

Diversity Through a Different Lens: Governance and Audience Engagement by Parks, Zoos and Other Greenspaces

Patrick MacRae—The Garden Conservancy

Kathleen Wagner—The Tenby Group

Ted Fox—Rosamond Gifford Zoo

Nichole Henderson—NYC Parks

Kaslin Daniels—Gardens by the Bay



The Gardens at Alcatraz, San Francisco, California





Ruth Bancroft Garden, Walnut Creek, California



Blithewood Gardens, Annandale-on-Hudson, New York



Open Days is committed to celebrating the rich diversity of American gardens

Investigate the lessons learned in achieving audience diversity goals—specifically as it pertains to governance, programming, business models, and planning—from non-botanic garden institutions

The Intentional Garden:

Planning for Diversity

Kathleen Wagner

The Tenby Group

APGA Conference 2019

Who's Out There?

Societal Trends

Trends: Millennials

Millennials are putting a hold on childbearing, delaying the age of motherhood to 28, resulting in the lowest birth rate since 1987. Since 2008 there have been 3.4 million fewer births than normal, RoxAnna Sway reports: ["There are now more households with dogs than there are with children, 43 million vs. 33 million."](#)

Trends: New Minority

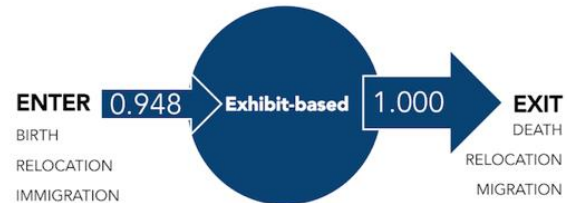
The biggest demographic shift that American retailers will experience won't happen until about 2050, when Caucasian or white Americans will no longer constitute the nation's majority. The ethnic makeup of the U.S. population is going to get a major overhaul as a result.

Trends: Middle Class

The share of U.S. adults living in middle-income households [fell to 50%](#) in 2015, after more than four decades in which those households served as the nation's economic majority. Upper-income households hold 49% of U.S. aggregate household income (up from 29% in 1970).

Trends: Audience

Considered in terms of the overall exhibit-based organization landscape, for every one historic/active visitor who leaves the market in the United States (by way of death, relocation or immigration), they are replaced with only 0.948 people (by way of birth, relocation or migration).



Impacts
Fewer in + More out = Shrinking visitor base
(NEGATIVE SUBSTITUTION)

Who's Out There?

...where you work?

Who's Missing?

Checking a Box
...or
Building Community?

Building Community

- Start with the end user
- Identify connectors/champions
- Look at values, not needs
- Develop relationships, not transactions
- Be a space maker
- Create a sense of urgency
- Make a plan!

Systems Change

Owning Your Role as Leaders in Culture Change for Diversity, Equity, Accessibility & Inclusion



**Build
Awareness**



**Assemble a Team
of Champions**



**Use
Data**



**Build a
Plan**

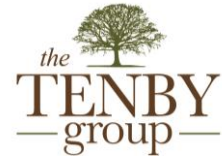


**Persist in Leadership
and Implementation**

Sources: Terri Boyer & Daniel Coyle

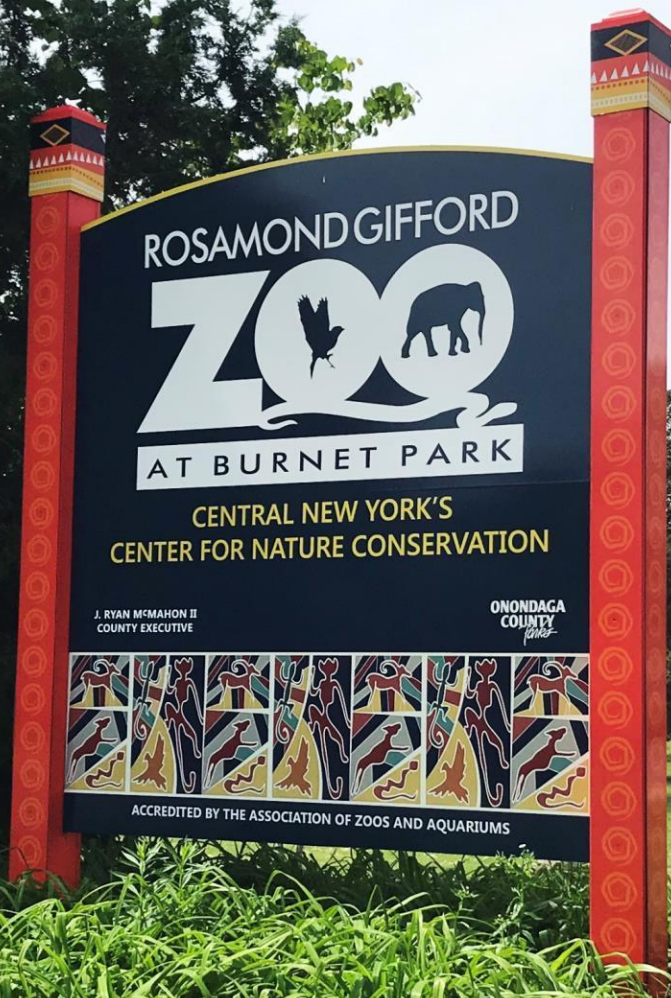
Is This Important?

