



**ELC**

ENVIRONMENTAL  
LEARNING CENTER

# Environmental Learning Center Strategic Plan 2020-2023

*Because a goal without a plan is just a wish.*





*Unplug*



*Discover*



*Connect*

## *Our Plan*

This plan is the road map to our future. Our goals are established to help carry out our mission more clearly and efficiently. Our strategic plan plays a pivotal role in the success of our organization and is the guide to our future growth and development in our community.

We have created this plan to record where we are going and how we are going to get there. With the guidance of a professional facilitator, we held several collaborative sessions with staff, board members and volunteers. We assessed strengths and weaknesses and created priorities to collectively develop key goals that will steer our future.

## *Our Mission*

Our mission is to educate, inspire and empower all people to be active stewards of the environment and their own well-being.

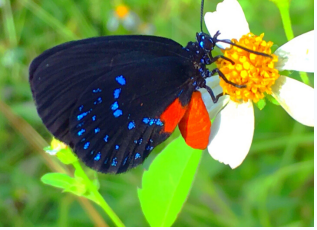
## *Our Vision*

The ELC is a destination for people of all ages to visit for adventure, learning and wellness. Our visitors will experience the benefits of immersion in nature, understand the value of a healthy environment and be inspired to create a sustainable world.

## *Our History*

The ELC was founded in 1988 by a group of environmentally conscious pioneers from the Pelican Island Audubon Society. Through the support of our community, donors, members, board, staff and volunteers we are able to build our educational nature learning and stewardship programs and evolve our mission to bring nature to all including those with limited means and access to nature. They had a mission to preserve a beautiful, unspoiled 64-acre Indian River Lagoon island and create a place to lead educational programs and EcoAdventures which teach our visitors about the rich biodiversity of our Indian River Lagoon and the importance of the preservation of all natural resources in our community and in our world.





## ELC Staff Strategic Plan

### *1: Education and Programs*

Goal: Our primary goal is to ensure that all ELC programs have an educational element, no matter how subtle, that helps visitors develop greater appreciation and understanding of how the natural world works and is relevant to their own well-being.

### *2: Events*

Goal: Our primary goal is to offer a wide array of mission aligned and profitable community events that serve to bring 25% more people to ELC campus each year.

### *3: Operations*

Goal: Our goal is to create efficient and streamlined processes for all operations functions.

### *4: Development*

Goal: Our goal is to increase number of donors, donor retention and total gifts which will be measured on the donor management database dashboard.

### *5: Marketing and Communications*

Goal: Our goal is to increase brand awareness and promote current and future programs and amenities to increase visitation to campus.

### *6: Guest Experiences*

Goal: Create and maintain a wide variety of mission-centric, "wow" factor guest experiences with a goal of attracting new and repeat visitors year-round.

### *7: Volunteers*

Goal: Create and maintain a strong and efficient volunteer force by employing diverse recruitment, training and retention tools.





## ELC Board Strategic Plan

### *1: Community Relations*

Goal: Our primary goal is to be recognized in the community as a well-run non-profit that has an aggressive but orderly plan to become a key resource in Vero Beach.

### *2: Fundraising*

Goal: Our primary goal is to generate donations and grants from a number of resources sufficient to support ongoing operations, maintain existing and new facilities, develop new programs, fund capital projects and grow endowment.

### *3: Governance*

Goal: Our primary goal is to develop an efficient and effective Board with the skill set (high net worth, construction management, accounting, science and education) appropriate to further the ELC mission and vision.

### *4: Financial Management*

Goal: Our primary goal is to generate, annually, an excess of revenues (including restricted gifts and grants) over expenses sufficient to fund depreciation and contribute to endowment.