

Public Garden

THE JOURNAL OF THE AMERICAN PUBLIC GARDENS ASSOCIATION

VOL 30, NO 2 • 2015

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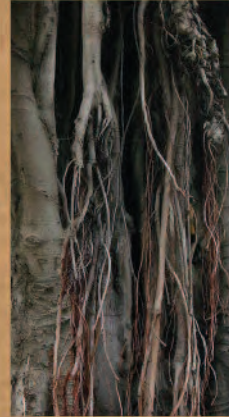
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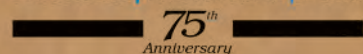
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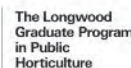
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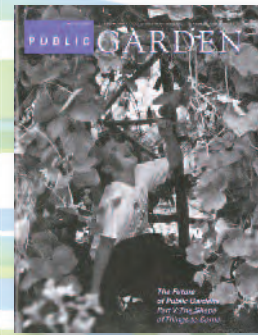
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Public Garden is completing its first thirty years with the next issue. Founding editor, Sharon Lee, reflects on its growth and development.

CORRECTIONS FOR THE LAST ISSUE:

Page 15: Andrew Andoniadis is the principal of Andoniadis Retail Services in Portland, Oregon. He has been a garden shop consultant since 1992 and has worked on more than fifty garden shop projects across the United States and in Canada. If you would like to learn more about improving your garden's shop, he may be reached at Andrew@GardenStoreConsulting.com.

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President's Note

The Trail Ahead



Taking long hikes is something we love to do as a family, whether it be on the urban paths of Atlanta or the more challenging, lengthier trails in the majestic mountains of Western North Carolina. About two miles in on our most recent hike, this one in the Pisgah Forest on a six-mile trail classified as “difficult” and with the rhododendron in full bloom, we heard loud knocking and looked up; we were stopped in our tracks by the astonishing sight of a giant, red-crested pileated woodpecker and his mate perched in a conifer right above the trail, literally feet away from us. The birds took our breath away, especially that of our ten-year-old girls, as none of us had ever seen these creatures so close up in their natural habitat. We continued on the walk, filled with a new sense of energy and joy and committed to completing the trek ahead.

This moment of wonder in the forest had me thinking about my new two-year role leading the association and the trail that lies ahead in taking on the key elements of the strategic plan. The APGA board and staff have completed the planning, and now we have our hiking boots laced up, and we're standing at the trailhead ready to take the necessary steps...some will be easy, some difficult, but all will be rewarding and bring us closer to successfully completing the plan by 2020. These steps include:

- Generating member value and engagement
- Fostering professional development
- Providing advocacy and leadership
- Increasing awareness
- Leading with organizational excellence

As we're knee-deep in the work, we will remember to look up along the way and rediscover why this is so important to the success and the health of the association. And, as always, we thank you, our members, for your unwavering support—it's thanks to you that the association can flourish along the trail and ultimately move public gardens and horticulture forward, making our industry stronger than ever.

I look forward to leading this rewarding journey with the APGA board, Casey, and the rest of the APGA staff ...together sharing in our discoveries even if we tackle a few rock scrambles along the way!

Sabina Carr
APGA Board President



Cover: Teacher Sarah works with the students to count the leaves on “Eek,” a magnolia tree that they study throughout the year, observing the seasonal changes and growth.

PHOTO CREDIT: KIT HARRINGTON



2015 CONFERENCE HIGHLIGHTS



More than 750 APGA members from over 350 gardens and 10 countries gathered in Minneapolis/St. Paul for the 2015 Annual Conference.



Ford Bell -Welcome Plenary Speaker



Keynote Speaker Andrew Zimmern with host garden directors Ed Schneider (Minnesota Landscape Arboretum) and Michelle Furrer (Como Park Zoo and Conservatory).



Dr. Peter Raven - Closing Plenary Speaker

The Exhibits Hall featured more than 45 exhibitors.



This year's program offered over 85 sessions and nearly a dozen workshops, covering a wide-range of topics, presented by knowledgeable, industry professionals.



ALL PHOTO CREDITS:MIKE KRIVIT, KRIVIT PHOTOGRAPHY



Minnesota Landscape Arboretum rolled out the "green carpet" in welcome on Thursday night.



More than 30 posters were on display at the Poster Session.



Twenty four awards were given, including the Honorary Life Member Award to Holly Shimizu (U.S. Botanic Garden) (below) and the Program Excellence Award for the Water Conservation Garden's Ms. Smarty Plants (Pam Meisner) (left).



Attendees enjoyed Como Park Zoo and Conservatory, where they were given a great sendoff to a fabulous week.

AT FIDDLEHEADS FOREST SCHOOL

Take a moment to envision a three-year-old. Their small, curious hands look for bugs in the leaf litter of our forested areas. Their eyes and ears are fine-tuned by looking and listening for birds in our wetlands, their noses by smelling flowers in our Winter Garden, and their imaginations by laying in the grass along Azalea Way, looking for cloud shapes.

– EXCERPT FROM *FIDDLEHEADS FOREST SCHOOL PROPOSAL*, 2012

SARAH HELLER AND KIT HARRINGTON

This fall just under fifty young children will be learning from experiences similar to those described above at the Fiddleheads Forest School, an entirely outdoor preschool at the University of Washington Botanic Gardens (UWBG). In just a few short years, Fiddleheads, and the forest school movement it is pioneering in the Pacific Northwest, will have touched hundreds of families. Today Fiddleheads is an established and healthy program, but it wasn't always this way. To understand how Fiddleheads was able to defy the odds and become the success it is today, you have to go back in time a few years.

It was the winter of 2012, and I, Sarah, was faced with the task of finding new and interesting ways of connecting with families. UWBG had a thriving summer camp and school field trip program, but how else could it get families invested in the botanic gardens? With the encouragement and support of UWBG Director Sarah Reichard, I developed the idea of a forest school and spent the quiet winter months composing a proposal. I submitted the proposal to the University's risk management department with great excitement; but Risk Management looked at the proposal and gave it a resounding

Teacher Kit and students venture through the Arboretum to the woodland ponds.

PHOTO CREDIT: STEPHANIE COLONY





A student asks another student, “What zone are you in?” The student ponders his energy level and how he is feeling. Developing an understanding of one’s emotions and energy levels provides a foundation for building self-regulation tools, the launching pad for success in kindergarten. Teaching self-regulation is a cornerstone of the Fiddleheads Forest School curriculum.

PHOTO CREDIT: KIT HARRINGTON

no, citing safety issues, risk they did not want to take on, and diversion from UWBG’s mission. Fundamentally everyone at UWBG disagreed with the response, but our hands were tied.

That changed when UWBG’s School of Environment and Forest Sciences appointed a new director, Tom Deluca. Tom had seen firsthand the benefits and success of forest kindergartens throughout Europe. He became the school’s champion and advocate, writing to the risk management department to compel them to move forward with our proposal. And you know what? They did! As simple as it sounds, it was just a matter of finding the right advocate for our idea.

Once Risk Management re-opened the discussion, I got right to work sowing the seeds of a healthy school. We worked closely with Risk Management to address their concerns—meet licensing standards to the extent possible, secure liability insurance, identify a safe indoor space for emergencies, maintain a low teacher-to-student ratio, have clear policies and procedures pertaining to child abuse prevention, and recruit and hire high-quality staff. Kit came on board, and together we became the “dynamic duo” that now attends to all aspects of the school—from curriculum development, to administration, to training interns and volunteers, to the teaching itself. Together, we built Fiddleheads Forest School from the ground up. The result of

this work is an entirely outdoor, nature-based preschool serving three-, four-, and five-year old children that operates eleven months out of the year, September through July. Students develop self-regulation skills, learn independence, and encounter the environment as tiny scientists.

