

**COMMUNITY RELATIONS AT PUBLIC GARDENS:  
ISSUES, CAUSES AND RESPONSES**

by

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## TABLE OF CONTENTS

LIST OF TABLES.....	vii
LIST OF FIGURES.....	viii
ABSTRACT.....	ix
CHAPTER	
1 INTRODUCTION.....	1
2 PURPOSE AND JUSTIFICATION.....	3
3 LITERATURE REVIEW.....	6
4 RESEARCH METHODOLOGY.....	22
Survey.....	22
Case Study.....	24
5 RESULTS.....	27
Survey.....	28
Case Study Data.....	48
Ganna Walska Lotusland.....	49
Bellevue Botanical Garden.....	53
Denver Botanic Gardens.....	59
McKee Botanical Garden.....	64
Brooklyn Botanic Garden.....	68
6 DISCUSSION.....	77
7 CONCLUSIONS AND RECOMMENDATIONS.....	81

<b>REFERENCES.....</b>	<b>83</b>
<b>APPENDIX A:</b>	
<b>QUANTITATIVE MAIL SURVEY INSTRUMENT.....</b>	<b>86</b>
<b>APPENDIX B:</b>	
<b>HUMAN SUBJECT EXEMPTION FOR SURVEY.....</b>	<b>92</b>
<b>APPENDIX C:</b>	
<b>SEMI STRUCTURED CASE STUDY INTERVIEW SCHEDULE....</b>	<b>94</b>
<b>APPENDIX D:</b>	
<b>HUMAN SUBJECTS APPROVAL FOR CASE STUDY.....</b>	<b>95</b>
<b>APPENDIX E:</b>	
<b>RESEARCH CONSENT FORM.....</b>	<b>97</b>
<b>APPENDIX F:</b>	
<b>GANNA WALSKA LOTUSLAND: NEIGHBOR COVER LETTER     FOR NEWSLETTER.....</b>	<b>99</b>
<b>APPENDIX G:</b>	
<b>BELLEVUE BOTANICAL GARDEN: ORGANIZATIONAL CHART,     NEIGHBORHOOD INVESTMENT PILOT PROGRAM (DISCUSSION     DRAFT), NEIGHBORHOOD ENHANCEMENT PROGRAM     NEWSLETTER.....</b>	<b>101</b>
<b>APPENDIX H:</b>	
<b>DENVER BOTANIC GARDENS: SUMMER CONCERT SERIES     INFORMATION BROCHURE, PARKING PERMIT INFORMATION     AND PROPOSAL TO THE CITIZENS COMMITTEE.....</b>	<b>113</b>
<b>APPENDIX I:</b>	
<b>MCKEE BOTANICAL GARDEN: GARDEN CONSERVANCY     NEWSLETTER.....</b>	<b>120</b>



**APPENDIX J:**

<b>BROOKLYN BOTANIC GARDEN: COMMUNITY MAP, ADMISSIONS PRESS, ADMISSION STATEMENTS, COOL CULTURE INITIATIVE, BROOKLYN GREENBRIDGE PROGRAM OVERVIEW, PARENTS AND COMMUNITIES FOR KIDS INITIATIVE.....</b>	<b>124</b>
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## **LIST OF TABLES**

<b>5.1 Issues that the Community is Informed of by the Garden.....</b>	<b>30</b>
<b>5.2 Garden Staff Community Relations Activities.....</b>	<b>32</b>
<b>5.3 Garden's Current Community Complaints/Concerns.....</b>	<b>33</b>
<b>5.4 Case Study Summary.....</b>	<b>75</b>

## LIST OF FIGURES

3.1 Variables to Consider When Planning a Community Relations Program.....	14
5.1 Ways in Which a Community Complaint or Concern is Most Often Presented to the Garden.....	31
5.2 Most Significant Community Complaint or Concern.....	34
5.3 Operational Changes Due to a Community Relations Issue.....	39
<b>Lotusland</b>	
5.4 Gates of Lotusland.....	50
5.5 Estate House.....	51
<b>Bellevue Botanical Garden</b>	
5.6 "What's Happening?" Signage.....	54
5.7 Picnic Tables.....	56
5.8 Bike Racks.....	57
<b>Denver Botanic Gardens</b>	
5.9 Special Event Notice.....	60
5.10 Concert Setup.....	61
5.11 Neighbors in View.....	63
<b>McKee Botanical Garden</b>	
5.12 New Garden Entrance (View from US1).....	65
5.13 Directional Signage.....	66
5.14 Shared Entrance Road.....	67
<b>Brooklyn Botanical Garden</b>	
5.15 Neighbors Over Entrance.....	70
5.16 Current Admission Structure.....	72
5.17 Neighbors Overlook Children's Garden.....	73

## **ABSTRACT**

The purpose of this research was to determine the types of community relations issues that public gardens in the United States were encountering and the methods that the gardens employed to communicate with their neighbors. The researcher found little research in community relations at public gardens and hoped that once this work was published, gardens will begin to see the need and make a conscious effort to implement complete community relations programs at their gardens.

The data for this research were collected through a survey and case studies. The survey consisted of a four page questionnaire that was mailed to the 474 institutional member gardens of the American Association of Botanical Gardens and Arboreta (AABGA) in April, 2001. The survey was developed to determine the national scope of community relations in public gardens. The twenty three questions were categorized into three main sections. Section one focused on general background questions about the respondent and the garden, the second section on the frequency and methods the garden used to communicate with its neighbors, the current complaints that the garden is experiencing and the changes that have taken place because of the issue, and the third section on information concerning the amount of staff and staff hours that are used to handle community relations at the garden. With the help of a reminder postcard, the response rate was boosted to 31%. The second phase of the data collection, the case study, was conducted in June 2001, when the researcher visited five of the gardens that

responded to the survey. Selection criteria for the case study gardens were geographic diversity and resolved community relations issues.

The broad range of community issues that gardens faced included increased parking in town, increased litter and traffic, and congestion of city streets. Other issues included concern with past administration, boundaries and zoning of the property, and the finances of the garden including how the garden received and where it gave money, and the price of admission for local visitors. And finally, some community relations issues for public gardens focused on the garden's initiatives including pesticide use, composting, wildlife control, recycling, sewage treatment, security, emergency services and construction projects.

As a result of the study, the researcher was surprised by the lack of community relations activities and staff that public gardens in the United States have. The predominant community relations work that gardens reported was "putting out fires", such as correcting a situation after it has been negatively brought to the forefront. Public gardens need to take an active rather than reactive approach to promote themselves to their surrounding community. Neighbors are a great source of visitation, membership, donors, volunteers, advocates, and program participants. Initiation of a community relations program at public gardens will be a positive step in moving the field of public horticulture into the future, to be more competitive with the museums and public schools

and will prove to be a benefit to all gardens which will affect nearly all of their gardens' operation positively.

## **Chapter 1**

### **INTRODUCTION**

The researcher approached topic selection by meeting with several garden directors to talk about the issues relating to the administration of public gardens. Conversations relayed first hand accounts of daily operations. After meeting with several directors in the greater Philadelphia area, the researcher began to notice a common theme. The researcher listened as directors of three separate gardens described the problems that their respective gardens had with community relations.

The first director spoke about how fireworks at his garden disrupt the lives of several families who live in close proximity. The director spoke of the typical community complaints concerning road closures, traffic and noise.

A second director related community concerns about how the arboretum handles deer. This garden has an extensive collection of rhododendrons and azaleas that have been devastated by deer browsing. After trying several methods to relieve the situation a deer fence was installed around the perimeter of the garden. This fence eliminated an entrance to the garden that had been used by hikers who trekked to the garden via adjacent state park land.

Another garden director received concerns from the community about the public's access to the facility. Located in an affluent area just outside of Philadelphia, the

neighbors' concerns lie in the volume of visitors and route that the visitors take to reach the garden. Since the roads in the residential area are narrow, only mini buses, cars and vans are allowed. Larger vehicles are subject to capacity inspection, ticketing and towing. This garden is also challenged by its neighbors concerning the choice of fundraising events that have been held to benefit the institution.

These situations allowed the researcher to realize the impact that neighbors have on a garden and how a good relationship affects many aspects of a garden's administration including visitation, membership, participants in programming and special events as well as general advocacy. After learning about the community relations issues of local gardens the researcher broadened the search for information on community relations in public horticulture. Which other gardens have similar issues? What factors affect the complexity of the complaints? The informal poll helped the researcher to conclude that community relations at public gardens is indeed a topic worth researching. A questionnaire was developed and sent to public horticultural institutions nationally to formally gather information concerning community relations issues, staff, and activities. Case study interviews were conducted to obtain a more in-depth view of community relations at five specific public horticultural institutions.



## **Chapter 2**

### **PURPOSE AND JUSTIFICATION**

The purpose of this research was to determine the types of community relations issues that United States public gardens encounter and the methods that the gardens employ to communicate to their neighbors. The researcher found little research in community relations at public gardens and hoped that once this work was published, gardens will begin to see the need and make a conscious effort to implement complete community relations programs at their gardens.

Community relations is a broad term that refers to the means that one uses to communicate with their local constituents in times of good and trouble. Community relations departments are often a branch of the public relations department. Community relations professionals are skilled in cultivating relationships, writing press pieces, planning for and handling crises and using the media to promote messages. Gardens, as with other not for profit institutions, are managed with strict budgets and staff who wear many hats. One who is trained, or has knowledge of community relations activities would be beneficial to many departments of a public garden including, membership, development, education, volunteer, and general administration.

The range of issues that gardens have faced concerning the interaction with their community is broad. Issues can pertain to the visitation at a garden such as the increase

of parking in town, increase in litter, and traffic and congestion of city streets. Issues can pertain to the garden itself, issues with past administration, boundaries and zoning of the property, and the finances of the garden including where the garden receives and gives money, and the price of admission for local visitors. And finally, some community relations issues for public gardens are focused on the garden's initiatives which could include pesticide use, composting, wildlife control, recycling, sewage treatment, security, emergency services and construction projects. A major concern could be a terrible catastrophe at the garden and the community could later critique how effectively the situation was handled, if at all.

One might ask, why should the opinion of the community be factored into the strategies of the public garden? The researcher has found that the demographics of residency are included in the majority of visitor surveys completed by public gardens. According to visitor studies from public gardens, the majority of garden visitors come from the local community. The Bernheim Arboretum reports that 90.55% of the visitors surveyed in their year 2000 survey were in-state visitors (New Venture Research 11). The U.S. National Arboretum reports that "slightly more than one-third of all Arboretum visitors live in Washington, DC (36 percent)" (Korn 8). The Holden Arboretum Audience Assessment which was prepared by Hood Associates reports that "the Holden public is also very much a local audience, living mostly within a 15-mile radius of the Arboretum" (Hood Associates, 66). Denver Botanic Gardens Visitor Survey which was

conducted in the summer of 1995 reports that 63% of their visitors reside in Denver (Standage Market Research, 1). Similarly, the Chicago Botanic Garden reports that "over half of their visitors live within 15 miles of the Garden" (Metro Chicago Information Center, I-2). These statistics imply that the local community is a valid constituent that needs specific consideration rather than being lumped into the category of general visitor.

Therefore, it is important for the public garden field to begin to develop its own set of criteria for developing public relations programs. Gardens can look to the research that has been conducted in the education field for guidance (see chapter 3 and references section).

### **Chapter 3**

## **LITERATURE REVIEW**

The researcher first explored the archives of the professional organization of public gardens, The American Association of Botanical Gardens and Arboreta (AABGA). The Public Garden magazine, published quarterly by the AABGA since 1986, is indexed by subject, author and title. The citations pulled from the magazine were not directly related to community relations in public gardens but were quite valuable in establishing that the current significance of community have been primarily represented as a pool of visitors who are sources of revenue and utilizers of public programming. In the article *Beyond Outreach: A Value based Model for New Audience Development*, the author described the reasoning of tapping the community opinion for developing garden programming. "What was once called outreach gets swept into the core mission of our gardens, and reaching for more diverse audiences translates into developing a sustainable model which is systemically capable of responding to community change and community need" (Carr, 10). The value statement of the Chicago Botanic Garden was presented to build this case. It states "The Garden's collections and professional expertise are dedicated to serving the needs of its community and to improving the quality of life for its citizens. It will be an institution relevant to the lives of our increasingly diverse population. In expressing the human relationship to the natural world, the Garden will

not forget its service to humans" (Carr, 11). The researcher continued to look for further citations and ones with a more encompassing approach to community relations, one where community relations is considered more than an opening of the door to the community as an audience.

The next citations portray community relations in the context of fundraising. In the article *More Gifts For Our Gardens*, the author states, "By accepting a role in addressing real problems and concerns in our own communities, botanical gardens can position themselves to receive funding from a truly unlimited supply of sources" (Proctor, 12). In addition, "It lies within the grasp of each garden feeling the pressure of financial challenges to undergo a strategic planning process that would evaluate their mission, inventory existing garden programs, conduct community focus groups to gather information to determine potential niches for their own programs" (Proctor, 12). This strategy is echoed in the article *Building Bridges*, "Institutional image, the way that the community perceives the botanical garden or arboretum, is a critical component of its fund-raising potential. A reputation for meeting the diverse needs of the community goes a long way towards determining a garden's fund-raising potential" (Rosen, 19).

The next angle of community outreach that has been explored by public gardens is the inclusion of diverse cultures into program planning. "The opening of the Chinese and Japanese Gardens over the last decade is in keeping with the Garden's tradition of using plants to create links to Montreal's cultural communities" (Hoffman, 11). In the

article *Many Cultures, One People*, the author describes the process of planning programming for an education department and states that “to promote diversity the real questions are who are non-traditional audiences in your community, what do they want, how do you reach them” (Spencer, 19). Later the author describes that the “decision to make diversity a priority comes from the top, successful program planning is a bottom up process beginning with the people served” (IBID) and that good educators “recognize community members as valuable long-term advisors” (IBID). A community relations tool, the community advisory committee is described as a successful way to develop a “conduit to the community” useful in special event and education program planning (IBID).

The two best citations of encompassing community relations perspectives came from likely sources, Longwood Gardens and The New York Botanical Garden. In the book *The Planning Vision, A Public Summary of Longwood Gardens Long Range Master Plan*, a section is devoted to explaining the Gardens’ philosophy concerning community relations. “The Gardens works to be a responsible and active member of the community. An ongoing evaluation and understanding of social and demographic conditions is critical for defining and engaging the community. Communication is also essential for building trust and mutually beneficial relationships” (Longwood Gardens, 110). In the article *Community Relations at The New York Botanical Garden*, the garden’s first community relations coordinator describes some of the activities that she

participates in to connect with the communities surrounding the garden. "Adding a full-time community relations position not only formalized NYBG's commitment to community outreach, but also designated a staff person whose responsibility it was to continue the dialogue with its Bronx neighbors and serve as a liaison between Garden administration and the community" (Hartfield, 8).

The public garden community often admits that it is a young field and looks to the museum field for trends and advancement. In researching the materials generated by the American Association of Museums (AAM), more documentation was found.

Again, as seen in the *Public Garden* citations, the citations from Museum News relay that the connection developed between the museum and the community begins when services and programs are offered rather than at the instance the institution is incorporated and begins the planning process. "A relationship with the public begins the moment an organization offers the public a program, a product, or a service" (Sheppard, 5). "Changes in that relationship occur whenever there is a change in what the public is offered" (IBID). Platt describes a museum's self-analysis or vulnerability assessment as an "internal process of review before a potentially offensive exhibit is released to the public." Platt says that such an analysis should be done "in a public relations context, with the help of people outside the museum who are particularly well attuned to the community" (Platt, 71).

Other articles suggested that the museum field should be doing more to serve the public and to take steps to initiate and define public relations policies at their institutions. In the Conaway article, the author quotes Hudson from his book *Museums and Their Customers*, "service, in museum terms, does not mean merely preparing exhibitions, running an education department, publishing books and postcards and all the other planned, controlled activities. It includes dealing promptly and reliably with questions, complaints, and requests for facilities of the public, with matters which are unplanned, uncontrolled, and quite possibly inconvenient" (Conaway, 76). Able, in his *From the Director* column of *Museum News*, describes the state of public relations in museums. He states that "clear and focused objectives often are neither written down nor even identified. It seems to me that most museums do not have clear-cut public relations objectives - objectives in which all staff members and trustees can focus their efforts in an organized and cohesive way" (Able, 88). The AAM book, *Museums for a New Century*, describes in further detail what museums should be doing. "Museums should turn now to another kind of advocacy as a means of building a new collective public image. Not only elected officials, but community leaders, business leaders and all those who help shape public opinion must be more fully acquainted with museums. Museums must work to involve these leaders in the museum activities, tell them about the basic functions and essential needs of museums, and promote museums as vital community resources" (AAM, 104). Later, AAM states "museums are beginning to recognize that



involving people in the institution is the surest way to achieving full community appreciation of the museum's public service" (AAM, 105). And finally, "increasing public awareness in the whole museum should not be an isolated activity but an attitude that permeates the museum's philosophy of communication with the public and the approach it takes to learning" (IBID).

The Museum Assessment Program (MAP) of the AAM may lead some museums to a greater understanding of their public relationships. Phase three of the program was initiated in August 1991 and is called MAP III. It focused on the self-evaluation of the relationships between museums and their varied audiences. AAM's director explained, "As we pursue a path toward stronger relationships with members of our communities, attention must be paid to the difficult but promising concerns of addressing all aspects of the public dimension of museums" (Able, 104). MAP III's purpose "is to guide institutions through self-assessments of what they are trying to communicate, who they are trying to communicate with, and how well they are succeeding" (Affolter, 15).

Most valuable in the literature search were the texts on community relations that were developed for the education field. In comparing public gardens to public schools the researcher was able to draw many parallels and glean much insight into the future of public gardens. Dissertations included information on development of process plans (Heier, 1979), interaction matrices (Roberts, 1973), and model community relations programs for public schools (Roberts, 1973). Particularly insightful was a list of

characteristics of smart schools that was included in the book EdMarketing (Carroll, 1979). These characteristics include:

- Capturing and retaining community support will be a primary goal
- “Quality” will be a priority
- Customer input will be solicited
- A climate of customer orientation will prevail
- Employees will be recruited, hired, evaluated, and rewarded if they display a customer orientation
- Employee satisfaction will be assessed
- Demographics will be monitored faithfully
- Information will be issued regularly

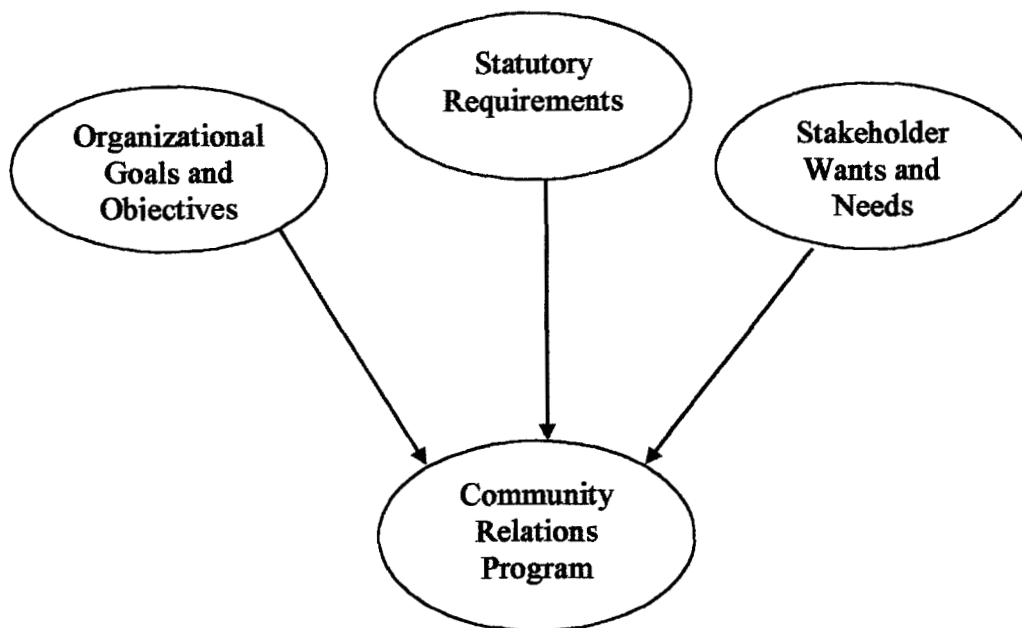
If garden traits instead of school traits were listed above, more attention might be paid to community relations plans as a means to accomplish these characteristics as goals in public gardens. In addition to the above cited works, the researcher studied texts on conflict resolution, and environmental community relations for insight into the techniques that are used in the respective fields.

Public gardens need to take an active approach (rather than reactive) to promote themselves to their surrounding community. Neighbors are a great source of visitation, membership, donors, volunteers, advocates, and program participants. “One of the

benefits of seeking and maintaining a dialogue with the local community is the likelihood of increased support and involvement. Numerous gardens have confronted controversial issues (e.g., efforts to block encroaching development or attempts to get city funding) where increased community support could have made a difference in the outcome" (Affolter, 16). Neighbors deserve to be notified of and in some cases invited to events that could possibly affect them. This forewarning will serve not only to increase word of mouth advertisement of events but will increase the buy-in to the garden. Implementation of a community relations plan or merely a few community relations activities will help to boost the garden's image and reputation, establish credibility, build new relationships and enhance existing relationships in the community.

If a garden is ready to begin planning for a community relations program, there are many considerations to take into account. Though the examples are not from the botanical garden field, much can be gained from the works in education because they detail the process of creating successful community relations programs. An effective community relations policy would include the following characteristics- "planning and execution based on detailed community analysis, staff and citizen attitude assessment, identification of communication and feedback channels, goals and procedure development, message development, ...evaluation and follow through" (Roberts, D., 120). The programs that were developed for schools had the same basic goals and vision as a public garden would- "social accountability to one's public" (Pawlas, 1) "it

involves the community in a process of two-way communication with the school and emphasizes increasing understanding between the school and its community's understanding of the school" (Pawlas, 2). When planning a community relations program it is important to consider that there are many variables that must be taken into account to achieve success (see Fig. 7.1 Adapted from Forrest, 167).



**Figure 3.1 Variables to Consider When Planning a Community Relations Program.**

A systematic plan for effective community relations would include the following:  
“goals and objectives of the plan, identification of publics, identifies how the

communication will be carried out, specifies how often the communication should take place and identifies the people who are responsible for carrying out each activity”

(Pawlas, 4). Objectives of the communications plan include:

- Provide the people with information about their schools
  - Provide the school with information about the community
  - Establish and maintain public confidence in the schools
  - Secure community support for the school and its program
  - Develop commonality of purpose, effort, and achievement
  - Develop in the community a recognition of the vital importance of education in our social and economic life
  - Keep the community informed of new trends and developments in education
  - Develop, through a continuous exchange of information, an atmosphere of cooperation between the school and the other social institutions in the community
  - Secure an official, but frank, evaluation of the school's program in terms of educational needs as the community sees them
  - Develop public goodwill toward the school
- (Pawlas, 12-13)

The community relations program that is described in Alfred Roberts's research depicts a niche within a communications department that includes a director and assistant of community relations as well as a branch for communications and graphics. His research details the rationale and responsibilities of the school district's community relations department. The rationale is as follows: "The Communications and Community Relations Department is the District's center for carrying out its priority of maintaining a climate of cooperation between the schools and its many publics. To assist in the achievement of all district goals, and in turn the effectiveness of the public education, the Department is committed to providing a diversified and continuous program of two-way

communications between the District and its patrons and employees.” Responsibilities include “responsibility for all public information, involvement, and printing activities of the District”, public information including “news media relations, news releases, brochures and reports, radio and television programming as well as employee communications and liaison with community groups and organizations” (Roberts, A., 86).

Listed below is a sample job description for the manager of community relations for Princeton University. Though Princeton is a large institution, the example shows the breath of activities that a community relations manager would take part in as well as the many departments that the position would impact.

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**Category: Public Relations/Marketing**

**Manager of Community Relations**

Princeton University Library. Princeton University seeks a manager of community relations to research, cultivate, correspond with, and follow up with important donors and potential donors to the art museum. Individual will oversee special events, budgets, and strategic planning and interact with staff, advisors, donors, and other departments. As the museum’s primary liaison with Princeton’s development office in matters concerning individual donors, the manager of community relations will launch a new category of annual donors for gifts of \$2,500 or more. Position requires a bachelor’s degree and three to five years’ fund raising and special events experience, preferably in a museum setting. Candidate should have exceptional communication, organizational, and supervisory skills and have basic knowledge of computers. Princeton provides an exceptional benefits package. Interested candidates should apply online at: [www.princeton.edu/hr/emp](http://www.princeton.edu/hr/emp) or send resume and salary requirements to: Human Resources, One New South/(1754-ADV), Princeton University, Princeton, NJ 08544-5264. No faxes, please. An equal opportunity employer (10/01)

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From Adviso Online, The American Association of Museum’s Online Job Board

In addition to the above considerations, garden staff should consider gaining training in the finer points of conflict resolution and crisis management. "Understanding conflict influences how we approach conflict resolution" (Weeks, 61). Conflict resolution skills include "looking to the future, learning from the past", "generating options, developing doables-stepping stones for action and making mutually beneficial agreements" (Weeks, 70). Having a crisis plan tied into the community relations plan will help staff think about how potential disasters may impact garden operations. Forward thinking about the resources needed for potential disasters will help to build community partnerships. Knowledge of these skills will help in handling negative situations more effectively.

After the implementation of a community relations program, it is important to document and evaluate the program's successes and failures. An example of this documentation process, the "action plan work sheet" developed by Otterbourg in the book *School Partnerships Handbook: How to Set Up and Administer Programs with Business, Government, and Your Community*. This worksheet includes areas to record communications goals and objectives. In addition, each step listed includes a space to document audience, agents, planning steps, preparation steps, dissemination steps and criteria for evaluation (Otterbourg, 187).

There are several steps that many gardens could take to improve their connection with the community surrounding the garden if they are not large enough to employ a

community relations manager or have a public relations branch at the garden. "In order to become more effective communicators, gardens need to become more attentive listeners" (Affolter, 16). Remember, "Enhancing the public dimension of your garden does not have to be an expensive or bewildering process, but it does require commitment" (Affolter, 44).

- Training of the director (or other appointed individual) as the sole spokesperson for the garden. This training will enable the spokesperson to speak succinctly to promote the garden in good times and to present clear messages in times of crisis. "The improvement of public school education is dependent to a great extent upon the intensive use of interaction between school administrators and the communities they serve. School administrators must be communicators. They cannot lead effectively if they cannot interact with their constituencies" (Roberts, D., 2)
- Produce a one-page handout which outlines the gardens activities, hours, staff changes and initiatives. This paper can be distributed bi-weekly to all addresses within a certain radius or postal code near the garden. See appendix F for an example from Ganna Walska Lotusland which is distributed with the monthly newsletter.



