Pennsylvania Horticultural Society



3rd Century Strategic Plan

2027-2031

Pennsylvania Horticultural Society

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I. Introduction

Dear Friends of the Pennsylvania Horticultural Society (PHS),

People living and working in and around Philadelphia experience the transformative power of horticulture every day. This is only possible due to PHS and the passion, time, and money invested by PHS's far-reaching community of members, donors, volunteers, and partners in business, government, philanthropy, and the community. Together, we use horticulture to improve health and well-being, a concept we call gardening for the greater good.

As we enter our third century, PHS stands at a defining moment. Since adopting Vision 2027 in 2019, we have attracted new supporters, expanded education and member engagement, invested in our Public Gardens and Landscapes and Healthy Neighborhoods programs, and elevated the Philadelphia Flower Show. We received increased recognition for our success in applying gardening to health at the home garden, neighborhood, and regional scale. Yet, like many mission-driven organizations, PHS faces structural challenges like an operating deficit, deferred maintenance, and limited unrestricted funding.

As you will read in this plan, PHS will enter its third century with a bold vision for addressing these challenges and increasing its impact. Together, we will create the PHS Living Greenway ("the Greenway"), the world's first regional network uniting every place gardening for the greater good – home gardens, neighborhood streets and shared spaces, as well as public and private landscapes. We will embark on a major campaign to grow the PHS community, our endowment, and investments needed to achieve our vision. At the same time, we will elevate the Philadelphia Flower Show's reach and impact while deepening our neighborhood impact and transforming our public gardens and landscapes into a dynamic, new (horti)cultural asset.

We can only achieve this vision with your support. PHS is not a foundation or a funder. Everything we do is possible due to the support of the PHS community. This plan is an ambitious love letter to the future, a compelling vision for improving life in and around Philadelphia, and an invitation to you to help make it happen.

Let's get to work!

Matt Rader
President & CEO

Margaret Sadler
Chair, Board of Directors

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II. Our Purpose and Promise

> "Membership [in PHS] implies a forward-looking interest in the influence of horticulture on the individual, the home and the community, making life happier and richer."
>
> - **1945 PHS YEARBOOK**

MISSION

PHS unites people and plants to create a healthy, beautiful, and joyful world.

VISION

Every person, every place gardening for the greater good.

Key Definitions

- PHS uses the phrase people working with plants interchangeably with terms such as gardening, landscaping, or horticulture because we want to include in our work anyone growing or working with plants in any context.
- Gardening for the greater good is PHS's term for people working with plants to address social determinants of health including the physical environment; access to food, jobs, and business opportunities; and social connections.
- The PHS Living Greenway ("the Greenway") is a new concept uniting into a single, concrete network every place where gardening for the greater good is happening in partnership with PHS – home gardens, neighborhood environments, and public and private landscapes.
- The PHS Community is the far-reaching network of members, donors, volunteers, and partners in business, government, philanthropy, and the community who invest their time, money, and passion in PHS's work.

In addition to this plan, PHS is guided by foundational documents including our Values, DEI Statement, Community Engagement Beliefs and Best Practices, and Principles of Gardening for the Greater Good.

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III. Our Shared Future

Arriving in Philadelphia in 2037, you feel it before you see it: a softness in the air, the fragrance of flowers, the respite of trees rather than exhaust and concrete.

Traveling into the city, you pass colorful gardens along the highways. Things feel intentional, cared for. This feels like a well-gardened city.

Walking through neighborhoods, the change is impossible to ignore. No block is treeless anymore. Leafy branches nearly touch over the rowhouse streets, cool oases once sizzling with summer heat. People feel safe and relaxed. Kids ride bikes in the shade while neighbors chat on stoops surrounded by blooming planters. Every window box feels like a quiet declaration: people care about this place.

You start seeing the now-iconic signs: “This place is part of the PHS Living Greenway.” Hanging on community garden fences, poking out between blooms in window boxes, welcoming people to green lots and parks at the end of the day, even proudly displayed in corporate landscapes, these signs are part of the landscape.

It clicks. This isn’t random beautification. It’s a connected system: a green thread stitching the city together.

In Fairhill and Jenkintown, grandparents and grandchildren water vegetable gardens on a summer evening. In Bryn Mawr and Kensington, teenagers tend gardens by the train station. In Southwest and Chestnut Hill, neighbors compare notes on rain gardens while in Nicetown and Society Hill, neighbors water recently planted trees. In Chester and Doylestown, the PHS Plant Truck offers people a chance to learn how to arrange flowers and enter the Flower Show. People wave to the PHS gardener like they know her…because they do.

Gardening has become a social language.