In our roles directing the preschool, we have been reflecting on where we are as a school, and how we came to be at this point. We’re remembering those first uncertain moments, filled with excitement and possibility—and, perhaps, a little apprehension as well. We all took a leap of faith, embarking on this adventure together with the families and believing that we could all trust one another to support this new manner of education. In fact, much of what Fiddleheads was to become was still unresolved in that first year, not from lack of preparation, but because we knew that it was that the children who were going to define the experience, not us.

And define it they have. Every Fiddleheads preschooler has placed an indelible mark on the Forest School. Watching them learn and grow and change and become a part of our little grove has been the most profound experience we could possibly hope for as educators. We’ve watched the children grow from uncertain explorers to intrepid adventurers who are confident in their ability to navigate their environment and get their needs met. The children care for



Teacher Kit and students venture through the Arboretum to the woodland ponds.

PHOTO CREDIT: STEPHANIE COLONY

the forest because it is their school, and they have come to know and love it as much as any other environment in their life. During their time in the forest grove, care for the natural world becomes a normal, necessary part of their life. In the face of a population of young people increasingly disconnected from nature, we hope that the success of Fiddleheads will galvanize and pave the way for similar programs around the country. We believe that school by school, child by child, forest classrooms like ours can inspire a new generation of lifelong learners who are prepared to engage with, explore, and care for the earth.

Kit Harrington and Sarah Heller are the co-directors and lead teachers at Fiddleheads Forest School in the UW Botanic Gardens. They can be reached at ffschool@uw.edu.



To learn about a typical day at Fiddleheads Forest School, please go to www.publicgardens.org/content/current-public-garden.



Benchmaster

Benchmaster display benches, the most sanitary and safe benches that I have ever used, are my favorite garden item. Made by Structural Plastics Corporation, they come in many sizes, and their height is easily adjustable. They also weather well.

For more information, please see <http://structuralplastics.com/>.

Submitted by Vickie Murphy, nursery curator, Montgomery Botanical Center

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For more information, please see amaranthinstitute.org.

Submitted by Madelaine Zadik, manager of education and outreach, The Botanic Garden of Smith College

Art and Gardens

The Buffalo and Erie County Botanical Gardens is collaborating with the Albright-Knox Public Art Initiative to display the amazing artwork of Shayne Dark (b. 1952, Canada). *Shayne Dark: Natural Conditions* will be the first international art exhibit at the Gardens. This project is made possible, in part, through the generous support of the Albright-Knox Contemporary and Modern Art Foundation Canada and Charles Balbach.

Go to www.buffalogardens.com for more info.

Submitted by Erin Grajek, associate vice president of marketing and visitor experience, Buffalo and Erie County Botanical Gardens Society, Inc.



Our Talking Trees!



Students in my Landscape Plants and Issues class are always looking for exciting projects. I came up with a student-created audio tour of some of our landscape trees. Students write and record text. Passersby learn about the tree. The example, (*Salix babylonica* 'Crispa') is operable, so take out your smart phone, use your QR code reader, and enjoy!



Submitted by Michael Marcotrigiano, director and professor, The Botanic Garden



Our visitors love our Gardens Navigator. Their questions are answered almost before they can ask them.

Visit navigate.botanicgardens.org/ecmweb/ECM_Home.html

Submitted by Johanna Kelly, director of development, Denver Botanic Gardens

Reflecting Pool Terrace
PHOTO CREDIT: JOY YAGID

GARDEN PROFESSIONAL SPOTLIGHT Rich Murphy



*Director of Facilities and Business Development
Greenwood Gardens, Short Hills, New Jersey*

A gardener's expertise is immediately evident in a public garden. At Greenwood Gardens, where so many historic buildings and garden features are primary elements, a skilled and dedicated director of facilities is equally important—especially since these unique, century-old structures require some restoration as well as regular maintenance.

Rich Murphy, Greenwood Gardens' man for all seasons, is a key member of the team guiding Greenwood Gardens' transition from private estate to public garden. Prior to working at Greenwood, Murphy co-owned a successful landscape company, servicing residential and commercial properties for fifteen years. In 2001, Peter Blanchard III contracted with Murphy to help rescue the neglected gardens of Blanchard's childhood home. "I've worked on some beautiful properties over the years," Rich explains, "but there is something truly special about Greenwood...it's my favorite."

Determined to honor his parent's desire to preserve Greenwood for the future, Blanchard and his wife Sofia sought guidance from the Garden Conservancy in 2002. They also needed someone whom they could trust to live on the property. In January 2004, they hired Murphy as Greenwood's full-time, resident caretaker.

Lessons learned and skills acquired as owner of his own business served Murphy well as plans for Greenwood progressed, and in 2014, he was named Greenwood Gardens' director of facilities and business development. "I learned in my own business the importance of developing positive relationships with people. From the beginning here at Greenwood, I reached out to local government officials, first responders, firefighters, and police."

Rich also acquired a basic—and essential—understanding of plumbing, electricity, security systems, carpentry, and stonemasonry. His lifelong hobby of automotive mechanics is an added bonus.

When wooden windows and trellises on Greenwood's cottages needed restoration, Rich took classes in restoration carpentry. "The best part of it," he says, "was expanding it into a mentoring project for local high school students. Kids who had never held a tool before came and had a great time learning something new."

Murphy, who oversees all special events, worked closely with architects, contractors, and construction crews during a three-year, seven-million-dollar restoration project. When he leads behind-the-scenes tours focusing on the challenges of restoring historic buildings, his knowledge and sense of humor delight Greenwood guests interested in the mechanics of keeping Greenwood up and running. "Greenwood is a special place," says Rich, "and it's a privilege and a pleasure to work with the good team here."

*Submitted by Vicki Johnson, communications associate,
Greenwood Gardens*



SPACE for LIFE

The Montreal Consortium of Natural History Museums



EXO: *Our Search for Life in the Universe* is an interactive, digital exhibition where visitors journey through time and space.

PHOTO CREDIT: ESPACE POUR LA VIE (DANIEL CHOINIÈRE)



The Tropical Forest is the largest and most densely populated of the Biodôme's ecosystems.

PHOTO CREDIT: BIODÔME DE MONTRÉAL (CLAUDE LAFOND)

DONALD A. RAKOW

Opportunities don't always pop up as a result of positive developments. Sometimes, opportunities are only identified once institutions face a crisis. Back in 2008, the four natural history museums of Montreal—the Botanical Garden, Biodôme, Insectarium, and Planetarium—were struggling with their tenth consecutive year of stagnant funding and attendance, a lack of innovative programming, and little synergy between the institutions. Clearly, a new way forward was needed.

The institutions decided to collaborate on the development of a 2009-2017 business plan, which identified as top

priorities a stimulation of attendance, growth in earned revenue, and the maintenance of all infrastructure. To accomplish these goals, the museums committed to the creation of fully immersive visitor experiences combining science, art, and the emotions.

While the Botanical Garden had existed since 1932 and the Insectarium only since 1991, the four organizations recognized that their ambitious goals would only be realized through unified action. Thus, in 2009, the four joined forces under a new administration, and in 2011 Space for Life (*Espace pour la Vie*) was born.