What are you willing to change?



www.thetenbygroup.com/apga-resources

PURSUING
DIVERSITY AT
THE ROSAMOND
GIFFORD ZOO









ABE AND FATIMA, SIAMANG APES



CHEYENNE AND WAYA, RED WOLVES



CARRIER CONSERVATION EDUCATION CENTER





- Now entering 10th year of program
- 12 to 18 ZooGuides hired each year
- 100,000 visitor interactions/year
- 92% agreed they learned new skills
- 100% agreed they gained a greater understanding of the natural world
- 84 % of visitors “learned something new” from ZooGuides

“I started having a career seeking moment – I found my passion in animals.”

-Serenata Wright

“My child became better at speaking with strangers and working on multi-tasking.”

“She loves telling us about her day – something she hasn’t done in a long time.”

- Parent survey

FORMER ZOOGUIDE
SOLOMON LAWRENCE
CORNELL UNIVERSITY
STUDENT

LOOK UP!

I have a nice handlebar mustache. I am known as the *Inca Tern*.



I am from the same region as the Humboldt Penguins.

I am not a flamingo. In fact, I am the *Roseate Spoonbill*.



I stay patient and use my spoonbill to gather fish from water.

I like big mealworms and I use my long beak to eat them up.



I am the *Waldrapp Ibis* and I prefer to live in the desert.



I'm the *Violet Turaco* and I am from West Africa, including Senegal and Ivory Coast.

I like to hide but my colorful feathers make me unforgettable.



OnTECH

ROSAMOND GIFFORD
ZOO
AT BURNET PARK





















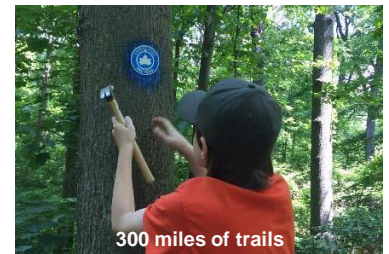
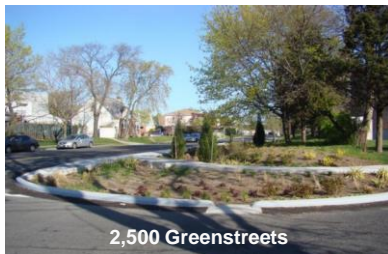
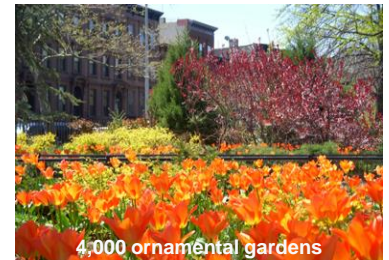
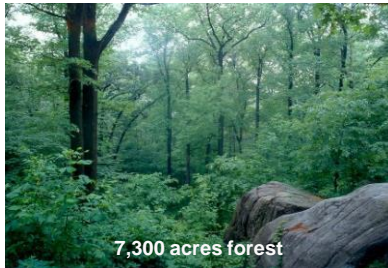
NYC Parks Stewardship

Forestry, Horticulture and Natural Resources

Parks

Nature at NYC Parks

Forestry, Horticulture & Natural Resources: *We protect, restore, expand, and manage New York City's green spaces and natural areas*

