

Teaming for Master Planning Success

Adrienne Nakashima - Scott Scarfone

Travis Beck - Chloe Hawkins

Clayton Bass - Kenneth Francis



**South Coast
Botanic Garden**

**Santa Fe
Botanical Garden**

Mt. Cuba Center

Imagine the Possibilities

A Vision for the Future of South Coast Botanic Garden

Adrienne L. Nakashima

CEO, South Coast Botanic Garden

Scott C. Scarfone, PSA, ASLA

Kimley-Horn

(Formerly of Oasis Design Group)



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South Coast Botanic Garden

- Palos Verdes Peninsula
- 87-acres
- Opened in 1960
- Built atop an old landfill
- Over 120,000 visitors per year
- 5.5M budget
- Public/Private



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Master Plans will Evolve

Internal and External influences which may include:

- New administrations
- Gain/loss of funding
- Shift of funding streams
- Poor leadership
- Political setbacks
- Over-reaching goals
- Change of organizational goals and objectives



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Dissecting a Master Plan's Objectives

- Undertake a comprehensive strategic assessment
- Benchmark past planning efforts
- Make strategic adjustments
- Initiate new planning efforts
- Suggest a mid-course correction
- Re-energize staff, trustee leadership, donor base



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Opportunities Diagram

Salient Points/Take-away's

- Potential streetscape improvements to Crenshaw Blvd.
- Improved garden entry experience
 - New entrance plantings
 - Repaired entrance roadway
 - Reorganized parking lot and approach
 - Improved garden/building entry
- Reorganization of core garden
 - Better axial alignments
 - More logical garden organization
 - Expanded/enhanced 'key' gardens
 - 'Terminal' overlook sites developed
 - New 'gateway' garden plaza/entrance
- Expansion of key plant collections
- Potential building expansion
- Development of valley into 'water garden/corridor'
- Potential creation of five new gardens



A Vision for the Future



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Recapturing the Long Views



INSIDE THIS ISSUE

On the cover - A fly (*Diptera*) amidst the *Cynara cardunculus* var. *scolymus*. Photo by: Martha Costello

CEO Message	02-03
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MESSAGES

CEO'S MESSAGE
Adrienne L. Nakashima

A VISION FOR THE FUTURE
It is often said that to appreciate where we are going, we have to understand where we came from. As we move forward, we have to understand where we came from. It is often said that to appreciate where we are going, we have to understand where we came from. It is often said that to appreciate where we are going, we have to understand where we came from.

LAND USE - What is the type of use and physical arrangement of areas of the garden. Both vehicular and pedestrian.

CIRCULATION - How do people move through the site and how are areas connected - both vehicular and pedestrian.

ADA ACCESSIBILITY - How do varying grades in the elevation of the land affect both vehicular and pedestrian access as defined by the American with Disabilities Act.

LANDRELL - How does the composition of the fill and certain "hotspot" locations affect the existing conditions and potential development of these areas.

COLLECTIONS - What botanical plant collections currently exist and how can we improve on our "living museum".

On the following page is the **Opportunities Diagram** that was presented as part of their analysis. This represents a "first pass" at providing us with some initial ideas as to what can be done to improve the existing space. You will note that there are areas for new gardens, expanded collections and additional overlook features. Some of OASIS Design Group's recommendations for potential improvements include:

1. Potential streetscape improvements to Cremshaw Blvd. fence line.
2. Improved garden entry experiences - both at the garden entrance point from Cremshaw Blvd. as well as the entry into the gardens proper.
3. Enhanced interpretation of key messages relating to our mission.
4. Reorganization and refinement of key plant collections.
5. Expansion and refinement of key plant collections.
6. Restoration of the lake area and stream corridor.
7. Potential building expansion for offices, classrooms, café/gift shop and meeting spaces focus on the development of key view corridors.
8. Potential creation of five new gardens.

As we move forward... OASIS will now begin to give detailed physical form to these concepts. They will be ready next year to share with us their next level of recommendations and continue to work. A vision for the future of South Coast Botanic Garden is something that is always in the process of shaping. We hope you will continue your support of this

- A Tree Allee
- B Building Expansion
- E Entry
- EC Expanded Collection
- HD Home Demonstration
- L Lawn
- NG New Garden
- P Parking
- PB Perennial Border
- RG Rose Garden
- S Service
- SP Streetscape Plantings
- * Overlook Feature
- Views
- Circulation

Scale: 1" = 250'

Opportunities Diagram
South Coast Botanic Garden
Palos Verdes, CA

OASIS
DESIGN GROUP

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Building the Donor Base



Discussing Progress

Reinforcing the Message



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Building the Donor Base



Discussing Progress

Seems to help.....





Reinforcing the Message.



Implementation: Suggested Priority Projects



 Priority A Area

 Priority B Area

Priority A

- Rose Garden
- Children's Garden
- Lake Renovation
- Parking Lot Redesign/Improvements
- Signage Program
- Production Greenhouse Security fencing

Priority B

- California Natives Garden
- Welcome Center Building
- Vehicular Pedestrian Drop-Off Zone and Ticketing/Admission Window
- Entry Plaza
- Overflow Parking Lot



Rose Garden

In accordance with a bold and transformational vision plan, the South Coast Botanic Garden is creating a new Rose Garden, a specialty area that will serve as a living, breathing museum of the rose.

The renovation to this historic space is the first in a sequence of planned capital projects intended to attract new audiences and enhance the guest experience. Over 15 acres will be updated to provide unparalleled access opportunities for visitors of all abilities and will serve as a place that is contemplative and serene, providing respite from the congestion of city life and a stunning showcase of rose species, including hybrids, tea, floribunda, grandiflora, and English varieties.

In keeping with our origin as a landfill, we are reusing as much of the existing Rose Garden as possible. Fountain stones and pavers will be carefully redeployed, diseased plants will be removed, and soil will be de-nuded and used in new reclamation and reuse systems.

KEY FEATURES

- Elements of education and space for programming will be provided so that guests can learn about the rose, its history, and its influence on our culture.
- A Natural Garden which will showcase how roses can live alongside companion plantings.
- A Formal Garden which speaks to the widely-recognized arrangement of roses in a traditional, architectural setting.
- A Modern Garden which will feature sculptures and art among the beauty of roses.
- The Celebration Garden which will provide shade and space for programs and special events.

Permanent recognition opportunities are still available. Inquire at our Guest Services center for further information on making a donation.

PROJECT SCHEDULE

Start: Winter 2017
Completion: Fall 2017

PROJECT PARTNERS

Project Management: Square One Holdings, Inc.
General Contractor: Ron Poulson Associates
Design Landscape Architect: Richie-Bray, Inc.
Landscape Architect of Record: Deneen Powell Atelier, Inc.
Civil Engineer: Bolton Engineering Corp.
Structural Engineer: John M Cruikshank Consultants, Inc.
Electrical Engineer: Hope-Amundson
Geotechnical Engineer: Kruse & Associates
Environmental Consultant: T.J.N. Engineering Co.
Fountain Mechanical Engineer: Rincon Consultants, Inc.
Watershape Consulting

Who does she belong to?



SOUTH COAST BOTANIC GARDEN



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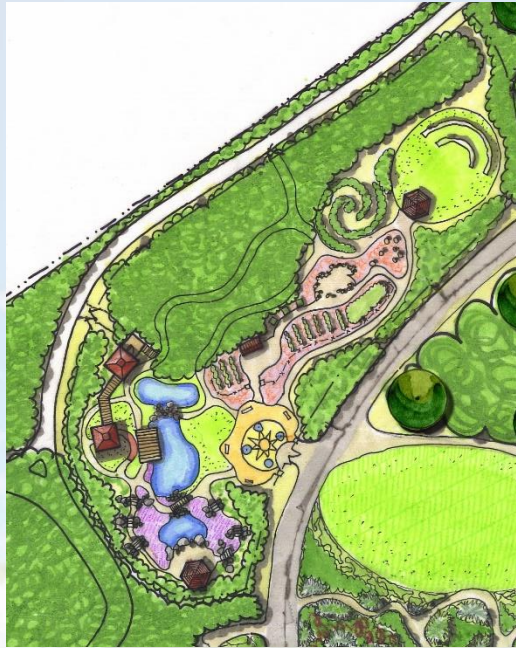
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Children's Garden



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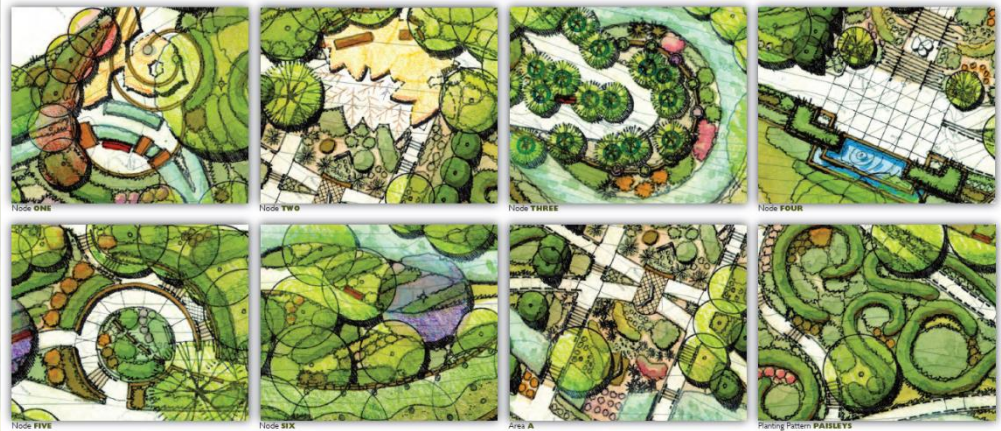
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Native Plant Garden