You notice something else: people talk to each other more. A man compliments a stranger’s planters. Teenagers debate which block has the best trees. Neighbors compare notes on plant swap finds. There are tiny moments of connection everywhere, the kind that make a place feel like home.

In this Philadelphia, gardening isn’t a hobby. It’s a shared activity that shapes how we want to live.

PHS’s gardens along the Parkway, at Meadowbrook Farm, and elsewhere are thriving destinations where people connect with plants, gardens, and one another. People picnic on the lawns, take meetings under shade trees, gather around world-class seasonal displays, train for jobs, and learn new things about plants. These are places people want to be.

Then there's the new PHS Flagship Garden. Among the world's must-see urban icons, this is a unique expression of Philadelphia's gritty spirit and the best of horticulture. This is where families hang out and bring guests to brag on Philly. Students sketch plant forms for class. The whole place hums with possibility.

This is the home base of PHS Living Greenway, and you feel it radiating out into the city and suburbs.

Every year, Flower Show week arrives and the whole region blooms a little brighter. The Show is no longer just an event; it's a homecoming for the global community of people gardening for the greater good and the culmination of a year of local events. Ideas unveiled in the show ripple through the city all year long via expanded PHS content channels bringing ideas into people's homes, their blocks, their classrooms. The Show is a magnet for innovators, creators, and gardeners of every skill level, and it's a civic celebration that Philadelphians claim as their own.

People now say, "Philly? Oh – that's the garden city."

PHS in 2037 has grown into an engine bringing this vision to life, the hub of a bigger, more inclusive than ever PHS Community of members, donors, volunteers, and partners working together to achieve the vision above and to create the PHS Living Greenway, the Flower Show, and all PHS does. The PHS Community is celebrating the success of a transformational comprehensive campaign which attracted new supporters, built endowment, and expanded financial resources to drive mission.

Our PHS community will see our success in the implementation of this plan – increased financial resources and endowment, a strengthened Flower Show, more neighborhoods experiencing more impact, and a dazzling new network of public gardens known worldwide. Philadelphia's reputation will be the city where gardening makes life better, the Greenway is the place we call home, and we all feel connected through gardening.

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IV. Strategic Goals

GOAL 1: BUILD AND ACTIVATE THE PHS COMMUNITY

Expand and engage PHS's base of supporters, building a united, inspired PHS Community that advances the Greenway, Flower Show, and all PHS activities through membership, home gardening, volunteerism, and financial support.

GOAL 2: EQUIP PROGRAMS TO ADVANCE THE GREENWAY

Equip PHS programs to advance the Greenway by deepening neighborhood impact and transforming public and private landscapes into a connected network of living examples of horticultural excellence that strengthen communities and inspire action.

GOAL 3: SECURE FINANCIAL SUSTAINABILITY

Achieve financial sustainability through a successful comprehensive campaign that achieves significant growth in contributed revenue, a robust endowment, disciplined cost controls, and expanded earned revenue opportunities.

GOAL 4: ACHIEVE ORGANIZATIONAL EXCELLENCE

Advance organizational excellence by building enterprise capacity through modernized and standardized systems, processes, and infrastructure, and by developing talent and leadership to drive performance and mission impact.

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V. Objectives and Key Actions

GOAL 1: BUILD AND ACTIVATE THE PHS COMMUNITY

Expand and engage PHS's base of supporters, building a united, inspired PHS Community that advances the Greenway, Flower Show, and all PHS activities through membership, home gardening, volunteerism, and financial support.

OBJECTIVE A. STRENGTHEN AND CLARIFY THE PHS BRAND

Strengthen and clarify the PHS brand by uniting philanthropic and experiential identities, refining marketing strategies, and launching enhanced year-round efforts to share the vision and inspire engagement.

Key actions:

- Refresh and define the brand, target audience profiles, the website, and marketing and communications plans to share PHS's vision, attract new supporters, and engage the PHS community.
- Formalize the Greenway concept through market research and planning to define paths to inclusion and recognition and visualization tools.
- Create a strong identity for the "PHS Community" which includes all who invest time or money advancing PHS's work and align communications and engagement around a single, cohesive supporter experience.
- Centralize marketing and communications decision-making and actions within the Marketing Team and align capacity to strategy.
- Rethink Flower Show marketing to strengthen year-round impact on PHS's brand, philanthropic call to action, and content channel engagement.

OBJECTIVE B. EXPAND AUDIENCE AND SUPPORTER ENGAGEMENT AND EDUCATION

- Expand audience and supporter engagement by unifying programs and partnerships, creating coordinated experiences, and developing new opportunities to engage.