- If you have facility rental space at the garden, invite local groups to host meetings at a discounted rate.
- Each year, host a community day at the garden. Invite all neighbors to the garden and grant free admission.
- Encourage staff to volunteer at community events, present workshops at schools, attend garden club and rotary meetings to put a “face” on the garden and promote its existence in the community.
- Promote partnerships and involvement with communitywide organizations. Organizations may include:

Small businesses

Hospitals

Jr. Achievement

Rotary

Chambers of Commerce

Community volunteer groups

Universities and colleges

Technical and trade organizations

(List adapted from Otterbourg, 46)

- Include the garden's greatest critics and complainers to planning sessions and focus groups. Giving them the opportunity to voice their opinions will help to diffuse many situations and their advice could be beneficial. Develop a community advisory committee to help the development of two-way communication.
- Become familiar with census data for your community and state. Review new data as it becomes available in an effort to change with the community's changes.
- Develop staff expertise and interests so that they can gain comfort in participating in a speakers bureau to teach community members the finer points of horticulture while promoting the garden and its activities.

The researcher learned a great deal from the resources that were studied for the literature review. Primarily, the researcher was able to determine that there is a need for research in the field of community relations as it affects public gardens. By viewing the citations that pertain to community, one can see that particular attention is not paid to community members. In addition, it is interesting to read how individual gardens view their community one-dimensionally; as a source of funders or program participants. Contrasting public horticulture and the majority of museum references to the literature captured from the education field, the impact that an intensive community relations plan

can have on the institutions that are committed to addressing the communication between the institution and the community is apparent.

## Chapter 4

### RESEARCH METHODOLOGY

The initiation of this research began in August, 1999 when the researcher met with public horticulture leaders to determine issues in the field that would require further research. Several topics were investigated though a full scale literature review was conducted on the topic of community relations at public gardens in the fall of 1999. After completing the literature review, the researcher chose a thesis committee and prepared a proposal which outlined the need for the research, scope of the topic, and methods for gathering data.

#### *Survey*

A four page, twenty-three question survey was developed to poll gardens nationwide and determine the scope of community relations that each garden experiences. There were three categories of questions. The first category focused on the respondent with questions about how long they have worked at the garden, their title, and their background in public relations. The second category of questions focused on the frequency and methods the garden uses to communicate with its neighbors, the current complaints that the garden is experiencing and the changes that have taken place because of the issue. The third section requested information concerning the amount of staff and staff hours that are used to handle community relations at the garden. In addition, the

survey asked if the garden had a system to track the community relations cases and how many community relations issues are brought to the administrations attention each month. The survey was pre tested by the research committee and by leaders in the public horticulture field before it was approved by the human subjects committee at the University in March, 2001. The survey was distributed to all 474 institutional member gardens of the American Association of Botanical Gardens and Arboreta in April, 2001. A reminder postcard was sent two weeks later to encourage survey return. After the reminder the response rate was 31% (152 surveys). (See survey in Appendix A)

The survey is an excellent tool to determine the broad scope of an issue for a dispersed population. It is a low cost tool which provides extensive statistics for the pool. Surveys only provide accurate information if the questions are carefully crafted and the respondent is conscientious. Problems can occur with the mailing list including lack of a specific contact name, and inability to know if particular sites are affected and are able to respond. For instance, many of the surveys were returned incomplete because the garden is one in name, not yet in land, or the garden has not yet opened to the public.

A thirty-one percent response rate does not accurately represent the surveyed pool. The information from the survey was entered into an SPSS spreadsheet. Frequencies were run on the data to check for errors. Specific details in the data were studied for the production of graphs and tables and for the extraction of case study locations. Through combining the literature citations, survey results, and case study

interview notes, a more accurate picture of community relations in public gardens will be compiled.

### *Case Study*

Five case study interviews were conducted in June, 2001. The case study sites were selected based on the following criteria.

- All sites are AABGA institutional members
- Sites are geographically dispersed
- Sites with varying budget sizes, land area and staff size were selected
- Each site had a community relations issue in the past which is currently resolved.

The interview consisted of questions that were derived from the survey and provided an opportunity to obtain an in depth look at community relations in the setting of a public garden. Questions were written with the intention of the researcher becoming acquainted with the history and culture of the organization as well as to probe deeper into the community relations issue that was flagged as being the most significant for the garden (relating to survey questions twelve through fourteen). The interview questions were pilot tested through several means. Questions were compared to interview questions that were developed for other research in public horticulture to compare length, style, and complexity to determine the scope of material that could be presented during the hour long appointment. Questions were then shared with the research committee for

review. After committee approval, the questions were pre tested by administrators in public horticulture institutions help the researcher to understand the broad range of responses that could be generated and to make sure that the questions accurately targeted the desired responses. Following pre testing, the questions were sent to the human subjects committee at the University for approval.

The participants were asked to:

- describe the surrounding community in terms of economic health and population dispersion; describe the current relationship that the garden has with its surrounding community,
- explain the process of informing the community of issues that may affect them,
- describe the largest issue that the community has had with the garden, the history behind it and how the issue was handled,
- describe the ways in which the community relations issue has changed the operation of the garden. (For example, “If you had the opportunity to start over, would you handle the situation differently?”), and
- describe the ways in which the garden is looking to build a better relationship with the community so that future community relations situations may be avoided.

The case study interviews are an extension of the survey because all site interviews were selected from the pool of returned surveys. Survey respondents did not have insight that they might be selected to be potential case study sites. Being selected in this manner was important to ensuring the quality of the interviews. All were willing to be interviewed in detail and share important information about their community relations situations.

The case study segment of the research has its strengths and weaknesses as a tool for gathering information. In depth information was obtained in the interviews. Interviewees were accommodating and willing to share stories, clippings and documents pertaining to the subject. Site tours were valuable to visualize why some issues have affected the community so intensely. Documents and tours were valuable to the researcher to decipher facts from heated opinion of interviewees who may have been directly impacted by the controversy. Negatively, case site visits are time consuming and costly. It is possible that the interviews could have been conducted via telephone though it is uncertain whether the same level of detail could be achieved.



## **Chapter 5**

### **RESULTS**

How much give and take is there between your institution and the local community? Is the conversation formal or informal? Can you think of any instances where your garden has made a significant shift in educational programming, collections development, or visitor services in response to comments (solicited or unsolicited) received from your audience?" (Affolter, 16). The data that is presented in this chapter is a cumulative view of community relations at public gardens with results from both the widely distributed survey and the narrow selection of case study interviews.

The results section presents the data that was collected and tabulated from the survey and the case study interviews. The results from the survey, presented first, are a broad picture of community relations at public gardens throughout the United States. Survey data consists of respondent characteristics, garden characteristics, communication activities and methods, community relations staff, and community relations record keeping practices. The case study results present data that was collected during June, 2001 at five interview sites: Lotusland, Bellevue Botanical Garden, Denver Botanic Gardens, McKee Botanical Garden, and Brooklyn Botanical Garden. The case study data is in-depth information focusing on a specific community relations issue in the garden's past with details on its background, history, evolution and outcomes.

## *Survey*

### **Respondent Characteristics:**

The majority of survey respondents indicated that 51% have been on the job for five years or less. The second largest group of respondents had been employed at the current garden for eleven to twenty years (22%). Respondents to the survey were mainly in upper administration at the public horticulture institution. 71% of respondents had titles including director, president, or administrator while 13% were curators or horticulturists. Other categories of respondents included those in marketing, media relations or communications (7%), education or programming (4%), development (2%), and miscellaneous (2%). The three respondents who fell into the miscellaneous category replied that their titles were community relations representative, board president/community relations director, and director of community relations. When asked about their background in public relations, 84% had on the job experience while 47% gained experience by taking a seminar or participating in a workshop. 8% of respondents said that they had no experience in public relations. Other experiences in public relations that respondents wrote in included master's degree completion, previous work experience, volunteer activities, and customer service skills.

#### **Garden Characteristics:**

When asked how far the majority of visitors travel to reach the garden, the answers varied. The largest response fell into the eleven to fifty-one mile category (37%). The second highest response was six to ten miles (21%). 18% of respondents were not sure where their visitors came from. When asked to describe the type of community that surrounds the public garden, 46% responded that the community is urban, 49% said suburban, 26% said rural and 7% said other. Other included such write in answers as- college campus, busy town center, wealthy, and upscale suburb. Sixty seven percent of respondents reported that their institutions do not have a community advisory panel, group, or committee.

#### **Communication Activities and Methods:**

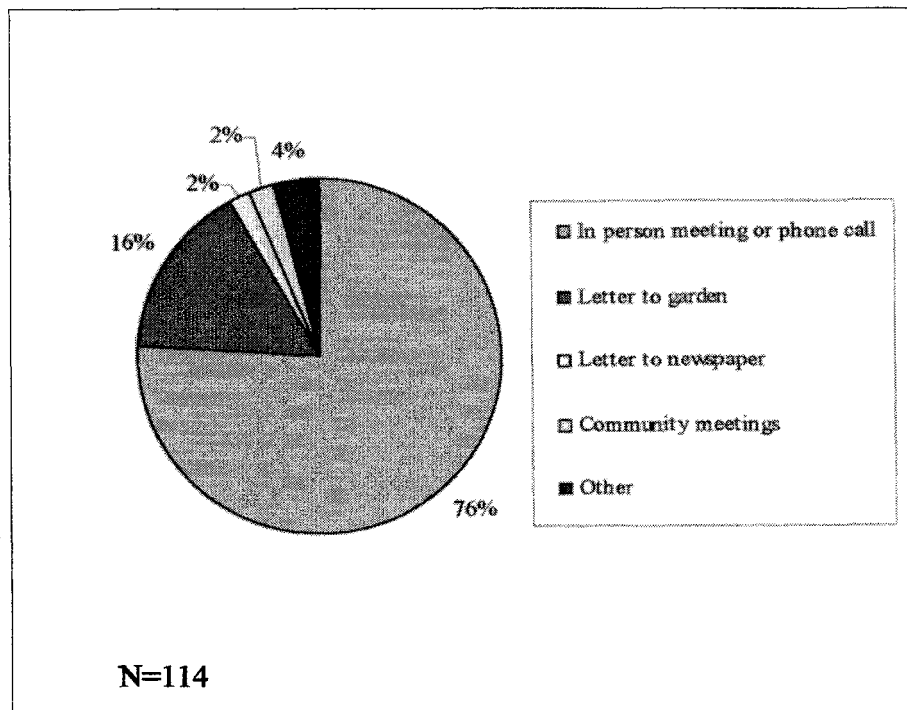
The chart below indicates the responses that were gathered from question six of the survey. Respondents were asked to indicate which issues they and their staff inform the surrounding community about and at what intervals.

**Table 5.1 Issues that the Community is Informed of by the Garden**

**(N=136)**

<b>Issue</b>	<b>Yes, at regular intervals</b>	<b>Yes, only when a new project is initiated or a change occurs with the current system</b>	<b>No</b>	<b>Not Applicable</b>
<b>Construction Projects</b>	18	59	18	4
<b>Water Management</b>	7	26	49	13
<b>Pest Management</b>	15	22	52	9
<b>Security, Emergency Services</b>	8	15	56	15
<b>Financial Issues including fundraising campaigns and tax status</b>	26	45	23	2
<b>Special Events</b>	77	18	4	1
<b>Wildlife Control</b>	6	21	53	18
<b>Environmental Initiatives including recycling and sewage treatment</b>	14	24	43	14
<b>Philanthropy/Volunteerism</b>	65	24	9	2

In responding to question seven, garden staff reported participating in a wide range of activities to inform the community about the garden's issues and policies. The most common activities were newsletter (83%) followed by news media (79%), special events (65%), word of mouth (63%), and website (62%). Other responses included signage at site, at public programs, host site for local rotary, bulletin board, personal letters to immediate neighbors, and special member mailings.



**Figure 5.1 Ways in Which a Community Complaint or Concern is Most Often Presented to the Garden**

Question eight of the survey asked the respondent to indicate how community complaints and concerns are most often presented to the garden. As indicated in figure 5.1 above, respondents reported that the most frequent method used by community members is an in person meeting or phone call.

The chart below shares the data that was collected from question ten. This question asked the respondents to indicate which activities they and their staff were

involved in at the garden. Respondents who indicated that they participated in other activities wrote in the following responses: keeping government representatives informed, communication with public officials, roundtable meetings with district lessees, and contributing to community events upon request.

**Table 5.2 Garden Staff Community Relations Activities**

(N=136)

<b>Activity</b>	<b>Participating Gardens (%)</b>
Complaint response	76
Focus groups and other data collection activities	24
Partnerships with area organizations	77
Attending community events	77
Promotion/marketing with the media	86
Conflict resolution	20
Community advisory meetings	38
Planning community involvement in events and activities	54
Other	3

Question eleven asked respondents to indicate which community complaints or concerns their garden was currently dealing with. Those who indicated other on the survey listed many options. The most popular of the write in answers were lack of parking (especially during special events), dog walkers/pet policies, and conflicts between users on trails and paths (recreation vs. leisure). Other write in responses were

tree removal, photo policy, watering during restrictions, lawn equipment damage to parked cars, appearance affecting property values, rental requests which are not compatible with mission, water resource management, manure utilization, fire safety, maintenance schedules, tax on entry fees, wetland modification, primitive restrooms, master plan development, and none/not applicable.

**Table 5.3 Garden's Current Community Complaints/Concerns**  
(N=136)

<b>Community Complaint/Concern</b>	<b>Gardens Experiencing Complaint (%)</b>
Noise	12
Traffic	21
Litter	7
Crowds	13
Wildlife control	17
Pesticide use	8
Conflicts with local market (food, gifts)	4
Crime (undesirable activity)	14
Land use	26
Pricing scales for admission, food, and gifts	3
Poor visitor experience	7
Construction	24
Zoning/boundaries/screening	20
Other	24

Question twelve asked which of the community complaints or concerns has been the most significant for the garden. The most popular response was other followed by

land use, construction and traffic. Of those respondents who identified their garden's most significant community complaint or concern as other, the most popular response was dogs in the garden followed by lack of sufficient parking and appearance and use of adjacent land (not owned by garden). Other answers included manure use, tree removal, water management, recreation (bikes and rollerblades) in the garden, and none/not applicable.

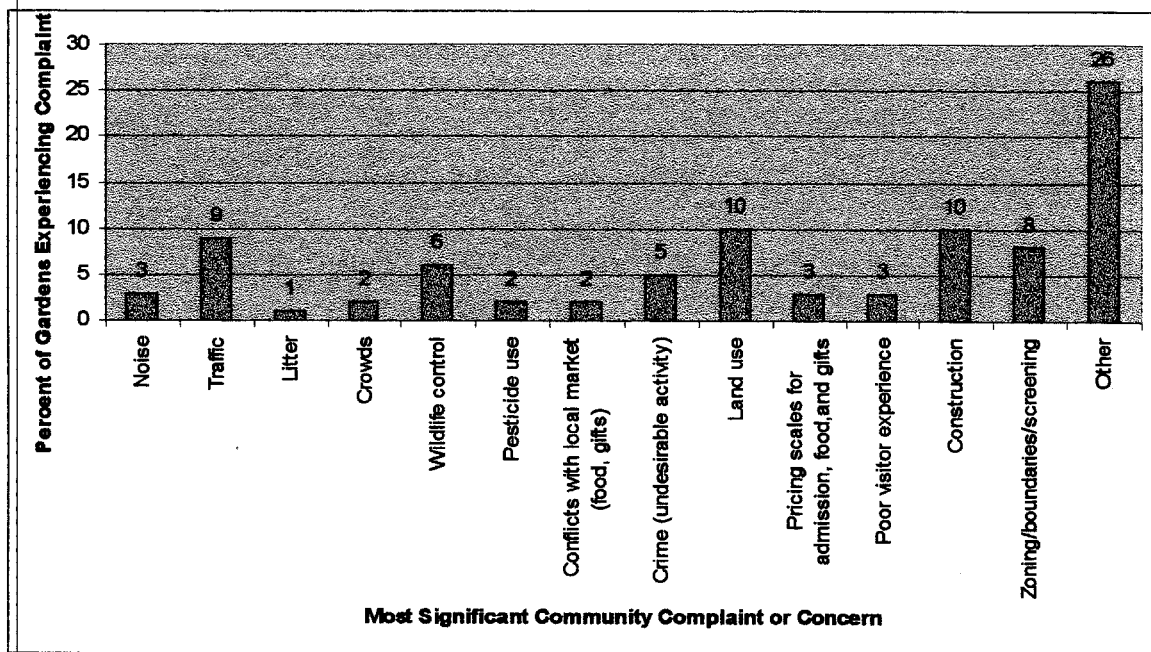


Figure 5.2 Most Significant Community Complaint or Concern

(N=126)



Question thirteen was an open ended question which asked the respondent to describe the steps that the garden staff has taken to address the most significant complaint or concern that has been raised by the community. The following are the comments that were contributed.

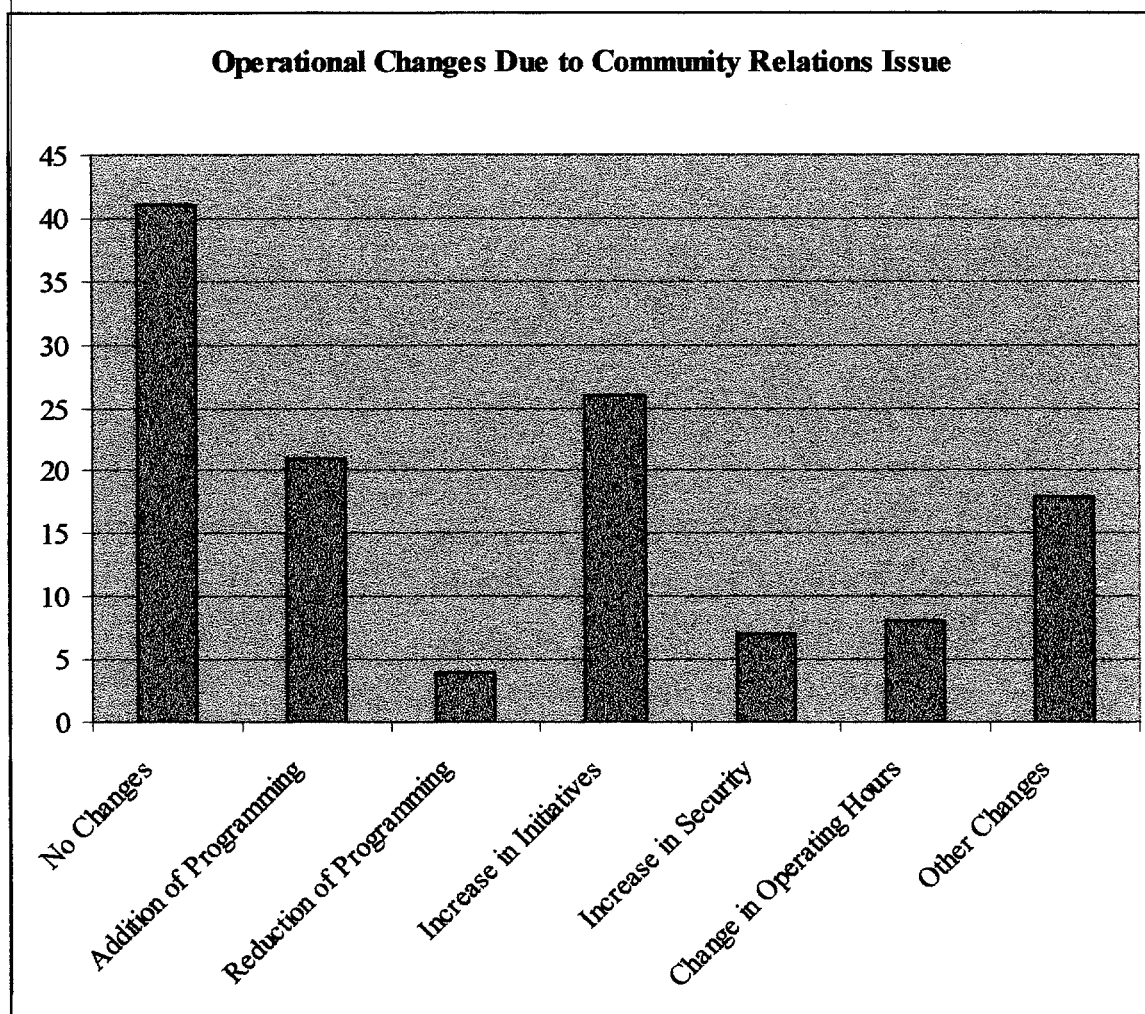
- Planting of a screen
- Hired parking attendants for special events
- Posting of policy signage in the garden
- Development of campaign materials (regarding adoption of a dog policy)
- Purchasing additional property
- Development of cooperative parking agreement with neighboring businesses
- Obtained a boundary survey
- Internal traffic flow was reexamined
- Worked with the state to install turn lanes for more efficient flow of traffic
- Increased trash pickups
- Development of an action plan for the horticulture department
- Stress the benefits of the completion of construction
- Provide a good balance of free and low cost programming
- Attended and spoke at the local zoning meetings
- Work as advisors to metro regarding public transport

- **More frequent sheriff patrols**
- **To sit down with the person making the complaint and completely explain the situation. This usually takes care of the problem 90% of the time.**
- **Signage designating certain areas as “dog-free zones”**
- **Signage asking active recreationalists to yield to pedestrians**
- **Relocation of 400+ Canada geese**
- **We invite community to meetings when a new project is proposed and to our annual meeting**
- **Backed away from a cell tower agreement**
- **Local law enforcement has been informed since an illicit activity on municipal property is a crime. In addition, the illicit activities have received media exposure.**
- **We usually act as a facilitator to help resolve the issue. We always advocate for community involvement and public disclosure.**
- **Establishment of a family pass**
- **Immediate response to neighbor concerns by phone and mail.**
- **Neighbor open houses**
- **The Neighbor was referred to information on project schedules and specs posted on our website.**

- More community involvement earlier in the planning process
- Developed policies and guidelines through a process that uses citizen volunteers appointed to provide comment and criticism of existing policies.
- Partnered with the nature conservancy to develop a comprehensive woodland management plan
- Restricted amplified music to certain hours and areas of the garden
- Limit construction activities on weekends and during special events
- Worked with local zoning and building permit staff, and local elected officials to develop and understanding of our goals and to address community concerns
- Acquired additional property
- Letter in response to complaint, issue a refund or pass, and try to improve experience for future visitors
- Recognize problem, hold a committee meeting to discuss possible solutions, look into feasible answers, and implement if possible
- Personal contact with complaine and evaluation of whatever the complaint was about- maybe change the procedures and operations
- Developed a committee to investigate the problem and do a media campaign.  
They also developed a list of recommendations, addressed the problem and did public educating at a special event.

- **Changed the composition of the arboretum advisory committee including more community members and fewer environmental extremists**
- **We were as open as possible with the media and the public sharing what information we could. We answered questions promptly and distributed a prepared statement to the media.**
- **For special events we request permission to use nearby parking lots (grocery store and church) we also give neighbors free tickets to events as we know hundreds of people are parking on their streets.**
- **We are currently launching a pr campaign to inform community of our construction plans through a series of public meetings, press releases, and stories we hope to engage community in active dialogue and address their concerns while getting our construction needs met.**

**Question fourteen asked in that ways, if any, has a community relations issue or event changed the operation of the garden? Respondents could select as many answers as necessary. The following chart illustrates the data that was captured.**



**Figure 5.3 Operational Changes Due to a Community Relations Issue**  
(N=136)

When respondents indicated other in question fourteen, the following is a list of responses that were provided.

- Not applicable/None
- Do lots of outreach
- Increased Admission fee
- Modification of plant sale inventory
- Cancellation of public programs during construction
- Change in irrigation times
- Increase information flow to our community
- Providing more information about the center
- Being more attentive to community complaints
- Partnership with Nature Conservancy
- "Free Thursdays"
- Placing restrictions on those who rent the gardens
- Kept an existing park entrance open
- Change in policies, increased enforcement of rules
- Increase in spring and summer garden hours
- Improvement of the volunteer program
- Increased signage, more availability of snacks and beverages

- **Change in money collecting procedures**
- **Change in hours for construction projects**
- **Change in manure handling procedures**

**Question fifteen, an open-ended question asked the respondent to comment on the ways in which the garden benefits from the surrounding community. Survey respondents completed this question with the following information.**

- **Visitors, donors, volunteers, and political support**
- **Community feels ownership for the site- will report crimes, rule infractions, pick up litter, etc.**
- **Donation of plants/materials**
- **Monetary support comes from community, which attends functions and supports garden with donations. Committee members (volunteers) donate time to help organize events.**
- **Gene exchange with the native plants in the surrounding community**
- **Visitors to the gardens can be educated about the general green practices we use throughout the parks.**
- **The Local community sees us as an asset, good neighbor. They can be counted on to speak positively about us and our programs.**

- **Input**
- **Labor Pool**
- **Board Leadership**
- **Promotion/ Publicity**
- **Grants and Sponsorship**
- **Supportive residential and business neighborhood, identification with a positive quality of life.**
- **There are strong gardening groups that connect with us positively. We work with the neighborhood garden club to promote their activities and vice versa.**
- **Positive feedback to the staff raises morale**
- **Our garden exists to serve this community- we don't have a regional or national focus. As a management strategy our plans and programs are developed in concert with the community.**
- **Even though we are a research garden we are reliant upon the surrounding community (citizens and businesses). Through their membership they provide a significant portion of our operating budget. And, our volunteers put in thousands or hours of work.**



- **Partnerships with others in the community raises the awareness of the garden and what it offers- increases memberships and attendance, shared publicity costs, can promote larger events by partnerships.**
- **Members support our community improvement efforts-tree planting, highway beautification, etc.**
- **The community, especially the campus community offers feedback concerning the relevance of collections, requests for additions and feedback on presentation and interpretation**
- **We have used focus groups and community listening sessions and in response we radically changed our goals and priorities to better respond to the needs of the community. About 1% of the population volunteers in our programs and recently the community has participated in and supported a \$4 million fund-raising campaign.**
- **The surrounding community is the backbone to our garden. They are who supports it- no tax dollars pay for our garden.**
- **Since we are smack in the middle of downtown we benefit from conventions, events, parades, hotels and athletic events.**

- **Community support is vital. Positive experiences and programs have led to citizens objecting when the city manager planned to cut our budget. Intangibly, our community provides us the essential reason for existing at all.**
- **Our users come from local community. Their perception of us as an institution and a community resource is vital.**

#### **Community Relations Staff:**

**Questions sixteen through twenty asked the respondent to indicate the amount of staff, staff hours and titles of the staff who contribute to the community relations efforts at the garden. 76.3% of respondents indicated that they did not have a full-time community relations staff member. 14% of gardens polled have one full-time community relations staff member while 7% have two full-time community relations staff members. When asked about part-time staff community relations staff, respondents answers ranged from zero employees to twenty employees. The majority of respondents have no part-time community relations staff (30%). Other responses ranged from one part time community relations staff member to twenty. Other than zero, the most frequently indicated responses were one part-time community relations staff member (28%), and three part time community relations staff member (14%). When asked about full-time employee hours spent in community relations, answers ranged from zero to over forty**

one hours. The majority of respondents had no answer to this question while 22% replied that zero to ten hours of full-time employee hours were spent on community relations. When asked about part-time employee hours spent in community relations, answers ranged from zero to over forty-one hours with 30% of respondents not indicating an answer. Top responses not including no answer were zero to ten hours (61%) followed by twenty-one to thirty hours (5%).