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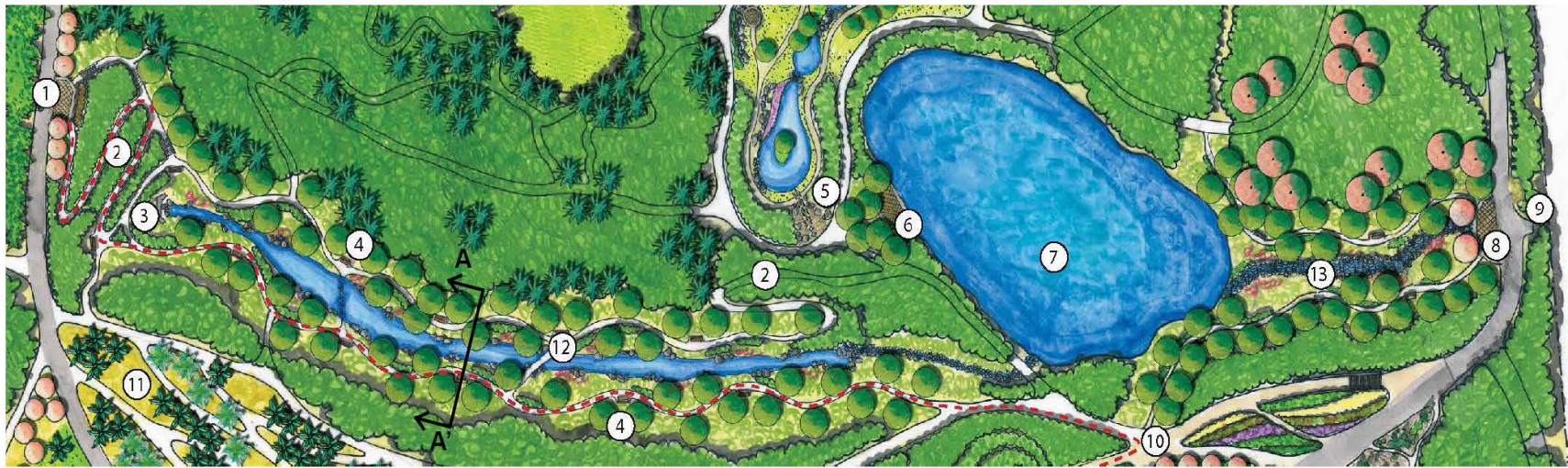


Fig. 4.5 Proposed Creek Garden

KEY

- | | |
|-----------------------------|---------------------------------------|
| 1. Overlook Terrace | 9. Existing Outfall Structure |
| 2. Accessible Path | 10. California Native Garden Entrance |
| 3. Existing Headwall | 11. Palm Collection |
| 4. Bench (Typical) | 12. Creek Crossing (Bridge) |
| 5. Japanese Garden Entrance | 13. Dry Wash |
| 6. Lake Overlook Plaza | |
| 7. Lake | |
| 8. Creek Garden Plaza | |

Creek Garden and Lake

The Creek Garden and Lake were original to the SCBG when it was first developed as a botanical garden. (Figure 4.6) Throughout the years and for various reasons, the aesthetic of these two elements has been lost. The Vision Plan recommends returning the stream corridor—now being called Creek Garden and Lake—back to the original form and configuration. Some additional benches enhancements are also being suggested such as the addition of benches flanking the corridor walkways, native plantings (Figure 4.7), and a small plaza area situated adjacent to the Lake. (Figure 4.5) The northern end of the corridor at the elevation of the loop road would have an overlook plaza area to take advantage of one of the garden's long views. Key vegetation would need to be removed to facilitate the opening of the view shed. This proposed



Fig. 4.6 Historic Photo of Creek Garden

overlook plaza would be connected to the corridor with a new set of steps as well as a series of ADA accessible switchback pathways. The southern end of the corridor would be designed and planted in the form of a natural California wash—a dry creek bed that would be sufficient to accommodate periods of intense rain and the associated runoff the garden receives from the neighboring developments to the south.

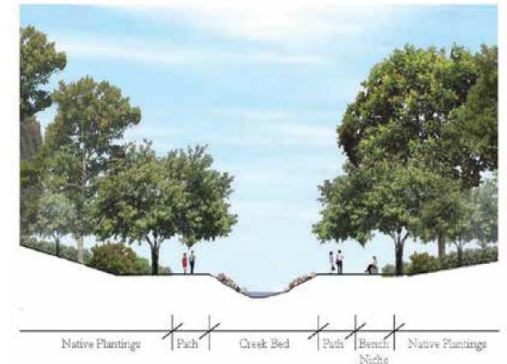


Fig. 4.7 Section A-A' of Creek Garden

Sensitivity to the important habitat that this site provides to wildlife will result in planting some suitable rushes or reeds that do not impede the site lines, but provide refuge for migrating birds and other species.



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Moving Forward

Transition/organizational planning for county to SCBG e.g. operations, staffing, organizational arrangement, etc.

How will this work? Who does it?
What does it entail?
How long will it take?



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Moving Forward

Development planning/fundraising for capital campaign to include capital dollars and endowment dollars.

What are the first projects? How will the money be obtained? Who will get the money? How will the money be sought?



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Moving Forward

Strategic planning for growth of SCBG in terms of operations, board development, programs, public outreach, etc.

How will the organization grow and what will it look like? Who will lead that? How many more people and what key positions are needed?



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To get the most from the Master Plan process...

- Have a legitimate and clear purpose
- Obtain assistance from an “outsider”
- Carefully evaluate the facilitators/master planners skills
- Keep the process inclusive
- The product must be action driven and results oriented



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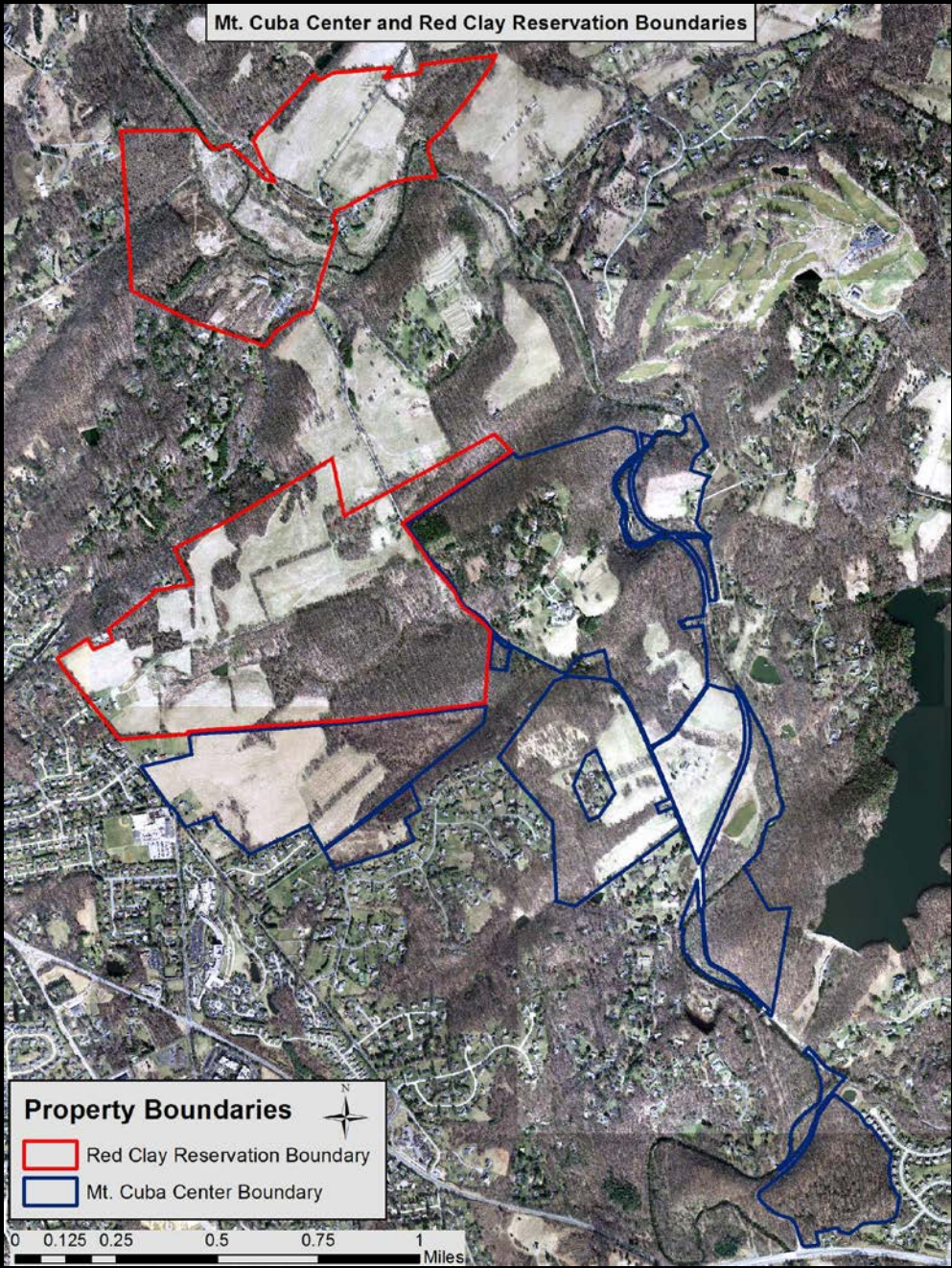
Mt. Cuba Center