The Space for Life administration provides multiple synergistic benefits to



In the Insectarium, visitors enjoy a hands-on experience.

PHOTO CREDIT: INSECTARIUM DE MONTRÉAL (CLAUDE LAFOND)



The Leslie Hancock Garden displays one hundred species of *Ericaceae* as well as hundreds of rhododendron, azalea, and heath cultivars.

PHOTO CREDIT: JARDIN BOTANIQUE DE MONTRÉAL (MICHEL TREMBLAY)

the participating museums. They are able to market jointly all four spaces, which is both resource efficient and more impressive to potential audience members. As a result, the Space for Life museums now attract nearly two million visitors annually. This makes them the leading tourism sites in Quebec, so they are well positioned to lobby for increased funding from the Province of Quebec and City of Montreal. And the research projects being carried out at the institutions, involving over three hundred scientists and graduate and post-graduate students, provide a competitive advantage when pursuing federal grant support.

But Space for Life is more than just an administrative umbrella. With a mission to get visitors “to rethink the ties between human beings and nature, cultivating a new way of living,” the four museums now coordinate their educational and interpretive themes for each year. In 2015, their collective theme is “Light,” and next year they’ll all explore “Children in Nature.” Over two hundred thousand young people participate in programs at the museum sites each year, through day camps, guided school tours, and special programs.

Consortium members also advocate taking more sustainable approaches to life in their research, exhibits, and interpretation, and children’s programs. They have recently formed a strategic partnership with the University of Montreal’s new Biodiversity Centre, which boasts cutting-edge scientific facilities for projects in biodiversity, and its preservation and promotion.

While the benefits of the Space for Life have become more evident each year, reactions to the consortium haven’t always been supportive. According to René Pronovost, acting director of the Botanical Garden, many garden employees were skeptical at first, fearing that it would dilute the garden’s strong name recognition. In addition, the public was initially confused, unclear about which organizations were included in the group. But effective marketing has overcome many of those concerns, and the Space for Life title and logo now carry positive connotations for most residents of the region and worldwide.

Having achieved its initial goals, Space for Life is developing new facilities and original programming approaches to position itself for the coming decades.

In 2013, the LEED Platinum-rated Rio Tinto Alcan Planetarium opened to the public and instantly transformed the planetarium experience. Visitors have the option to either sit in chairs to look up at projections of constellations or to lie supine on the floor for a fully immersive and unique intergalactic experience. Over the next five years, five additional capital projects will be completed: the Metamorphosis of the Insectarium; the new phytotechnology experience and the creation of the Glass Pavilion at the Botanical Garden; the renewal of the Biodome; and the construction of the Grand Plaza to tie together all four units in a central pedestrian space.

Financial challenges certainly persist, and both salaries and staffing are currently under pressure. But the Space for Life consortium has provided its members with more flexibility and maneuverability in dealing with such challenges, while also providing a whole much greater than its individual parts.

Donald A. Rakow is an associate professor in the School of Integrative Plant Science at Cornell University. He is co-author, with Sharon Lee, of Public Garden Management (Wiley & Sons, 2011) and chair of Public Garden’s editorial advisory group. He may be reached at dr14@cornell.edu.

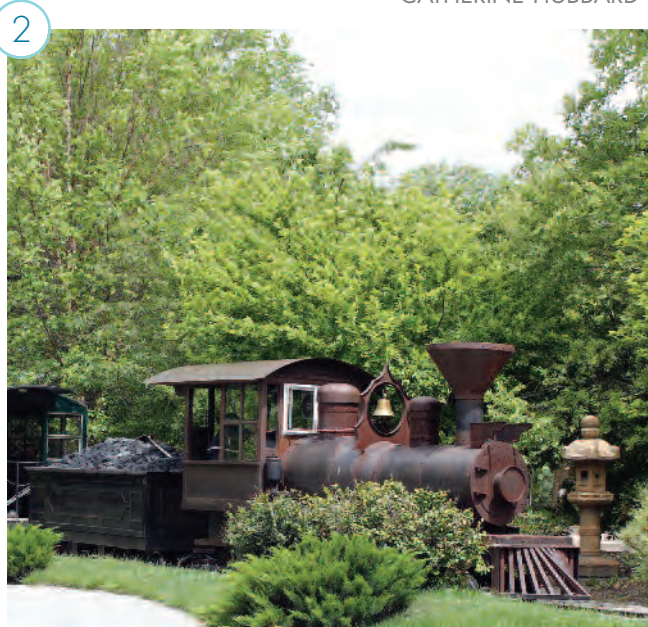


ABQ BIOPARK BOTANIC GARDEN

Keeping It in the Family through Shared Authenticity

3

CATHERINE HUBBARD



We all search for authenticity, and value it when we find it: in friends, in food, in experiences. Authenticity is also what draws guests to experience the living collections at the Albuquerque (ABQ) BioPark's Botanic Garden and its partner sites: the Zoo, Aquarium, and Tingley Beach. Connected by a narrow-gauge railroad, the four locations offer visitors the rare chance to experience in a single day many of the genuine wonders of our diverse planet.

The ABQ BioPark, which took shape almost twenty years ago when the four entities joined forces, is like an *extended family*, with each member functioning as a nuclear unit. Each retains its own identity, but some staff is shared. For example, Zoo vets care for garden farm animals; Botanic Garden horticultural staff maintain all the landscapes; and Botanic Garden BUGarium entomologists assist where needed.

All four partners share a uniform basic mission: *to enrich the quality of life for all through education, recreation, conservation and research, by providing a*

comprehensive environmental park.

Increasing participation in environmental stewardship and conservation, both on the local and global level, is addressed through a joint campaign, *Our Actions Matter*. Yet each facility develops signage, educational programs, and gift shop offerings based on its own collections.

The Association of Zoos and Aquariums (AZA) accredits not only the Zoo and Aquarium, but also the Botanic Garden. As part of the accreditation process, each unit critically reviews its own physical facilities, maintenance operations, and conservation efforts to ensure that everything meets or exceeds AZA standards—an effort worth the cost as it generates pride throughout the facilities.

Master planning is especially important for such a diverse organization, and a twenty-year plan was recently concluded. The master planning firm was selected mainly for its expertise in the zoo environment, but a landscape architect was included on the team to address the Botanic Garden's future.

Marketing is also shared. When guests come to the BioPark city website or check social media, they see news from all four facilities. And, area signage displaying the BioPark's simplified logo is helping to overcome marketing challenges.

The BioPark, a division of the City of Albuquerque Cultural Services Department and a recognized community resource, has been the number one tourist attraction in New Mexico for over fifteen years. Citing a 2015 survey, the Cultural Services Department director recently observed, "A combined 94 percent of Albuquerque citizens feel that the BioPark is important to quality of life, and 87 percent recognize its importance in promoting tourism." BioPark Director Rick Janser added his perspective: "This kind of public support is unheard of for most public facilities."

One reason for this high visibility is low ticket prices that encourage visitation. A single ticket is available to both the Aquarium and Botanic Garden or to the Zoo, or a combination ticket can be purchased for all three. (Admission to Tingley Beach is free.) The Botanic



“Our Actions Matter” is the general conservation logo that is used throughout the BioPark to call attention to actions that individuals can take to make a difference.