Question twenty was an open ended section that provided the space for respondents to write-in the titles of the staff who participate in community relations activities.

- Everyone from the director to the gardeners and all in between
- Public information director, webmaster, publication editor
- President, secretary, facilities manager, communications director
- Assistant director of education, superintendent of grounds, landscape projects manager
- President, directors, assistant directors
- Assistant Director for Public Programs
- Director, Assistant Director, Development Director, Volunteer Services Coordinator, Horticultural Manager, Gardener, Caretaker
- Senior Gardener

- Executive Director, Director of Public Information
- COO, CEO, Marketing Director
- Director, Assistant Director
- Visitor services, marketing/public relations office
- Director, Programs coordinator, public relations coordinator
- Director of Communications
- Entire staff
- Director of Marketing, Special Events Coordinator, Director of Public Programs
- University Public Relations Department
- Visitor Center Coordinator
- Community Outreach Program Coordinator

**Community Relations Record Keeping Practices:**

Questions twenty one and twenty two asked the respondent to indicate whether or not the garden has a method for tracking the number of community relations issues that the garden experiences and to share information about the total number of community relations issues that are brought to the garden's attention in a month.

76% of gardens surveyed do not have a system to track the community relations issues that are brought to the gardens attention. 21% do have a tracking system and 3% did not provide an answer to this question. When asked about the average number of community

relations issues that are brought to the garden's attention in a month, answers ranged from zero to twenty five. 22% of gardens have ½ of an issue per month, 18% have no issues per month, and 17% have one issue per month.

The final question of the survey provided respondents an area to write in any additional comments about community relations. The respondents who utilized this space shared the following comments.

- For awhile we had grant money to run a teacher training workshop to help teachers effectively integrate a class visit into their curriculum
- Community Relations peaks with special events: pre and post public meetings = concern resolution.
- The arboretum is a public relations asset for the university (parent institution).
- We view the garden as an enhancement to the community. Since we are self supported we must be responsive to the market/community. Staff, especially senior staff, are members of a number of organizations formed with the goal of improving the community.
- Fostering good community relations is crucial to the long range success of the garden. To that end, outreach efforts are of continual concern, and we're always looking for new ideas of ways to make the garden be a vital force in the community and lives of local citizens.

- We, like many other gardens, are municipally owned and operated. We need more money to adequately get the word out about our programs and collections. The public relations and marketing budgets is paltry compared to large private attractions of similar size.
- We enjoy a great relation with our community, the immediate and the community at large. The establishment of the garden helped to rid the neighborhood of “bad elements” and it added a great healthy environment. It actually raised the property value in the area.

#### **Case Study Data**

Conducted in June, 2001, the case study interviews were used as a tool to collect in-depth information concerning community relations activities at five pre-selected public horticulture institutions. Survey results were reviewed to select appropriate sites based on geographic diversity and range of issues described in questions twelve through fourteen. The interviews are a method used to take survey data to a second step. Interviews were conducted to bring attention to real life garden community relations scenarios. It is important for gardens everywhere to learn from the data and to know that the issues are not isolated. The following narratives focus on a specific community relations issue in the garden’s past with details on its background, history, evolution and

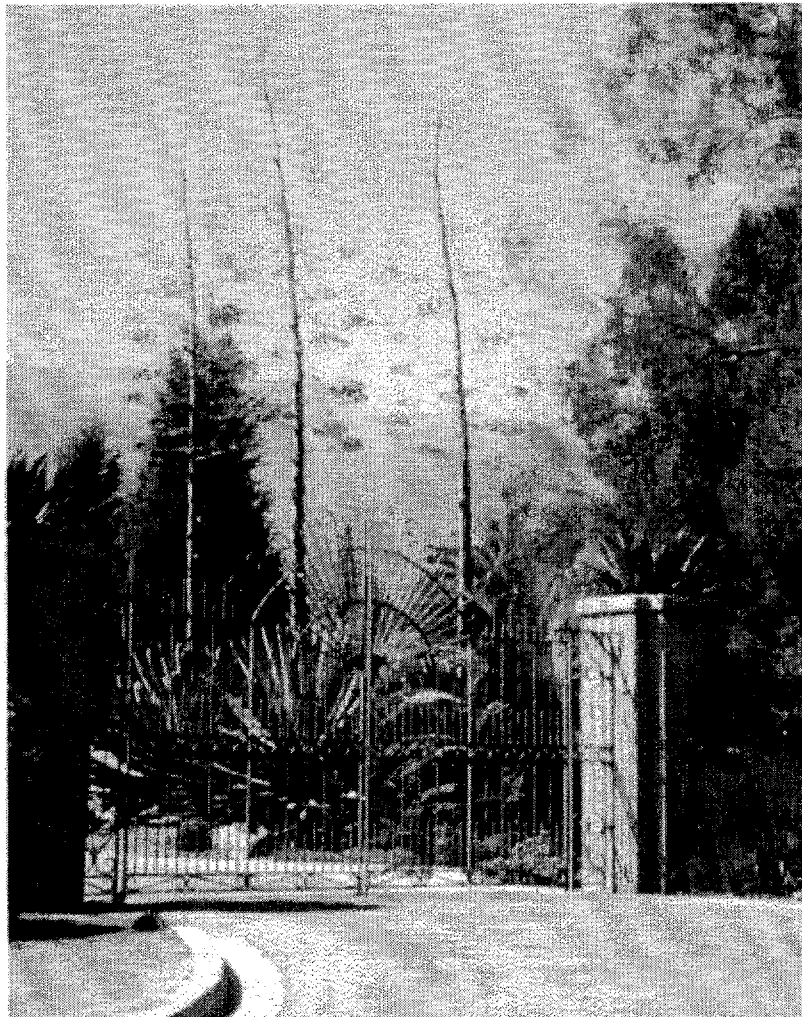
outcomes. Interviews were scheduled with the survey respondent or garden administrator at the site. Tours and documentation were collected to supplement the interview information.

**Ganna Walska Lotusland- Montecito, California**  
**Executive Director**

***Background***

Lotusland was chosen as a case study site because of the organization's experiences with community zoning and use restrictions dating back to 1987. Lotusland was the home and gardens of Madame Walska. In 1958, she began to prepare for her death by setting up her garden as a private foundation, a 501c3. In 1964, the garden qualified for this status. In 1984, Madame Walska died, leaving her garden as a gift to the city.

On January 1, 1987, the first director began his tenure at Lotusland. Due to the affluence in the community and the limited room for expansion, the garden faced zoning restrictions immediately.



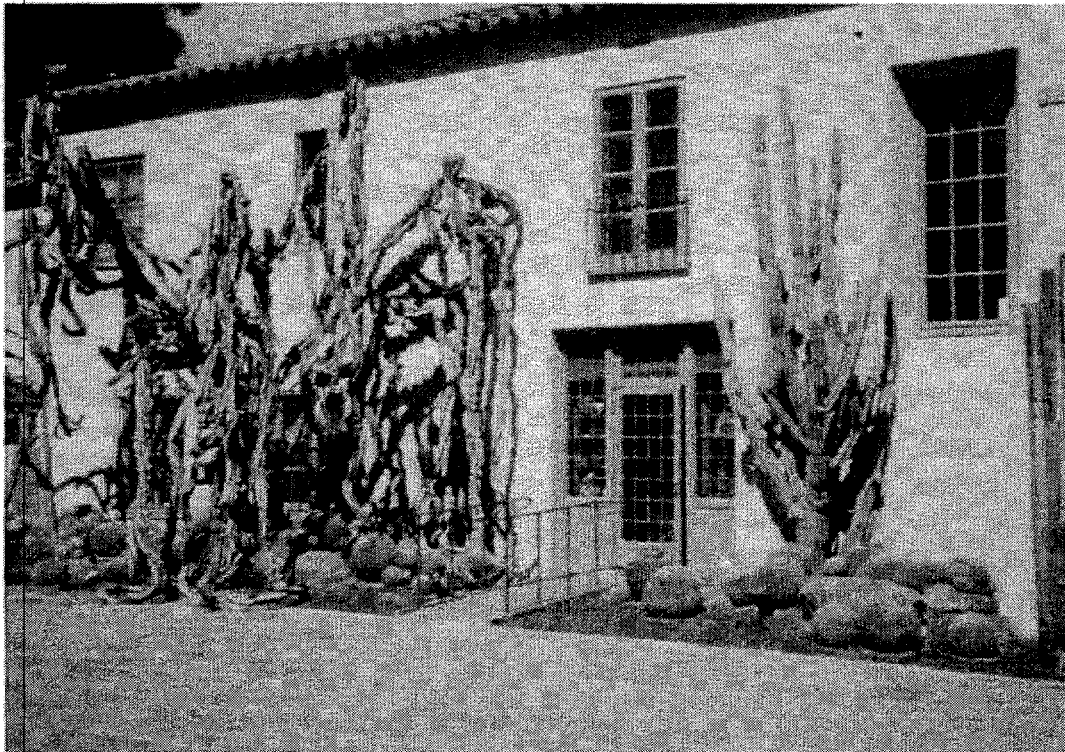
**Figure 5.4 Gates at Lotusland**

***Issue***

**In 1987, an application was made to the board of supervisors of the County of Santa Barbara to open Lotusland to the public. In 1991, after years of grueling**



paperwork this initial application was approved and a Conditional Use Permit (CPU) was issued. Community members sued the County for issuing the CPU.



**Figure 5.5 Estate House**

In December of 1991, the suit came to court and the plaintiffs failed to appear. This was seen as a delaying tactic by Lotusland and its lawyers. At this point, the permit was activated and the garden began to grow. Visitor services were planned and construction began. The first challenge was to abandon the septic system and connect with the city

sewer lines. After spending nearly \$250,000 for the annexation and hook-up processes, the project was completed. At this point, the visitor center was constructed. The garden officially opened to the public in September 1993 after 7 years of delay.

The CPU called for many restrictions. One of the first was the limit of visitors; beginning with 5,000 and phasing to 9,000 over a 3 year period. Traffic to and from the garden was allowed only at certain hours of the day and the volume and route was severely limited as well. The CPU has affected programming, operating hours, special events, and the structure of the membership program. All visitation is by appointment only; reservations are currently booked for six months out. Use of the garden for special events has been limited due to noise restrictions. (See Appendix F, page #)

#### *Resolution*

After many appeals and court cases, the director is familiar with the routine and has chosen to strictly abide by the rules set before him, knowing that those area institutions who have not abided by the "CPU" have had the permits pulled and have not been able to receive any project approval. Being the director at Lotusland for over 14 years, he understands that many visitors, donors, and docents come from the area surrounding the garden. As the director of the organization, he deals directly with the public through complaint response, court appearances, attendance at community events and promotion of Lotusland in the media. He also completes semi-annual compliance reports for the county planning department and distributes complimentary newsletters to

all neighbors within a one mile radius of the garden. Each newsletter that is sent to this group is accompanied by a letter which includes contact names and phone numbers for staff who can help with any of the concerns (see Appendix F, page 99).

It is likely that the garden will never be able to operate to its full potential but the give and take that has occurred through the court cases has made most people from both camps comfortable with the situation that they have all inherited.

**Bellevue Botanical Garden- Bellevue, Washington  
Garden Manager**

### *Background*

Approaching the entrance to Bellevue Botanical Garden (BEL), one is struck by the amenities that are available to the garden's guests. A beautiful landscaped parking lot bordered with numerous picnic tables, bike racks, and a large gathering area just off the parking lot with kiosks full of garden happenings, maps and guidelines for touring the site greet the public. Picnic tables are utilized by local business people during their lunch breaks. The garden is part of the City of Bellevue Parks Department and is partnered with the garden society.



**Figure 5.6 “What’s Happening?” Signage**

Since the garden opened to the public in 1992, the attendance has increased from 5,000 per year to over 225, 000 in the year 2000. According to the garden manager, over

1/3 of the garden's visitors are from the City of Bellevue. Bellevue is an affluent community with an average home costing \$300,000. In the past years, the city has seen a large increase in business and as a result has pushed for vibrant livable spaces as a buffer. BEL is located one block from downtown.

The City of Bellevue has allocated open space for each of its seven neighborhoods. Of the 141 available acres, thirty five are designated for use by BEL, while other uses include parks and playgrounds. The garden has revisited its master plan that was developed in the late 1980's because of the unexpectedly large increase in annual visitation and traffic problems. In the 1980s, the community was invited to join the master planning process through community development workshops that were organized by the parks department. The sessions focused on the resident's wishes for the development of the acreage.

The city council has one regular meeting per month. Attendance is usually low until there is an issue to be resolved. Residents may comment about the master plans at these meetings. If the BEL wants to implement a new policy or procedure it is brought to the council for recommendations and then to the park board for approval.



**Figure 5.7 Picnic Tables**

***Issue***

When the time came to plan for a visitor center, the garden believed that the planning process would occur as it had with other city parks projects in the past. The city would conduct some initial research and the community would attend meetings to express their ideas and concerns for the project. The visitor center project would be different because it would be funded by the garden society and after the completion of the construction, would be given as a gift to the city of Bellevue. Garden society members wanted full control of the planning and design of the project because they would be the primary funders.

The garden manager explained that the public owns the land so they need to be involved in the process, the society handles the programming. Though the organization is a “weird hybrid” with conflicting missions and egos, the one strong leadership authority is the city.



Figure 5.8 Bike Racks

### ***Resolution***

The garden society does not want to listen to the city, but they have to listen to make progress. Though the society is the primary funder, *carte blanche* is not given to them to determine the future of the garden. The balance of power is shared by the city government, residents, society and garden staff. The garden manager explained that the society was reined in by the city so that all of the planning began with the proper channels and followed the process used in previous garden projects. Initially, the city needed to conduct several investigations to determine the anticipated use, projected number of users, and a traffic impact study. After these studies were completed, the visitor center concept was slowly introduced to the community for the purpose of soliciting concerns and suggestions. The park board developed alternatives to the plans which were brought to committee meetings for presentation and discussion.

BEL has seen great success in master planning with the inclusion of local residents who attend meetings to share their opinions and concerns. The garden manager believes that the balance of power works for their organization because the checks and balances of decision making are an opportunity to make sure that all voices are given a chance to speak, and no one faction outweighs another. A community comment sheet is posted in the visitor center. Neighbors can complain or add comments and suggestions, and all entries are responded to in writing. All complaints can be explained by a policy that was created at a city meeting or through the master planning process. For example,



if a neighbor complains that dogs are not allowed in the garden, the garden manager can refer the inquirer to the motion of the council or to the fact that other neighbors who attended the master planning meetings had decided that dogs do not belong in a garden.

In addition, the garden has a means of communicating with the community at large. The city sponsors a newsletter, website, and cable TV channel, BEL is featured often in all of the venues. The Wilburton Neighborhood action plan can be viewed on the city's website [www.ci.bellevue.wa.us/pcd/nep](http://www.ci.bellevue.wa.us/pcd/nep) for all residents (as well as the general public).

Denver Botanic Gardens- Denver, Colorado  
Event Coordinator

### *Background*

The Coordinator of Special Events for the Denver Botanic Gardens (DBG) was excited to see me on June 20<sup>th</sup> and had much to show me. That evening, Emmylou Harris, was scheduled to perform for the summer concert series. The summer concert series, a twenty-one year tradition of the DBG, takes place in the outdoor amphitheater. Concerts begin at 7:00pm with entrance beginning at 6:00pm. Food and alcohol are permitted, though the garden must post a banner on the front gate with the name of the performance, the hours and verification of the presence of alcohol.

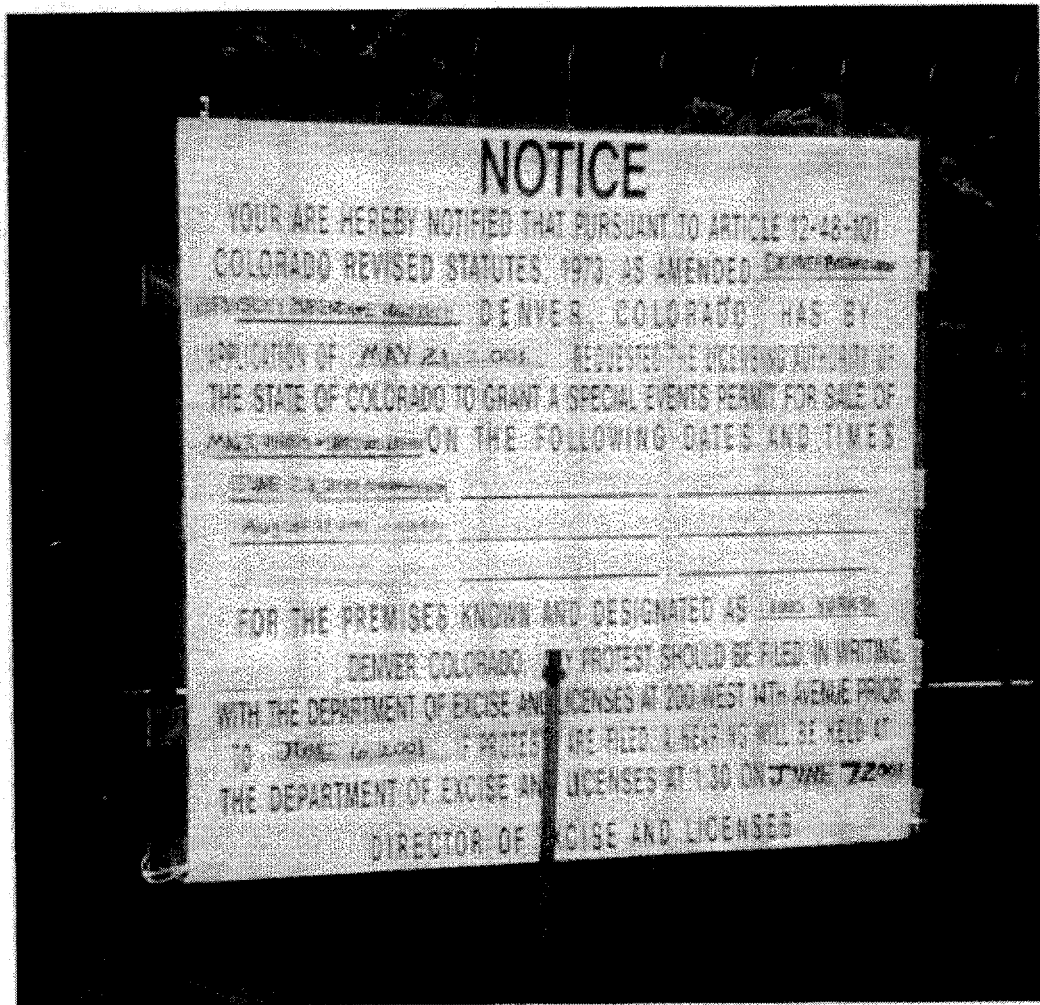
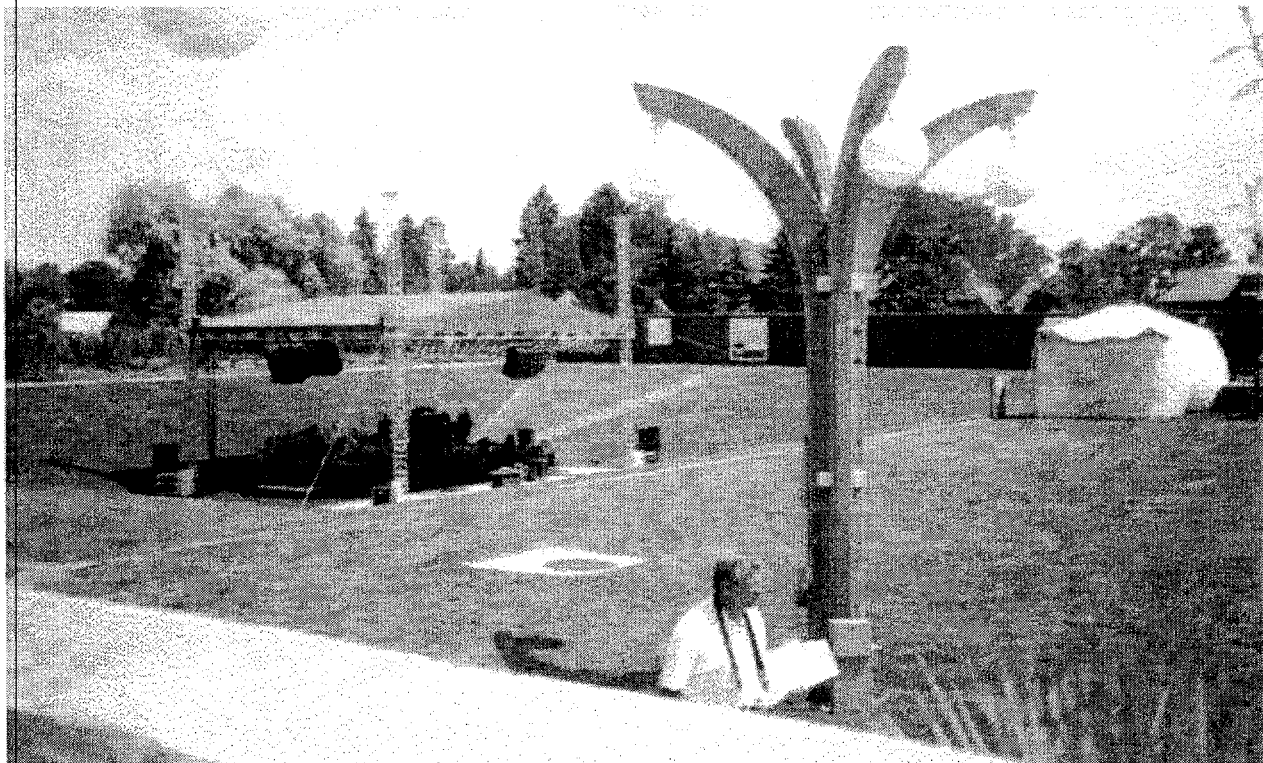


Figure 5.9 Special Event Notice



**Figure 5.10 Concert Setup**

The series has grown over the years. The first concerts featured local artists, then five years ago national acts were featured. Families sit on the lawn and listen to the performances while enjoying picnic dinners and bottles of wine. Currently, concert tickets range from \$28 to \$50 and sell out for most performances. The concert series has become one of the gardens most profitable and popular ventures.

#### *Issue*

Through the twenty-one years of performances, there have been many complaints from affluent residents surrounding the garden. Houses surrounding the garden range in

value between 1 and 2 million dollars. The neighbors' major concerns are the amount of concerts in the series, the hours of the concerts, the noise levels and the parking situation.

### *Resolution*

Through years of negotiation and trial and error, the 21<sup>st</sup> season saw the following rules:

- **Parking**

All residents of the streets surrounding the garden must display a resident parking permit on the nights of the concert series. The permit is free to residents. All automobiles which do not display the permit on concert nights will be ticketed and towed. Shuttle buses are provided for non-residents from satellite parking areas.

- **Hours and number of Concerts**

Concerts at DBG will begin at 7:00 pm and will end by 9:15pm. There will be no more than twelve concerts per year.

- **Noise Levels**

A noise baffle (which cuts noise by 20-30 decibels) was created on the edge of the amphitheater which is closest to the affluent residential area. In addition a thick border of trees and shrubs was planted to diffuse the noise. Concert music is not allowed by City law to exceed the 55 decibel limit. There is a sound monitor at the south side of the garden. If the noise level exceeds 55 decibels, the volume is turned down and the garden

may be cited and fined by the city. There is also a table set up which is staffed by DBG personnel who are trained to handle any question or complaint that may arise during any of the evenings of the concerts.

The event coordinator explained that at this point in the series' evolution, most neighbors are comfortable with the agreements that have been made between the city and the garden. Some residents host garden parties on their back decks and enjoy the concerts with their friends while others will never be happy.



**Figure 5.11 Neighbors in View**

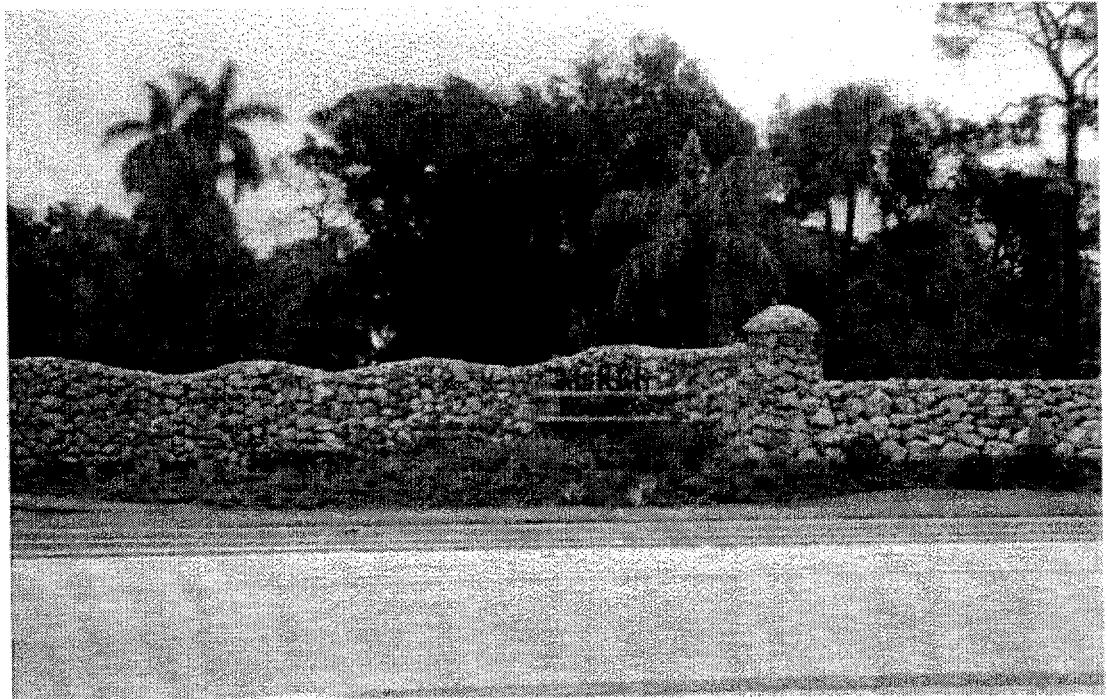
**McKee Botanical Garden- Vero Beach, Florida**  
**Executive Director**

***Background***

McKee Jungle Gardens was a tourist destination dating back to 1932 and was comprised of over eighty acres of garden trails, exhibits, native and exotic flora and fauna. Through the years as Florida tourism shifted to other areas of the state and fewer visitors came to the garden each year, the gardens' appearance declined. Eventually, portions of the garden were sold making way for apartments. The core, only a remaining 18 acre parcel, was neglected for nearly 20 years before being purchased by the Indian River Land Trust to avoid development- a strip mall, grocery store and gas station on the site. Historic photos, drawings and plans helped the design team to recreate the garden's main features with modern amenities.