- 
- **Mission: To inspire an appreciation for the beauty and value of native plants and a commitment to protect the habitats that sustain them**
 - **Open to public since 2002**
 - **18,000 visitors in 2017**
 - **1,083 acres (20 open to general public)**
 - **Annual operating budget \$8 million**
 - **501(c)(3) Private Foundation**



Mt. Cuba Center and Red Clay Reservation Boundaries







Goal 1: Inspire an appreciation for the beauty and value of native plants

Mt. Cuba Center's exquisitely beautiful gardens and natural lands possess unique potential to inspire visitors. To maximize the inspirational impact of our natural and cultivated areas, the Center will engage in a comprehensive analysis of the site, the facilities, the gardens, and the visitor experience. Marketing, communications, and outreach efforts will be tailored to developing our audience of gardeners, professionals, and culture-seekers who might respond to the Center's invitation to engage with nature and gain understanding of the value of conserving the native flora that are essential to healthy ecological systems.

1. Develop a comprehensive master plan to guide the evolution of Mt. Cuba Center's landscape and facilities in an integrated way that protects the scenic character of the gardens and grounds

- a. Address visitor circulation and way-finding, parking and accessibility, in ways that are sensitive to preserving the intimacy of the visitor experience
- b. Consider potential future facility needs, including greenhouse and nursery production, classroom and program facilities, office space and housing for year-long interns, compost facility, and storm water management
- c. Examine opportunities to create visitor access to the natural lands

2. Maximize the inspirational impact of a visit to Mt. Cuba Center

- a. Enhance the inspirational capacity of the gardens using analysis of visitors' activity patterns to inform garden improvement, and enhancing mass display and specimen plantings to heighten seasonal interest

Master Planning Goals

- Enhance the experience of Mt. Cuba's gardens without altering their essential character
- Increase the ecological value of the gardens and grounds
- Create controlled guest access to Natural Lands as part of an integrated experience of Mt. Cuba
- Refine vehicular and pedestrian circulation
- Meet the needs of guests, accommodate expanding programs, and improve organizational efficiency by making the best use of existing facilities, renovating those facilities when appropriate, and constructing new facilities when necessary
- Upgrade Mt. Cuba's stormwater management systems to meet 21st century standards, treat water as a resource, and better deliver ecosystem services

Generated list

(24 firms)

|

Request for Qualifications

(17 submissions received)

|

Request for Proposals

(4 teams invited)

|

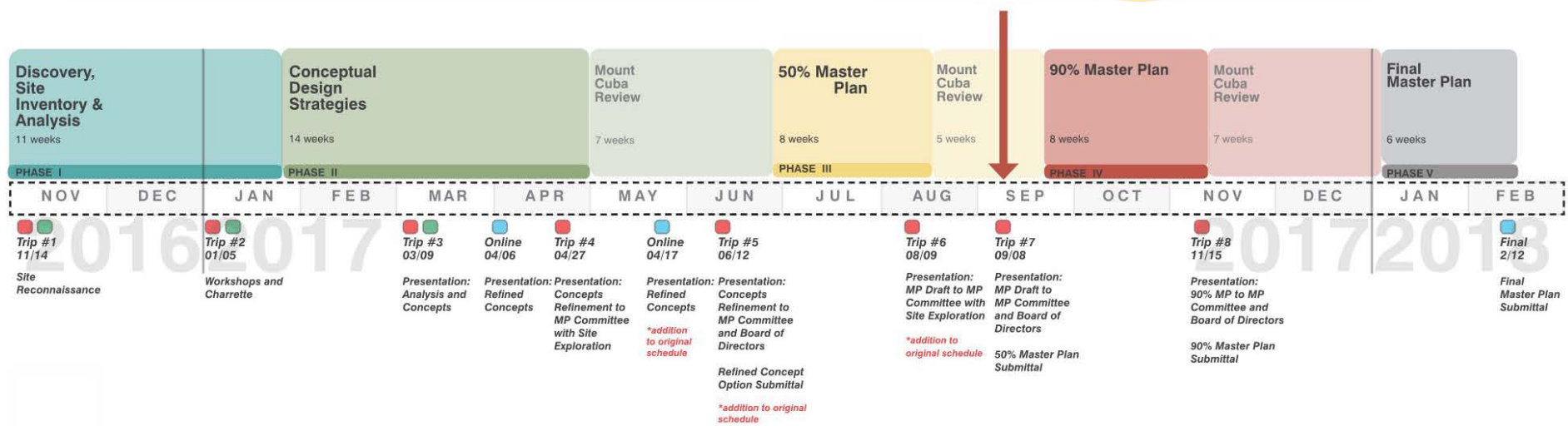
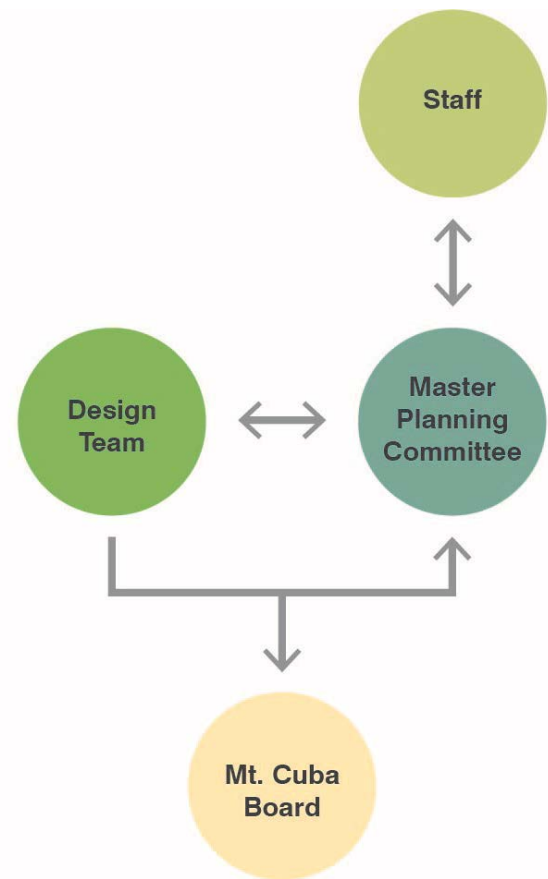
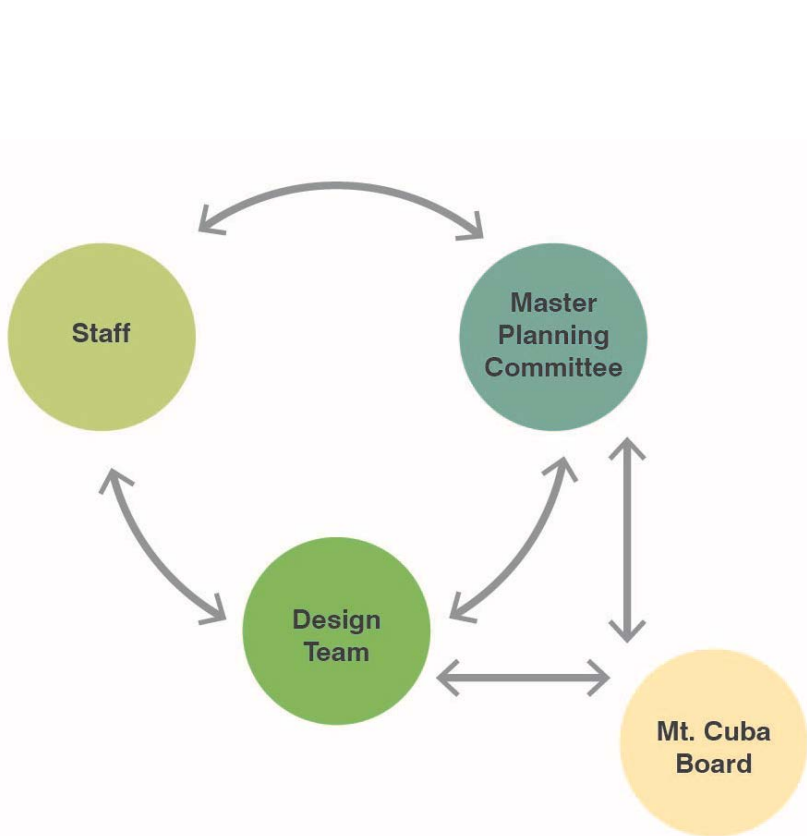
Final Selection