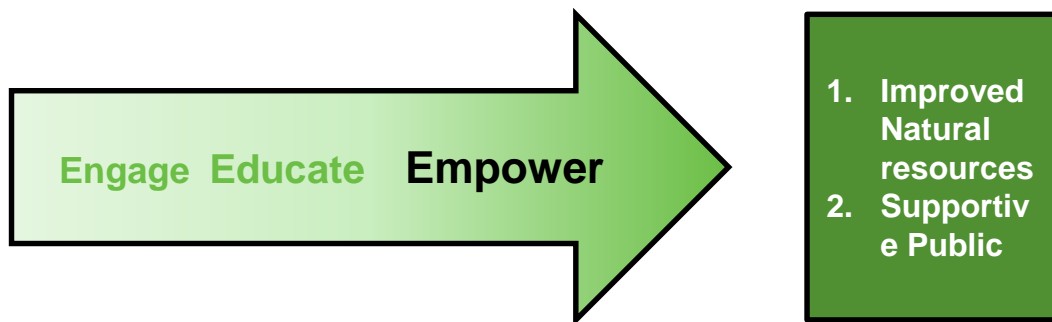


What is NYC Parks Stewardship?



NYC Parks manages over 10,000 acres of forests, salt marshes, meadows, freshwater wetlands, and over half a million street trees. **The Stewardship Program gives New Yorkers a chance to see, learn about, and help care for these special resources.**

Program Approach



Programs and Goals

Green Neighborhoods

Place-based stewardship

Foster community ownership of and connection to local nature.

Parks Priority Projects

Ongoing routine projects identified by restoration staff.

Supplements available parks resources with additional people-power and people-hours.

Big Ticket Events

One-day events featuring distinct landscapes or activities.

Opportunities for sponsorship and citywide promotion.

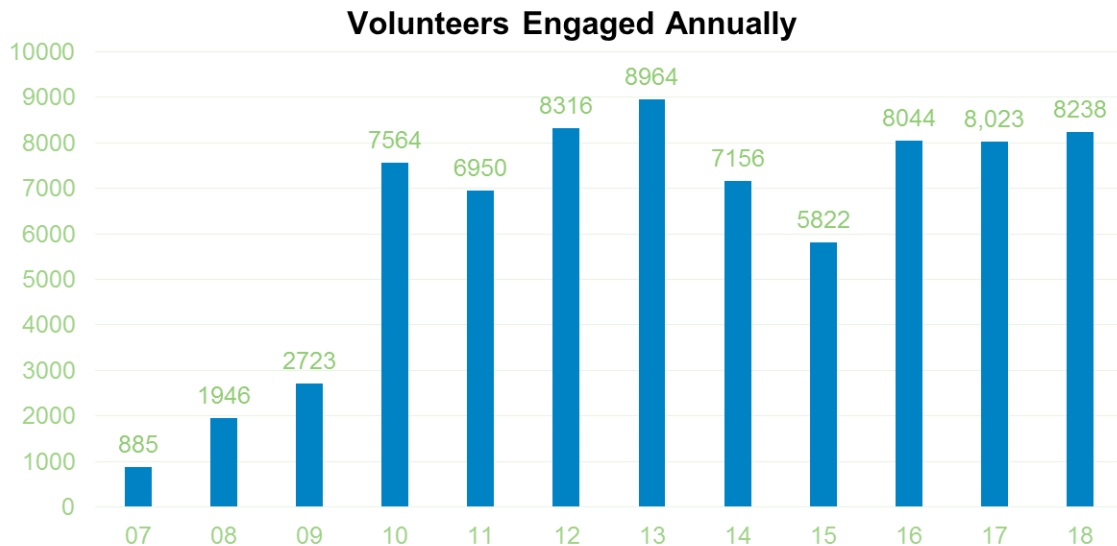
Super Stewards

- Provides training and resources for independent stewards in multiple landscapes.
 - Care Captains
 - NAVigators
 - Shorekeepers
 - Trail Maintainers
- Maximizes reach of staff and resources.
- Staff track and check stewards work to ensure they are in alignment with agency goals and standards.
- Currently 313 active Super Stewards to date.
- Super Steward Training
 - Attend general event
 - Intro Workshop
 - Field Training
 - Site Selection/Visit



Above: Training Session for Super Stewards. Below: Steward-led tree care event with local school “Green Teens”

Engagement Over Time



Green Neighborhoods

An initiative aimed to promote place-based engagement. We offer volunteers opportunities to care for forests, meadows, wetlands, and street trees in their own backyard.

Through Green Neighborhoods We Aim to Build

- Local community volunteerism in targeted neighborhoods.
- Long-term relationships with existing groups.
- New groups where they did not previously exist.
- The Super Steward network.
- Opportunities to introduce New Yorkers to the natural resources in their neighborhoods.