Since sections of the property were sold, the garden has had to deal with issues of access. Adjacent land now claims a nursing home, condominiums, and an apartment complex that all need access to U.S. Route 1. Owned by McKee, with an easement granted to the community, the winding road has seen many improvements in the past few years including realignment, addition of signage and a planting mound at the entrance, small ponds along the sides were converted into environmentally responsible drainage swales, and the entire drive was re-landscaped using appropriate Florida plants. According to the director, the changes have been done for aesthetics, improvements and

in the name of goodwill. The community as a whole has been very supportive of the plans to rebuild the core of the McKee Jungle Gardens.



**Figure 5.12 New Garden Entrance (View from US 1)**



**Figure 5.13 Directional Signage**

*Issue*

The director's greatest heartache in her five years at McKee is the relationship that has developed between the garden and her neighbors at Vista Garden residential complex. The director shared two years worth of Vista correspondence, files which piled up to ten inches high. Vista resident's concerns lie in many topics including, the access road, the signage, garden entrance, hours of operation, and special events.





**Figure 5.14 Shared Entrance Road**

Vista's complaints are voiced in many ways; sometimes through a letter from an attorney threatening legal action, sometimes by a letter or phone call from the community board, sometimes by an in-person visit by an irate individual.

#### *Resolution*

Since the beginning of her term the director has strived to make many allies in the community and realized that the inception of this project would be difficult. Bringing it

to fruition would require the support - time, effort and money of many. Many communication methods have been initiated to help promote McKee's mission and goals to the local community. McKee's board is comprised of Vero Beach residents. In addition, many garden volunteers and contributors from the surrounding area are utilized to spread the news of the garden throughout the community. Staff and administrators are available for in person response to questions and complaints in addition, they have initiated meetings with neighborhood associations. Newsletters, press releases and promptly answered letters dispel the myths that have been shared by some of the Vista residents. Though there are a few Vista residents who are not happy with any of the accommodations that were made by the garden, the majority are now strong supporters of the garden.

**Brooklyn Botanic Garden- Brooklyn, New York  
President**

***Background***

The researcher's decision to conduct further research at the Brooklyn Botanic Garden (BBG) was based on the responses from their survey, in particular, the decision that was made to transition the garden from free admission to admission fee.

The garden president explained that there was a financial need for the garden to charge admission. She believed that the garden should have no admission fees, but as the

cost to maintain a garden increased and the city support decreased, BBG was left with no alternatives to generate financial support. There are 34 institutions that have similar relationships with New York City. The land was set aside for cultural institutions and they receive some support from the city. The amount of support that the garden has received over the years has varied, and it began to decline steadily in the 1990's because of the economy. Through the years, BBG has tried to diversify its revenue streams and even began catering and hosting special events in the early 1980's. BBG's visitors are a diverse group, varying in age and ethnicity; nearly 70% of visitors are from New York City. The decision to collect admission was not taken lightly; in fact the subject of admission was studied for over two years.

#### *Issue*

The proposed admission fee resulted in many phone calls and letters to the garden. A local political action group became interested in the story and began to drum up enthusiasm for the cause by stating that the BBG was funded by tax dollars and should be free. In reality, only 30% of BBG's budget is a result of the city tax payer dollars. In April of 1986, admission became \$3 for individuals and \$1.50 for seniors. In addition, the garden offered a free day and the opportunity to participate in a frequent visitor pass program (\$15 for individuals and \$18 for a family pass). The pricing scale though still modest was met by much resistance. Demonstrators at the entrance began the "Free the Botanic Garden" campaign. The president explained that it was a psychological change;

all of a sudden a barrier was placed in front of people who were used to coming and going as they pleased.

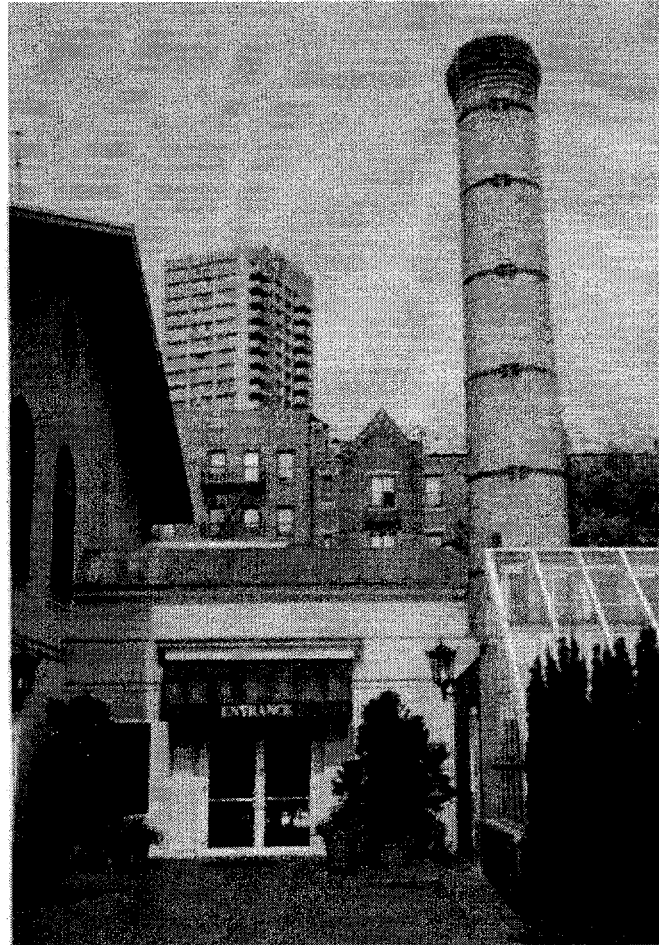


Figure 5.15 Neighbors Over Entrance

#### *Resolution*

Before the change was to take effect, the news was posted in a member newsletter and through presentations at the local community boards. All of the elected officials

were warned of the upcoming change. The news was well covered through press pieces in the New York Times.

The president took the lead on representing the garden and began to spend more time at community events and meetings. The director of visitor services stood at the gate to answer questions concerning the admissions policy. The garden staff developed press pieces and informational handouts that explained the need for the implementation of the pricing scale (see Appendix J).

In the first year, the attendance dropped by 25%. Later, two years after the admission fee was imposed, the BBG conducted a visitor's survey. As a result, the garden decided to offer free time on Saturday mornings, free Fridays for senior citizens and dropped the admission fee for children. The change has worked well for the garden. Since the admission fee was instituted, the number of members who are local has doubled.

The BBG has also instituted several new admission programs to reach out to the community. The Cool Culture Card is available through the Head Start program and allows admission for low income and single parent households. Another program is a partnership with the Brooklyn Public Library which has over 30 branches. Free admission passes for two adults can be checked out of the library and each branch has at least 10 passes.

**Admission Fees**

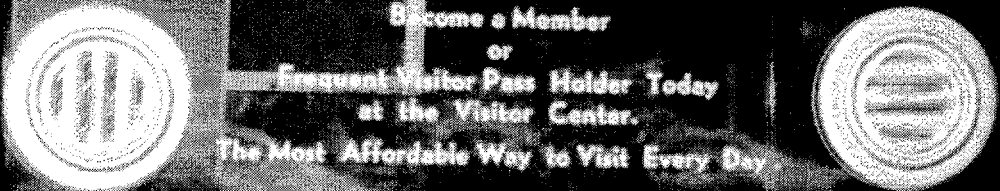
Adults ages 16 and over	\$ 3.00
Seniors 65 and over	\$ 1.50
Students with valid IDs	\$ 1.50
Children under 16	Free
Members	Free
Frequent Visitor Pass Holders	Free
School Groups	Free

**FREE EVERY TUESDAY**  
**FREE SATURDAYS 10AM - 12 NOON**  
**SENIORS 65 AND OVER FREE EVERY FRIDAY**

The Garden is open rain or shine.  
 No refunds and no reentry.

**Become a Member**  
 or  
**Frequent Visitor Pass Holder Today**  
**at the Visitor Center.**

**The Most Affordable Way to Visit Every Day**



**Figure 5.16 Current Admission Structure**



**Figure 5.17 Neighbors Overlook Children's Garden**

Other BBG initiatives, not connected to the admission programs, are also aimed at building community and sharing horticulture. The Brooklyn Green Bridge Program is an outreach program with dedicated staff. It is a greening program that takes the garden out to the people. A grant proposal through the Reader's Digest Fund is written in

conjunction with other members of the Brooklyn Cultural Consortium and is targeted to improve children's performance in school through informal learning outside of school.

BBG recently hired a Director of Government Affairs whose main mission will be to have their "ear to the ground" listening to the needs of the community. This staff member will also be visible at community board meetings and meetings of elected officials.

#### *Summary*

In conclusion, the case studies yielded valuable accounts of actual community relations issues and communication methods that are used by gardens. Though none of the gardens had community relations programs, they have used methods to respond to issues that have arisen. See table 5.4 for a summary of the information gained through the case study research.



Table 5.4 Case Study Summary

	<b>Ganna Walska Lotusland</b>	<b>Bellevue Botanical Garden</b>	<b>Denver Botanical Garden</b>	<b>McKee Botanical Garden</b>	<b>Brooklyn Botanical Garden</b>
<b>Issue(s)</b>	Impacts of public garden visitation in a residential area garden	Botanical garden planning to include community needs and wishes	Impact of special events on community	Impact of public garden and residential community coexisting on land that was once all garden	Effects on local residents of implementing an admissions policy
<b>Solutions</b>	Distribution of garden newsletter accompanied by letter from director to surrounding zip codes	Local residents are encouraged to attend planning meetings to voice opinions	Special attention is made to communicate concert schedule and rules to surrounding community	Meetings with neighborhood association have been initiated	Press pieces were written to share the need to implement admission fees and to explain the garden's funding
	Residential representation at local meetings and county hearings	Newsletters, websites, letters and press releases are common methods used to reach local population	Concert schedules with an introductory letter are sent in advance	Board members and staff communicate garden intentions to local residents	Staff are present at local borough meetings

	<b>Specific contact names and numbers available to local community members</b>	<b>Comment box in visitor center</b>	<b>Parking passes are available</b>	<b>Staff and administrators are available for in-person response</b>	<b>Admission schedule includes free days</b>
			<b>Concert hours and noise levels have been scaled back</b>	<b>Press pieces in local papers have promoted the future plans and goals for the garden</b>	<b>Discount and admission passes are available through several sources</b>

## **Chapter 6**

### **DISCUSSION**

After the preparation of the results for the survey and case studies presented in chapter five, the researcher has determined that there are several results that are surprising and deserve more discussion.

The garden characteristics section of the survey results had many interesting outcomes. The researcher was surprised that 18% of the gardens surveyed do not know where the majority of their visitors come from. 58% of respondents noted that their visitors come from an area of between six to fifty-one miles. These responses were expected based on the research conducted on visitor surveys in public gardens that was noted in the literature review. In addition to the above garden characteristics, another interesting result was that 67% of gardens do not have a community advisory panel, group or committee. Having a panel of diverse community members to meet regularly to discuss garden happenings would be one of the first steps that gardens could take to improve community communication.

One of the most surprising results of the survey was the data that was captured from question six. Though response rates differed throughout the chart for the various issues, the researcher was surprised by the high percentages that were listed in the no column. The percentages of gardens that do not inform the community about certain

issues are as follows: construction projects (18%), water management (49%), pest management (52%), security/emergency services (56%), financial issues (23%), special events (4%), wildlife control (53%), environmental initiatives (43%), and philanthropy/volunteerism (9%). The lowest percentage rates of the above list were predictable as they are for the most positive of issues- special events and philanthropy/volunteerism.

Question seven revealed the most common activities that the garden staff uses to communicate its issues and policies. The least popular answers were community meetings, focus groups and publishing a long range plan- which are the most valuable aspects of community relations programs as noted in the literature review.

Question ten showed that garden staff are participating in a wide range of activities related to community relations at the garden. The most popular responses to this question were partnerships with area organizations (77%) and attending community events (77%).

The researcher was surprised with the wide range of examples that were shared in question eleven. When asked about the community complaints that the garden is currently dealing with, the provided answers were utilized though the other answers were vast ranging from manure utilization to photography policies. As with question eleven, question twelve also helped to diversify the list of possible complaints that could be experienced by a garden.

Other questions in the community relations activities and methods section were questions thirteen through fifteen. Question thirteen's responses dealt mainly with the correction of a community complaint or concern rather than sharing the step approach taken to address the complaint as was requested in the question. Question fourteen asked in what ways a community relations issue has changed the operation of the garden. Surprisingly, the most common answer was no changes have taken place because of a community relations issue or event. Question fifteen was an open ended question that asked the respondent to identify the ways in which the garden benefits from the surrounding community. Again, as with other open ended questions in the survey, a great list of benefits was shared. After reading all of the diverse benefits, the researcher is surprised that some respondents replied no/ not applicable when asked about the benefits the garden receives from the community.

The last sections of the survey dealt with community relations staff and community relations record keeping practices. 76% of gardens do not have a full time community relations staff member while 30% do not have a part time community relations staff member. Since garden sizes and budgets vary the above statistics are understandable. The most surprising staffing data that was captured was in the question twenty, the titles of the staff who participate in community relations activities. The best answer provided was "all staff". All staff members are ambassadors of the garden and are the most versed in the internal projects and initiatives that the public are most



interested in. Though many gardens listed upper administrators only as the staff who participate in community relations activities, this is an understandable response.

Administrators are more likely trained to make media statements, to handle legal issues, and to initiate garden partnerships. As far as community relations record keeping practices, questions twenty-one and twenty-two were informative. 76% of gardens do not have a system to track the number of community relations issues that are brought to the garden's attention. Knowing that statistic makes it difficult to trust the data gained from question twenty-two, the average number of community relations issues that the garden experiences per month.

The researcher presented data on the case study interviews in the previous chapter. This in-depth information focused on a specific community relations issue in the garden's past with details on its background, history, evolution and outcomes. The data was valuable to connect survey data on community relations to real life scenarios experienced at the sites.

## **Chapter 7**

### **CONCLUSIONS AND RECOMMENDATIONS**

Data collected through the survey were valuable in determining the current scope of community relations at public gardens in the United States. Eight percent of gardens polled do not know where their visitors come from. Sixty-seven percent of gardens do not have a community advisory panel, group or committee. Over 40% of gardens do not inform their community of the garden's policies on water management, pest management, security/emergency services, wildlife control, or environmental initiatives. Some gardens even admitted that they do not receive any benefits from their surrounding community. Gardens are experiencing a broad range of community complaints and concerns though over 40% admit that they have not changed any of their operations in response to a community relations issue. Seventy-six percent of gardens do not have a tracking system to monitor the number or frequency of community complaints that are brought to the garden's attention. In addition, 76% of gardens do not have a full-time community relations staff member and 30% of gardens do not have a part-time community relations staff member.

In the literature review at the beginning of this paper, the researcher has referred to the studies conducted by scholars in the field of education who have developed community relations programs for public school districts. It would be valuable to further



investigate these programs and follow up with the schools to see how the programs have worked since their inception in the mid-1970's.

Looking to the gardens that were discussed in the introduction, those that replied to the research survey, and those that were visited on case study trips, the researcher believes that the preparation of a community relations plan and the initiation of a community relations program will be greatly beneficial to all gardens. Of those that are included in the research, none had a community relations plan; none had a formal community relations program. Some of the activities that they participated in could be considered community relations though that was not the intended purpose. Initiation of a community relations program at public gardens will be a positive step to move the field of public horticulture into the future, to be more competitive with the museums and public schools and it will prove to be a benefit to all gardens which will affect nearly all of their garden's operation positively.

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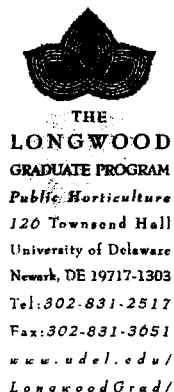
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**APPENDIX A**

**QUANTITATIVE MAIL SURVEY INSTRUMENT**



April 9, 2001

Dear AABGA Institutional Member,

I am a Fellow in the Longwood Graduate Program conducting research on community relations at public gardens. I am gathering information about the most common community relations issues that face public gardens. The final product of my research will be a handbook for neighborhood relations that will recommend the best practices of a community relations program and solutions for dealing with conflict. I believe that the information gained through my research will be beneficial to all public gardens. To help insure its success, I need your participation.

The enclosed survey, "Community Relations at Public Gardens: Issues, Causes and Responses", is being distributed to the approximately 500 AABGA Institutional Members. It is intended that the 'Complaint Department', Public Relations Manager, or Director fill out this survey. If this survey has been delivered to you in error, please forward to the appropriate department. The survey will take approximately 20 minutes of your time.

Response to this survey is voluntary and all responses will be kept confidential. Only group results will be reported. No individual or organization will be linked to any of the results presented in my thesis.

If you would like to be a part of this research, please fill out the survey and return it to me by Friday, April 27, 2001 in the enclosed self-addressed, pre-paid envelope. Please return the survey document to me even if you do not fill out the survey. This will let me know not to send a reminder card to you in the future.

If you have questions about the project, you may contact me at 302/831-2517. If you have questions regarding your rights as a participant, you may contact Dr. Fraser Russell at 302/831-2136. If you would like to know the results of this survey and the case study research that will be conducted after this survey, please send me an e-mail at [karda@udel.edu](mailto:karda@udel.edu) or write to me at the address that is printed to the left. I will keep you posted as to when the research will be available for distribution.

Thank you for your time. I appreciate your help in completing this phase of my research.

Sincerely,

*Karen Daubmann*

Karen Daubmann  
Longwood Graduate Fellow

The following code identifies you only for data analysis and a survey response inventory.

### Community Relations at Public Gardens: Issues, Causes and Responses

The satisfaction of the neighbors in the community surrounding a public garden may be a strong link to the success of the garden. Neighbors may support programming, boost attendance, participate in membership programs and act as advocates of the garden. As a result, community relations has become a common activity for public gardens. Your responses to the following questions will contribute to a handbook that will be useful to garden administrators. Thank you for your assistance!

1. How long have you been employed at this garden? \_\_\_\_\_
2. What is your title? \_\_\_\_\_
3. Do you have any of the following training in public relations?  
Check all that apply:
  - ☐ A college degree in public relations or communications
  - ☐ A few college courses
  - ☐ Workshops, courses or seminars
  - ☐ On the job experience
  - ☐ Other, please explain \_\_\_\_\_
  - ☐ None
4. Are the majority of your gardens visitors from:  
Check one of the following:
  - ☐ 0-5 miles from the garden
  - ☐ 6-10 miles from the garden
  - ☐ 11-50 miles from the garden
  - ☐ 51+ miles from the garden
  - ☐ Don't know
5. How would you describe the community within the five-mile radius of your garden?  
Check all that apply:
  - ☐ Urban/Center City
  - ☐ Suburban
  - ☐ Rural
  - ☐ Other, please explain \_\_\_\_\_
6. As a garden administrator, do you/does your garden inform the surrounding community of:  
Please check the best answer for each issue.

Issue	Yes, at regular intervals (weekly, monthly, or annually)	Yes, but only when a new project is initiated or a change occurs with the current method.	No	Not Applicable
Construction Projects				
Water Management				
Pest Management				
Security, Emergency Services				
Financial Issues including fundraising campaigns and tax status				
Special Events				
Wildlife Control				
Environmental Initiatives including recycling and sewage treatment				
Philanthropy/Volunteerism				

7. In what ways do you/your staff inform the community about the garden's issues and policies?  
Check all that apply:

☐ Community meetings  
☐ Special events  
☐ News media  
☐ Newsletters  
☐ Flyers at the garden  
☐ Focus groups  
☐ Website  
☐ Publishing a long-range plan  
☐ Word of mouth  
☐ Other, please explain \_\_\_\_\_

8. If a community member has a concern with a policy or procedure at your garden, in what way is this concern most often presented to the garden?

Check one of the following:

☐ In person meeting or phone call  
☐ Letter to garden  
☐ Letter to newspaper  
☐ Community meetings  
☐ Personal appearance- picketing  
☐ Involvement by authorities or legal counsel  
☐ Other, please explain \_\_\_\_\_

9. Does your garden have a community advisory panel, group or committee?

☐ Yes  
☐ No

10. In which activities are you/your staff involved?

Check all that apply:

☐ Complaint response  
☐ Focus Groups and other data collection activities  
☐ Partnerships with area organizations  
☐ Attending community events  
☐ Promotion/Marketing with the media (newspaper, t.v., radio, etc.)  
☐ Conflict resolution (with community groups)  
☐ Community advisory meetings  
☐ Planning community involvement in events and activities  
☐ Other, please list \_\_\_\_\_

11. What are the community complaints or concerns that your garden is currently dealing with?

Check all that apply:

☐ Noise  
☐ Traffic  
☐ Litter  
☐ Crowds  
☐ Wildlife control  
☐ Pesticide use  
☐ Conflict between food service/gift shops and the local market  
☐ Crime (undesirable activity)  
☐ Land use  
☐ Pricing scales for admission, restaurant, or gift shop  
☐ Poor visitor experience  
☐ Construction  
☐ Zoning/boundaries/screening  
☐ Other, please explain \_\_\_\_\_



**12. Which of the above complaints or concerns has been the most significant for your garden?**

**Check one of the following:**

- ☐ Noise
- ☐ Traffic
- ☐ Litter
- ☐ Crowds
- ☐ Wildlife control
- ☐ Pesticide use
- ☐ Conflict between food service/gift shops and the local market
- ☐ Crime (undesirable activity)
- ☐ Land use
- ☐ Pricing scales for admission, restaurant, or gift shop
- ☐ Poor visitor experience
- ☐ Construction
- ☐ Zoning/boundaries/screening
- ☐ Other, please explain \_\_\_\_\_

**13. Please describe the steps that you and the garden staff have taken to address this complaint or concern. (Feel free to use the back of the survey.)**

**14. In what ways, if any, has a community relations issue or event changed the operation of your garden?**

**Check all that apply:**

- ☐ No changes have taken place because of a community relations issue
- ☐ Addition of programming
- ☐ Reduction/deletion of programming
- ☐ Increase in the promotion of positive garden initiatives
- ☐ Increase in security
- ☐ Change in operating hours
- ☐ Other, please explain \_\_\_\_\_

**15. In your experience, in what ways does your garden benefit from your surrounding community, if at all? (Feel free to use the back of the survey.)**

16. How many employees, if any, work full-time on community relations? \_\_\_\_\_
17. How many employees, if any, work part-time on community relations? \_\_\_\_\_
18. Of those that have full-time responsibilities, what is the average number of hours they spend on community relations? (average number of hours per person/week)  
Check one of the following:  
☐ 0-10 hours  
☐ 11-20 hours  
☐ 21-30 hours  
☐ 31-40 hours  
☐ 41+ hours
19. Of those that have part-time responsibilities, what is the average number of hours they spend on community relations? (average number of hours per person/week)  
Check one of the following:  
☐ 0-10 hours  
☐ 11-20 hours  
☐ 21-30 hours  
☐ 31-40 hours  
☐ 41+ hours
20. What are the titles of the staff who participate in community relations activities at your garden?  
Please list:
21. Do you have a system for tracking the community relations issues that are brought to your gardens attention?  
☐ Yes  
☐ No
22. On an average, how many community relations issues are brought to your gardens attention in a month? \_\_\_\_\_
23. Please provide any additional comments about community relations in the space below (feel free to use the back of the survey).

**Thank You!**

**APPENDIX B**

**HUMAN SUBJECT EXEMPTION FOR SURVEY**



THE  
LONGWOOD  
GRADUATE PROGRAM

*Public Horticulture*  
120 Townsend Hall  
University of Delaware  
Newark, DE 19717-1303  
Tel: 302-831-2517  
Fax: 302-831-3051  
[www.udel.edu/LongwoodGrad/](http://www.udel.edu/LongwoodGrad/)

March 27, 2001

Dr. T.W. Fraser Russell  
Acting Vice Provost for Research  
Chairman, Human Subjects Review Board  
Office of the Vice Provost for Research  
210 Hullihen Hall  
University of Delaware  
Newark, DE 19716

Dear Dr. Russell,

I am writing to request exemption for full Human Subject Review Board review with regard to my thesis entitled "Community Relations at Public Gardens: Issues, Causes and Responses". I have enclosed the Thesis Proposal outlining the goals of this research. I have also included my informed consent letters and the data collection tools- for both the survey and the semi-structured interviews.

I believe that my research may be exempt under Title 45, Code of Federal regulations, Part 46, as listed in the Office for Protection from Research Risks Report (OPRR). This category reads:

Research involving the use of education tests, survey procedures, interview procedures, or observation of public behavior, unless (a) information obtained is recorded in such a manner that human subjects can be identified, directly or through identifiers linked to the subjects AND (b) any disclosure of the human subjects responses outside the research could reasonably place the subjects at risk of criminal or civil liability or be damaged to the subject's financial standing, employability, or reputation.

The study population for the survey and case study interviews is the pool of the nearly 600 institutional member gardens of the American Association of Botanical Gardens and Arboreta. Thank you for your attention to my request for exemption. If you have any questions, please feel free to contact me at extension 2517.