Key actions:

- Define paths for home gardens, neighborhoods, large-scale public and private landscapes to join the Greenway and celebrate their involvement through signage, digital badging, and online visualization.
- Unify supporter-facing programs under one Supporter Engagement team.
- Develop a comprehensive Youth and Family Engagement Plan that builds on existing youth-facing programs as well as potential new offerings like camp.
- Formalize all existing partnerships with agreements ensuring mutual benefit (e.g., PG&L and HN partners, Flower Show exhibitors, Woody and Perennial Conferences, etc.).
- Develop a plan for optimizing the PHS McLean Library.
- Examine opportunities to optimize and integrate Business-to-Business (Marketplace, Sponsorship, Fee-for-Service) and Business-to-Consumer (Membership, Events, Flower Show Tickets) sales functions to strengthen coordination, efficiency, and revenue performance.
- Leverage collaboratives like Greater Philadelphia Gardens, PA Gardens, and others to share our strength while strengthening awareness and support for PHS.

OBJECTIVE C. STRENGTHEN AUDIENCE AND SUPPORTER DATA AND INSIGHTS

Strengthen audience and supporter data and insights by building a Business Intelligence Team, enhancing technology systems, and creating a Research and Advocacy Team.

Key actions:

- Create a new Business Intelligence Team and supporting technology to centralize data management, analyze opportunities to drive growth, and systematize business reporting.
- Establish a Research and Advocacy Team to develop the Greenway concept, coordinate with research partners, evaluate programs, identify improvement opportunities, and share PHS knowledge.

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OBJECTIVE D. ELEVATE THE FLOWER SHOW

Elevate the Philadelphia Flower Show as a national and global platform that unites mission, design, and horticulture, serving as a catalyst for the Greenway and driving greater awareness, engagement, and financial support.

Key actions:

- Expand the range of professional exhibitors by creating an open submission portal, increasing outreach, and expanding opportunities to self-sponsor.
- Invest in new Flower Show experiences while adapting the Show's content to reflect audience interests and seasonal availability.
- Create a new forced plant material sourcing model that ensures quality, diversity, and cost-effectiveness of plant materials.
- Develop collaborations with brands at the edge of horticulture, design, and lifestyle to self-fund content and experiences while broadening the Show's reach.
- Create small-to-medium year-round feeder events through partners or PHS-led production that cultivate new talent, sponsorship opportunities, and audiences.
- Overhaul the volunteer infrastructure to ensure the right structure, defined roles, and a strong recruitment pipeline that sustains the Flower Show's success.

GOAL 2: EQUIP PROGRAMS TO ADVANCE THE GREENWAY

Equip PHS programs to advance the Greenway by deepening neighborhood impact and transforming public and private landscapes into a connected network of living examples of horticultural excellence that strengthen communities and inspire action.

OBJECTIVE A. DEEPEN NEIGHBORHOOD IMPACT

Establish a path for neighborhoods to join the Greenway and support neighborhoods through community-based collaborative, data-driven, place-based strategies.

Key actions:

- Assess city and suburban neighborhoods for inclusion in the Greenway norms, and focus investment where joining the Greenway will deliver greatest impact.

- Use a place-based mindset to integrate Healthy Neighborhoods while expanding the place-based greening model to five additional neighborhoods.
- Focus on high-quality lifecycle care of lots, trees, and community gardens including piloting new concepts like TreeCare while expanding opportunistically where stable, recurring funding sources allow.

OBJECTIVE B. UNLOCK PUBLIC GARDENS AND LANDSCAPES

Guided by the Public Gardens and Landscapes Visionary Plan, activate and expand PHS's network of landscapes to model the Greenway in action, elevate the PHS brand, engage people in the PHS community, and create a new (horti)cultural asset.

Key actions:

- Fully implement the PG&L Visionary Plan, including creating and implementing master plans for key gardens.
- Establish a uniform brand identity for PHS's Public Gardens and Landscapes and leverage them to engage current and potential audiences.
- Add large-scale public and private landscapes, such as parks, highways, and campuses, to the Greenway through fee-for-service management and advisory/consultative relationships.
- Invest in the infrastructure, staffing, and horticulture of PHS's public gardens and landscapes as recommended in the Visionary Plan.

GOAL 3: SECURE FINANCIAL SUSTAINABILITY

Achieve financial sustainability through a successful comprehensive campaign that achieves significant growth in contributed revenue, a robust endowment, disciplined cost controls, and expanded earned revenue opportunities.

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OBJECTIVE A. STRENGTHEN PHILANTHROPIC GROWTH AND ACHIEVE CAMPAIGN SUCCESS

Drive significant growth in contributed revenue by launching and successfully completing a major comprehensive campaign and building stronger, data-informed donor relationships that sustain PHS's mission and endowment.