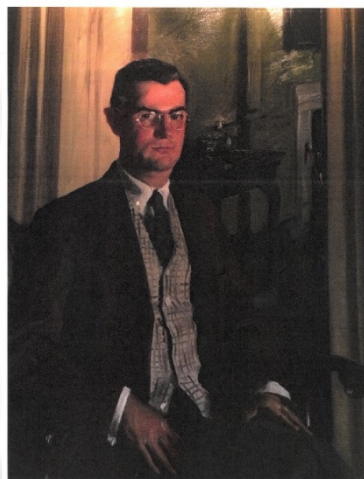
Selection criteria

- Experience working on master planning projects at public gardens and other similar institutions
- Closeness of fit between core strengths and project needs
- Record of successful collaboration between team members
- Compatibility of team approach with Mt. Cuba's vision, mission, philosophy, and style
- Ability to present a compelling vision/narrative and gain buy in from all stakeholders
- Ability to execute the work in a timely and cost-effective manner
- Proximity and availability during the planning process

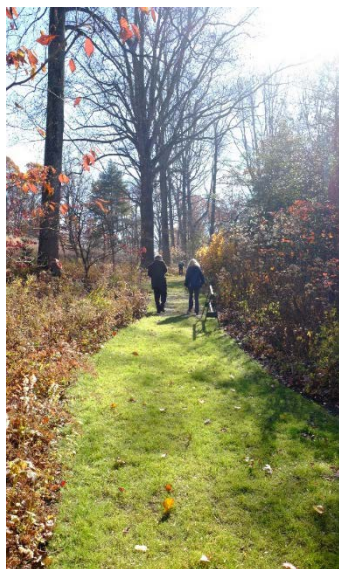


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path
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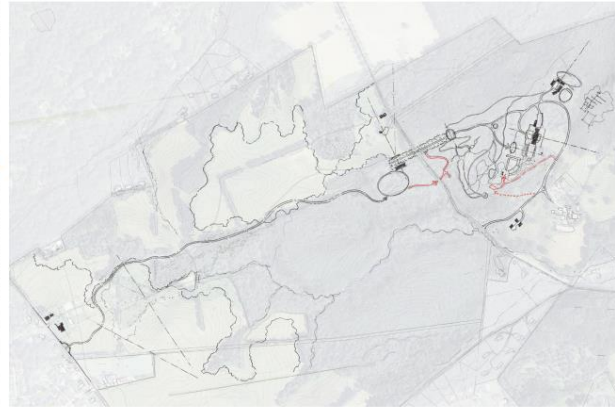








Concept Design | Iterative Design Process



Bottom of the Hill | Horticulture & Green Houses

STAFF

43 Total

Division of Collections - 2000 SF

1000 SF - Curator

1000 SF - Librarian & Archivist

1000 SF - Plant Research Assistant

Division of Education & Research - 1000 SF

500 SF - Assistant Horticulturist

500 SF - Assistant Horticulturist

500 SF - Plant, Greenhouse Manager

500 SF - Assistant Horticulturist

500 SF - Assistant Horticulturist

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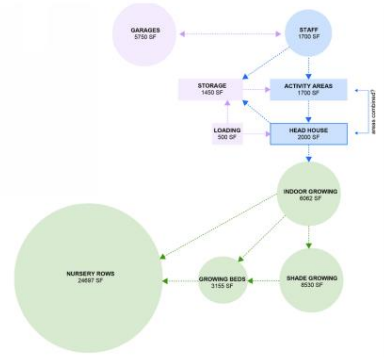
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500 SF - Assistant Horticulturist

500 SF - Assistant Horticulturist





Education Courtyard and Gardens

Core Gardens

Welcome Center

Greenhouse Complex



LEGEND

- Area open to adaptation
- Low value tree
- Medium value tree
- High value tree



LEGEND

- Area open to adaptation
- Natural Lands Maintenance
- Lightly Maintained
- Intensively Maintained





Mt. Cuba Center Master Planning Committee:

Ann Rose - Board President
 Marilyn Hayward - Board Member
 Liz Sharp - Board Member
 David Shields - Board Member
 Henry du Pont IV - Board Member
 Jeffrey Downing - Executive Director
 Travis Beck - Director of Horticulture

Dorothy Leventry - Director of Visitor Experience and Facilities

Design Team:**Nelson Byrd Woltz Landscape Architects**

Thomas Woltz
 Chloe Hawkins
 Jeffrey Longhenry
 Tom Hogge
 Emma Mendel
 Joe Guthrie
 Mary Cadwallender
 Andisheh Ghofranitabari
 Joey Hays
 Chris Woods

Beyer Blinder Belle Architects

Miriam Kelly
 Richard Southwick

Sherwood Design Engineers

Jason Loiselle

Landmark Science and Engineering

Ted C. Williams

Special thanks to all of the Mt. Cuba staff who participated in workshops, reviewed design materials and contributed their insight throughout the master planning process

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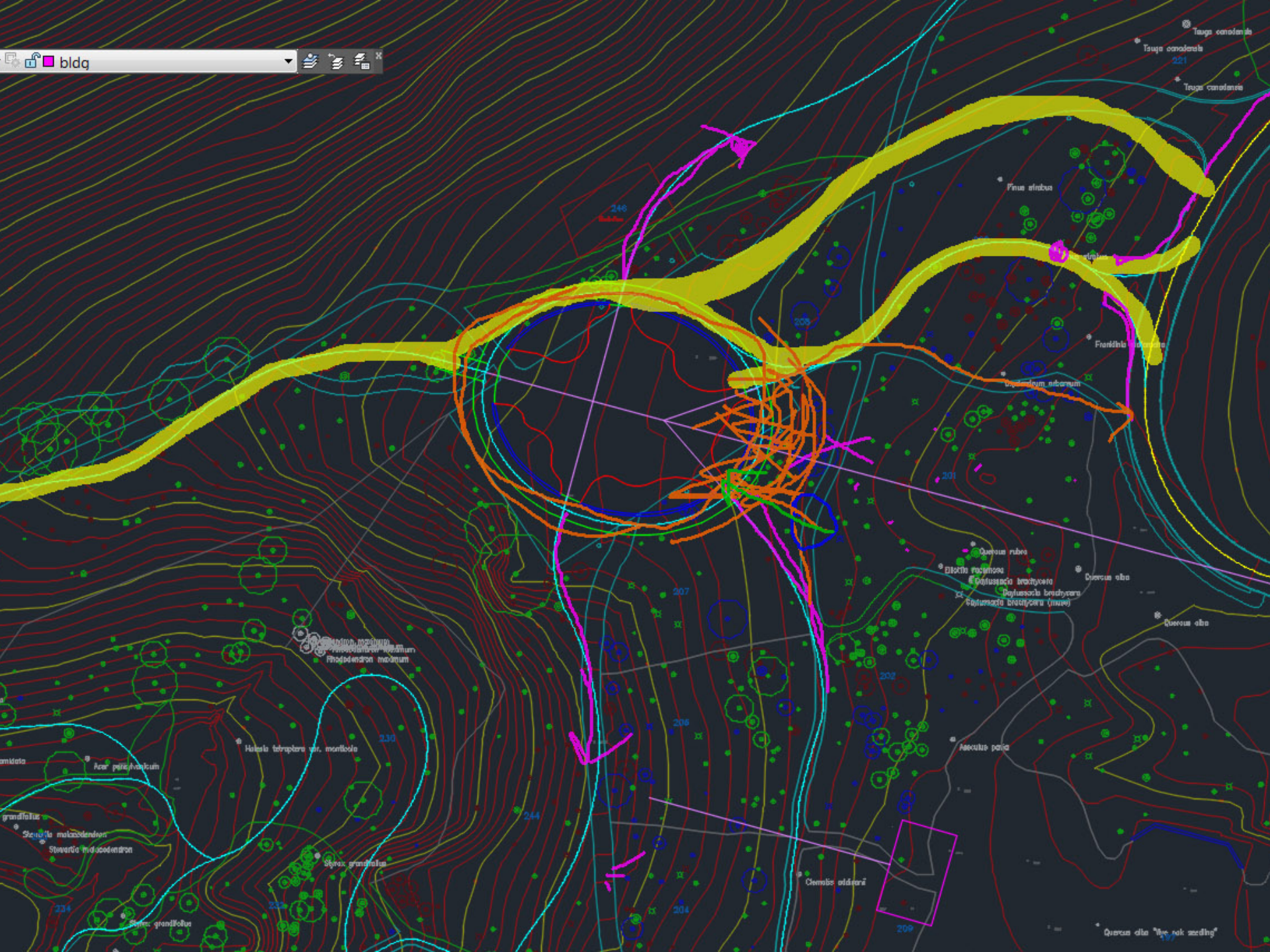
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MUSEUM HILL CAMPUS PLAN SANTA FE BOTANICAL GARDEN