Sincerely,

Karen Daubmann  
Longwood Graduate Fellow

Pc: Dr. James Swasey, Coordinator, Longwood Graduate Program

Enclosure

## **APPENDIX C**

### **SEMI STRUCTURED CASE STUDY INTERVIEW SCHEDULE**

The semi-structured interview questions will stem from the questions posed in the survey. More in-depth questions will be asked pertaining to the following interview topics:

- Describe the surrounding community (economic, population, etc.).
- Describe the relationship that the garden currently has with its surrounding community.
- How do you inform the community of issues that may affect them?
- Who informs (which layers of management)?
- What is the largest issue that the community has had with the garden?
- What is the history behind it?
- What phase is it in now?
- How is this issue being handled?
- If you had the opportunity to start over, would you handle it differently?, How?
- Are you taking steps to ensure that this type of situation will not be repeated? What are the steps?
- Are you looking to build a better relationship with the community? What proactive steps are you taking?
- Tour site
- Ask to see clipping file

## **APPENDIX D**

### **HUMAN SUBJECTS APPROVAL FOR CASE STUDY**



OFFICE OF THE VICE PROVOST  
FOR RESEARCH

210 Hallihen Hall  
University of Delaware  
Newark, Delaware 19716-1551  
Ph: 302/831-2136  
Fax: 302/831-2628

March 28, 2001

Ms. Karen Daubmann  
The Longwood Graduate Program  
Campus

Dear Ms. Daubmann:

Subject: Human subjects approval for "Community Relations at Public Gardens: Issues, Causes and Responses"

The above-referenced proposal, which you submitted for human subjects approval, will qualify as research exempt from full Human Subjects Review Board review under the following category:

Research involving the use of educational tests (cognitive, diagnostic, aptitude, achievement), survey procedures, interview procedures or observation of public behavior, unless (1) information obtained is recorded in such a manner that human subjects can be identified, directly or through identifiers linked to the subjects, and (2) any disclosure of the human subjects' responses outside the research could reasonably place the subjects at risk of criminal or civil liability or be damaging to the subjects' financial standing, employability, or reputation.

Please note that under university and federal policy, all research, even if exempt, shall be conducted in accordance with the Belmont Report, copies of which are available from this office or on our website under history and background of human subjects policy. Changes in this project must be approved in advance by the Human Subjects Review Board.

Sincerely,

A handwritten signature in dark ink, appearing to read "T. W. Fraser Russell".


T. W. Fraser Russell  
Acting Vice Provost for Research

/md  
cc: Dr. James Swasey

AN EQUAL OPPORTUNITY UNIVERSITY

**APPENDIX E**  
**RESEARCH CONSENT FORM**





THE  
LONGWOOD  
GRADUATE PROGRAM  
Public Horticulture  
120 Townsend Hall  
University of Delaware  
Newark, DE 19717-1303  
Tel: 302-831-2517  
Fax: 302-831-3051  
www.udel.edu/  
LongwoodGrad/

April 1, 2001

Dear Case Study Participant,

I am a Fellow in the Longwood Graduate Program conducting research on community relations at public gardens. I am gathering information about the most common community relations issues that face public gardens. The final product of my research aims to be a handbook for neighborhood relations that will recommend the best practices of a community relations program and solutions for dealing with conflict. I believe that the information gained through my research will be beneficial to all public gardens. To insure its success, I need your participation.

You, along with 4 other garden administrators throughout the country have been selected to participate in my case study research. This phase of the research will entail a 30-minute interview, which will be audiotaped. Your answers will be reported by garden name and position, but individual names will not be included in the analysis. The audiotape and the interview notes will be destroyed within one year of the completion of the project. You can refuse to answer any question or to stop the interview at any time. Withdrawing from the project will not result in any negative consequences to you.

If you have questions about the project, you may contact me at 302/831-2517. If you have questions regarding your rights as a participant, you may contact Dr. Fraser Russell at 302/831-2136. If you would like to know the results of this research, please send me an e-mail at [karda@udel.edu](mailto:karda@udel.edu) or write to me at the address that is printed to the left. I will keep you posted as to when the research will be available for distribution.

Do you wish to participate? Please initial here \_\_\_\_\_ if you agree to the audiotaping of the interview. You are free to stop the audiotaping at any time during the interview. By your signature below, you agree to participate in the study. You will be given a copy of this form.

Participant Signature \_\_\_\_\_ Date \_\_\_\_\_

Project Director \_\_\_\_\_ Date \_\_\_\_\_

Thank you for your time. I appreciate your help in completing this phase of my research.

Sincerely,



Karen Daubmann  
Longwood Graduate Fellow

**APPENDIX F**

**GANNA WALSKA LOTUSLAND:  
NEIGHBOR COVER LETTER FOR NEWSLETTER**



June 2001

Dear Neighbor,

I hope you enjoy the Summer 2001 issue of the Lotusland Newsletter for Members. On page nine there is an article regarding the Fall docent training and the reception for prospective docents, planned for 2 PM on Thursday, August 16. We would be delighted to have you as a part of our docent class. If you are interested, please call our Education Coordinator, Connie Buxton, at 969-3767, ext. 107 to make arrangements to join us at the August 16 reception.

There are two matters that may be of interest to you as a neighbor: Santa Barbara County has requested that we repair the road at our staff entrance, 695 Ashley Road. Granite Construction Company will do the work on Monday, July 9. They will handle traffic control as needed and have assured us that the work will be completed in one day.

Several eucalyptus trees are being removed in the corner of Lotusland's property at the intersection of Ashley Road and Sycamore Canyon Road. This is necessary in order to preserve our outstanding cycad collection. We plan to replace the screening that the eucalyptus trees provided by planting fast-growing, non-invasive clumping bamboo, which will ultimately be nearly as tall and much denser than the eucalyptus. Vines have already been planted on a portion of the chain link fence along Ashley and more will be planted around the corner and along Sycamore Canyon. A variety of native and non-native shrubs chosen to attract beneficial insects will be planted between the cycad garden and the bamboo. This will provide additional screening as well as ecological diversity.

If you have suggestions, comments or questions regarding Lotusland and the neighborhood we share, please call me at 969-3767, ext. 103.

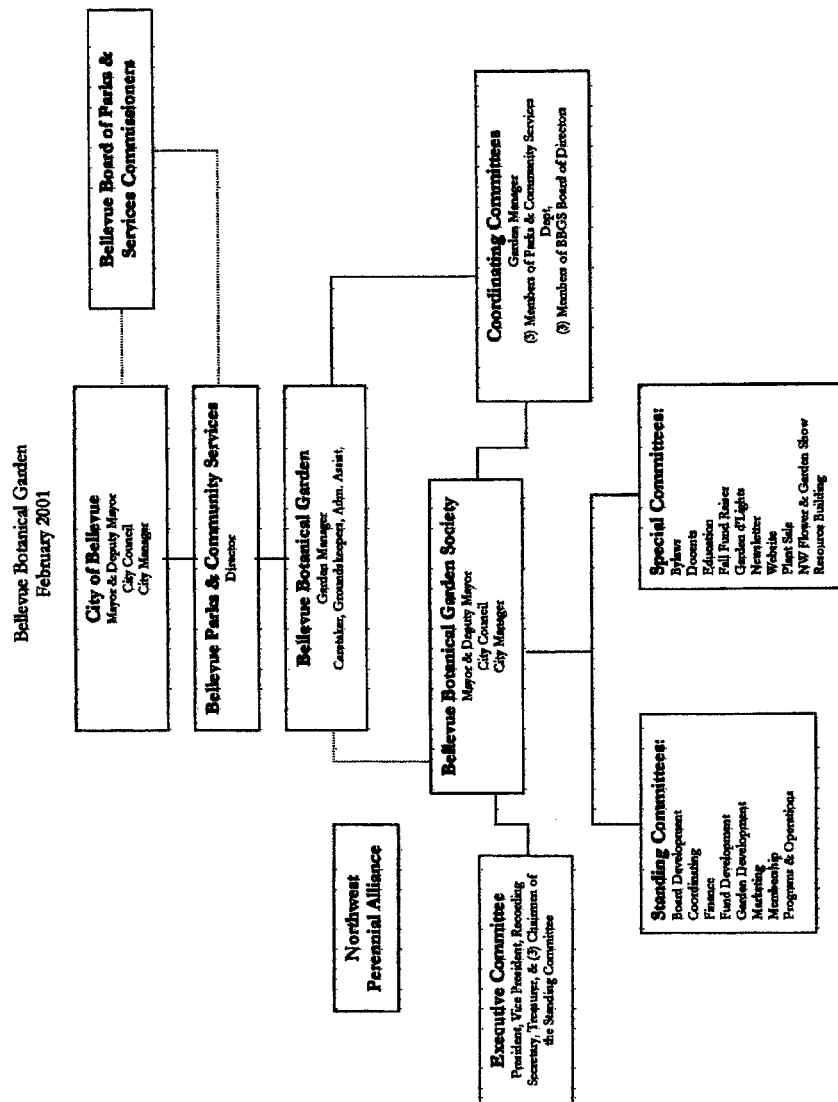
Sincerely,

  
Steven Timbrook  
Executive Director

695 Ashley Road  
Santa Barbara, CA 93108-1059  
Ph: (805) 969-3767 Fax: (805) 969-4423  
[www.lotusland.org](http://www.lotusland.org)

**APPENDIX G**

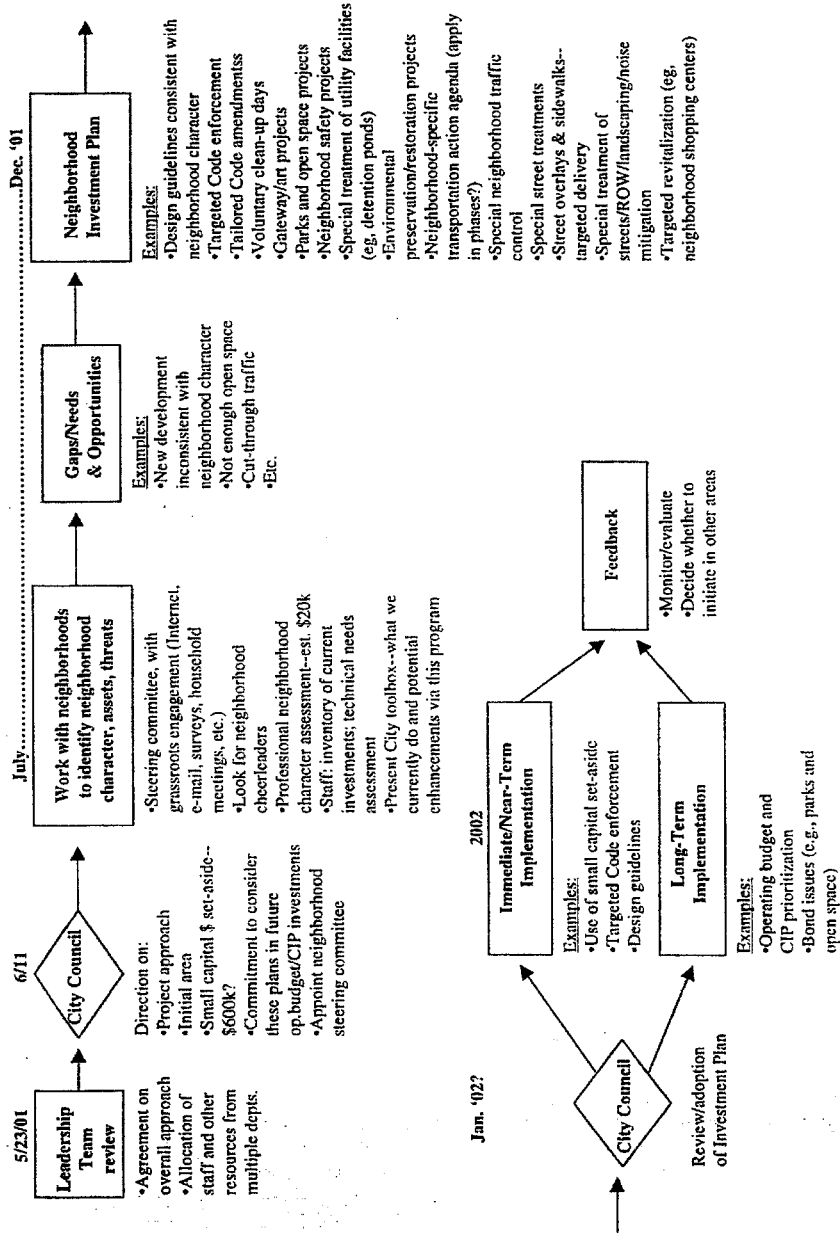
**BELLEVUE BOTANICAL GARDEN:  
ORGANIZATIONAL CHART, NEIGHBORHOOD INVESTMENT PILOT  
PROGRAM (DISCUSSION DRAFT), NEIGHBORHOOD ENHANCEMENT  
PROGRAM NEWSLETTER**



# NEIGHBORHOOD INVESTMENT PILOT PROGRAM

Discussion Draft

Concept: Work with neighborhoods at a grassroots level to identify and preserve what's important to them and bring City resources to bear in a systematic, coordinated approach.



**Proposed Pilot Project:**

**Neighborhood Investment Strategy - Neighborhood Character/Assets approach**

**OVERALL DIRECTION**

Work at the grassroots level to develop Neighborhood Investment Plan(s) that preserve and enhance neighborhood character, address neighborhood needs in a systematic way, and create a stronger sense of City/neighborhood involvement.

**KEY ELEMENTS**

**1. Marketing**

Devise a marketing strategy to make people aware of this program and the City's overall investment in neighborhoods.

**2. Identification of neighborhood character & assets**

Engage citizens in a process of identifying neighborhood character and assets – establishing the neighborhood's "identity," identifying characteristics that the City and citizens wish to preserve, and identifying its current and potential resources.

**Outreach methods**

- Neighborhood steering committee
- Internet and direct mail to establish contact with individual households
- Household questionnaire?
- Household discussion groups?
- Special events
  - Launch
  - Celebration

**Coordination with other initiatives**

- Comprehensive Plan Update
- Transportation neighborhood initiatives
- Parks and open space?
- Citywide marketing strategy

**3. Identification of Gaps and Needs**

As part of discussion with residents concerning neighborhood quality and character:

- A. Identify code issues and voluntary property maintenance issues
- B. Identify any issues which lend themselves to City consideration of neighborhood-specific needs or program modifications.
- C. Provide organizational tools & training to build neighborhood capacity.
- D. Interdepartmental staff team conducts a neighborhood assessment to identify and prioritize capital needs.

**4. Investment Plan**

Draft a neighborhood investment plan based on City needs assessment and neighborhood asset identification; present plan to community; propose for adoption.

5. **Implementation phase**  
Launch implementation phase by identifying "immediate" types of treatment; allocate department resources to accomplish.
6. **Early successes**  
Complete high-visibility, immediate projects and celebrate with community.
7. **Partnerships**  
Identify, and devise plan for addressing, projects to be completed through neighborhood efforts or partnerships with schools, neighborhood associations, others.
8. **Funding investments**  
Identify long-range investment needs and feed into funding processes. May include bond measures.
9. **Conclusion of public process**
  - A. Establish a plan for monitoring progress and reporting to community, Council, others.
  - B. Market success.
10. **Evaluation**  
Evaluate, refine program and repeat success in other areas.



### **OUTCOMES**

- Community recognizes City's caring for, investment in, neighborhoods.
- City moves toward systems approach to neighborhood service delivery and capital investment.
- Individual neighborhood concerns (e.g., tree preservation, code enforcement) are identified through a coherent process.
- Neighborhood identity, sense of community is strengthened.
- Neighborhood renewal begins; signs of improvement – in terms of quality, appearance, values – are evident.
- Citizens feel sense of investment in, commitment to, the plans they help create.
- Neighborhood associations are bolstered.
- Foundation is laid for school, community partnerships.
- City programs are well coordinated, with strong linkage of this program to other city initiatives (e.g., Comp Plan update) and existing programs (e.g., public art).
- Neighborhood Investment Plan that can be used to guide near- and long-term development of neighborhood.

### **RESOURCES**

This approach conserves resources by bringing related initiatives under one umbrella. Work is already planned in the areas of neighborhood character, neighborhood sense of place, targeted code enforcement, neighborhood association assistance, etc. With some shifts in emphasis, staff can accomplish the same work in the context of a more holistic approach to neighborhood quality and investment.

#### **Resource implications – Council & Staff:**

- City Council – potentially significant investment of time in program approval and oversight; opportunities for grassroots participation and visibility
- Leadership Team – overall direction and monitoring of progress
- PCD/Planning Director – management
- PCD/Neighborhood Outreach Team – outreach coordination, grassroots organizing, neighborhood assets process
- PCD/Comprehensive Planning Team – neighborhood assets process, outreach
- PCD/Land Use planners (Design Group) – neighborhood entry design
- New IDT reps from operating departments – neighborhood assessment & program monitoring
- Department project managers – project implementation
- Public Information Officer & Communications Team – role in promotion.

### **WHAT IS THE PILOT AREA?**

#### **Selection criteria:**

- Some recognized problems or deficiencies.
- Problems or deficiencies include a transportation, traffic dimension.
- Community receptivity – willingness to participate.
- Manageable size, keeping in mind the likelihood that this process will be implemented citywide.
- A unique character – identifiable as a distinct “neighborhood area” or community within Bellevue.
- Compatible with (not necessarily identical to) other city boundaries and other City programs and activities underway or on the drawing board.
- Probability of success. (Political, socio-economic considerations)

### Neighborhood Investment Strategy Data

Perhaps the following table would be useful to display the kind of info we need. However, it's important, when talking about staff and other impacts, to distinguish between new work that will be required, and work that would have been done anyway. (For example, in PCD, we had planned to do a neighborhood character inventory anyway – and now we're rolling it into the NIS initiative.)

#### PILOT PROJECT (Primary importance)

Program Phase	FTEs	Budget	CIP	Other workload impacts
West Lake Hills Pilot – Assessment phase				
W. Lake Hills Pilot – Short term implementation phase				
W. Lake Hills Pilot – Long range implementation phase				

Ultimately, this program could be implemented citywide, one neighborhood area at a time. Although our immediate need is for resource estimates for the pilot project, it's also prudent to think ahead to the overall impact of a citywide project of 5-6 years, covering the neighborhood areas listed below.

#### CITYWIDE IMPLEMENTATION (Secondary importance)

Neighborhood Area	FTEs	Budget	CIP	Other workload impacts
East Lake Hills				
Crossroads				
Northeast Bellevue				
Bridle Trails				
Northwest Bellevue				
West Bellevue				
Woodridge/Wilburton				
Newport				
Factoria/Somerset				
Eastgate/Cougar Ridge				



**Neighborhood  
Enhancement  
Program**  
October 2000



**Neighborhood Enhancement Program (NEP) is coming to your neighborhood...make your ideas become reality!**

***Your Program - Your Projects***

What would make your neighborhood a safer and more enjoyable place to live? Through NEP, up to \$200,000 is available for projects identified by you and your neighbors.

NEP funds come from the City's Capital Investment Program. Revenue sources supporting NEP are derived from sales and B & O taxes.

Everyone who lives in Newport (see enclosed map) can submit **Customer Action Requests (CARs)**. You can request "physical" improvements, such as walkways, bikeways, or small neighborhood parks. You can also make "non-physical" requests, like needed services or safety improvements.

This is your chance to share your ideas for improving the quality of life in your neighborhood and to help make your ideas become a reality.

***More details about NEP and how to participate are inside!***

All workshops are accessible to people with disabilities. Translators and American Sign Language are available with 48 hours advance notice. Call 452-4675.  
TTY (for the hearing impaired) 452-5262.

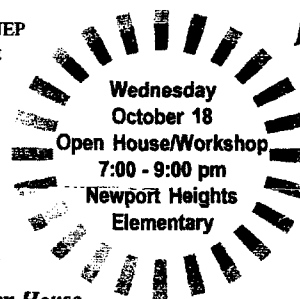
For over 10 years, NEP has been improving and enhancing Bellevue neighborhoods.

Built on the foundation that residents are the eyes and ears of the community, NEP brings together City staff and residents in a partnership for quality neighborhoods.

***Please attend the Open House to learn about the NEP process and talk with us about:***

- Community safety
- Emergency preparedness
- Fire prevention
- Neighborhood planning
- Noise and nuisance control
- Pedestrian routes
- Play equipment at parks
- Sidewalks and bikepaths
- Services for youth and seniors
- School issues
- Street lighting
- Traffic control
- Trails and walkways
- Transportation issues

This Open House will start with a presentation on the NEP process



***Join us!***

Everyone is welcome!

and conclude with an informal Q&A time to discuss any of these topics with staff.

***Last time we met...***

NEP was in your neighborhood in the fall of 1997. Approximately 700 households participated in the process.

Of the 20 eligible project ideas submitted, the following projects were selected as the neighborhood's priorities:

- Sidewalks along SE 60th Street at three different locations, all being constructed concurrently

## Neighborhood Enhancement Program

Community Partnerships for Quality Neighborhoods

### Your Neighborhood Enhancement Team

The NEP Team brings City services to your neighborhood in a coordinated and "user-friendly" fashion. Comprised of representatives from all operating departments within the City, the Team insures that NEP stays responsive to Bellevue residents and focuses upon the needs of your neighborhood.

At the Open House/Workshop, you will meet this group of friendly "listeners":

Tim Stever, Neighborhood Enhancement Program Coordinator  
Judy Louissell, City Manager's Office  
Robin Zambrowsky, Planning and Community Development  
Todd Dickerboom, Fire  
Pat Harris, Jerry Nisley, Heather Hirschy,  
Michael Shiosaki, and Scott VanderHyden, Parks and  
Community Services  
Steve Bourgette, Police  
Karen Gonzalez and Vangie Parico, Transportation  
Al Braun, Utilities  
*WE CARE - WE LISTEN - WE ACT*

### Neighborhood programs available to you

Since neighborhoods are only as strong as the citizens that support them, we encourage you to get involved. Your City has a wide variety of programs and services to help you, just call to get started.

- ✓ Call your Neighborhood Liaison, your one-point contact in City Hall - Mike Jackman, 425-452-6012
- ✓ Start a neighborhood block watch to reduce crime - Officer Mathieu, 425-452-6916
- ✓ Strengthen your neighborhood's preparedness for disaster - JoAnn Jordan, 425-452-7923
- ✓ Be part of the solution to reduce speeding on your neighborhood streets - Sheri Waite, 425-452-7915
- ✓ Find workable solutions for conflicts within your neighborhood - Regina Lyons, 425-452-4091
- ✓ Become a Park and Open Space Steward - Geoff Bradley, 425-452-2740
- ✓ Know and support Bellevue's neighborhood codes regarding noise, nuisances, junk cars, illegal dumping, and recreational vehicles - Robin Zambrowsky, 425-452-7245
- ✓ Join Bellevue's community leaders and share ideas and resources to build better, stronger neighborhoods through the new Neighborhood Networks Program - Cheryl Kuhn, 425-452-4089
- ✓ Learn more about connecting kids and your community - "It's About Time...For Kids" - Terry Smith, 425-452-6885
- ✓ Watch council meetings and learn about local issues and programs on Bellevue City Television on Channel 55

### You and your neighbors

Some of the most effective ways to improve the quality of life in your neighborhood require no money. They simply involve people looking out for others. Here are some things you can do.

#### *Keeping your property neighborly*

- Remove any debris that blocks your sidewalk and might force pedestrians into the street
- Park vehicles well within the driveway keeping sidewalks clear
- Sweep up leaves and debris
- Bring in trash and recycling bins without delay

#### *Random acts of neighborliness*

- Introduce yourself to someone new in the neighborhood
- Drop in and visit an ill, elderly, or homebound neighbor
- Offer your phone number for emergency contact
- Pick up litter as you walk through your neighborhood
- When people are leaving town, offer to keep watch over their home

### Your neighborhood association

Studies have shown that neighborhood associations strengthen an area's identity and feeling of empowerment. If you would like help in forming a neighborhood association, or would like to add your group to our list, call Cheryl Kuhn at 425-452-4089. See page 6 for a list of some of the active neighborhood associations in your area.

#### *Dear Neighbors:*

*The last time NEP visited your neighborhood, some great projects were selected. I hope you are enjoying the completed projects, and I hope you have some new ideas on how to improve the neighborhood.*

*For those of you who participated last time, thank you for your time and effort. This program is designed to be a cooperative venture with neighborhoods to implement the projects you want. Your participation is vital to the success of the program and is greatly appreciated.*

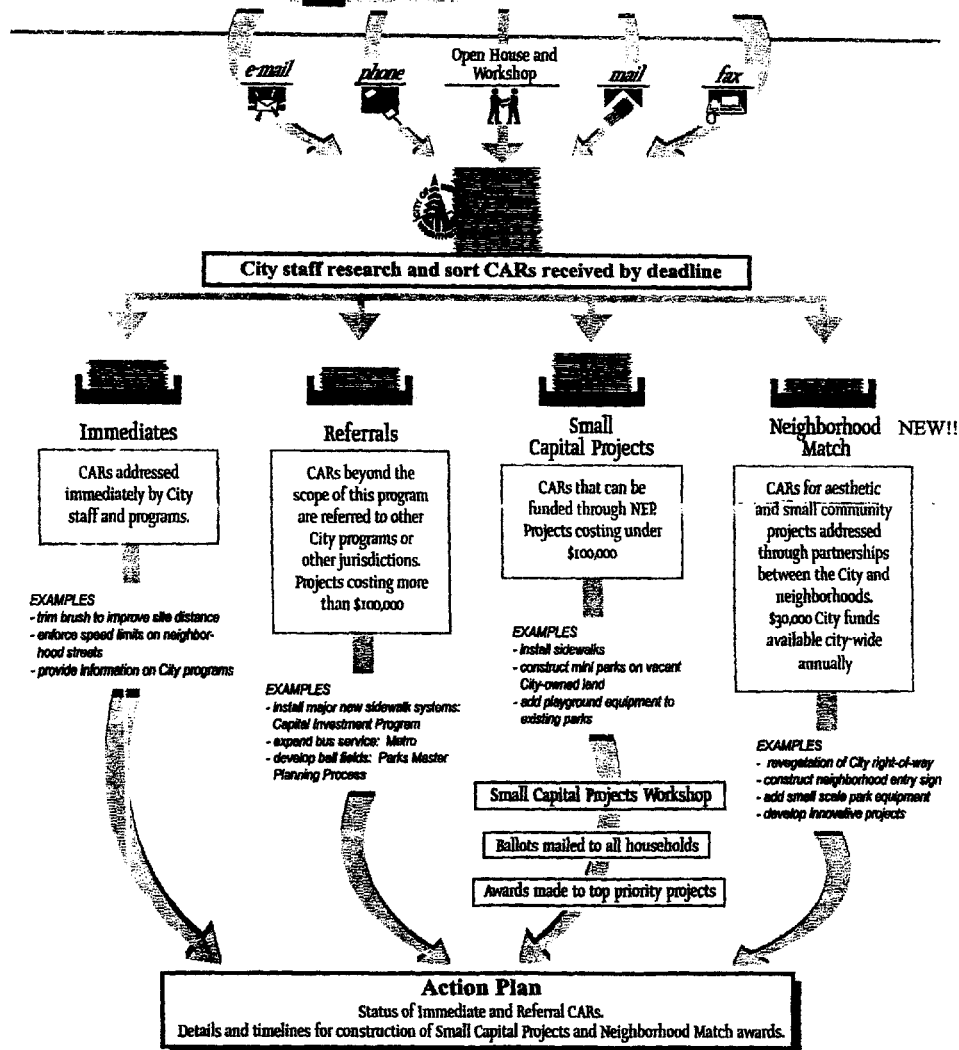
*If you didn't have a chance to participate last time, I encourage you to become involved. Your involvement can consist of as little or as much time as you wish. This could include attending the open house to learn more about the program, submitting an idea on how to improve your neighborhood, voting on the projects you and your neighbors propose, expressing your opinion on various projects, and/or being a project coordinator.*

*I look forward to working with your neighborhood and helping make it an even better place to live!*

**Tim Stever**  
NEP Coordinator

# Neighborhood Enhancement Program

## Customer Action Request



## Neighborhood Enhancement Schedule

WEDNESDAY  
October  
18

### Neighborhood Enhancement Open House and Workshop

7:00-9:00 p.m. (30-minute presentation starting no later than 7:15)

Newport Heights Elementary School Library  
12635 SE 56th Street

Learn about community services and meet City staff members.  
Submit your ideas for improving your neighborhood.  
Find out how you can be a partner in enhancing your neighborhood.