Garden and Aquarium have an attendance of six hundred thousand annually, the Zoo eight hundred thousand, and Tingley Beach three hundred fifty thousand. (To put this in perspective, New Mexico's population is only two million.)

While the Botanic Garden's audience is very diverse, the gate does not support the facilities. Another challenge is New Mexico's economic status. The state is considered one of the poorest, with few wealthy donors or major industries to support fundraising efforts. Much of the operating budget comes from the city's general operating fund, and a large component of the budget is related to zoo animals. Fortunately, the BioPark also receives support from the New Mexico BioPark Society, the non-profit member organization. It originated as the New Mexico Zoological Society, and vestiges of that strong zoo orientation remain, in both funding and in promotion.

New Mexico's economic climate impacts its public education system, making the informal education at the BioPark even more vital. Core scientific themes, such as adaptation and climate

change, are structured to be reinforced at each facility through biodiversity concepts and educational programs. Some summer camps are based at a single facility, while others visit all. Earth Week is celebrated as a separate day at each location, and free bi-monthly seminars rotate among the facilities. Education volunteers, including docents, train for six months for one site, and can cross-train at the others.

Arriving with the goal of experiencing just the Botanic Garden or just the Zoo, visitors often buy a combo ticket when they realize they can do both. A recent visitor commented on the Trip Advisor website: “You can spend all day here, bring a lunch, sniff flowers, sit beside water, watch the model trains, walk the Japanese Garden... it has it all.” The ABQ BioPark Botanic Garden does have it all thanks to its extraordinary symbiotic partnerships and the community that keeps them strong.

Catherine Hubbard is the ABQ BioPark Botanic Garden manager. She can be reached at Catherine.hubbard@cabq.gov.

- 1 Visual marketing for the Botanic Garden focuses on the plants in the collection, but also includes the four-part simplified logo for the ABQ BioPark, as in this recent ad for a garden club tour booklet.
- 2 A western-themed train is available to transport guests from the Zoo, a mile away, through Tingley Beach Park, to the Botanic Garden and Aquarium. Guests then have the option of continuing along the Botanic Garden's perimeter and traveling past the entrance of the Japanese Garden (seen here), and circling back at the Garden's Heritage Farm.
- 3 Connecting both the Botanic Garden and Aquarium to the Zoo is Tingley Beach, a thirty-three-acre park with three fishing ponds and a model boat pond. The horticultural staff, under supervision of the Botanic Garden, also maintains the plantings at this BioPark facility, which consist of mostly New Mexico natives.
- 4 This summer, the Association of Zoos and Aquariums visited the Botanic Garden as part of the BioPark's re-accreditation. Displayed at the Garden's entrance was this sign which highlighted the successful conservation efforts of Dr. Ralph Charlton, the Botanic Garden's entomologist, on behalf of the giant Malaysian katydid *Macrolyristes corporalis*.

ALL PHOTO CREDITS (FOR THE ABOVE): JON STEWART

- 5 Illustrating, both to locals and visitors, the beauty of a xeric landscape is important in Albuquerque. The Chihuahuan desert, a major feature of New Mexico, is represented in several areas throughout the Botanic Garden.

PHOTO CREDIT: RALPH CHARLTON







Carrot cultivars like ‘Cosmic Purple’ and ‘Rainbow’ “pose” for a picture before being served at Powell Gardens’ 2013 wassailing dinner—the first public wassailing event in Missouri. Grown in cold weather, the carrots were “succulent and very sweet,” recalls Barbara Fetchenhier, Powell Gardens’ Heartland Harvest Garden interpreter. In fact, they were such a crowd favorite that Barbara grew and included them in the 2014 and 2015 wassailing menus.

Wassailing, from “wassail”—the Anglo-Saxon toast that means “be of good health,” is a tradition dating back to the 1500s that was thought to ensure a bountiful apple harvest. The wintertime celebration takes place in mid-January and involves a big feast, singing, revelry, stamping out small fires, shooting off firearms to scare away “evil spirits,” and a spiced ale called wassail. At Powell Gardens, the spiced ale is handcrafted from apple cider, brandy, and other “secret ingredients,” according to Executive Director Eric Tschanz.

*Submitted by Eric Jackson, director of education,
Powell Gardens*

LOUDER_{than} **WORDS** JANELLE HATHERLY



At the Melbourne Garden Show 2012, Jason Hodges picked up a gold medal for his creation, The Sir Walter Spare Change Garden. Featuring Sir Walter grass and mostly recycled materials and reused plants, the work clearly conveys a money-saving message.

PHOTO CREDIT: CATHERINE STEWART

By using words in the landscape, the familiar is combined with the unfamiliar, and thinking and learning are stimulated.

Botanic gardens earn high marks in visitor satisfaction. Casual visitors are impressed by the aesthetically appealing landscapes and the floral beauty on display. Being immersed in nature for even a short time has restorative benefits and, regardless of why they've come, most people depart with a deeper awareness of the fascinating diversity that makes up the plant world.

However, how successful are botanic gardens at providing visitors with meaningful engagement with the bigger stories we are trying to tell—like our underlying commitment to botanical science, horticultural best practice, and natural and cultural history...or even more challenging issues of biodiversity, conservation, and sustainability?

Most visitors are scientific novices. As well as being less familiar than garden professionals with what our gardens are trying to achieve, they lack the specialized knowledge of experts/local knowledge holders and process what they see differently. Yet this does not mean that they are disinterested in what we care about.

Interactions with personal guides and garden educators, or participation in well-structured public programs, can readily address this, but how effective are our living collections and outdoor displays at communicating our mission and values to the majority of visitors who come to experience the place on their own?

I have always been fascinated by the creative use of words and symbols as artistic installations within thematic garden displays. Language is a powerful human construct, and, over the years, I have found the creative placement of memes, quotes, or poetry within the natural landscape a powerful communication tool. The accompanying examples illustrate some ways that words have been used effectively in outdoor settings in Australia to stimulate emotional connections with the complexity of plants, people, place, and issues.

By using words in the landscape, the familiar is combined with the unfamiliar, and thinking and learning are stimulated. At its most basic, this takes the form of simple information—provided as a label

or a sign, hopefully *in the right context* of a nearby plant and *relevant to the visitor and the place*. But when words are artistically crafted and form part of an installation, complex ideas can be communicated.

Using the familiarity of words in this surprising or novel way in an unfamiliar setting can lead to inspirational outcomes and personal fulfilment. By piquing the visitors' interest and stimulating all their senses, a raft of ideas are perceived and readily shared with companions. It's like sowing a seed on fertile ground. The trick is to convey just enough of the story to inspire follow up...so easy now with social media and online references.

Janelle Hatherly is an educator and managing editor of THE BOTANIC GARDENER, the magazine of Botanic Gardens Australia and New Zealand Inc. She can be reached at janelle.hatherly@bigpond.com.



For additional examples of exhibits using words in unique ways, please go to www.publicgardens.org/content/current-public-garden.



A Twitter-friendly floral sculpture was erected on Sydney Harbour foreshore on April 27, 2015, to call for mercy for two convicted Australian drug traffickers on death row in Indonesia. Coordinated by Amnesty International Australia, over 15,000 flowers were donated (\$3 each) and AIA's Facebook post had 14,500 likes, 5,000 shares, and a reach of over 650,000. Unfortunately, the effort failed, and the two were executed on April 29, 2015.