SANTA FE, NEW MEXICO

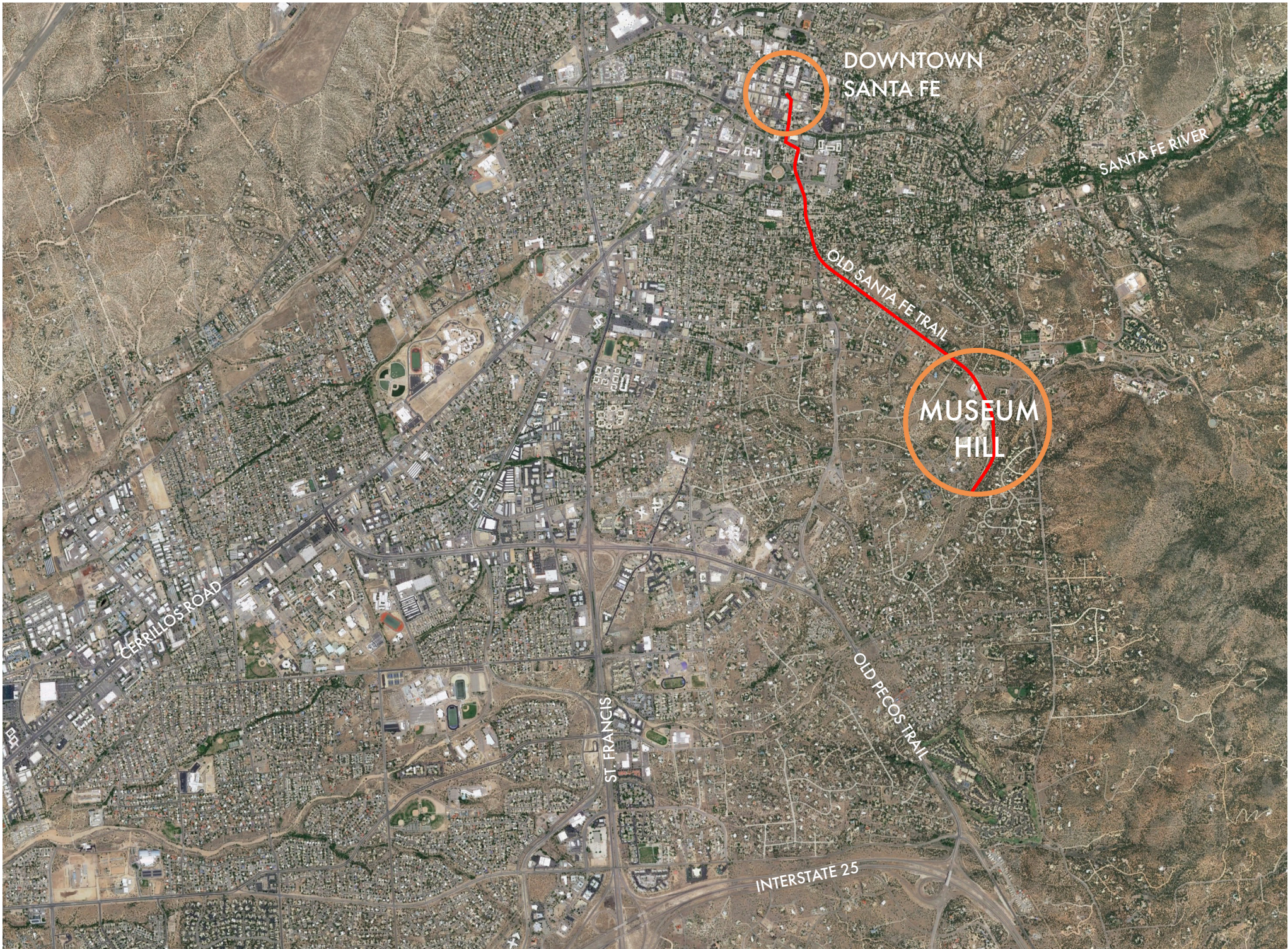


Kenneth Francis
Partner, RLA, RA, ASLA

surroundings

Clayton Bass, President + CEO
Santa Fe Botanical Garden


Santa Fe
BOTANICAL GARDEN



DOWNTOWN
SANTA FE

SANTA FE RIVER

OLD SANTA FE TRAIL

MUSEUM
HILL

CERRILLOS ROAD

ST. FRANCIS

OLD PECOS TRAIL

INTERSTATE 25

HISTORY ON THE HILL



SANTA FE TRAIL 1821-1881

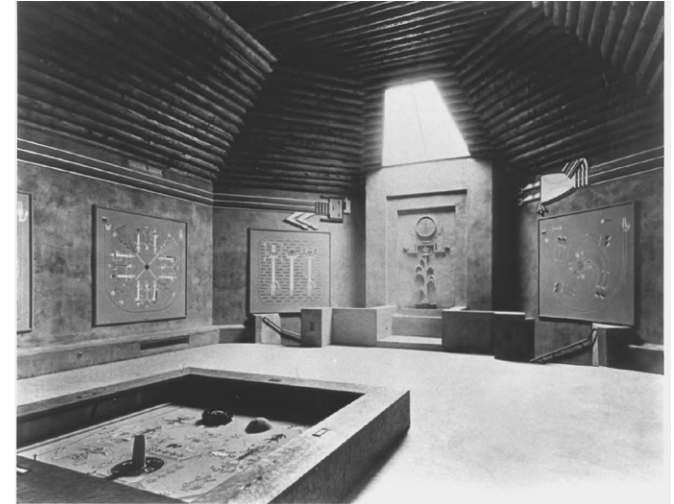
ATCHISON, TOPEKA + SANTA FE RAILROAD ARRIVES IN SANTA FE 1879

MUSEUM OF NEW MEXICO FOUNDED, 1ST MUSEUM IN NEW MEXICO 1909



LABORATORY OF ANTHROPOLOGY ESTABLISHED 1927

NATIONAL PARK SERVICE BUILDING ESTABLISHED BY THE CCC 1937-1941



WHEELWRIGHT MUSEUM OF THE AMERICAN INDIAN BUILT 1937



MUSEUM OF INTERNATIONAL FOLK ART OPENED 1953

MUSEUM OF INDIAN ARTS + CULTURE DESIGNED BY EDWARD MAZRIA, BUILT 1987

SPANISH COLONIAL ARTS SOCIETY IS GIFTED PRIVATE RESIDENCE 1998



STUART L. UDALL CENTER FOR MUSEUM RESOURCES BUILT 2002

MUSEUM HILL CAFE BUILT AND OPENED 2002

FIRST INTERNATIONAL FOLK ART MARKET 2004



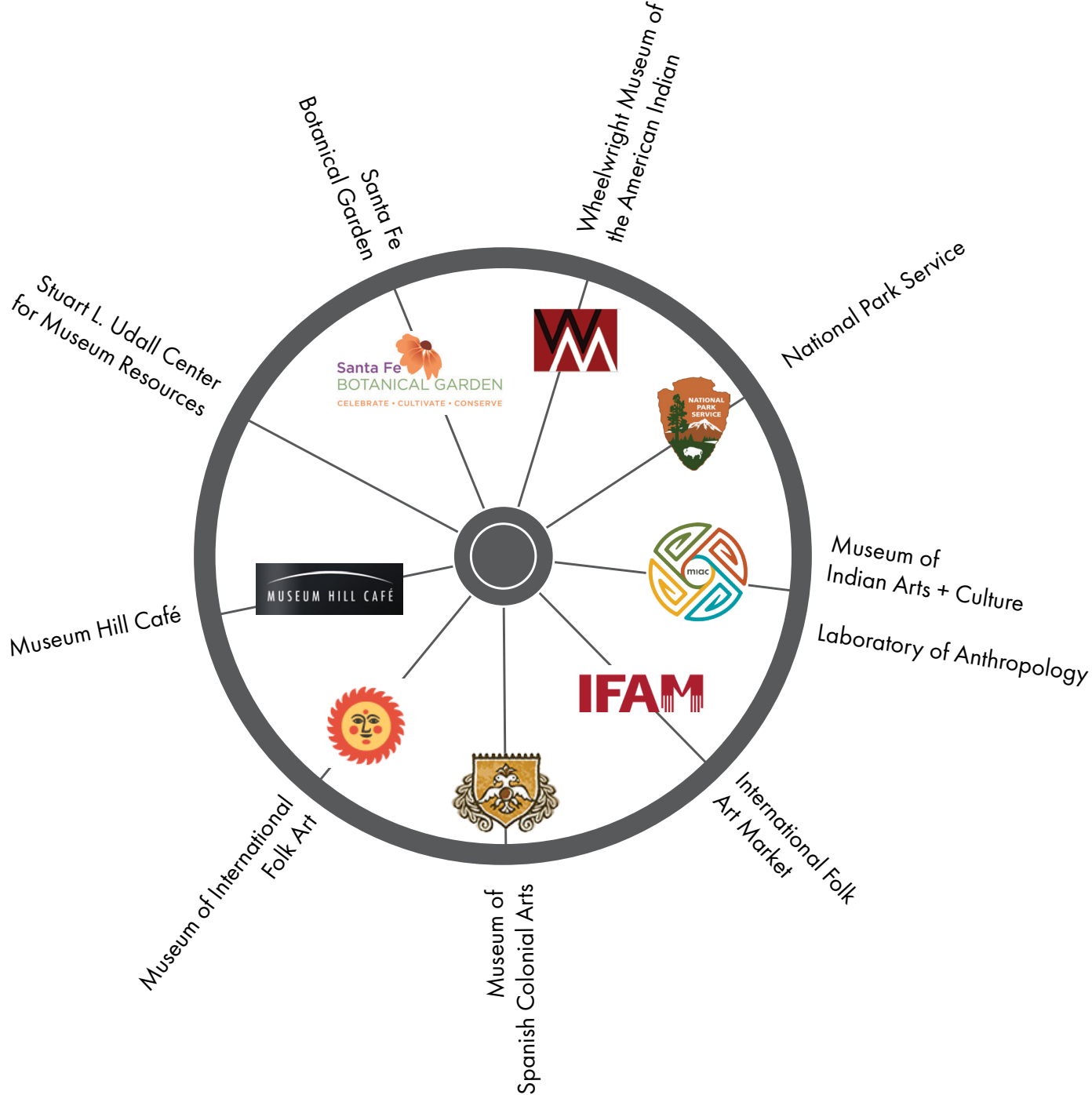
SANTA FE BOTANICAL GARDEN AT MUSEUM HILL OPENED 2013

