to 500 species of trees and plants.

It would have been hard for him to imagine today's Hoyt Arboretum, which is home to over **170** plant families and more than **2,000** species—63 of which are vulnerable or endangered.

And visitorship has kept pace with the growth of trees and plants. Today, more than **350,000** people per year use the Arboretum as a place to exercise, learn, and immerse themselves in nature. Our Visitor Center is a busy hive of activity, and as we expand our plant collection and educational programs, this will continue.

This strategic plan is designed to help us keep pace with this growth—through five areas of focus:

- 1. Engaging educational opportunities.***
- 2. Caring for and expanding our tree and plant collection.***
- 3. Expanding awareness of Hoyt Arboretum in the community.***
- 4. Creating exceptional visitor experiences.***
- 5. Ensuring the long-term sustainability of our organization.***

**2017-2022
STRATEGIC PLAN
FOCUS AREAS**

We are excited about the future at Hoyt Arboretum and invite you to join us to maintain and improve this valuable community resource.

GOAL: *Every child enrolled in a Portland-area school visits Hoyt Arboretum at least once.*

1) Engaging Education Programs

Hoyt Arboretum is the premier educational resource in the Metro area to learn about trees and their role in the world's ecosystems. We will:

- Align programs to science standards.
- Design programs for diverse audiences, e.g. family, self-guided tours, and multiple languages.
- Ensure capacity to deliver programs through adequate staff and volunteers.
- Develop funding sources to underwrite program costs for all students.
- Engage more horticultural interns and students.
- Long-term goal of hosting each Portland school child at least once.

2) The Tree and Plant Collection

Hoyt Arboretum provides regional leadership in the world of arboreta and has recognized botanical collections that are a destination for visitors, plant enthusiasts, and the scientific community. We will:

- Increase plant families in our collection from 172 to 200 over the long term.
- Grow the pine collection to 65 species, making us the most diverse collection open to the public.
- Remove invasive ivy from the Arboretum by 2020.
- Plan and design an Oak Knoll Collection.
- Double the capacity of the Herbarium and engage more people in preserving authenticated plant specimens.





3) Community Outreach

Expanded awareness of the Hoyt Arboretum increases participation in our programs and services, supports our volunteer engagement, and strengthens fundraising. *We will:*

- Convene a Communications Committee composed of Board and community members.
- Create a plan to track use and measure visitor satisfaction.
- Improve marketing to help visitors understand what makes Hoyt Arboretum a unique attraction.
- Develop a presence near the MAX station to direct Washington Park visitors to the Arboretum.
- Engage with other arboreta, botanical gardens, and garden organizations to learn from their challenges, opportunities, and best practices.
- Develop and implement an ongoing strategic communications campaign to promote Hoyt Arboretum.

GOAL: *To increase tree identification in the Arboretum to 95% of trees visible from a path.*

4) *Exceptional Visitor Experiences*

Visitors to Hoyt Arboretum can easily find collection information, directions, and a range of activities to meet their needs. *We will:*

VISITOR CENTER

- Keep the Visitor Center open seven days per week.
- Make full use of available space at the Visitor Center to improve the visitor experience, such as updating the outdoor display space and adding an interactive kiosk to plan walking routes using our plant database.
- Consider improvements to the Visitor Center through expansion of indoor and/or outdoor space such as improvements to food and drink options, places for visitors to sit and visit, and indoor educational space.
- Explore an expansion of the nursery space.

HOYT ARBORETUM TRAILS

- Complete the ADA access from the MAX station to the far end of the Arboretum.
- Restore and open access to the 2.24-acre Arboretum addition, which includes the headwaters of a creek and riparian area.
- Design, plan, and fund an expansion of the Overlook Plaza.
- Create and implement a Wedding Meadow Improvement Plan.
- Increase tree identification labels with a goal of labeling 95% of trees visible from paths.
- Investigate digital options for more specific tours and tours in other languages.
- Investigate a Forest Canopy Walk or inviting family spaces such as a nature play area.





5) Long-Term Sustainability

The Hoyt Arboretum Friends has adequate resources and community support to be a valuable partner with the City of Portland in support of the Arboretum. We will:

Board: Invest in the ongoing development of our board of directors to ensure effective governance and organizational support by increasing members and expanding the diversity of skill sets and backgrounds to better reflect our community.

Staff: The Hoyt Arboretum Friends has a staffing structure that ensures the recruitment, retention, and development of competent, professional staff.

Volunteers: Hoyt Arboretum relies on volunteers for all aspects of our programming and maintenance. We will continue to increase resources to support our volunteer recruitment, training, and recognition.

Funding: Hoyt Arboretum will have a clear business model that results in a mix of operating revenues that are reliable and have some autonomy to allow for growth and the ability to capitalize on special opportunities.

- Continue building strong donor relationships.
- Increase earned income from programs, rentals, and gift shop revenue by 25%.
- Double participants in monthly giving and planned giving.
- Create a foundation strategy to fund key priorities.



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Hoyt Arboretum Friends
supporting Portland's museum of living trees