PHOTO CREDITS: AMNESTY INTERNATIONAL/SITTHIXAY DITTHAVONG



BEYOND BOTANY

LEE ANDERSON

Montgomery Botanical Center (MBC) in Coral Gables, Florida, enjoys an international reputation for research on palms and cycads, but Montgomery also offers assets that benefit a variety of other disciplines and industries.

Geology

One popular non-plant feature at Montgomery is an outcrop of the Atlantic Coastal Ridge, one of the few remaining sections that has not been obscured by urban development. Formed during the last interglacial epoch 150,000 years ago, it attracts geology students from around the state to study the ancient marine fossils embedded in wave-cut oolite (coral stone).

Art

Artists and photographers alike find a multitude of subjects at the garden. Certainly these include plants such as the stately solitary Talipot Rendah palm (*Corypha taliera*) and dense masses of Nypa palms (*Nypa fruticans*). But also popular on canvas and film are the aforementioned remarkable rock formations, which frame the sparkling lakes and waterways. In collaboration with other gardens, such as The Kampong, Montgomery has hosted watercolor and illustration classes on the property—the Arts and Sciences have always been a good match.

Testing Machines for the Industry

Montgomery has strong connections with various Green Industry operations.

Kelly Tractor, the Caterpillar and Massey Ferguson dealer in South Florida, teamed up with AGCO Industries of Duluth, Georgia, to donate a mower and tractor. Because Montgomery uses the five most common turf grasses found in south Florida, the team is able to track the various combinations of terrain speed and gear settings ideal for each turf species as an addendum for inclusion in the unit's operations manual. Kelly Tractor also plays an integral role during the annual planting season, donating the use of a compact track loader/auger. With several hundred plants ready to go in the ground this year and considering the pervasive solid limestone bedrock, this machine absorbs the workload that would otherwise be borne by the horticulturists, as well as makes the entire operation significantly more efficient.

A Florida International University geology class led by Professor Grenville Draper studies the Silver Bluff Escarpment.

Supporting Education

Botanic garden missions include support for education, but generally the educational programs focus on plant biology and ecology. When we were presented with a request to allow students from the landscape architecture programs at the University of Miami and Florida International University to visit our archive and develop conceptual plans and designs for the garden, we were intrigued. This was another great educational opportunity outside of the natural sciences.

Reciprocal Relationships

Montgomery has had a long-term reciprocal relationship with Coral Gables' iconic Biltmore Hotel and Golf Course. Our horticulturists have been called on to evaluate and offer recommendations on various disease and nutrient problems, particularly with the Hotel's classic Phoenix and Royal palm displays. We are working with the golf course superintendent, Bryan Singleton, and the Biscayne Bay Water Watch program to track water-quality issues in the Coral Gables Waterway which bisects the golf course as it flows through the city on the way to the bay. The Biltmore superintendent reciprocates with advice and recommendations regarding Montgomery's extensive greenswards—and propagules of golf-course-quality turf cultivars.

Botanical research, conservation, and education are at the center of public garden activity, but gardens can also offer a broad range of unique assets that allow for truly multi-discipline/multi-industry uses—when we think outside the botanical box.

Lee Anderson is the superintendent at Montgomery Botanical Center. He may be reached at leea@montgomerybotanical.org.



Turf maintenance and equipment calibration run parallel



Humberto Mijares and Titan capture the scene on canvas



Professor Juan Bueno and Florida International University landscape architecture students reviewing the 1932 landscape plan

How Does Your Garden Grow? **BY CULTIVATING A SECOND SITE**

MARY PAT MATHESON



The new Ivester Visitor Center, a contemporary structure hugging the banks of a pond, welcomes guests to the new attraction in North Georgia.



A babbling brook flows gently down the hillside from the highest point in the garden near the visitor center.

When the Atlanta Botanical Garden opened a second garden in May in Gainesville, Georgia, it marked the culmination of a fourteen-year effort to expand the organization into North Georgia and take it to a new level. There were times during the planning and development of the new site, known as the Atlanta Botanical Garden, Gainesville, that I questioned the wisdom of expansion, mainly because of the length of time the project took, the fundraising challenges, and a recession that slowed everything down. But the challenges provided some valuable lessons that I hope may benefit other botanical gardens considering expansion with a second site, by lending a framework for critical discussion.

LESSON 1: Ask yourself, why a second garden?

That's truly the most important question that anyone embarking on such an expansion should ask themselves as it is not for the faint of heart. In our case, the thirty-acre main campus in Midtown Atlanta provides one of the best urban settings possible for a botanical garden, but its size limits a collecting institution's ability to grow woody plant collections. That gave us reason for developing a second site, but did that need outweigh the costs of expansion, challenges of fundraising, and risk of procuring and managing a second site?

With a focus on woody plant collections and conservation of native species, we found the tight quarters in Atlanta limited our ability to grow and evaluate several important genera such as magnolias, maples, and witch-hazels, to name a few. The expansion to a second site enabled us to address three mission-critical areas: plant collection evaluation and growth; needed support facilities for the plant conservation program; and

education expansion. The second site also enabled us to become recognized for collections of Magnolia and Maple through the North American Plant Collections Consortium.

LESSON 2: Consider whether the parent institution has compelling reasons to open a second garden—mission-critical reasons supported with a business plan to address the costs of operating a second garden.

In 2001, Gainesville residents Charles and Lessie Smithgall approached the Atlanta Botanical Garden to discuss donating their home property as a means of protecting it in perpetuity. Their request came at a time that the staff and board already were considering a second garden as a part of a new strategic plan. The coalescence of the garden's need for land and the Smithgalls' desire to preserve their property made for a tantalizing proposition.

Wide pathways snake their way through the woodland garden, beckoning visitors to see just what's around the bend.

ALL PHOTO CREDITS: JASON GETZ

Yet, a gift of land should never be the only consideration when expanding; we had to consider the cost of managing 168 acres before a garden could be developed and funding secured. Also, the size of the community was critical as we knew that the garden would be funded through philanthropy and earned revenue. Starting off right required an important investment from the donor and the organization to establish a financial foundation on which to build. We were fortunate; the Smithgalls were also concerned about the long-term welfare of their beloved home property. They generously made a \$3 million endowment gift and challenged us to match it with \$2 million. While that was a difficult challenge, it did create a sense of urgency and the financial commitment elevated the site's importance to our board and staff.

LESSON 3:

Be selective about the right piece of land; start right with an investment from the donor to endow the management of the land and the early years of the garden. And make sure your goals for the land and garden are compatible with the donor's.

The first things to consider are the institutional goals for the new site. For us, that meant the creation of a woodland garden that complemented the natural beauty of the land; respected the donor's wishes; provided land for collections, conservation and education programs; and was compelling for local visitors as well as tourists. That formed the basis of a master plan developed in 2003-2004 to provide a framework for development, including the first phase.

As enthusiasts of botanical gardens, we assumed that Gainesville area residents would quickly jump on board and share



The Model Train Garden is a hit with both kids and kids at heart.

our vision and excitement. Although we found a few who were intrigued by the concept of a botanical garden in their community, many people didn't understand the vision. It's important to recognize that many communities are unfamiliar with botanical gardens; they don't easily comprehend what we find so compelling. The second thing we learned is that if the land is already protected, potential donors don't feel any urgency to take things to the next level. These are issues that any new garden faces in a community, especially a smaller one with little to no experience with public gardens. Time, patience, and persistence proved the three elements needed to start a new garden, but great things are worth the wait.