Key actions:

- Successfully achieve a $125 million 3rd Century Campaign to fund ongoing programs, invest in innovation, and build a robust endowment.
- As part of the campaign, increase Unrestricted and Flower Show endowment assets by at least $25 million to build long-term strength.
- Grow contributed revenue through closer integration of Marketing and Development including data-driven systems to identify target audiences and maximize donor lifetime value—from first-time supporters to major gifts.
- Expand stewardship and recognition to strengthen engagement, retention, and long-term relationships.

OBJECTIVE B. OPTIMIZE EARNED REVENUE STREAMS

Increase and diversify earned revenue by expanding Flower Show profitability and developing new, mission-aligned ventures that generate sustainable, evergreen income—targeting at least $2 million in new annual revenue to strengthen PHS's long-term financial health.

Key actions:

- Optimize Flower Show ticketing, sponsorship, subsidies, partnerships, membership, and licensing to reduce costs and grow revenue.
- Develop and implement a concrete plan for initiating new and growing existing earned revenue streams.
- Establish clear pricing, profitability, and performance benchmarks for all earned revenue ventures to ensure sustainability and return on investment.

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GOAL 4: ACHIEVE ORGANIZATIONAL EXCELLENCE

Advance organizational excellence by building enterprise capacity through modernized and standardized systems, processes, and infrastructure, and by developing talent and leadership to drive performance and mission impact.

OBJECTIVE A. TRANSFORM FACILITIES AND INFRASTRUCTURE

Enhance PHS's operational effectiveness and long-term capacity through modern facilities, comprehensive capital planning, and strategic investment in infrastructure.

Key actions:

- Secure new facilities for PHS, including a new headquarters (current lease expires June 30, 2028) and an operations hub to meet immediate needs.
- Develop a 10-year capital plan for all infrastructure and integrate it into the annual budgeting process.
- Implement cost-effective strategies for maintenance, accessibility, and sustainability across PHS's physical assets.

OBJECTIVE B. MODERNIZE SYSTEMS AND PROCESSES

Improve organizational efficiency and alignment by standardizing systems, upgrading technology, and implementing consistent project management and planning tools.

Key actions:

- Upgrade technology and internal systems (e.g., technology stack) and look for opportunities to reduce redundant/overlapping systems.
- Standardize project management, ensuring adequate capacity within each team and enterprise-wide project management technology.
- Apply the EOS 10-Year, 3-Year, 1-Year, and Quarterly Planning framework to translate the strategic plan and ongoing program outputs into strategic priorities into actionable, trackable work plans.

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OBJECTIVE C. INVEST IN PEOPLE AND CULTURE

Foster a high-performing, inclusive culture by investing in PHS's people, strengthening leadership capacity, and promoting continuous learning and engagement across the organization.

Key actions:

- Conduct a full talent assessment to evaluate current capabilities, identify gaps, and define future leadership and skill needs.
- Continue and expand the People Manager Academy to build leadership and management skills across the organization.
- Launch new professional development opportunities such as travel fellowships and board placement fellowships to promote learning and engagement.
- Execute a comprehensive leadership succession and talent development plan to ensure continuity, inclusion, and organizational resilience.

OBJECTIVE D. ADVANCE GOVERNANCE AND ORGANIZATIONAL STRUCTURE

Streamline governance and realign organizational structure to support effective decision-making, collaboration, and accountability.

Key actions:

- Examine opportunities to strengthen the Board, Standing Committees, and Advisory Committees structure.
- Achieve 100% Board and committee participation in annual giving and cultivate their leadership as ambassadors who expand PHS's reach and influence.
- Realign organizational capacity and structure to balance workload and ensure sufficient time for strategic and operational work.
- Introduce mechanisms for cross-department collaboration and clearer lines of accountability to improve organizational agility.

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VI. Metrics and Milestones

Timeline Milestones by Year

This is a non-exhaustive, directional list of key milestones by year that will mark progress on the key actions. All milestones are dependent on success in securing resources necessary to achieve the milestones and subject to change based on annual planning. Public Gardens and Landscapes milestones will be updated after the Visionary Plan is completed in Summer 2026.