MUSEUM HILL CAMPUS PLAN IS AWARDED 2017

Museum Hill: 315,000 visitors per year
 Land: 51 acres (State/Private/City)
 501(c)(3) Non-profits

Santa Fe Botanical Garden 45,000 visitors per year
 Land: 18.5 acres (State/City Owned)
 501(c)(3) Non-profit

ONE HILL - MANY PARTNERS



WHY A CAMPUS PLAN WAS NEEDED

GOALS

ADA UPGRADES

Assess and upgrade accessibility, to the fullest extent possible, for visitors with disabilities to all Museum Hill sites

PEDESTRIAN SAFETY PATHWAYS

Create a system of safe user-friendly pedestrian pathways that encourage walkability and reinforce connectivity between Museum Hill sites and gives consideration to special events such as the International Folk Art Market.

UPGRADES TO CAMINO LEJO

Improve safety and traffic calming for vehicular traffic along the street.

PUBLIC TRANSPORTATION INTEGRATION

Integrate Santa Fe public transportation systems into the Museum Hill design plan.

BICYCLE TRAIL ACCESS

Expand upon the existing Santa Fe Botanical Garden bike trail between Old Pecos Trail and Camino Corrales to provide greater bike access to Museum Hill; expand to Old Santa Fe Trail and continue downtown to the Plaza.

PARKING

Maximize available space for parking allowing for safe egress/ingress of visitors' vehicles to all Museum Hill venues in a manner that is aesthetically appropriate for the Museum Hill campus.

WAYFINDING SIGNAGE

Provide consistent, user-friendly wayfinding signage that encourages visitors to explore Museum Hill and that show their current location within the overall campus.

LIGHTING

Design and install programmable/timed lighting system that enhances pedestrian safety, is energy efficient—solar preferred—and does not contribute to light pollution.

WATER CATCHMENT

Design systems to capture and use runoff from buildings and parking lots through the use of cisterns, check dams or other methods to recharge ground water.

LANDSCAPING

Showcase drought tolerant, xeric plants that require minimal maintenance and enhance the landscape beauty of the Museum Hill site.

1. ACCESSIBILITY IMPROVEMENTS

2. MULTIMODAL IMPROVEMENTS

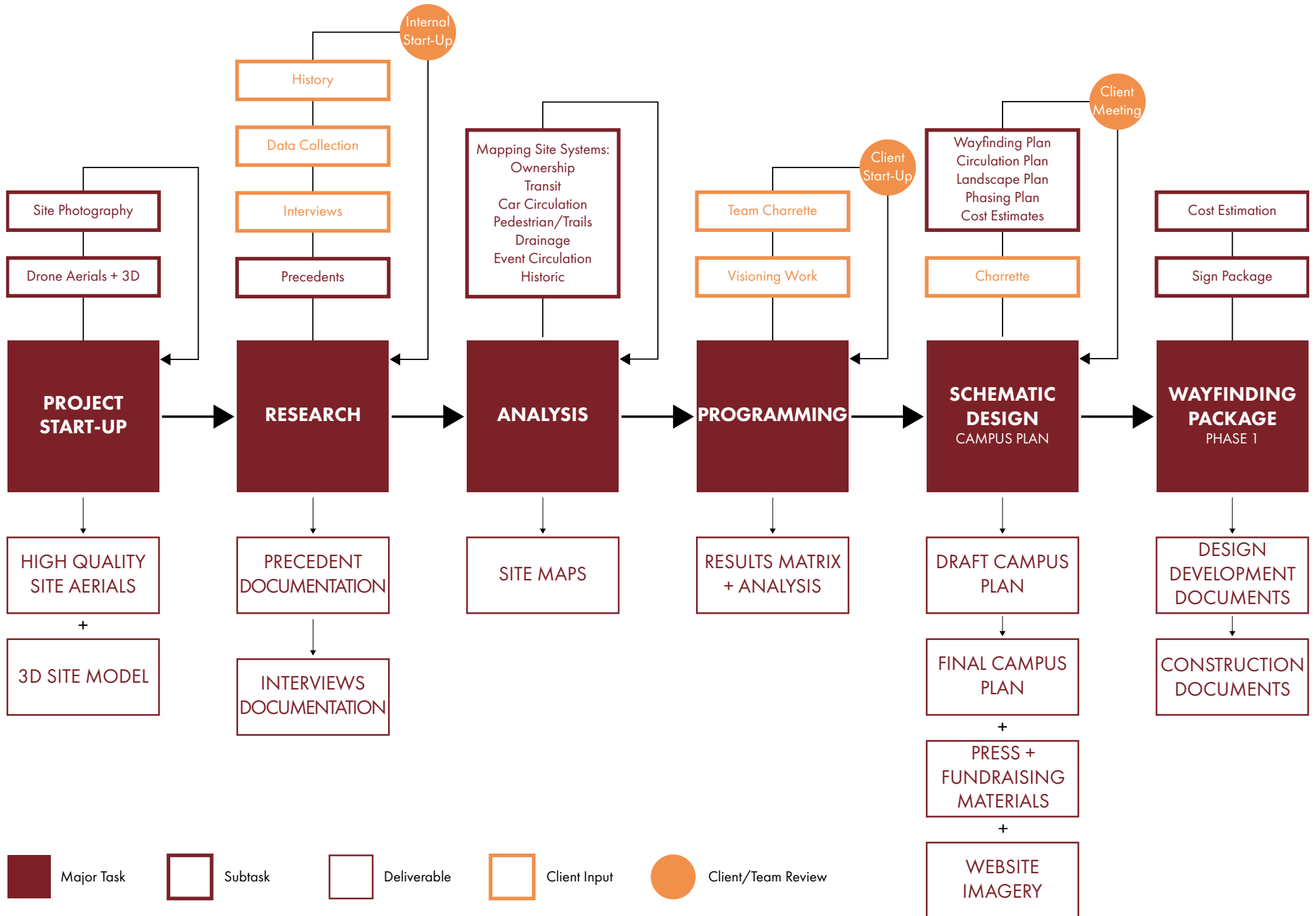
Camino Lejo Improvements
Pedestrian Pathways
Bicycle Trails
Public Transit
Parking