With a grand vision and a master plan, the next logical step was to begin the fundraising effort, but that took time as we had to cultivate a new community of donors. As is often the case, it started by finding a few people who were influential and willing to take up the cause and help cultivate new donors. Fundraising for a second garden is a challenge not to be taken lightly. It takes

time to cultivate a new community of donors, and competition for funds for the "parent" garden can be limiting to a campaign for a new garden. We overcame those challenges by balancing the fundraising efforts for the Gainesville garden with gifts from that community and the Atlanta community. In truth, only a few foundations and close donors are willing to support something that is not in their community. That's a reality that may change over time as the new garden gains its own following and builds a strong foundation of donors.

LESSON 4:

Don't underestimate the power of branding and expertise

Originally, the new garden was to be called Smithgall Woodland Garden, a tribute to the donors and the natural beauty of the site. Years into the project it became apparent that this name would be problematic for many reasons. The most important was the lack of identity or connection to the parent organization. We had built a recognizable and



Visitors meander through the garden via a serpentine pathway that takes them by waterfalls, perennial gardens, and seating areas for taking in the beauty of the new site.



Towering hardwoods cast colorful reflections in a pond at the hub of the new botanical garden.

compelling brand in Atlanta, so why lose that with the new garden? Consider any major university and its satellite campuses; they bear the name of the university, recognizing the strength of that institution's brand. We believe that branding the new garden to the parent institution is critical to long-term success and assuring new donors that the young enterprise is in good hands. The new garden is now called the Atlanta Botanical Garden, Gainesville, and we recognize the vision and generosity of our donors with the tag line "A Smithgall Woodland Legacy."

The other name challenge is whether the new garden is to be considered a satellite, branch campus, or something else. Early in the learning process, we found that our friends in Gainesville didn't want their garden to be a satellite; they found that term diminished the value of their community. Our solution was to call it the "Gainesville garden," which recognizes the community and the new garden's stature in that community.

One of the very best benefits of opening a new garden is that the staff of

our institution knows how to run a public garden. We have honed the model for more than thirty-five years and have mastered the art of balancing operations, exhibition, collections, and programs. We have simply "scaled up" by opening a second site with programs and management objectives mirroring those in Atlanta. The value of having a seasoned and talented staff to plan and implement the new garden cannot be overstated. That is the huge difference between developing a brand new public garden and a second site garden at an existing public garden.

Managing a new garden with a team of Atlanta professionals was both an easy transition and a challenging one. The easy part was selecting a director, Mildred Fockele, our vice president of horticulture, who has worked at the garden for more than twenty-five years. The challenges were the lines of authority and connecting new staff to our knowledge leaders in Atlanta. Our solution was to have the Gainesville staff report to their director while making strong connections back to our specialists

in Atlanta. For instance, the education manager in Gainesville will meet at least quarterly with the vice president of programs to develop plans for future programs. Clear lines of authority with strong connections to each department in Atlanta will yield very good results.

It has been incredibly exciting to expand our footprint into a new community, and with the grand opening behind us, the response from the community has been overwhelming. While our friends and donors in Gainesville may not all have shared our vision, they have come to see the new garden as a beautiful asset to their community, and already it is becoming a part of their lifestyle.

Mary Pat Matheson, The Anna & Hays Mershon President and Chief Executive Officer of the Atlanta Botanical Garden, directs all operations of the thirty-acre midtown Atlanta site as well as the 168-acre Atlanta Botanical Garden, Gainesville (Georgia). Originally a horticulturist, she earned a BS in resource management and park planning and an executive master's degree in public administration from the University of Utah. She is a past president of APGA.



Garden HEDGEROWS

FRÉDÉRIQUE LAVOPIERRE

Shortly after I began working at the Santa Barbara Botanic Garden (SBBG), I read an article by Dr. Peter Raven, President Emeritus of the Missouri Botanical Garden, in which he threw down a challenge: “If anybody is doing a good job in a botanical garden of really convincing visitors that plants are fundamental, let’s get those out front, let’s share them, let’s study them and let’s figure out how to propagate them through the whole world of botanical gardens and allied institutions so that people can deal with our planetary home in a much more sensible way.” While public gardens have come a long way since he penned

those words (the article, in *Public Garden* 22 (2): 5-7, is a transcript from a 1996 speech), we still have much to do if we are to meet Dr. Raven’s challenge.

Public gardens are in a position to have a tremendous impact on how visitors view their own gardens, and to serve as highly visible role models for sustainable design and practice. At SBBG we are immersed in conversations on ways we can influence our visitors so that they make sustainable choices in their daily lives. The renovation of our Home Demonstration Garden and the addition of gardens surrounding our new Pritzlaff Conservation Center have offered us an opportunity to evaluate

how we can design our grounds to help us accomplish our goals. One option is to include a garden hedgerow.

Garden Hedgerow Definition

Think of garden hedgerows as shrub borders “with benefits.” Traditionally, hedgerows are agricultural living fences—a more or less linear row of trees and shrubs, often interplanted with annuals, perennials, and grasses. In agricultural systems, hedgerows serve many purposes, such as defining borders, keeping livestock in (or other animals out), providing habitat for pollinators, and keeping waterways clean by reducing erosion and increasing infiltration. By

Living examples of garden hedgerows in public gardens can inspire visitors to replicate in their gardens the beauty and buzz of activity of a border frequented by hummingbirds, butterflies, and bees—and, perhaps, gradually abandon outdated concepts of home garden shrub borders.

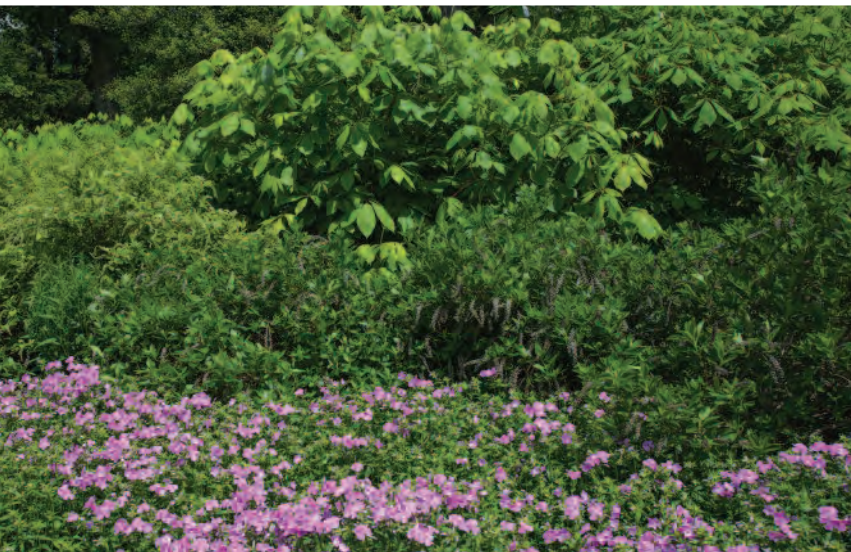


Holodiscus discolor (Ocean Spray or Cream Bush) is one of many native California shrubs that can be used in a hedgerow.

PHOTO CREDIT: SAXON HOLT / PHOTOBOTANIC.COM

The plants in this hedgerow at Mt. Cuba Center are (from front to back): *Phlox glaberrima* 'Morris Berd', *Clethra alnifolia* 'Hummingbird', *Itea virginica* 'Henry's Garnet', and *Aesculus parviflora* var. *serotina*.