MONDAY  
October  
23

### Deadline to submit Customer Action Requests

Each request must be submitted on a Customer Action Request form (call 452-4075 if you need more cards and we'll send them to you).

WEDNESDAY  
January  
17

### Small Capital Projects Workshop

7:00-9:00 pm (Staff presentation, including a Q&A session)

Newport Heights Elementary School Library  
12635 SE 56th Street

Hear about the improvements you and your neighbors have proposed.  
Ask questions and share your suggestions for the projects.  
Talk with staff and neighbors about specific projects or neighborhood issues.

EARLY  
March

### Ballots sent to residents

Every household within the area will receive a voters pamphlet and ballot in the mail.  
Vote for your favorite small capital projects and return the ballot by the deadline.

LATE  
May

### Action Plan

Mailed to residents who participate in NEP or include their name on the mailing list.  
Shows status of all Customer Action Requests, voting results, and project details.

phone

(425) 452-4075 - 24-hour line

e-mail

tstaver@ci.bellevue.wa.us

fax

(425) 452-7115

### -- SPECIAL MEETING ANNOUNCEMENT -- Bellevue Neighborhoods in Action!

On Saturday, October 7, you'll have the opportunity to join residents from all over Bellevue to talk about serious business in a fun, informal atmosphere:

- How can we keep our homes and neighborhoods safe?
- How can we protect our neighborhoods from traffic?
- How can we preserve neighborhood quality and appearance?

These are some of the key issues we'll be discussing when neighbors and City leaders gather for a day of neighborhood celebration. Come for the entire day, or drop in any time between 9 a.m. and 3 p.m. at the North Bellevue Community Center, 4063 - 146<sup>th</sup> Ave. NE. Lunch will be provided, and childcare will be available. For more information, call 452-6836.

**APPENDIX H**

**DENVER BOTANIC GARDENS:  
SUMMER CONCERT SERIES INFORMATION BROCHURE, PARKING  
PERMIT INFORMATION AND PROPOSAL TO THE CITIZENS COMMITTEE**



## HOW TO ORDER TICKETS

One of the great things about being a member of Denver Botanic Gardens is the benefit of buying concert tickets before they go on sale to the general public, as well as a discounted ticket prices for members at the Arbor Circle level or higher.

Tickets will go on sale to members only from April 16 to May 14. Tickets for this year's series will go fast! Please get your order forms in early.

### 1) MAIL: Mail the completed order form along with a check or credit card number to:

Denver Botanic Gardens Ticketing  
11247 East Heidemann Avenue  
Franktown, CO 80116  
(please include check or credit card number)  
All ticket orders are subject to a  
\$3.50 per ticket fee.

### 2) PHONE: CALL (800) 965-4827. Members can purchase tickets over the phone, please have your valid membership number ready. All phone orders will be charged a \$3.50 ticketing fee for each ticket purchased.

### 3) INTERNET: WWW.TICKETWEB.COM. Members can purchase tickets over the Internet, please have your valid membership number ready. All Internet orders will be charged to a \$3.50 ticketing fee for each ticket purchased.

### 4) IN PERSON: 1006 York Street main gate. You may purchase tickets in person beginning Monday, May 14. The main gate is open Monday through Friday from 10 a.m. to 6 p.m. Ticket sales are based on availability: Cash, Check or Credit Card (Visa or Mastercard). Walk-up ticket purchases will not be charged a ticketing fee.

Please make sure you add \$3.50 per ticket ordered.  
Incorrect orders will not be processed.

FOR MORE INFORMATION PLEASE CALL (720)865-3544

## SOMETHINGS TO REMEMBER

To take advantage of the member discount prices for the Gardens Concerts, make sure you are a current member of Denver Botanic Gardens at the Arbor Circle, \$55, (\$65 after May 1) level or above (your membership expiration is printed on your card). To join or upgrade your membership call (720) 865-3525 for full membership details.

Children two and younger are admitted free. All others require a ticket.

Parking in the neighborhoods immediately surrounding the Gardens is restricted. Vehicles parked unlawfully will be ticketed and/or towed. There is parking available in Cheeseman Park where posted, and convenient shuttle buses will run from the National Jewish Medical Center West Lot on 14th and Jackson St.

Denver Botanic Gardens and Chatfield Nature Preserve are established and maintained by Denver Botanic Gardens, Inc. for the people of the City and County of Denver and for the general public in cooperation with the Denver Parks and Recreation Department. Denver Botanic Gardens is grateful for funds from the Scientific and Cultural Facilities District (SCFD), which enable the Gardens to better maintain its facilities, expand services and enhance the quality of programs and exhibits.



To qualify for a reduced ticket price, you must be a current member of the Gardens at the Arbor Circle level or above. You must use the exact name(s) on your membership card when ordering tickets.

Gardens' Membership # \_\_\_\_\_  
Exp. Date \_\_\_\_\_

show	date	# of tickets	price	qualifying member discount price	total
Al DiMeola	June 13	<input type="checkbox"/>	\$28	\$25	<input type="checkbox"/>
Leo Kottke	June 14	<input type="checkbox"/>	\$28	\$25	<input type="checkbox"/>
Emmylou Harris*	June 20	<input type="checkbox"/>	\$40	\$37	<input type="checkbox"/>
Eliades Ochoa	June 22	<input type="checkbox"/>	\$35	\$32	<input type="checkbox"/>
Indigo Girls*	July 13	<input type="checkbox"/>	\$50	\$50	<input type="checkbox"/>
Willie & Lobo	July 19	<input type="checkbox"/>	\$26	\$23	<input type="checkbox"/>
Altan	July 26	<input type="checkbox"/>	\$28	\$25	<input type="checkbox"/>
Beausoleil	July 27	<input type="checkbox"/>	\$28	\$25	<input type="checkbox"/>
Art Garfunkel*	August 1	<input type="checkbox"/>	\$40	\$37	<input type="checkbox"/>
Nanci Griffith	August 15	<input type="checkbox"/>	\$35	\$32	<input type="checkbox"/>
King Sunny Ade	August 31	<input type="checkbox"/>	\$30	\$27	<input type="checkbox"/>
Louis Armstrong Tribute	September 7	<input type="checkbox"/>	\$30	\$27	<input type="checkbox"/>
		total # of tickets	* (Per Ticket Ticketing Fee) \$3.50		

Name \_\_\_\_\_

Address \_\_\_\_\_

City, State, Zip \_\_\_\_\_

Home Phone \_\_\_\_\_

Work Phone \_\_\_\_\_

☐ Check or money order enclosed (payable to Nobody In Particular Presents)

☐ Please charge my tickets to: ☐ Visa ☐ MasterCard

Card Number \_\_\_\_\_

Exp. Date \_\_\_\_\_

Signature \_\_\_\_\_

Credit Card Billing address (if different from mailing address above) \_\_\_\_\_

grand total

Please mail your order forms to:  
Denver Botanic Gardens Ticketing  
11247 East Heidemann Avenue  
Franktown, CO 80116

FOR INFO CALL: (720) 865-3544

All sales are final. No refunds or exchanges.  
All programs and artists are subject to change.

\*Upper level membership vouchers are not valid for these performances.

May 21, 2000

Dear Neighbor:

Denver Botanic Gardens' 2001 Summer Concert Series will soon be here and we want to make them as enjoyable as possible for everybody, especially our neighbors. We have made special arrangements to ensure that street parking is available for you during each concert.

As you may have noticed, the neighborhood has been posted with signs designating certain streets for "RESIDENT ONLY" parking during all of the concerts. Residential Parking Permits are necessary to allow you to park on those designated streets. (see attached map) Any vehicle without a permit may be ticketed and towed. Permits are available at no charge by mail or in person at **Parking Management: 110 16th Street, Suite 780, Denver, CO 80202**. For more information on receiving a permit, please call **(720) 913-5359**.

Denver Botanic Gardens and Denver Parking Management have made special arrangements for Residential Parking Permits to be issued in your neighborhood. For your convenience, permits may be obtained at no charge on **Thursday, May 31, 2001 from 4:30 to 7:30 p.m.** at the following location.

**Morrison Horticultural Center  
2320 E. 11th Avenue  
between York and Josephine Streets**

To get your permit you need to show:

- ♣ A current utility, phone, cable or auto insurance bill showing your name and current address **AND**
- ♣ Auto registration with your name and current address.

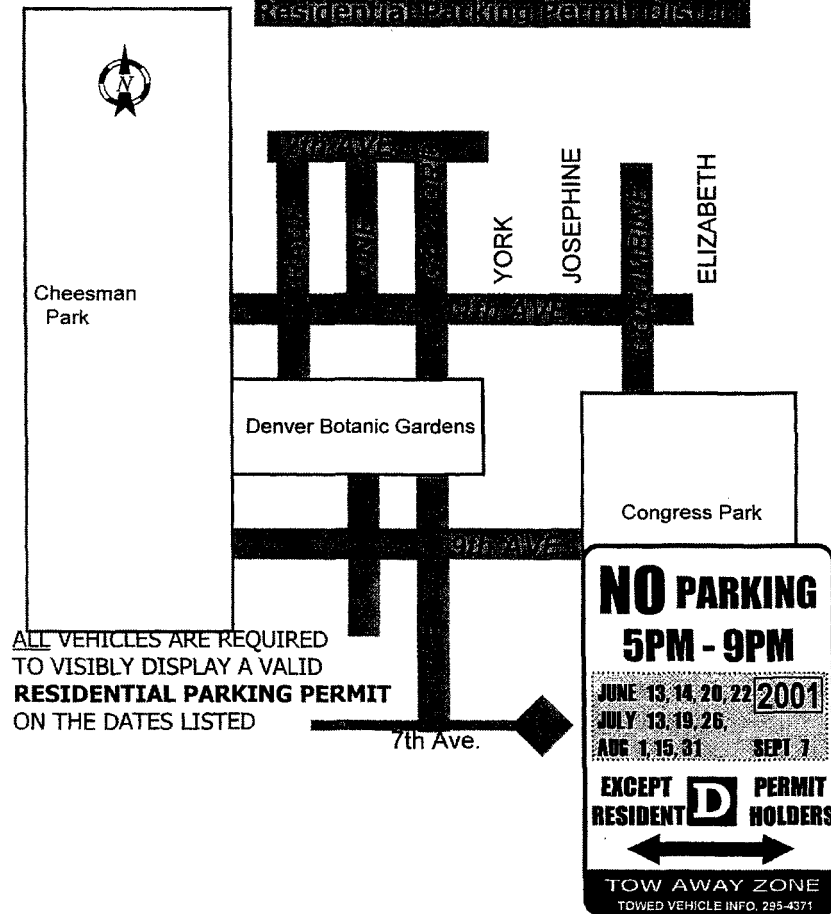
Please help us pass the word to our new neighbors about how important it is to have a parking permit. Parking signs, indicating the summer series dates, will be posted in early June. The permit is FREE. Don't hesitate, get your permit soon!

Sincerely,

Brinsley Burbidge, Ph.D.  
Executive Director

## DENVER BOTANIC GARDENS

~~Residential Parking Permits~~



### PERMITS ISSUED FOR RESIDENTS AT THE FOLLOWING ADDRESSES:

1000 - 1199 Race Street	1900 - 2399 East 12 <sup>th</sup> Avenue
800 - 1199 Vine Street	1900 - 2599 East 11 <sup>th</sup> Avenue
700 - 1199 Gaylord Street	1900 - 2399 East 9 <sup>th</sup> Avenue
1000 - 1199 Columbine Street	



## Denver Botanic Gardens

### Memorandum

To Citizens Committee for the Botanic Gardens  
From Richard H. Daley, Executive Director, Denver Botanic Gardens  
Subject Proposal  
Date December 21, 1994

Denver Botanic Gardens is committed to serving a broad, diverse public locally, regionally and nationally. We are proud of our location in the Capitol Hill area of Denver, one of the most vibrant areas of our metropolitan area and believe we have special responsibilities to this neighborhood.

We propose the following actions when taken as a group will reflect and enhance our charge of service to the public and our desire to support the needs of our neighbors.

- A. **Neighborhood representation on the Board of Trustees.** The Gardens is governed by a Board of Trustees which have the legal and ethical responsibilities that go with trusteeship. The Gardens is ready to accept two trustees from the neighborhood appointed in a mutually satisfactory way and this change can be accomplished by a change in our by-laws and by a memorandum of understanding signed by the Gardens and by the Manager of Parks and Recreation on behalf of the City. This would bring to six the number of trustees appointed to the Board as public representatives, a number and proportion that gives reasonable and significant participation, far higher than that at any comparable institution.
- B. **Concerts.** The summer concert series is a feature in Denver. The series is important to the Gardens for introducing people to the Gardens, for membership recruitment and retention, and for income.

For the past two years, we have held twelve adult concerts and five children concerts. We propose to reduce the summer concerts to a minimum of nine adult and four children's concerts. Further, we agree to reduce the maximum tickets sold from 2,750 this past year at adult concerts to 2,450 next year and 2,250 the following year. This represents a 39% reduction in the adult concert tickets sold with concurrent reductions in off-site parking. We will continue our best efforts to encourage the use of remote parking.

Citizens Committee for the Botanic Gardens  
December 21, 1994  
Page 2

We will agree to a 55 decibel level at the boundaries with an understanding that the sound level will not exceed this level on average for any 15 minute period. This parallels the agreement of sound levels at other outdoor venues including Fiddler's Green.

To achieve this, we expect to continue our investigation into sound equipment and sound baffles.

- C. Future master plan reviews and currently proposed renovations and improvements consistent with the City charter under Cooperative Agreement signed by the Gardens and the Manager of Parks and Recreation and approved by the City Council. The approval of master plans is done through the Manager of Parks and Recreation subject to public process that the Manager requires. This approval was sought and accomplished for the current plans according to this agreement. We understand that further public process is desired by the neighbors.

We are amenable to the concepts of the Citizens Committee for the Botanic Gardens, outlined in your proposal to Mayor Webb, for a recommendation to be made to the Manager of Parks and Recreation from the Planning Board after a public process they would establish. While the current master plan was properly approved, we would agree to restudy and resubmit it through this new process providing that the projects which we have moved ahead to raise funds for in good faith - notably the expansion of the Gift Shop, the renovation of the Boettcher Conservatory, the development of a new Children's Garden, and the creation of the Romantic Gardens including the Meeting Building, are stipulated as acceptable.

Due to the concerns related to rental events in the proposed Meeting Building, we are ready to develop some mutually acceptable limitations on rental use of this building.

- D. Community Gardens. The Gardens is willing to commit to keeping the community gardens east of York Street for a minimum of eight more years (through the growing season of 2002) as long as at least 50 percent of the current community gardeners continue to garden there. We will agree to keep the community gardens west of York Street for at least

Citizens Committee for the Botanic Gardens  
December 21, 1994  
Page 3

two more years, (through the growing season of 1996). We will also give first priority to any of the current gardeners in these gardens for plots east of York Street as they become available.

- E. Parking. In order to reflect good faith that the parking capacity we are building is not related to a "drive to build attendance at all costs," we will agree to limit the capacity to 600 cars, a reduction of 14 percent over the proposed capacity. Further, we will refine our plans once we go to the design development stage to be certain that the garage will be efficient in terms of loading and unloading so it truly reduces the parking impact on the neighborhood. We ask that when the design is completed and the City is satisfied of its efficient functioning, that the Citizens Committee for the Botanic Gardens endorse general obligation bonds for its funding. These ideas, we hope, will continue to improve the dialog and lead to an early resolution of your concerns and our needs.

RHD/pgd

File: PROPOSAL.F20

APPENDIX I

**MCKEE BOTANICAL GARDEN:  
GARDEN CONSERVANCY NEWSLETTER**



## The Newsletter of THE GARDEN CONSERVANCY

Spring 1996

### McKee Jungle Gardens: Reclaiming an American Amazon

*Plans for the rehabilitation of McKee Jungle Gardens in Vero Beach, Florida, are underway after it was purchased from developers by the Indian River Land Trust last year. The Garden Conservancy has recognized the significance of the garden and has endorsed the preservation efforts of the trust.*

*The story of this remarkable garden and its dramatic rescue follows.*

Central Florida in 1930 was busy being carved into citrus groves and subdivisions, its lush, virgin jungle disappearing in the wake of progress. It was during this time of development that two large-scale orange growers, wealthy Cleveland industrialist Arthur G. McKee and pioneer developer Waldo E. Sexton, formed the McKee-Sexton Land Company and purchased an 80-acre hammock in Vero Beach to expand their own orange groves.

As they prepared to clear the land for cultivation, McKee and Sexton were struck by the natural beauty of the site—a vast thicket of dense vegetation rising up from the site. Instead of planting an orange grove they decided to plant a garden.

Under their watchful eyes this garden would become one of the preeminent tropical botanical gardens in the country. They brought in William Lyman Phillips from the architectural firm of Frederick Law Olmsted to design the garden. Phillips, who was known for his unfettered imagination and willingness to experiment, would later design Florida's Fairchild

Garden in Miami and the Bok Tower Gardens in Lake Wales. He supported the use of plants and seeds from other countries, a practice clearly evidenced in his development of McKee.



McKee's magnificent "Cathedral of Palms."

After skillfully designing a complex infrastructure of ponds, trails, and a wetland system throughout the garden, Phillips enhanced the existing tropical jungle with an abundance of imported plants. Perhaps the most impressive part of Phillips' design was the magnificent Cathedral of Palms, a colossal stand of more than 300 royal palms planted in precise rows.

With the skeleton of the garden complete, McKee and Sexton set about assembling one of the most outstanding collections of native and exotic tropical plants in the United States.

McKee also housed collections of waterlilies and orchids. Arthur McKee was intensely devoted to the garden's orchid collection, which was at one point the largest in the country. He designed the world's first mechanically-driven air-conditioned greenhouse to accommodate them. *National Geographic* recognized his efforts and featured his orchids in a 1958 article.

David Fairchild of the Department of Agriculture's Plant  
*continued on page 7*



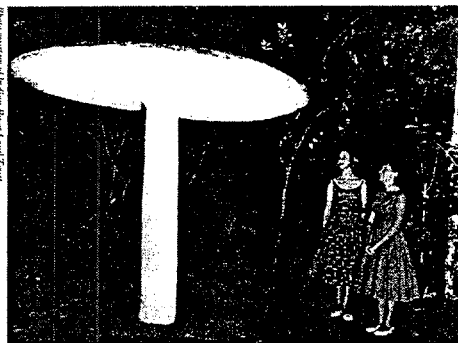


*continued from page 1*

Immigration Bureau also recognized the work at McKee and soon became an ardent supporter. Through the Bureau, Fairchild furnished many plants from around the world to McKee for observation. The garden quickly became a melting pot for tropical plants.

In the 1940s, McKee gardeners were "observing" numerous varieties of rubber trees, palms, tea and coffee plants, and orchids. At one point, a portion of the garden was set aside to test ramie from China to determine its commercial applications.

McKee and Sexton opened the gates in 1932 as a botanical garden, with guides conducting tours along the dark paths and pointing out the treasures within the jungle. Later on they began to transform their already extraordinary botanical garden into a spectacular jungle experience.



*Two giant concrete mushrooms once contributed to the unique character of McKee. One of the pair still stands on the condominium complex east of the garden.*

First, they populated the garden with an outlandish collection of exotic animals including several species of monkeys, birds, and a wrestling brown bear named Doc Doolittle. Then they brought in bathing beauties from all over Florida—including a tiger-striped tunic-clad Tarzanna—to pose among the animals and two giant mushrooms.

Their brochure boasted of giant lily-pads that would hold a thirty-pound child, an insect-eating Pelican flower, and a Wine tree that could store 124 gallons of palm wine within its trunk.

Sexton, famous for his eclectic architectural style, constructed public buildings throughout the garden. Two of these original buildings still stand: the Hall of Giants and the Spanish Kitchen.

The Hall of Giants was a two-story gift shop and dining hall originally decorated with lavish artifacts collected world wide including huge chains, ancient Spanish doors and stained glass windows. It featured the world's largest one-piece, 35-foot-long mahogany board that Sexton

bought and had shipped from New York. The board was made into a table and seated 100 people.

The open, three-sided Spanish Kitchen was a replica of a Mexican fiesta-style kitchen with ceramic tiles and beautiful native stonework. It had six open grills and was capable of cooking 100 steaks at a time. In its day, swamp cabbage and potatoes cooked in rosin (brittle resin left after distilling turpentine) were served with steak.

These public relations efforts had put McKee Jungle Gardens, and Vero Beach, on the map and in the 1940s the gardens became one of Florida's premier family tourist attractions welcoming more than 100,000 visitors a year.

The gardens operated publicly for 44 years, until larger theme attractions began to appear around Florida. Unable to compete with the allure of these newer parks, McKee closed its gates in 1976.

In 1978, the property was sold for one million dollars to Vista Properties who built condominiums and a golf course on the site. The remaining acreage, zoned for additional condominiums and office space, was held for future development.

A citizens' referendum in 1989 attempted to purchase the core 18 acres of property but was defeated. Then in 1995 the Indian River Land Trust launched a land-buying effort and raised \$2.1 million in donations and pledges to purchase the land, along with 80 acres of surrounding wetlands.

All is not lost within the garden. Even though in its prime it housed more than 2,000 species of plants and trees, what is even more remarkable is what has survived the last 20 years of neglect. A recent plant inventory identified 38 species of native and exotic trees (12 on the endangered species list), 23 species of native and exotic vines, and numerous shrubs, ferns, wildflowers, as well as three species of native orchids. While nearly all of McKee and Sexton's tropical zoo has moved on, the garden has become a refuge for many species of birds and butterflies.

In 1994, the Indian River Land Trust applied to the Florida State Division of Forestry and won state champion status for five of McKee's outstanding tropical trees: a 21-foot queen sago, a 34-foot Senegal date palm, a 64-foot toog, a 40-foot sugar palm, and a 36-foot gru gru palm. The champion tree rating signifies that a tree is the single largest of a species in the state.

Two of Sexton's landmark buildings, Vero Beach's Driftwood Inn and the Patio Restaurant, are listed in the National Register of Historic Places. A nomination for the inclusion of the Hall of Giants and the Spanish Kitchen has been approved by the Florida Review Board and has been forwarded to the National Park Service for their final determination.

A master plan is underway and the garden is slated for reopening as McKee Botanical Gardens in early 1998. Proposed improvements to the site are being designed by

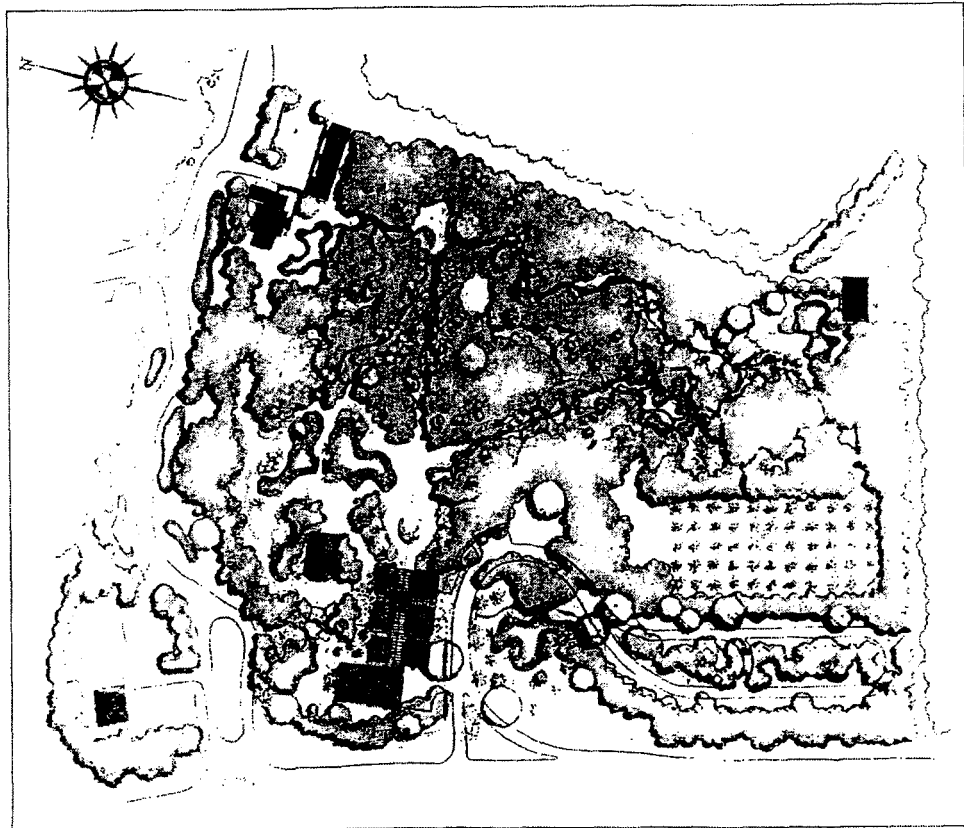
Wallace Roberts and Todd. The plan calls for refurbishing the original entrance, and rebuilding the orchid and waterlily collection. Improvements to the garden's infrastructure are under development and may include new plant display houses, a gift shop, a meeting hall, a museum and ticket offices.