3. WAYFINDING + MARKETING

4. LANDSCAPE

Native Plants
Water Catchment
Lighting

PLANNING PROCESS

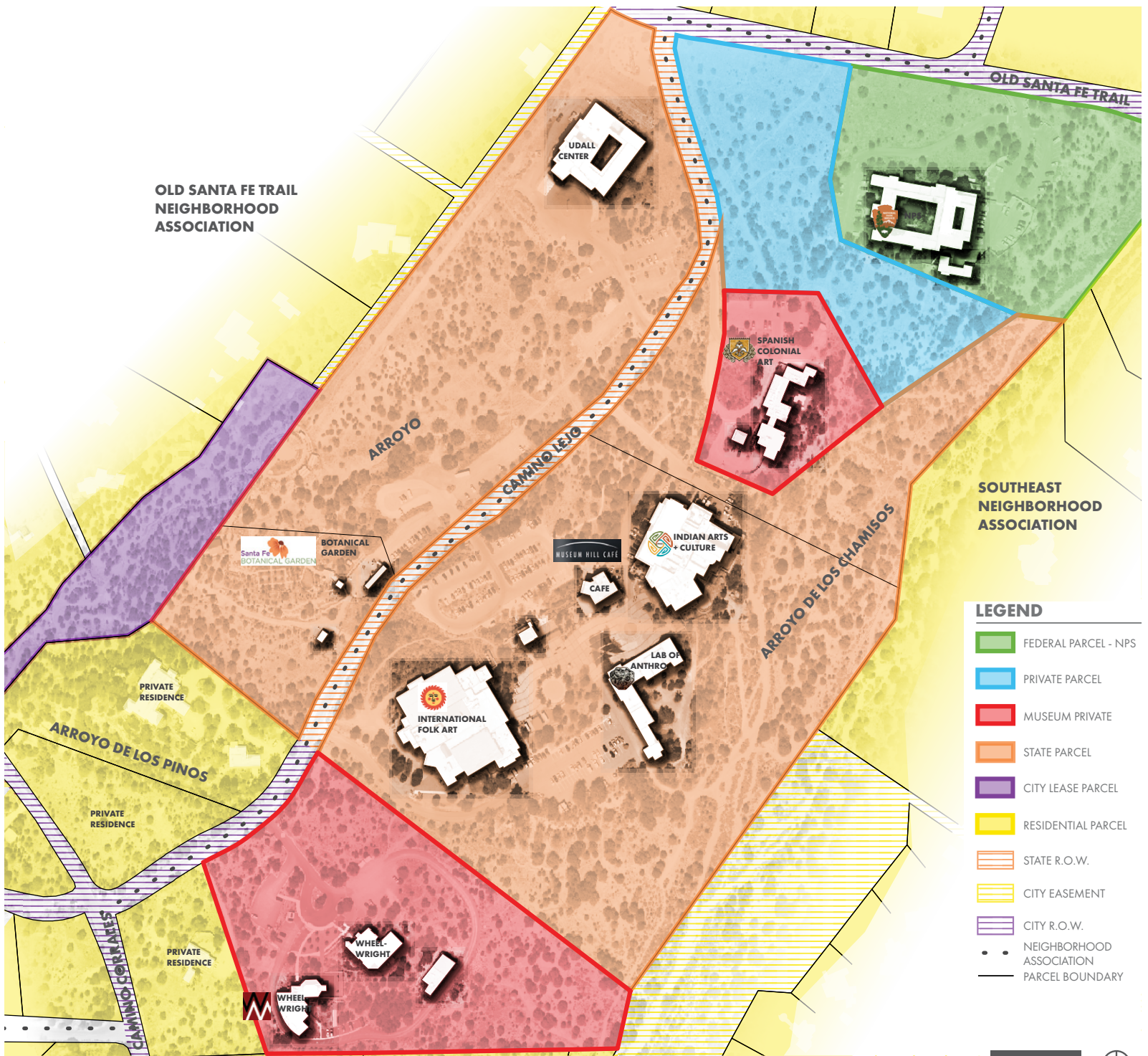




LEGEND

— PARCEL BOUNDARY





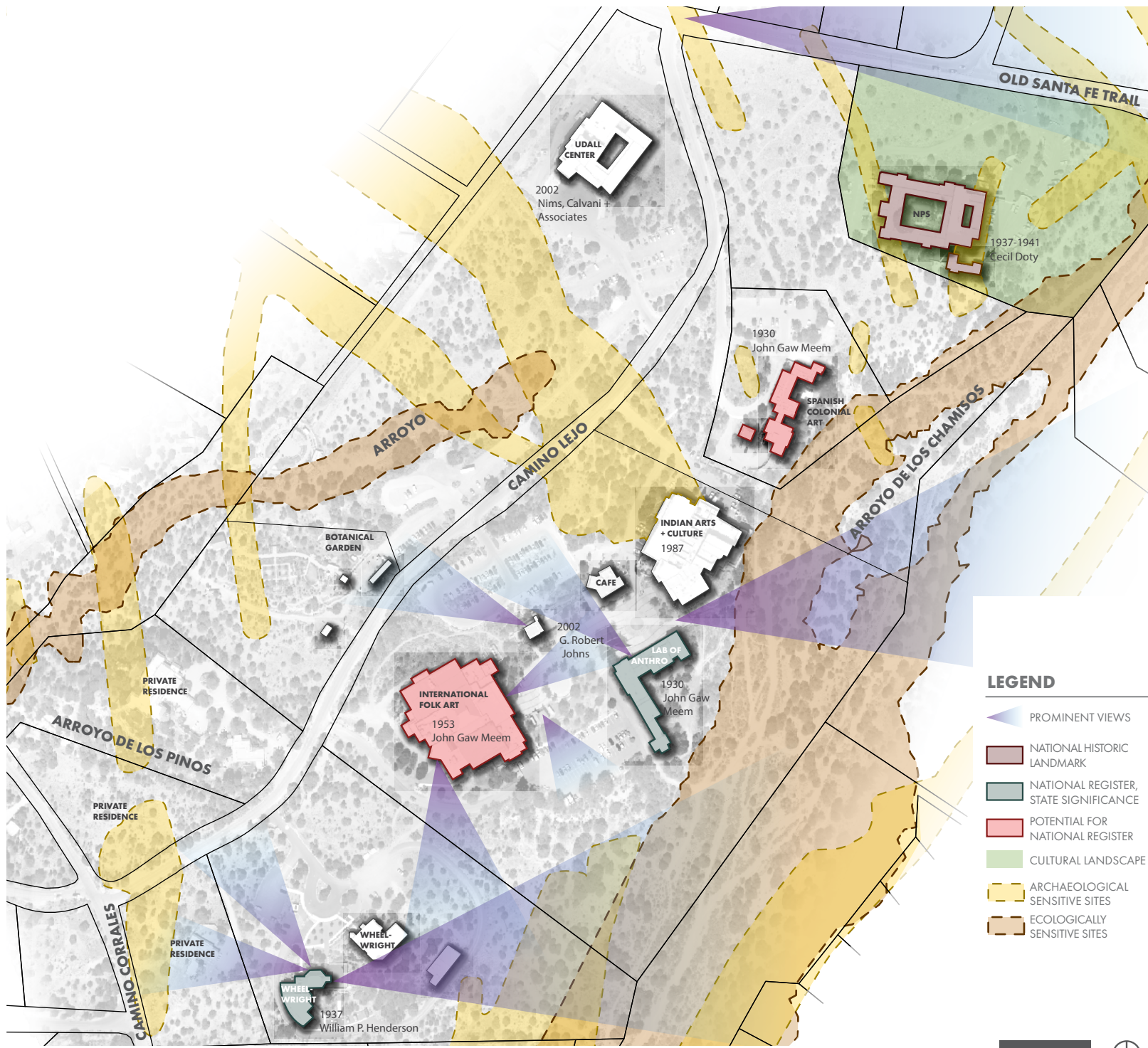
OLD SANTA FE TRAIL
NEIGHBORHOOD
ASSOCIATION

SOUTHEAST
NEIGHBORHOOD
ASSOCIATION

LEGEND

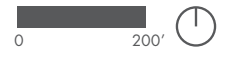
- FEDERAL PARCEL - NPS
- PRIVATE PARCEL
- MUSEUM PRIVATE
- STATE PARCEL
- CITY LEASE PARCEL
- RESIDENTIAL PARCEL
- STATE R.O.W.
- CITY EASEMENT
- CITY R.O.W.
- NEIGHBORHOOD ASSOCIATION
- PARCEL BOUNDARY





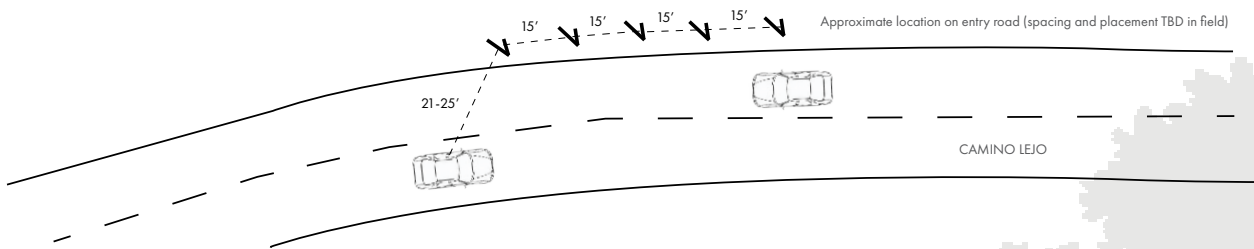
LEGEND

-  PROMINENT VIEWS
-  NATIONAL HISTORIC LANDMARK
-  NATIONAL REGISTER, STATE SIGNIFICANCE
-  POTENTIAL FOR NATIONAL REGISTER
-  CULTURAL LANDSCAPE
-  ARCHAEOLOGICAL SENSITIVE SITES
-  ECOLOGICALLY SENSITIVE SITES