PHOTO CREDIT: RYAN CERMINARA



Chrysothamnus nauseosus (yellow) and *Salvia greggii* 'Furman's Red' add color to this Denver hedgerow.

PHOTO CREDIT: PANAYOTI KELAIDIS



adapting the concept of multiple functions to ornamental shrub borders, we can reap multiple benefits.

Garden Hedgerow Function

Hedgerows in gardens provide an attractive “fence,” delineate borders between properties, offer protection from the wind and hot western sun, act as a visual screen, and reduce noise from nearby roads. They can also concentrate food and shelter for pollinating and other beneficial insects, birds, and other animals. Hedgerows are an ideal way to provide “edge” habitat, known to support a high biodiversity of flora and fauna. They can also provide berries and other fruit, cut flowers, basketry material, and garden poles. Perhaps most importantly, garden hedgerows can link the urban heart of our cities to suburban landscapes and to the wilderness beyond, creating important “corridors” along which butterflies, birds, lizards, and other wildlife can travel.

Why Grow Hedgerows in Public Gardens?

Serving as a showcase for innovative sustainable design for residential landscapes is an important role for public gardens today, and institutions across the country are looking for ways to engage

visitors in the dialogue surrounding home landscapes. “Our visitors have difficulty translating what they see in our garden to their own gardens. We’re looking at ways to better demonstrate what is possible in residential landscapes,” says Travis Beck, director of horticulture at Mt. Cuba Center. Living examples of garden hedgerows in public gardens can inspire visitors to replicate in their gardens the beauty and buzz of activity of a border frequented by hummingbirds, butterflies, and bees—and, perhaps, gradually abandon outdated concepts of home garden shrub borders.

Design

Garden hedgerows may range in size from grand designs that include trees, to smaller scale plantings suitable for a typical residential fence line, or even sidewalk edges. While it is ideal to design and plant a garden hedgerow without the constraints of existing installations, it is also possible to successfully modify existing borders. Include at least 75 percent regionally native plants for high-quality habitat. Adding flowering plants to provide a long season of nectar and pollen and including host plants for butterflies and some thorny plants for bird shelter are some simple measures that can be taken to improve the habitat value of a hedgerow.

Summary

Almost twenty years after he wrote the opening quote of this article, Dr. Raven continues to advocate for the educational role of botanic gardens: “In this era of ongoing climate change, botanical gardens need actively to become places where people can see how their own gardens can fit into the local landscape, thus saving water, encouraging birds, native pollinators and other insects, providing a place for children to come to know nature, and building a part of the sustainable world that we must have for the future.” Can we meet Dr. Raven’s challenge?

Thanks to the following contributors: Dr. Peter Raven, Panayoti Kelaidis, Travis Beck, and Saxon Hot.

Frédérique Lavoipierre is the education program manager at Santa Barbara Botanic Garden and a frequent contributor to gardening magazines. She reports that while researching this article, a landscape architect proposed a hedgerow to a client who then took the proposal to their homeowners association. There’s even talk of a book! Frédérique may be reached at flavoipierre@sbbg.org.



For more information, please go to www.publicgardens.org/content/current-public-garden.

Building **LIFELONG INVESTMENT** in **YOUR GARDEN**

KARIN L. JAROS AND JOHANNA KELLY

As first presented at the February 2015
Development and Membership Symposium

QUESTION: How can you nurture members so that they evolve into philanthropic investors in your garden's mission and programs?

ANSWER: You can't—unless you know your audience.

Membership differs from development in that a membership team is not working with one or two individuals at a time. Instead, it may be working with five hundred, five thousand, or fifty thousand households simultaneously. These numbers require different strategies that must be executed using different tactics.

If you're lucky, your organization has invested in some wealth capacity screening of all its members and donors. At some point, the membership team, regardless of its size, will be charged with "moving them up the ladder." Let's say you have five thousand members "with capacity." How can you find out more about them? You can't contact each and every one on a personal, face-to-face basis. But you can mimic that type of

stewardship by using segmentation and personalized communication strategies. How and where do you start?

The Five Ws

You can examine almost any issue from the perspective of the five Ws. Let's take a look at how you can use them to think about nurturing members and moving them to "donorhood."

1. WHO are your best member prospects with the highest likelihood of becoming donors?

At The Morton Arboretum such prospects includes two-year members; "Perennial Partners," members with ten or more consecutive years of membership; additional gift givers to opportunities such as our Tribute

program, annual fund, and gift memberships; members who volunteer; and members who visit often.

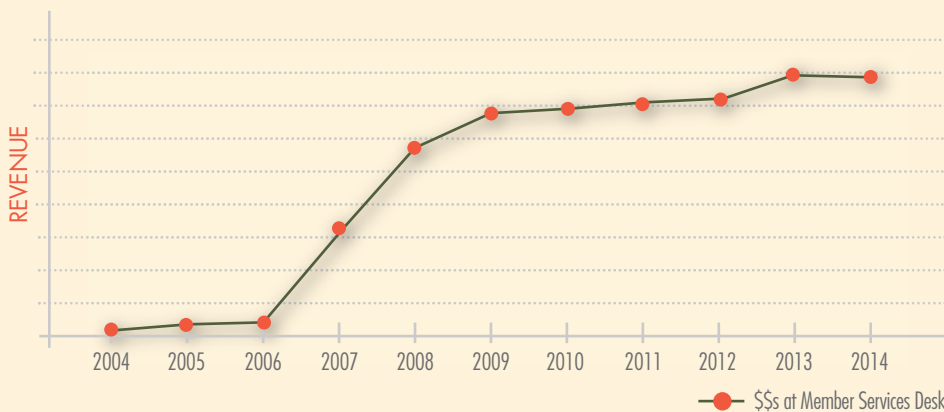
We discovered these "data points" from mining our data and running algorithms and regression analyses to determine what behaviors were most likely to predict additional gifts on the part of basic members. At the Arboretum, we started this in 2011 and drew on member satisfaction research started in 2009. We found that a two-year membership was the primary indicator of a basic member giving an additional gift.

You, too, can use data mining, segmentation, and predictive modeling to identify descriptive characteristics of your members who are more likely to become donors. Determine what kind of "intel" you want or need and figure out a way to get the information. Then, pursue that data—relentlessly. Analyze the data. Build models that define types of members and segment them into groups. Start small. Don't overreach.

2. WHAT can you do when you can't make one-to-one personal contact or offer individualized stewardship?

Identify all your communication points. Create "personalized" messaging to communicate with your audiences. Use variable printing or emails with trackable URLs. Develop a viable means of tracking and a way of communicating with your created segments that will provide a one-to-one feeling of engagement for the

Growth of Revenue Earned at Member Services Desk





The Morton Arboretum
4100 Birnie Route 33
Lisle, IL 60532

This fall, The Morton Arboretum is overflowing with exciting events for kids, families and adults. Combined with hiking, biking and 1,700 acres of picturesque landscapes, the Arboretum is the natural setting for you to spend crisp autumn days making priceless memories!

If you haven't discovered the many and varied activities at The Morton Arboretum, you need to take another look! From cultural and seasonal festivals to drive-in movies, under the stars to crop-in discoveries in the award-winning Children's Garden, there's something for everyone.

Remember why you joined! So, come back! We miss you!