It seems destined that McKee Jungle Gardens be preserved for posterity. It was the hope of Arthur McKee and Waldo Sexton, having seen "too many examples of wanton destruction of natural beauty in America," that McKee Jungle Gardens would always be open to the public.

McKee and Sexton would be pleased. Their bit of jungle has been twice rescued from certain loss to

development, and still stands both as one of the few remaining areas of native Florida jungle and with the potential to again be one of the finest tropical botanical gardens in the country.

*Vero Beach is on the Atlantic Coast of Florida, 90 miles north of Palm Beach. The gardens are on the east side of U.S. 1 and immediately south of Indian River Boulevard on Vero Beach's south side. Tours are offered every Saturday at 9:30 a.m. and last about one hour. For special tour arrangements, contact: The Indian River Land Trust, Pelican Place, 2nd Floor, 4871 State Route A1A, Vero Beach, FL 32963. (407) 234-3288*

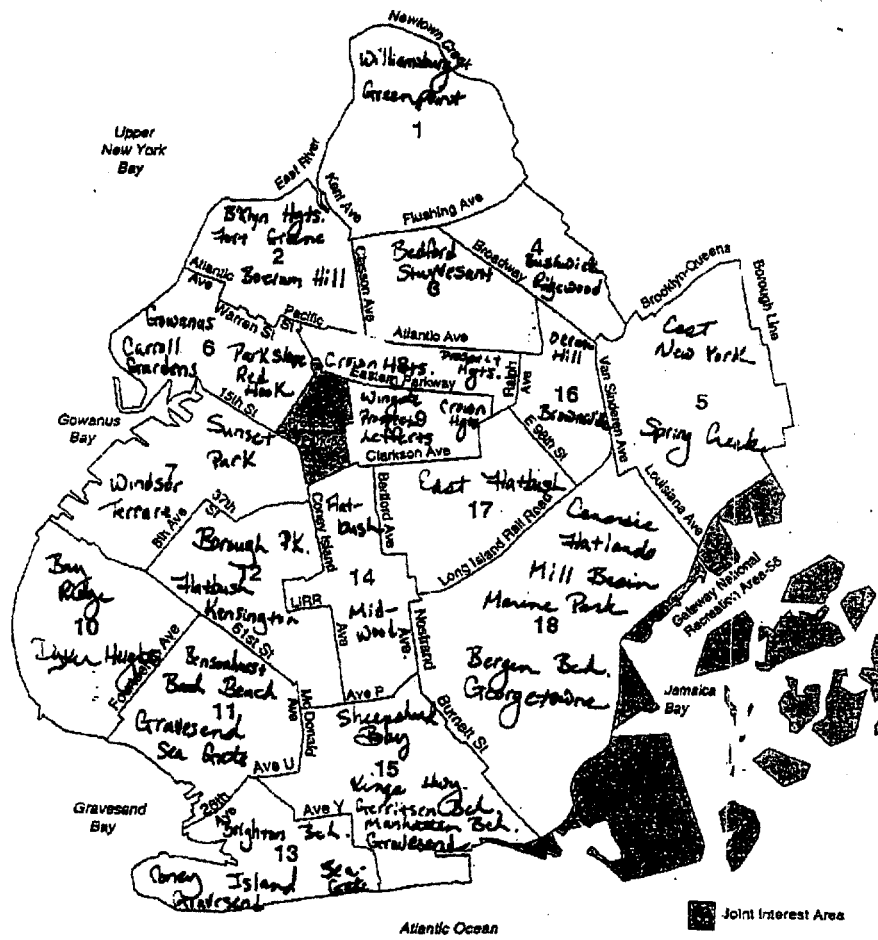


*This landscape design by Wallace Roberts & Todd shows some of the proposed improvements in the McKee restoration plan. The cluster of buildings in the lower left corner would include plant display houses, a book and gift shop, a meeting hall, a museum, and a ticket office. Work on a master plan for the site is scheduled to begin this summer.*

APPENDIX J

**BROOKLYN BOTANIC GARDEN:  
COMMUNITY MAP, ADMISSIONS PRESS, ADMISSIONS STATEMENTS,  
COOL CULTURE INITIATIVE, BROOKLYN GREENBRIDGE PROGRAM  
OVERVIEW, PARENTS AND COMMUNITIES FOR KIDS INITIATIVE**

## Brooklyn Community Districts



# THE GARDEN In Brooklyn Plans to Levy Entrance Fee

By DOUGLAS MARTIN

In response to a steep drop in public financing and rising operating costs, the Brooklyn Botanic Garden, the 52-acre emerald expanse in the heart of the city's most populous borough, will begin charging admission for the first time in March.

The decision by the garden, among the last of New York City's cultural institutions to charge an entrance fee, came a year and a half after the New York Botanical Garden in the Bronx began charging a similar fee and at a time when many institutions are increasing existing fees.

Beginning March 15, adults will be required to pay \$1, senior citizens and students \$1.50 and children 6 to 16 50 cents. Admission to the garden, a meticulously groomed triangle near Prospect Park, has been free since it opened in 1910 on the site of a former ash dump.

It has since become the most popular horticultural attraction in the region, attracting more than 600,000 visitors last year with displays of 11,000 kinds of plants, including a grove of cherry trees that the American Institute of Architects calls the nation's best. Well over three-quarters of its visitors live in the city, though hordes of foreign tourists are becoming common.

Judith D. Zuk, president of the private nonprofit garden, said the decision was reached after a 10-month study of the experience of other cultural institutions. She estimated that even if the garden loses 10 to 25 percent of its visitors, the new fees will add at least \$200,000 a year to a budget that now totals \$2.1 million.

"It did not seem at all possible to have a balanced budget and maintain the quality of the garden, much less move into new initiatives," Ms. Zuk said. "And it would be a shame for this organization to remain static."

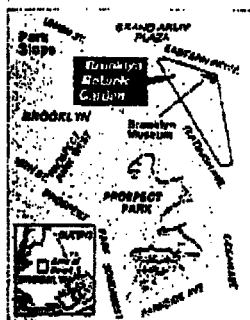
Five years ago, city and state funds accounted for nearly 50 percent of the garden's operating budget; today, Ms. Zuk said, the total is 25 percent. At the same time, private contributions have increased — by 25 percent last year, to \$2.5 million — though Ms. Zuk said they have not kept pace with rising costs.

Remaining revenue comes from sales of items like gifts and gardening supplies. Even an additional \$200,000 in annual revenues from catering functions on the grounds has not proved sufficient, she said.

Aside from inflation and rising maintenance expenses, higher costs are a result of the garden's attempts to play a more vigorous educational role. More than 50,000 children now take part in programs like the long-beloved Children's Garden, where they learn about plants and the environment with hands-on gardening.



Visitors to the Steinhardt Conservatory, at the Brooklyn Botanic Garden, will not pay additional fees.



The New York Times

For the first time, beginning March 15, the Brooklyn Botanic Garden will charge admission.

The Botanic Garden's scientific efforts, while far smaller than that of the Bronx garden, is also expanding. Research projects, led by an effort to catalogue every plant in the metropolitan area, will cost \$300,000 this year, the most the garden has spent on a scientific endeavor.

Slightly sweetening the entrance fee is a new policy in which the garden will stop charging 50 cents to enter the popular Japanese garden, and officials promise they will not mimic the larger garden in the

Bronx and charge extra for attractions within the garden. This is partly because of their experience with the Steinhardt Conservatory, a tropical, temperate and desert habitat that opened in 1968. Entrance cost an additional \$2. Many visitors declined to enter the building, and the fee was rescinded.

Part of the problem, Ms. Zuk said, was that "you could look in the windows."

Ms. Zuk contended that the Brooklyn garden remains a bargain, pointing to a \$6.75 charge at the Bronx Zoo and \$4 at Wave Hill, the historic Bronx mansion overlooking the Hudson River. The American Museum of Natural History and the Metropolitan Museum of Art have both recently increased their recommended entrance fees, to \$7 for adults. The suggested contribution to the Natural History Museum went up \$1 last summer, after a \$1 increase the year before. Some 30 to 70 percent of visitors pay the suggested amounts.

Ms. Zuk said the actual cost to the garden of each visitor is nearly \$10, so visits remain subsidized. In addition, the garden will be free on Tuesdays, and a special admission rate of \$15 to \$18 a year will be available to nearby residents.

The hope is that the charges will spur membership, something other cultural institutions have experienced after initiating charges, Ms. Zuk said. The Bronx garden had feared attendance would go down

when it instituted its \$3 fee, but it remained steady at 200,000 a year, even as its Victorian conservatory and other attractions were closed for renovations.

At the Brooklyn garden this week, the reaction to the impending fee was mixed. "I think this is so terrible," said Charles Zanghi, a retired firefighter who grew up in Brooklyn and visits three or four times a year to view the tropical tree collection.

His friend, Vincent Griesolek, who lives in Staten Island, disagreed. "You may object, but \$3?" he said. "Frankly, I think it's worth it."

## Officer Held in Plot

By THE ASSOCIATED PRESS

A police officer was indicted yesterday, accused of plotting to have his girlfriend's estranged husband killed in Virginia.

Eduardo Avila, 27, of South Brooklyn, was charged with conspiracy and attempted murder in a plot against Chief Petty Officer Ray Allos Shepard of Virginia Beach, Va., said the Manhattan District Attorney, Rudolph W. Morganthau.

Mr. Morganthau said Officer Avila's girlfriend, Tina Shepard, 28, wanted her husband dead for \$200,000 as life insurance and to custody of their two children, ages 4 and 6.

DAILY NEWS (BROOKLYN  
EDITION)

NEW YORK, NY  
DAILY 381,486

FRIDAY  
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# Too much green for garden - group

By JAMES H. H. H. H.

A group of community activists is trying to get the Brooklyn Botanic Garden to drop its mandatory \$3 entrance fee and return to voluntary contributions for admission to the garden.

"The Brooklyn Botanic Garden has been free or had a suggested fee for 86 years, since its inception. It has become the kind of institution that is an oasis for a neighborhood without much open space," said Joe Rappaport of the New York Public Interest

Research Group, which is spearheading the campaign.

The garden, on Eastern Parkway in Crown Heights, began mandatory entrance charges in March to generate about \$250,000 in revenues this year, and about \$300,000 annually in future years, toward its \$9 million budget.

Adults are charged \$3, seniors and students are charged \$1.50, and children between the ages of 6 and 16 must pay 50 cents every day except Tuesdays.

Children 5 and under and all school groups are admitted free.

Judith Zuk, president of the Botanic Garden, said, "People who come in on a one-time basis find the fee affordable. Others take advantage of other options."

The garden offers annual memberships and family rates. But Zuk said current attendance at the garden is down 15% to 20%.

"That seems to be falling in line with a number of other institutions that are weather-dependent because it has rained so many weekends," she said.

But the community groups and some visitors to the garden said economics, not

weather, were keeping people away.

"We have watched hundreds of area residents come up to the gates, realize they have to pay a fee they can't afford and turn away. By now, they just aren't coming to the garden and they are angry about it," said Rappaport.

Anne-Marie Vidal of CitiZens for a Safer Prospect Heights said seniors who live in the area of the park were especially hard hit.

"They used to go there for exercise and quiet," said Vidal. "But now they say they don't have the money."

## BBG Admissions Highlights

- Free admission all day Tuesday
- Free admission Saturday for those who enter before noon
- Free weekday admission mid-November through mid-March
- Free admission for children under 16
- Frequent Visitor Pass (formerly Community Pass) continues for annual unlimited admission at \$15 for an Individual and \$18 for a Family
- Free Circulating Admissions Passes are available on loan at the Central Library and seven branches of the Brooklyn Public Library. Library patrons can check out these passes at the circulation desk.

### Summary

Adults (16 and over)	\$3.00
Seniors (65 and over)	\$1.50
Students with valid ID's	\$1.50
Children under 16	Free
Members	Free
School groups	Free
Frequent Visitor Pass holders	Free
Tuesdays	Free
Saturdays 10 a.m.-12 noon	Free
Weekdays mid-November thru mid-March	Free

## **STATEMENT BY THE BROOKLYN BOTANIC GARDEN REGARDING ADMISSION**

In an effort to preserve our gardens and plant collections, our educational and scientific programs for children, adults, and community gardeners, and plan for the future in the face of diminished government support, the Board of Trustees of the Brooklyn Botanic Garden instituted an admission policy in 1996. Since that time, more than 2.5 million people have visited the Garden, enjoying the peaceful beauty of this cultural treasure; more than 500,000 school children have come to the Garden free of charge; and the number of people who have demonstrated their commitment to the Garden through their annual membership support has grown to 20,000.

Since March 1999, visitors to the Garden have increased free access to this living museum in a variety of ways: year-round admission is free all day on Tuesdays, and on Saturday admission is free for those entering before noon. Weekdays are free mid-November through mid-March. And, there is no longer a charge for children under 16.

Since April 1999, free circulating Admissions Passes have been available on loan at the Brooklyn Central Public Library and seven branches. Library patrons can check out passes at the circulation desk and present them at any Garden entrance to gain free access to the Garden.

The Garden's Frequent Visitor Pass offers an additional low cost option for 12 months of unlimited admission. At \$15 for an individual and \$18 for two adults (children under 16 are always free), Frequent Visitor Passes translate to \$1.50 per month for year long access to the Garden. Memberships, beginning at \$25, also offer unlimited admission per year.

Please turn over for a summary of the Garden's admission policy. With these initiatives the Garden hopes to offer a package of creative solutions to provide access to anyone who wishes to visit the Garden throughout the year.



May 9, 2000

Rachel Treichler  
ECO BOOKS  
192 Fifth Avenue  
Brooklyn, NY 11217

Dear Rachel,

I know we have met on numerous occasions to discuss the details of our admissions program, however I would like to clarify the information you presented on the Brooklyn Botanic Garden in your notice in CYBERPARK, for there were some inaccuracies in what you presented.

Our attendance has grown steadily since 1996, and our 1999 attendance of 720,000 is on par with our average pre-admission annual attendance. Only 25% of our visitors are paid: the remaining 75% are coming for free because they are visiting on our free days and Saturday mornings; they are children under 16 or in school groups; they have received a coupon through their school to bring their parents to the Garden; they are members or frequent pass holders; or they have checked out a Circulating Admissions Pass from the Brooklyn Public Library.

Despite the city's robust economy, city and state funding to cultural institutions has not tracked the Wall Street boom, and we all have been called upon to find alternative sources of support. In our case, city and state funding has declined from supporting 47% of our budget in 1990, to supporting only 33% of our budget in 1999.

Our admissions fees do provide an important base of support. The \$488,000 we received in admissions income in 1999 was greater than the funding we received from New York State. The cost of staffing our admissions gates was \$120,788; therefore we do realize significant net revenue from admissions.

The \$1,053,212 we raised in membership income in 1999 is vital support for our garden-based and outreach programs and does not go entirely to support membership services. The cost of servicing a \$35 member is \$15. Therefore the enormous growth we have experienced in our Brooklyn membership since the fee went into place is an important funding base for us. (We currently have 9,600 Brooklyn members as opposed to 4,026 in 1996.)

We realize that Brooklyn is a very diverse borough with a broad range of income levels (median income of \$27,870 in 1997), so we have focused on providing a variety of options for people to visit for free, while maintaining a firm base of support for the Garden. These free options are summarized on the attached sheet. We are pleased that so many people have utilized these options.

Most sincerely,

Judith D. Zuk  
President

# CDTF

## Cultural Development Task Force Members & Supporters

Administration for Children's Services  
 ACS/Agency for Child Development  
 ACS/Head Start  
 American Museum of Natural History  
 Asian American Arts Center  
 Brooklyn Botanic Garden  
 Brooklyn Children's Museum  
 Brooklyn Museum of Art  
 Central Park Conservancy  
 Central Park Wildlife Center  
 Children's Museum of Manhattan  
 El Museo Del Barrio  
 Family Publications  
 The Jewish Museum  
 LeFrans Hammond Children's Historic House  
 Metropolitan Museum of Art  
 Museum of the City of New York  
 Museum of Modern Art  
 The New York Botanical Garden  
 New York Eye Institute  
 New York Hall of Science  
 New York Historical Society  
 New York Transit Museum  
 NY Philharmonic  
 Museum for African Art  
 Prospect Park Alliance  
 Prospect Park Wildlife  
 Queens Museum of Art  
 Queens Wildlife Center  
 Schenck Center for Research in Black Culture  
 Smithsonian Institution/The National  
 Museum of the American Indian  
 Sony Wonder Technology  
 South Street Seaport Museum  
 Statue Island Children's Museum  
 Studio Museum in Harlem  
 CPT

## COOL CULTURE INITIATIVE

The Cultural Development Task Force is a successful and growing partnership of New York City cultural arts educators and direct service children's agencies that offers a program through which low income families can obtain a *Cool Culture* Family Pass to cultural institutions and events throughout the city. Its mission is to promote and facilitate their active and sustained participation through making the arts accessible, while building a new and wider audience for the future. In efforts to reach and encourage the involvement of the most marginal of our citizens, Day Care and Head Start families are the primary target population for this project.

The Cultural Development Task Force (CDTF), created in January 1997, believes that the cultural riches of our city should be made available to all New Yorkers irrespective of their ability to pay. While many of our institutions have addressed this issue through suggested admission fees or free time periods, most low income families are unable to negotiate the fees or to avail themselves of the designated free times. Designated free hours are usually during school or evenings during the week, which virtually eliminates most low income working families.

Results of focus groups conducted with Head Start and Day Care staff and parents provided the core information that drives this project. Most parents and even many of the staff felt a strong disconnect from cultural institutions...that such places or events were not for them and their children. There were those who said that they didn't feel they belonged or would be welcome, or that they did not know how to use or what to do at the various institutions or events.

The *Cool Culture* project is designed to facilitate these issues for low-income parents. The Family Pass will be accepted for admission to participating institutions for a twelve (12) month period. Each participating Head Start and Day Care program will have a designated Cultural Liaison Team consisting of a staff and parent. This team, which will be provided specialized training by some of the cultural institutions, will be responsible for: educating parents about the benefits of cultural experiences for children; providing information about different ways to structure children's experiences; maintaining relationships with cultural institutions; motivating and developing incentives to encourage continuing family attendance and for overall coordination of the project.

In addition to providing the Family Pass and to address the perception of many low-income parents that cultural institutions are not for them, a high visibility *Cool Culture* marketing campaign, reflecting diversity, the use of TV and radio public service announcements, posters, buttons, etc. will be created to launch and communicate that the cultural institutions of the city are for ALL NEW YORKERS! A number of politicians and entertainment personalities have already expressed interest in the project and are poised and ready to endorse the importance of family visits to cultural institutions.

We are extending an invitation to you to partner with us on the *Cool Culture* initiative. For further information, please contact our office.

CULTURAL DEVELOPMENT TASK FORCE  
 212-787-3789 • 718-260-7214 FAX: 212-787-1832



## Participating Cultural Institutions

### AMERICAN MUSEUM OF NATURAL HISTORY

Central Park West at 79th St., Manhattan  
212-759-5100

Hours: Sun.-Thurs. 10AM-5:45PM,  
Fri.-Sat. 10AM-8:45PM.

Contact: Karen Kane  
212-769-5161 Fax: 212-769-5329

Come experience one of the largest natural history museums in the world. Highlights include the Dinosaur Hall, the Gottesman Hall of Planet Earth, Hall of Biodiversity, and the Frederick Phineas and Sandra Priest Rose Center for Earth and Space. Take advantage of cultural performances, concerts, family events, lectures, MAX, and audio tours.

TRANSPORTATION: Subway: B or C to 81st St. Bus: M10, M7 or M11 to 79th St.

FOOD: Available on premise. Central Park across the street.

### ASIAN AMERICAN ARTS CENTRE

26 Bowery, (bet. Pell & Bayard Sts.), NYC.  
212-233-2154

Hours: Tues.-Fri. 12NOON-6PM, Sat. 4-8.

Contact: Robert Lee  
212-233-2154 Fax: 212-786-1287

A quality art center with exhibitions of Asian American artists from Chinese, Japanese, Indonesian, Indian, Korean, Tibetan, Filipino backgrounds as well as American artists who are significantly influenced by Asia.

TRANSPORTATION: Subway: D, B to Grand; E, N, R to Canal Street.

FOOD: No food on premise. In the middle of Chinatown.

### BROOKLYN BOTANIC GARDEN

1000 Washington Avenue, Brooklyn  
718-623-7200

Hours: Tues.-Fri. 8AM-6PM, Sat. & Sun. 10AM-6PM.  
Closed Mon.

Contact: Lou Caserio  
718-623-7200 Fax: 718-622-7839

52 splendid acres featuring more than 12,000 different kinds of plants from around the world.

TRANSPORTATION: Subway: 2 or 3 to Eastern Parkway/Brooklyn Museum station or D or Q to Prospect Park Station. Bus: B41, B47, B48.

FOOD: Can buy at Garden. Can't bring food. Prospect Park nearby.

### BROOKLYN CHILDREN'S MUSEUM

145 Brooklyn Ave. (at St. Marks Ave.), Brooklyn  
718-735-4400

Hours: Wed.-Fri. 2-6PM, Sat. & Sun. & most school holidays 10AM-5PM. Closed Mon. & Tues.

Contact: Margaret Walton  
718-735-4470 Fax: 718-604-7442

World's first museum for children celebrating its Centennial Year in 1999. Brooklyn Children's Museum has a permanent collection of 27,000 natural history and cultural objects. Current exhibits. Together in the City and Global Shoes provide interactive hands on learning.

Transportation: Subway: #3 to Kingston Ave., A & C to Nostrand.

Bus: #B42, #B44 to St. Marks Avenue or B45, B65 and B25 to Brooklyn Avenue.

FOOD: Snacks & vending machines. Park nearby.

### BROOKLYN MUSEUM OF ART

200 Eastern Parkway, Brooklyn  
718-636-6000

Hours: Tues.-Wed., Fri. 10AM-6PM,  
Thurs. 10AM-6PM, Sat. & Sun. 11AM-6PM.  
Closed on Mondays.

Contact: Ms. Abba Wynn  
718-636-6000 ext. 481 Fax: 718-636-6931

Over 2 million works of art from around the world, including permanent exhibit on ancient Egypt.

TRANSPORTATION: Subway: 2 or 3 to Eastern Parkway/Brooklyn Museum station or D or Q to Prospect Park Station. Bus: B41, B47, B48.

FOOD: Can buy at Museum. Prospect Park nearby.

### CENTRAL PARK WILDLIFE CENTER

84th Street and Fifth Avenue, Manhattan.  
212-551-8030

Hours: April-October 10AM-6PM, Weekdays to 6:30 weekends.

November-March 10AM-4:30PM daily.

Contact: Alison Power

212-438-6527 Fax: 212-958-0286

Wildlife from around the world, just steps off Fifth Avenue. Visit an indoor rain forest, the peregrine and polar bears, and meet animals from more temperate climates, including sea lions and snow monkeys. Also includes the new Tien Children's Zoo.

TRANSPORTATION: Subway: 4N or R train to 8th Avenue station; #6 to 88th Street. Bus: M1, M2, M3, M4 on 8th Avenue to 84th Street.

FOOD: Food on premise. Zoo located in Central Park.

### CHILDREN'S MUSEUM OF MANHATTAN

212 West 83rd Street  
(between Broadway & Amsterdam), Manhattan  
(212) 721-1234

Hours: Summer: Tues.-Sun. 10AM-6PM.

Fall/Winter/Spring: Wed.-Sun. 10AM-5PM.

Contact: Max Felder

212-721-1223 Fax: 212-721-1127

5 floors bursting with hands on interactive exhibitions and plenty of family fun programs.

TRANSPORTATION: Subway: 1, 9 to W. 79 or 86th St. Bus: M7, M10, M11, M104 to 83rd St. Cross-town M79 or M89 to Broadway.

FOOD: None on premise. Central Park & Riverside Park 2 blocks away.

### EL MUJED DEL BARRIO

1230 Fifth Avenue (between 104th & 105th), Manhattan  
212-831-7272

Hours: Wed.-Sun. 11AM-6PM.

Contact: Ms. Marie Dominguez 212-831-7852 Ext. 16  
Fax: 212-631-7827/6/0-3783

Latino Museum. Collection includes Puerto Rican & Latin American objects.

TRANSPORTATION: Subway: 6 to 103rd St. Bus: M1, M2, M3, M4, M5, M106, to 104th Street.

FOOD: None on premise. Central Park across the street.

### THE JEWISH MUSEUM

1100 Fifth Avenue at 82nd Street, Manhattan.  
212-423-3200

Hours: Mon., Wed., Thurs. & Sun. 11AM-5:45PM,  
Tues. 11AM-6PM. Closed Sat & Sun.

Contact: Maureen Fox

212-423-3226 Fax: 212-423-3232

The Museum tells many stories in art, culture and history. Its world-renowned collection spans 4,000 years.

from artists that shed light on ancient times to contemporary art that illuminates all peoples' lives today.

TRANSPORTATION: Subway: 4, 5, 6 stop at 86th St. & 86th St. on Lexington Ave. Bus: M1, M2, M3, M4 (Northbound runs along Madison Ave. & Southbound runs along Fifth Ave.)

FOOD: Available on premise. Central Park across the street.

### LEFFERTS HOMESTEAD CHILDREN'S HISTORIC HOUSE MUSEUM

Lefferts Homestead, Prospect Park Alliance  
in Prospect Park on Flatbush Ave.  
between the carousel & the zoo, Brooklyn  
718-665-3505

Hours: Thursday & Friday 1-4PM

Saturday & Sunday 1-5PM

Contact: Vivienne Shaffer  
718-665-3533 Fax: 718-665-3972

Hands-on exhibits and interactive programs let children imagine themselves as the Dutch, African and Lenape children of the little farming village of Flatbush long ago.

TRANSPORTATION: Subway: D, Q to Prospect Park. Bus: B41, B47, B48, B16 to Englewood Blvd. & Flatbush Ave.

FOOD: No food on premise. Museum is in within Park.

### MUSEUM FOR AFRICAN ART

593 Broadway, (Houston & Prince) Manhattan  
212-966-1318

Hours: Tues.-Fri. 10:30AM-6:30PM,  
Sat. & Sun. 12NOON-6PM

Contact: Amy Johnson

212-966-1313 ext. 121 Fax: 212-966-1432

The Museum for African Art is dedicated to increasing public understanding and appreciation of African art and culture.