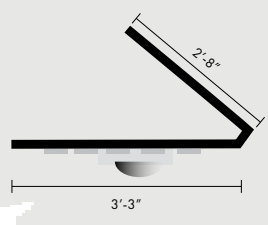


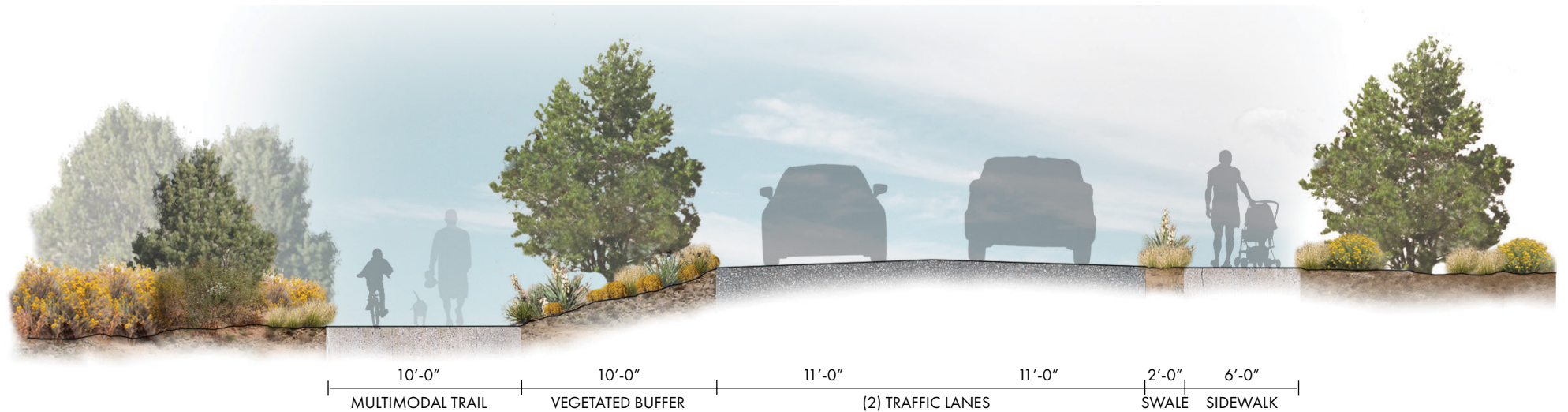


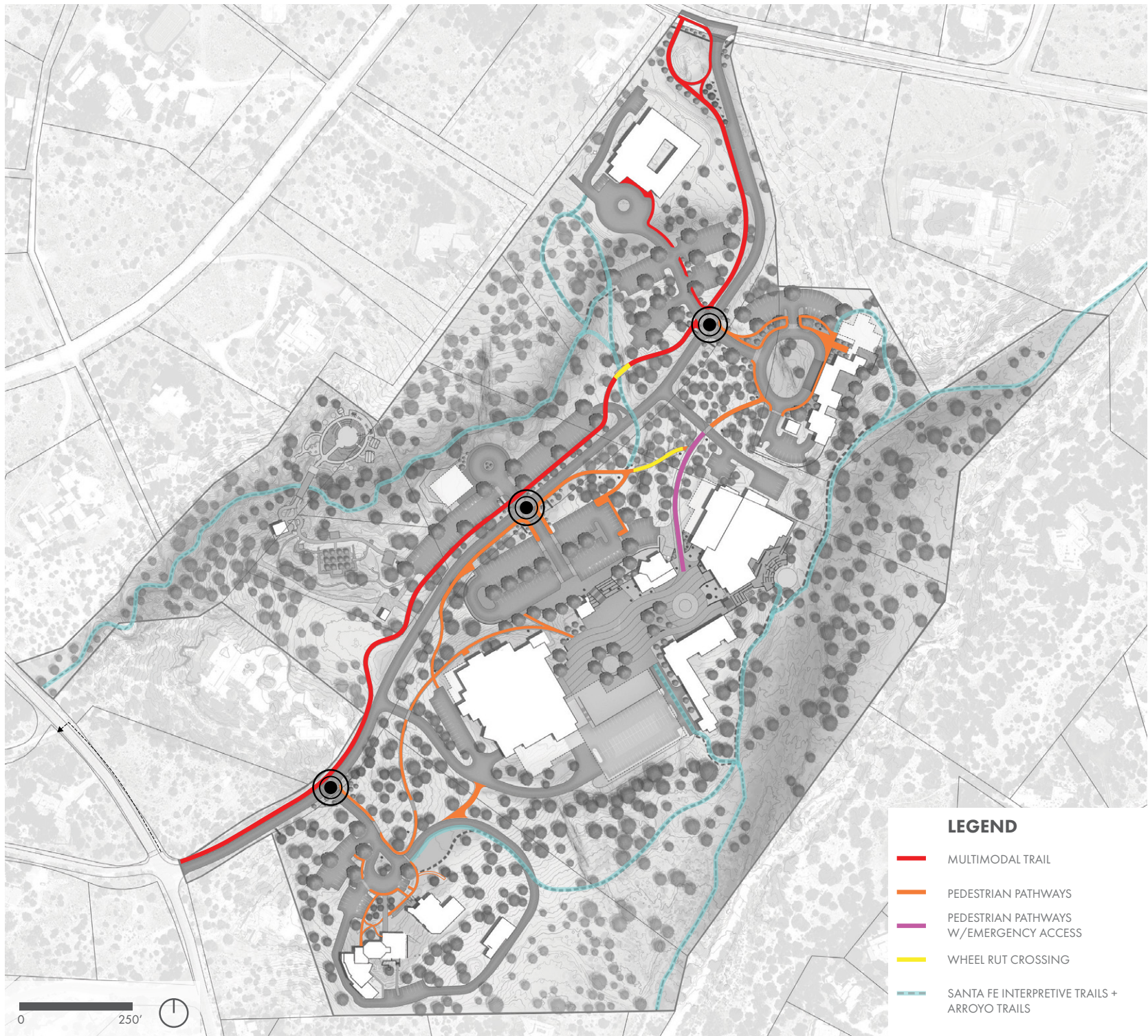




3" TALL
2" TALL
4" TALL







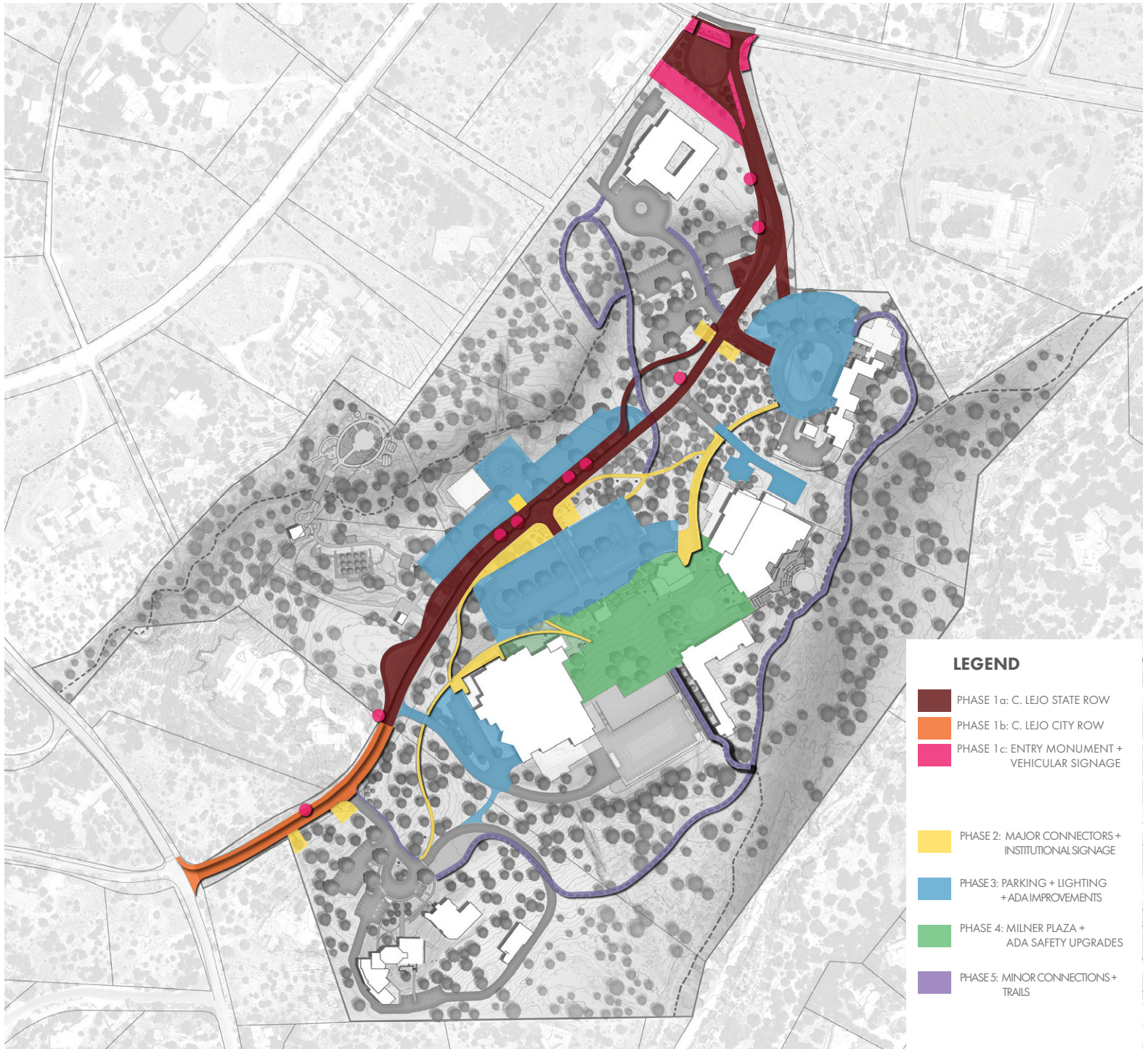
LEGEND

- MULTIMODAL TRAIL
- PEDESTRIAN PATHWAYS
- PEDESTRIAN PATHWAYS W/EMERGENCY ACCESS
- WHEEL RUT CROSSING
- SANTA FE INTERPRETIVE TRAILS + ARROYO TRAILS









LEGEND

- PHASE 1a: C. LEJO STATE ROW
- PHASE 1b: C. LEJO CITY ROW
- PHASE 1c: ENTRY MONUMENT + VEHICULAR SIGNAGE
- PHASE 2: MAJOR CONNECTORS + INSTITUTIONAL SIGNAGE
- PHASE 3: PARKING + LIGHTING + ADA IMPROVEMENTS
- PHASE 4: MILNER PLAZA + ADA SAFETY UPGRADES
- PHASE 5: MINOR CONNECTIONS + TRAILS



THANK YOU

QUESTIONS?

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Kenneth Francis:

Clayton Bass:

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