Above: Street Tree Care
Below: Cord grass planting with volunteers



NYC Parks

Projects in Green Neighborhoods 2017 North Shore Staten Island, NY

- Block Planting
- Trails
- Wetland Restoration
- Focus Neighborhood
- Stormwater Greenstreet
- Forest Restoration
- Capital Restoration
- Forever Wild
- NYC Park



Prepared by Forestry, Horticulture and
Natural Resources, March 23, 2017
Data Source: NYC Parks
March 2017
Copyright 2017, NYC Parks



Our Volunteers:



Community Assessments

Community Based Organizations

- Senior Centers
- Cultural Institutions

Schools

- Afterschool Programs
- Environmental Clubs
- Teachers/Administration

Intra-Agency

- Partnerships for Parks
- Recreation Centers
- Urban Park Rangers

Civic Groups

- Block Associations
- Civic Associations
- Local Service Organizations

Places of Worship

NYCHA properties

- Tenant Associations
- Community Centers

Local Govt.

- Council District
- Community Boards

Key Takeaways

- Offer a Range in Scheduling Opportunities
- Connect to Community Assets
- Utilize an Advanced Volunteer Network
- Create Bridges with Youth Groups Now
- Engagement Opportunities Should Have Meaning

More Questions? Contact me @nichole.henderson@parks.nyc.gov

Gardens by the Bay:

An Experience for All



June 19, 2019

American Public Gardens Association

Singapore: City in a Garden



Vision

A world of gardens for ***all*** to own, enjoy, and cherish

Mission

- Leisure Destination of choice for **all**
- Enthralling experience, excellent service, and enriching programmes
- Pride for Singaporeans
- A model for sustainability and conservation



Facts and Figures

- Opened: June 2012
- Total Visitation: 50 million (as of Oct 2018)
- Annual Visitation: 12 million
- Area: 101 Hectares (250 Acres)
- Location: CBD, Singapore
- Governance: Company Limited by Guarantee and Charity
- Business Model: Commercial non-profit



Visitor Demographics

Residential Status of Visitors (n=552)

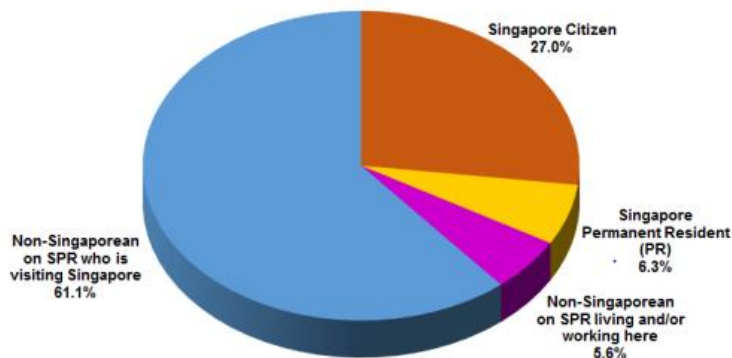


CHART 19 RESIDENTIAL STATUS OF VISITORS TO GB

Ethnicity (n=552)	GB Visitor Distribution	National Distribution
Chinese	50%	53%
Malay	11%	11%
Indian	10%	5%
Others/Non-residents	29%	30%
Total	100%	100%