FISCAL YEAR 2027

- Translate 3rd Century Project Plans into Entrepreneurial Operating System (EOS) 3-year and 1-year goals
- Develop the Greenway concept including brand and implementation planning
- Launch new brand positioning, imagery, and website
- Begin master plan for Meadowbrook Farm, based on the PG&L Visionary Plan
- Launch 3rd Century Campaign, including 200th celebration
- Complete talent and organizational structure assessment
- Develop plans and identify resources for Business Intelligence, Supporter Engagement, and Research and Advocacy Teams
- Assess and renegotiate partnerships
- Define neighborhoods for TreeCare pilot and expanded place-based greening
- Finalize and begin implementing multi-year Flower Show investment plan including feeder events, new experiences, forcing, and marketing
- Define program and conduct search for new headquarters
- Develop a plan for technology systems improvement/replacements including engaging a consultant to evaluate tech stack

FISCAL YEAR 2028

- Move into new headquarters
- Achieve breakeven financial performance

- Begin implementing the Public Gardens and Landscapes Visionary Plan
- Launch Business Intelligence, Supporter Engagement, and Research and Advocacy Teams.
- Launch TreeCare and next wave of place-based greening
- Define paths to join the Greenway and recognition and visualization tools

FISCAL YEAR 2029

- Launch improved tech stack to drive constituent engagement
- Publicly launch the Greenway and supporting programs
- Finalize location and implementation plan for PHS Flagship Garden

FISCAL YEAR 2030

- Develop plan for youth and family engagement
- Identify next round of TreeCare and Place-Based Greening

FISCAL YEAR 2031

- Break ground on PHS Flagship Garden
- Publish results of this strategic plan
- Complete next strategic plan

Metrics

IMPACT

- Number of neighborhoods served by PHS Healthy Neighborhoods
- Number of community gardens served, trees planted, vacant lots cleaned and greened, and job trainees served
- Research results evaluating impact of PHS efforts on health and wellbeing

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PARTICIPATION

- Certified Greenway Participants – Home Gardens, Neighborhoods, Large-Scale Public or Private Landscapes
- Total Volunteers and Volunteer Hours
- Total number of financial supporters
- Social media followers across platforms
- Number of visitors to the Flower Show and Public Gardens and Landscapes

ORGANIZATIONAL HEALTH

- Voluntary turnover (target <=10%)
- Values Day Survey Scores steady or increase year over year

FINANCIAL

- Total revenue, especially key categories:
- General Membership
- Annual Fund
- 1827 Society Membership
- Corporate Support (All Source)
- Giving Circles
- Total Campaign Commitments
- New Earned Revenue Sources (Identified in FY27-28)
- Unrestricted and Flower Show Endowment Assets
- Change in Net Assets
- Unrestricted Cash Gain/Loss

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VII. Planning Process and Acknowledgements

Turning vision into action requires a clear plan, focused goals, and a practical roadmap. This five-year strategic plan outlines the priorities, strategies, and investments needed to position PHS to achieve its ten-year vision and build lasting momentum for the century ahead. It serves as both a guide for decision-making and a foundation for sustained impact across Greater Philadelphia and beyond.

PHS engaged Gallagher Consulting Group Inc. (Gallagher) as its strategic planning partner to lead an inclusive and collaborative process shaping the organization's next era of growth and impact. Gallagher implemented a comprehensive stakeholder engagement effort that included 89 personal interviews with Board members, staff, donors, and community partners, an online survey with 622 responses from members, volunteers, and supporters, and multiple in-person staff input sessions. These perspectives provided valuable context and helped inform the key themes and priorities that guided development of the plan.

The process followed a multi-phase approach that moved from discovery to action. It began with an assessment and input phase that captured feedback and data from across the organization and its stakeholders. These findings informed the strategy development phase, during which the 3rd Century Task Force, Board of Directors Strategic Planning Steering Committee, Executive Leadership Team, and staff participated in collaborative planning sessions to define long-term vision, strategic goals, and measures of success. The subsequent phases focused on articulating the strategy, securing Board approval, and preparing for implementation.

The resulting strategic plan reflects the collective wisdom and aspirations of the PHS community. It provides a clear and forward-looking roadmap to guide the organization's work, deepen its impact, and inspire action throughout Greater Philadelphia and beyond.

3RD CENTURY STRATEGIC PLAN STEERING COMMITTEE

Ann Marshall, 3rd Century Project Co-Chair

Patti Owens, 3rd Century Project Co-Chair

Molly Morrison, 3rd Century Strategic Plan Steering Committee Chair

Tim Riddle

David Fleischner

Gabriella Paez

Leslie Anne Miller

Janet Haas

Margaret Sadler, PHS Board Chair

Matt Rader, PHS President

Tamela Vieira, PHS Executive Vice President

Ryan Eilerman, 3rd Century Project Leader

3RD CENTURY STRATEGIC PLAN TASK FORCE

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James Jolinger

Alison Marx

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STRATEGIC PLANNING INTERVIEW PARTICIPANT

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