Renew today. Three easy ways:

mortonarb.org/renew • 630-715-2453 • In person at the Visitor Center

Your support helps The Morton Arboretum continue the research and education that creates a greener, healthier and more beautiful world now - and for future generations. Please continue your membership support!



This renewal card is targeted to families with young children.

member. This is your CRM (customer relationship management).

Today, a number of excellent automated marketing tracking software systems exist. These allow you to nurture prospects by providing them with highly customized, useful, and interesting content that will help convert them first into members and then into donors.

3. WHEN is a good time to find members to target?

Renewal time offers a perfect opportunity to make multiple contacts that can elicit information. In 2014, at the Arboretum, we implemented a pilot program that used emails to help renew members and was also designed to track interests and preferences. Each "click-thru" opportunity was trackable. Using a varied and creative selection of "click-thrus," we were able to determine what respondents were interested in. As we move through 2015, we will introduce an automated "scoring" mechanism that will enable us to determine the appropriate level of engagement for members with whom we do not yet have a personal, one-on-one relationship.

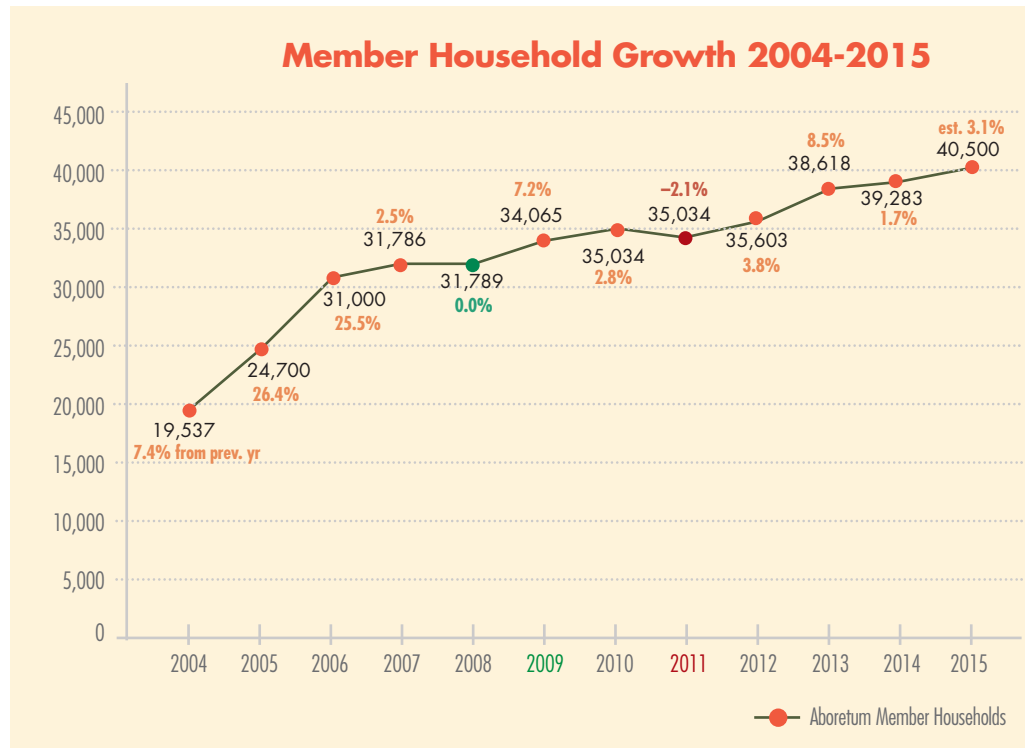
4. WHERE do you find the best prospects for movement up the ladder?

In your membership base. Look for patterns. Examine your previous successes. Look for more of those patterns. And create opportunities to develop the patterns leading to successful engagement.

5. WHY is it critical to integrate membership into development?

Because it facilitates moving members to donors! Not all organizations have combined these two areas. The integration of membership into development at the Morton Arboretum has provided a fluidity that did not exist before. We are also more aware of the importance of upgrades and have witnessed many more gifts being made to the annual fund. In 2013, 67 percent of annual fund gifts were from first-time member givers.

"Membership" is not fundraising. In 2007, we installed a separate Member Sales and Services desk. In addition to securing a high level of onsite visitor-to-member conversions, we expect our sales team to provide superb customer service. We establish individual and team goals and track salesperson performance in "upsells" (upgrades), two-year memberships sold, premium-level memberships sold, and additional donations. Before we had a dedicated membership presence in our Visitor Center, membership sales at the Visitor



Services desk totaled less than 10 percent of annual membership revenue. Today, we consistently earn just about 50 percent of annual membership revenue at the Member Services desk.

NOW What?

Through engagement, members evolve into donors. As stated before, look for the key tip-offs that they could become significant investors in the organization—these are signals indicating that individual wants more engagement. When you see these types of activities, membership and development staff need to work together to create a strategy for staff to cultivate the member.

Karin L. Jaros is head of membership at the seventeen-hundred-acre Morton Arboretum in Lisle, Illinois, about twenty-five miles west of Chicago. Since she joined the Arboretum in 2005, member households have more than doubled to forty thousand, with a 2 percent increase in just the past two years. Revenue has increased every year for the past ten years, and member retention grew by 2 percentage points in 2014. The Morton Arboretum counts more than 33 percent of its members as two-year members, and 11 percent of total members have supported the Arboretum for ten or more consecutive years. You may contact her at kjaros@mortonarb.org.

Johanna Kelly joined Denver Botanic Gardens in 2010 as the director of development. In 2014, Denver Botanic Gardens welcomed over 1.4 million visitors to its three sites. Membership, which has more than doubled since 2010, stood at more than forty-three thousand member households at the end of 2014. You



Membership has its privileges. At Denver Botanic Gardens, those with higher membership levels can order tickets for concerts and other special events earlier. All members have the opportunity to order tickets before sales begin to the general public.

PHOTO CREDIT: SCOTT DRESSEL-MARTIN

DENVER BOTANIC GARDENS

At Denver Botanic Gardens, hundreds of engagement opportunities exist. In 2014, more than twenty-six hundred members volunteered eighty-four thousand hours to work in all sorts of capacities to support our mission. The membership and development teams work hard to get to know these committed individuals and spend time with them. As these relationships grow, we are in a position to determine what level of further investment these individuals might make.

Two significant engagement opportunities at Denver Botanic Gardens that attract our members to consider additional investment are summer concerts and botanical illustration classes. The concerts are one of our most popular attractions. Members join at a high level or upgrade their memberships to receive priority ticketing and entry into the concerts. Our Botanical Illustration program is the most popular of our adult education offerings. Members receive discounted tuition, and classes fill up within hours of the opening of enrollment.

CASE STUDY

Member BD and her husband joined Denver Botanic Gardens in 2001 at the individual level (\$55). They upgraded their membership the following year, and again in 2005, mostly for concert benefits. Between 2005 and the present, staff had many opportunities to interact with this couple, particularly vis-à-vis the pre-concert contributing member hospitality activities. By 2012 the relationship between BD and a development officer was familiar enough that BD shared her concerns about her aging father and requested information on estate planning and the capital campaign. Several months later, BD made a \$200,000 gift to the capital campaign from the trust established at the death of her father. Since then, our staff continues to engage with BD through special donor events and concerts. Now retired, she is working on receiving a certification in botanical illustration. And most recently, since early 2015, she has volunteered to serve on the task force for the funding of our future Center for Science Art and Education.



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