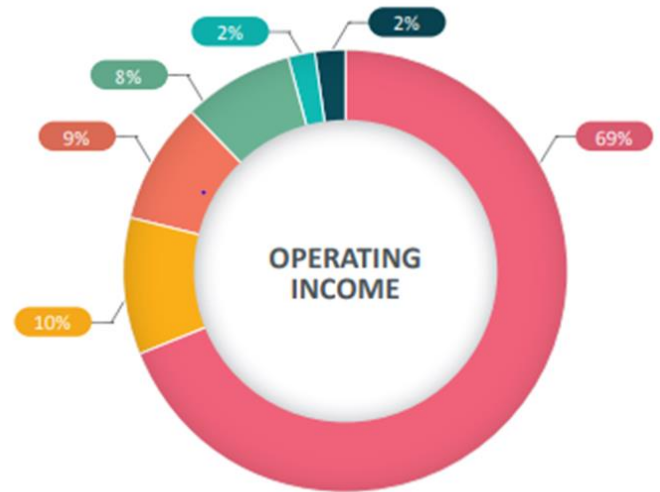
Foreign Visitors



Country	n	%	Country	n	%
China	55	11.7%	Hong Kong	9	1.9%
Indonesia	54	11.5%	France	8	1.7%
Australia	40	8.5%	Myanmar	8	1.7%
UK	39	8.3%	Spain	7	1.5%
Malaysia	37	7.9%	Canada	6	1.3%
India	32	6.8%	Italy	6	1.3%
Philippines	31	6.6%	South Korea	6	1.3%
Thailand	28	6.0%	Vietnam	6	1.3%
USA	23	4.9%	Bangladesh	5	1.1%
Japan	18	3.8%	New Zealand	5	1.1%
Germany	9	1.9%	South Africa	5	1.1%

n=469

TABLE 2 COUNTRIES OF ORIGIN FOR SINGAPORE NON-RESIDENTS



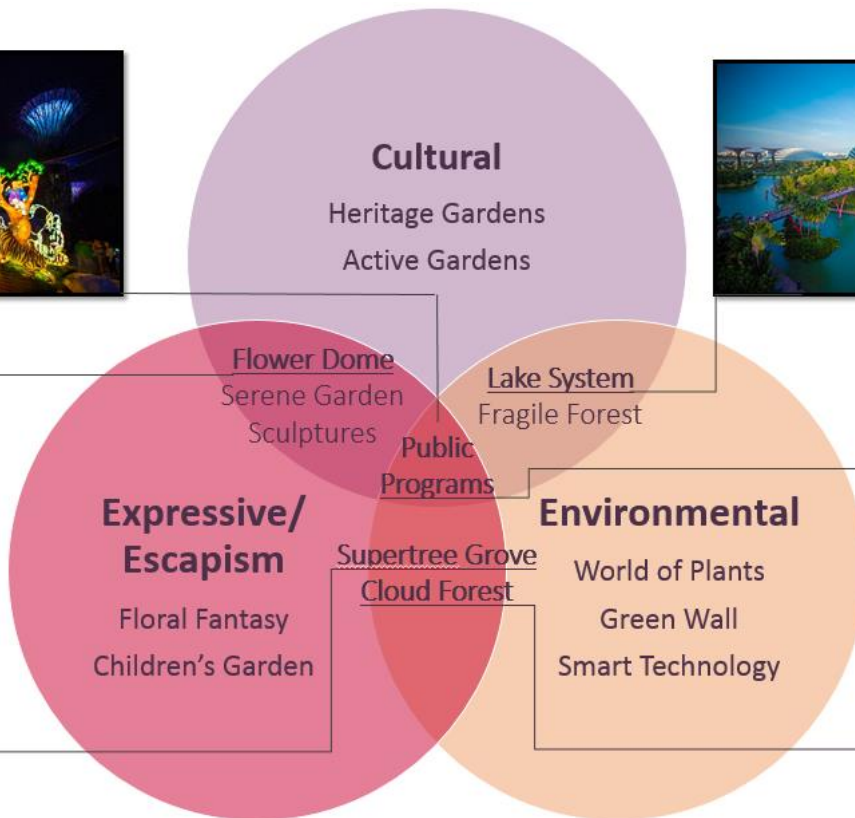
"Convert the Unconverted"

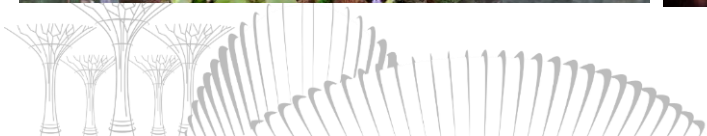
"Gardens aren't usually the most exciting of places. Sure, if you are a huge flower fan or are really into ponds, they might be the highlight of your holiday, but to your average person they are just pleasant places to kill an hour or 2.

Gardens by the Bay is different, a futuristic wonder beamed down from space that might just be the best tourist attraction in Singapore."

<https://jonistravelling.com/gardens-by-the-bay/>











Market Trends

- “Instagrammable moments”
- Shared versus individual experiences
- Edutainment
- Time constraints
- Diverse F&B and Retail
- Interactivity
- Augmented reality



Key Takeaways

- Renewing offerings in the face of consumer trends can diversify and increase audience participation
- Diversified offerings support audience diversity and program outputs
- Making your audiences' interests paramount, and connecting them meaningfully to the values and mission of your organization can increase audience participation
- Willingness-to-pay for an entrance ticket is a direct indicator of the value generated by gardens



Thank you!

www.gardensbythebay.com.sg



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