TRANSPORTATION: Subway: B, D, F, Q to Grand Central; N, R to Prince St.; 6 to Spring St. Bus: M5 to Grand St. Museum.

FOOD: None on premise.

### MUSEUM OF THE CITY OF NEW YORK

1290 Fifth Avenue (103rd-104th Sts.), Manhattan  
212-534-1672

Hours: Wednesday-Saturday 10AM-5PM,  
Sunday 12NOON-5PM

Contact: Kathy Benson

212-534-1672 Ext. 255 Fax: 212-426-6801

New York City's Premier History Museum that collects, preserves, and presents original materials related to the history of New York City.

TRANSPORTATION: Subway: #6 to 103rd Street. Bus: M1, M3, M4 to 104th Street.

FOOD: None on premise. Central Park across the street.

### NATIONAL MUSEUM OF THE AMERICAN INDIAN - SMITHSONIAN INSTITUTION

One Bowling Green, NYC - Adjacent to Battery Park  
212-669-ANAI

Hours: Daily 10AM-6PM; Thurs 10AM-8PM

Contact: Jenny Blanker

212-514-3623 Fax: 212-514-3804

EXHIBITION GALLERIES: Explores the diversity of Native peoples of the Americas.

VIDEO VIEWING ROOM: 1PM Daily, Thurs 5:30PM

Series of short films on Native American Culture.

TALKING CIRCLES: Monthly informal discussions between a visiting Native American & the public.

TRANSPORTATION: Subway: 4, 5 to Bowling Green. 1, 9 to South Ferry. N, R to Whitehall St.

FOOD: None on premise. Battery Park nearby.

Sent By: BKLYN BOTANIC GARDEN;

THE NEW YORK BOTANICAL GARDEN  
200rd St. & Radium Blvd., Bronx  
718-617-8700

Hours: Apr-Oct: Tues-Sun & Mon Holidays 10AM-6PM  
Nov-Mar: 10AM-4PM

Contact: Joanne Michels  
718-617-8631 Fax: 718-662-8474

Science is an Action word at The New York Botanical Garden. Explore A World of Plants in the Cold A. Haupt Conservatory. Discover the Thrill of Doing science at the Evered Children's Adventure Garden. Journey to a liberant line through the 40-acre old growth Forest. Help plants Grow with hands-on gardening in the Plant tea Howell Family Garden. Bring your family and enjoy the playful side of nature.

TRANSPORTATION: Subway: D, 4 to Bedford Park Rd, then take bus BX26 to Garden.  
OOD: On premise. Can picnic at Garden.

NEW YORK CITY FIRE MUSEUM  
78 Spring Street, Manhattan (Hudson & Varick)  
12-691-1303

Hours: Tuesday-Sunday 10AM-4PM  
Contact: Geoff Giffelano  
212-691-1303 Fax: 212-624-0430

ne of the most comprehensive collections of fire-related art and artifacts from the 18th century to the present, including hand-drawn, horse-drawn, and modern fire engines, toys, paintings, prints, photographs and memorabilia.

TRANSPORTATION: Subway: 1, 9 to Houston; C, E to Spring St. Bus: M10 to Spring St.  
OOD: None on premise. Park nearby.

NEW YORK HALL OF SCIENCE  
101 11th Street (bet 48th & 49th Sts)  
Johann Meadows Corona Park 718-699-0005

Hours: Mon-Wed: 9:30AM-2PM  
Thurs-Sun: 9:30AM-5PM  
(Summer Hours: Mon: 9:30AM-2PM, Tues-Sun: 9:30AM-5PM)

Contact: Michael Walker  
718-699-0005 Ext. 263 Fax: 718-699-1341

Home the largest collection of hands-on science exhibits NYC, including a microbe zoo & giant soap bubbles.

TRANSPORTATION: Subway: 7 train to 111th St. 1/2 mile blocks to 48th Avenue & 11th St. Bus: Q 48 Roosevelt Ave. and 111th St. 85th to 111th St and 10th Ave.  
OOD: Vending machine food. In Flushing Meadows Corona Park.

NEW-YORK HISTORICAL SOCIETY  
West 77th Street (Central Park West), Manhattan  
212-673-3400

Hours: Tuesday-Sunday 11AM-5PM  
Contact: Grady Turner  
212-673-3400 Fax: 212-721-7647

is New York's oldest museum & learn about the living past of the world's most dynamic city.

TRANSPORTATION: Subway: B, C to 81st St., 1, 9 to 11th St. Bus: M10 down Central Park West to 77th St.  
OOD: None on premise. Central Park across the street.

NEW YORK TRANSIT MUSEUM  
near Boerum Place & Schermerhorn Street  
oklyn 718-243-8601

Hours: Tues-Fri 10AM-6PM,  
Sat., Sun. 12NOON-5PM. Closed on Mondays.

Contact: Carlos Gutierrez-Solera & Mark Watson  
718-243-8601 Fax: 718-522-2339

New York Transit Museum is home to over 100 years of transit lore and memorabilia. It is housed in an historic 1930s subway station.

TRANSPORTATION: Subway: 2, 3, 4, to Borough Hall; M, R to Court Street; A, C to Hoyt-Schermerhorn; A, C, F to Jay Street/Borough Hall.  
Bus: B25, B26, B27, B28, B41, B46, B52, B57, B61, B63, B67, B75 all stop within one or two blocks.  
OOD: None on premise. Cadman Plaza park nearby.

PROSPECT PARK WILDLIFE CENTER  
450 Flatbush Avenue, Brooklyn  
718-399-7339

Hours: April-October 10AM-6PM,  
Weekdays, to 5:30 weekends.  
November-March 10AM-4:30PM daily.

Contact: Alison Power  
212-438-0527 Fax: 212-488-0286

A12-acre, state-of-the-art children's zoo, home to nearly 100 fascinating species of animals, including baboons, sea lions, meerkats, and more.

TRANSPORTATION: Subway: D or M train or Franklin Avenue Shuttle (S) to Prospect Park Station; walk north on Flatbush to the Zoo. Bus: B41 local to zoo entrance on Flatbush Avenue.  
OOD: Snacks on premise. In Prospect Park.

QUEENS MUSEUM OF ART  
N.Y.C. Building,  
Flushing Meadows Corona Park, Queens  
718-552-8700

Hours: Wed.-Fri. 10AM-5PM,  
Sat. & Sun. 12NOON-5PM

Contact: Sharon Velsky  
718-552-8700

The Queens Museum of Art, created to be the NYC Building for the 1939 & 1964 World's Fairs, houses the Penitence of the City of NY, and is also the site of exhibitions of Contemporary Art.

TRANSPORTATION: Subway: 7 train to 111th St. 1/2 mile blocks to 48th Avenue & 11th St. Bus: Q 48 Roosevelt Ave. and 111th St. 85th to 111th St and 10th Ave.  
OOD: No food on premise. Museum is located within a park.

QUEENS WILDLIFE CENTER  
53-51 111th Street, Flushing Meadows Park, Queens,  
718-271-1500

Hours: April-October 10AM-6PM,  
Weekdays, to 5:30 weekends.  
November-March 10AM-4:30PM daily.

Contact: Alison Power  
212-438-0527 Fax: 212-488-0286

A tribute to American animals, with mountain lions, coyotes, blue, prairie dogs, and more. Also, a farm area with friendly animals to feed and pet.

TRANSPORTATION: Subway: 7 train to 111th St., walk south on 111th street to park. Bus: Q48 to Corona Ave. and 83rd St. or Q29 to 108th St. and 83rd Ave.  
OOD: Snacks on premise. In Flushing Meadows Park.

SCHOMBURG CENTER FOR RESEARCH  
IN BLACK CULTURE

New York Public Library  
Melrose X Blvd. & 135th Street, Manhattan  
212-491-2207

Hours: Mon-Sat 10AM-6PM, Sun. 1PM-5PM

Contact: Terese Martin  
212-491-2207 Fax: 212-491-2207

The center collects, preserves and provides information & resources essential for documenting the history & cultural development of peoples of African descent worldwide. The Center sponsors exhibitions and cultural performances.

TRANSPORTATION: Subway: 2 or 3 to 135th St across from Harlem Hospital.

Bus: M7 or M102 to 135th Street.  
OOD: None on premise.

SONY WONDER TECHNOLOGY LAB  
88th Street at Madison Avenue, Manhattan  
212-833-8189

Hours: Tues-Sat 10AM-6PM, Thurs 10AM-8PM,  
Sun. 12NOON-6PM.

Last entrance is one hour before closing.  
Closed Mondays & major holidays.

Contact: Lynn Chow  
212-833-8422 Fax: 212-833-4445

Four floors of cool, interactive fun where visitors of all ages can freely explore exhibits on communication technology. Talk to a robot, mix a song, surf the Internet and much more.

TRANSPORTATION: Subway: 4, 5, 6 to 58th St., E, F to 5th Ave. 63rd St., N, R to 5th Ave. 60th St. Bus: M1, M2, M3, M4, M5, M57  
OOD: None on premise. Central Park nearby.

SOUTH STREET SEAPORT MUSEUM  
207 Front Street (at R.R.), Manhattan  
212-748-8600

Hours: April 1-Sept 30 daily, Mon-Sun 10AM-6PM,  
Oct. 1-Mar. 31 Mon., Wed.-Sun. 10AM-5PM.  
Closed on Tuesday.

Contact: Martha Newson  
212-748-8774 Fax: 212-748-8613

A museum that preserves, interprets & displays the maritime heritage of the port of New York through exhibits, education programs and its fleet of historic ships.

TRANSPORTATION: Subway: 2, 3, 4, 5, J, Z to Fulton St.; A, C to Broadway-Lexington; E to World Trade Center. Bus: M15 (South Ferry) to Fulton Street.  
OOD: No food on premise. Restaurants at Seaport.

THE STUDIO MUSEUM IN HARLEM  
144 West 125th St, NYC (bet. Lenox & 7th Ave.),  
Manhattan.  
212-864-4300

Hours: Wed.-Fri. 10AM-5PM, Sat. & Sun. 1-6PM.

Contact: Pedro Chaffron  
212-864-4300 ext. 231 Fax: 212-865-8753

A fine arts museum whose permanent collection & current exhibits are dedicated to the arts of Black America & the African Diaspora. Tours, poetry readings, films, lectures & performances. Free activities for families every 1st Saturday of the month!

TRANSPORTATION: Subway: A, B, C, D, 2, 3, 4, 5, 6 to 125th Street. Bus: M2, M7, M10, M100, M101, M102, Bx15.  
OOD: None on premise.

STUYVESANT ISLAND CHILDREN'S MUSEUM  
1000 Richmond Terrace (Tyrone & Snug Harbor Rd)  
Stuyvesant Island. 718-273-2060

Hours: Tuesday-Sunday 12NOON-5PM

Contact: Suzanne Salaskey  
718-273-2060 Fax: 718-273-2836

An interactive children's museum where we show that learning is fun. We are located in an 82-acre park with many fun and exciting exhibits for everyone to try out.

TRANSPORTATION: Subway: 1 & 2, 4 & 5, and the M & R trains let out near Whitehall Ferry Terminal. Take the Staten Island Ferry over and then take the B40 bus.  
OOD: Can buy within Snug Harbor. You can bring your own food. Park nearby.



**BROOKLYN BOTANIC GARDEN  
BROOKLYN GREENBRIDGE**

October 2001

**I. Executive Summary**

According to the New York City Neighborhood Open Space Coalition, New York City has fewer acres of green space per capita than any other major American city. In addition, as a highly urbanized environment, the green space that does exist must fight harder for survival against encroaching development, poor air quality, lack of sunlight, even crime and vandalism. Brooklyn Botanic Garden (BBG) is committed to improving the urban environment and the quality of life of our borough's citizens by helping the Garden grow in all of Brooklyn's neighborhoods.

Since 1993, BBG has worked to address many of the issues outlined above — such as a lack of safe open space and a need for community revitalization — into a comprehensive and far-reaching program of community horticulture known as *Brooklyn GreenBridge*. Each year, *GreenBridge* helps over 40,000 Brooklyn residents improve and literally 'green' their local communities through public events, outreach, workshops, technical assistance, and plant donations. Brooklyn is home to more than 50% of the City's community gardens, with 150 community gardens registered with *GreenBridge*. Approximately 70% of those gardens are located in minority and lower-income neighborhoods, such as Bedford-Stuyvesant, East New York, Brownsville, and East Flatbush.

**II. Brooklyn GreenBridge: Background, Goals and Project Specifics**

*Background and Goals*

The goal of *Brooklyn GreenBridge* is to develop sustainable greening projects in every Brooklyn neighborhood, regardless of the community residents' economic status, race, or ethnicity. Projects range from tree-pit plantings, to more advanced collaborations with community gardens and block associations. Specifically, *GreenBridge* consists of: (A) Public Events and Outreach; (B) Promoting Environmental Stewardship through Sustainable Gardening; (C) Working with Community Partners; (D) Horticultural Therapy; and (E) Urban Composting.

*Project Specifics*

**A. Public Events and Outreach**

In 2002 *GreenBridge* will host a series of events to educate, encourage, and reward gardeners. They begin in March with the *Making Brooklyn Bloom Symposium*, which kicks off the spring planting season and provides hundreds of community gardeners with workshops, seed give-aways and other information on urban gardening. Our 2001 symposium was entitled 'Sustainable Gardening' and included such topics as organic gardening and water conservation.

In summer 2002, we will organize the annual *Greenest Block in Brooklyn Contest*, co-sponsored with the Brooklyn Borough President's office and the Independence Community Foundation. This contest awards prizes for stellar community gardens, window boxes, and sidewalk flowerbeds. Workshops and plant donations in advance of the contest support residents' efforts to undertake greening projects. Last year, over 160 Brooklyn block associations vied for the honor of being recognized for their greening efforts. The winning block was Vermont Street, between Sutter and Blake Avenues, in East New York. In 2001, we also inaugurated a *Greenest Business Block in Brooklyn* award, which was given to the Atlantic Avenue Merchants Association. Our local partner, the Washington Avenue Merchants Association (WAMA), came in second.

In fall 2002, we will organize the BBG Harvest Fair where nearly 5,000 families and children sample homegrown produce from the Children's Garden, participate in different arts and crafts, and even square dance on the Cherry Esplanade! In 2002, we will also distribute plants, seeds and soil to Brooklyn's community gardeners and organizations. This will include, more than 12,000 bulbs, 6,000 seed packets, and over 1,500 plants.

In 2002, we will distribute the *Brooklyn Gardener* newsletter to over 10,000 community gardeners throughout Brooklyn. This newsletter provides gardeners with seasonal gardening advice, such as bulb-planting advice in the winter, as well as information on *GreenBridge* workshops and other community gardening activities. Throughout the year, gardeners will also receive garden tip sheets on planting and maintenance. We will conduct approximately 40 workshops, covering such topics as using cold frames and vegetable gardening. These workshops include a bi-monthly series of workshops, *City Kids Get Green*, which helps teaches adults how to involve young people in gardening and urban conservation. We will conduct special clinics on the Asian Long Horn beetle—an insect that poses a serious threat to trees in New York City, Long Island and potentially the entire Northeast.

#### **B. Promoting Environmental Stewardship through Sustainable Gardening**

In 2002, *GreenBridge* is expanding its work in environmental stewardship by creating up to 12 demonstration gardens in four areas critical to restoring environmental balance: native plants, water conservation, drought tolerant gardening and wildlife gardening. These demonstration gardens will serve as a model and educational resource for other Brooklyn gardeners, encouraging them to include similar plants and techniques in their own gardens. As part of this initiative, we are creating and distributing integrated "theme plant kits" on each of the four topics. Each kit will include: plants, seeds, research on the plants, tip sheets, and interpretive signs. We are also providing follow-up support, such as site visits and workshops, to all gardens that receive theme plant kits. We anticipate that the project will be completed by December 2002.

In addition, we hope to continue a partnership forged in summer 2001 with Cornell University and their Garden Mosaics Research Program. The goal of Garden Mosaics is to create a science education program for youth in sustainable community gardening. High school students research the different cultural approaches to food-cultivation in local community gardens, and explore the scientific principles underlying these practices. As part of this project, in 2001, *GreenBridge* facilitated a relationship with a Brooklyn community garden, the Franklin Avenue Shuttle Community Garden, and a local youth group, the Crown Heights Youth Collective.

#### **C. Working with Community Partners**

This year, we will continue to strengthen relationships with community partners, such as the Washington Avenue Merchants Association (WAMA). In summer 2001, *GreenBridge* worked with WAMA's Summer Youth Employment Workers to plant container gardens and window boxes along Washington Avenue. We also organized a Community Planting Day for the neighborhood, planting 15 tree pit gardens on the section of Washington Avenue adjacent to the Garden. We are continuing this work in 2002, organizing follow-up workshops on street tree care. In November 2001, *GreenBridge* is coordinating local participation in the Daffodil Project, the largest public planting project in the history of New York City. *GreenBridge* will work with WAMA to recruit volunteers and involve the community in planting some of the 1.5 million daffodil bulbs presented to New York by the City of Rotterdam in the Netherlands as a gift of renewal in response to the September 11<sup>th</sup> tragedy. We will also continue to provide technical assistance to Brooklyn gardens through our partnership with the national Trust for Public Land, and with The Brooklyn Public Library to develop green spaces and provide horticultural training.

#### **D. Building Confidence & Essential Skills through Horticultural Therapy**

Horticultural Therapy (HT) is the use of horticulture and gardening to improve people's physical and mental well being. Currently, our program has two components: (1) *Therapeutic Garden Development and Installation*; and (2) *Support to Social Service Agencies and Others with HT Programs*. The first component consists of working with social service agencies to develop sensory or enabling gardens that can be used by the organization's students, residents, and patients. Sensory Gardens have plants that appeal to all of the senses; Enabling Gardens use elements of barrier-free garden design, such as raised beds, to make gardening accessible to people with mobility impairments. The second component consists of strengthening a network of approximately 60 social service institutions, the Horticultural Therapy Networking Group that meets to exchange information and participate in HT training sessions. These sessions provide basic information on the principles underlying Horticultural Therapy, as well as information on where to find specialized tools and site- and need-appropriate plants.

In 2002, we are focusing on providing more targeted technical assistance to 21 specific social service agencies. This includes working in-depth with four organizations: *Jes Good Rewards Children's Garden* in Brownsville and P.S. 4 in East New York, where we are developing gardening programming for children with physical and emotional disabilities; grounds beautification and developing a greenhouse at Kingsboro Psychiatric Center in East Flatbush; and helping the *Bed-Stuy Family Center* with use horticulture as a therapy module for troubled pre-teen girls.

#### **E. Recycling Solid Waste Through Urban Composting**

*GreenBridge* is the Brooklyn Borough coordinator for the New York City Department of Sanitation's Urban Composting Program. Through this program, *GreenBridge* reaches over 10,000 people a year through demonstrations, workshops, and displays on composting for Brooklyn's schools, libraries, and community organizations. In 2001, we will give away over 800 tons of compost, and sell up to 700 composting bins in a series of compost give-aways held in all of Brooklyn's neighborhoods. *GreenBridge* will also continue to provide public school teachers with training in composting and materials for composting in the classroom, including a curriculum guide and a worm bin. Our Master Composter Certificate program, with 45 Master Composters continues to grow. We are currently putting together a system of making "housecalls," where Master Composters provide at-home assistance to residents throughout Brooklyn. In addition, we are increasing public awareness of the Urban Composting Program by participating with the Department of Sanitation on informational mailings to more than 400,000 Brooklyn households.

#### **III. Program Evaluation**

One of the most important measures of success is the extent to which the gardens developed thrive beyond the efforts of *GreenBridge* staff. Since *GreenBridge* was founded, sixty percent of the community gardens developed have become self-sustaining. *GreenBridge* remains in contact with all 150 community gardens as an educational and supportive resource. In addition, we gauge the success of our public events by their popularity and informal feedback from participants. Our ongoing activities have consistently attracted a high volume of participants who respond favorably and participate year after year.

#### **IV. Program Management**

*Brooklyn GreenBridge* is overseen by *Ellen Kirby, Director*. Ms. Kirby is currently the President of the American Community Gardening Association and is a member of the American Horticultural Therapy Association. *Julie Warowe, Community Horticulture Program Manager*, manages program implementation. Ms. Kirby and Ms. Warowe are assisted by a *Community Outreach and Horticultural Therapy Intern, Tara Scott*. *Patricia Jasutis, Coordinator of the Urban Composting Project*, administers this special *GreenBridge* component with assistance from *Daxius Gregory, Urban Composting Instructor*.

**V. Project Budget**

The total budget for *Brooklyn GreenBridge* in fiscal year 2000-02 is \$458,864. Each year, funds are raised through grants from foundations, corporations and the Garden's general operating budget. Of this, \$234,000 is provided by the New York City Department of Sanitation for the Urban Composting Program. Additional funds have been raised from the New York City Environmental Fund, Independence Community Foundation, Mary Flagler Cary Charitable Trust, and the United States Environmental Protection Agency (EPA).



D-Witt  
Grants

### **COMMUNITIES PROGRAM**

#### **PLANNING GRANTEES APPROVED MARCH 2001**

<u>City</u>	<u>Organization</u>
Baltimore	Safe & Sound Campaign
Boston	United Way of Massachusetts Bay
Brooklyn	Prospect Park Alliance on behalf of the Brooklyn Cultural Consortium
Chicago	Chicago Public Schools, Office of School & Community Relations
Detroit	Community Foundation for Southeastern Michigan
Greensboro	Community Foundation of Greater Greensboro
Indianapolis	United Way of Central Indiana
Jacksonville	Jacksonville Children's Commission
Missoula	Missoula County Office of Planning & Grants
New Haven	Community Foundation for Greater New Haven
Portland, OR	United Way of the Columbia-Willamette
St. Paul	Hubert H. Humphrey Institute, University of Minnesota

#### **"Parents and Communities for Kids" Initiative**

##### **Wallace-Reader's Digest Funds Planning Grant to the Brooklyn Cultural Consortium**

#### **The Brooklyn Cultural Consortium**

The Brooklyn Cultural Consortium is a partnership of six of Brooklyn's most significant cultural and educational institutions – the Brooklyn Botanic Garden, the Brooklyn Children's Museum, the Brooklyn Museum of Art, the Brooklyn Public Library, the Prospect Park Alliance, and the Prospect Park Zoo. The Consortium's primary goal is to heighten cultural awareness, increase educational programming opportunities, and increase central Brooklyn's profile as a cultural hub of New York.

#### **Planning for the "Parents and Communities for Kids" Initiative**

With support from the Wallace-Reader's Digest Funds, the Consortium has undertaken a planning effort aimed at increasing informal educational opportunities in Community Boards 8 and 9, which include the neighborhoods of Crown Heights, Prospect Heights, Prospect Lefferts Gardens and Weeksville. This geographic area houses or borders all of the Consortium member organizations and includes neighborhoods that all Consortium members serve. The Consortium will be gathering information from a range of community stakeholders, including residents and service providers, regarding their views about learning and the best ways to advance learning as a core community value for central Brooklyn children and families. The Consortium intends to take a leading role in promoting such values by broadening and deepening appreciation for cultural learning and helping to increase information about and access to learning opportunities in the community.

#### **The Survey of Community Learning Assets and Interest**

With the assistance of Community Development Associates, Inc., a Brooklyn-based consulting firm, the Consortium is conducting a series of meetings and activities to gather information from parents, young people, educators, service providers, business people, and other residents regarding:

- ✓ key existing community learning assets;
- ✓ learning opportunities they would like to see in the community;
- ✓ views about the value of existing informal resources and services;
- ✓ effective methods for getting the word out about available community learning resources;
- and
- ✓ contributions that they would be willing to make to enhance the culture of learning within the community.

The results of the community learning assets and interest survey will be used to inform how the Consortium would work with a broad array of stakeholders to promote out-of-school learning through neighborhood institutions and develop programs to increase access to and usage of the cultural and educational resources of central Brooklyn.

## **"Parents and Communities for Kids" Initiative**

**Wallace-Reader's Digest Funds  
Planning Grant to the Brooklyn Cultural Consortium  
April 2001**

### **Goals of National Initiative**

**To improve learning opportunities for children and families outside of the traditional school day and to promote learning as a core community value.**

Schools cannot educate children by themselves. The supports that community assets provide, and the role that families play, are critical to children's learning and success. Research shows that families who take a personal responsibility for their children's learning are more successful, and that communities can create a supportive environment for this effort. This initiative builds upon previous priorities of the Fund in areas of family literacy, parks, youth development and afterschool programs. Brooklyn Cultural Consortium members have a history of developing collaborative educational programs for children and families, and three have participated in the prior Wallace initiatives.

The Wallace Funds consider this a major new initiative and are putting impressive resources behind it. They have clearly stated that their goal is to partner with the grantees to create national models for middle childhood informal learning; and to leave a legacy consisting of a citizenry that values lifelong learning.

### **Opportunities for Brooklyn Cultural Consortium**

- Planning grant of \$75,000 will be used to conduct research and develop an implementation plan and proposal to the Wallace Funds (due October 1, 2001). The Wallace Funds hopes to provide multi-year implementation grants to all participants, if quality proposals are submitted.
- Implementation grant could provide \$1 to \$1.5 million to the Consortium over a 4 year period. This funding would leverage additional major grants.
- Brooklyn Cultural Consortium is the only grant recipient that represents a partnership of cultural institutions, and has the unique opportunity to demonstrate the educational role of cultural organizations in a community. Most grantees are community foundations and United Way organizations.
- The new Consortium's first initiative will focus on creating educational opportunities for Brooklyn children and families.

### National Program

**Target audience** - Families with school-age children between the ages of 6 and 10. These are the crucial years when children's basic literacy skills are established and many habits of lifelong learning are formed. They are also the years when parents have a particularly great influence as well as responsibility for reinforcing their children's school and non-school experiences.

**Participants** - Organizations in 12 communities nationwide received grants to develop strategies to improve out-of-school learning opportunities for children. Communities include: Brooklyn, Baltimore, Boston, Chicago, Detroit, Greensboro, Indianapolis, Jacksonville, Missoula, New Haven, Portland OR, and St. Paul.

**Goals** - The 12 communities are encouraged to work together, with substantial training and support provided by the Wallace Funds, to explore:

- Effective strategies for improving the *supply* of quality out-of-school learning opportunities for children and families.
- What approaches increase the *demand* for and *participation* in such opportunities.
- How participation helps children learn, succeed and prepare for successful adulthood.

**Process** - *Theory of Change Action Framework* will be used by all participants, and focuses the planning and evaluation process on defining outcomes that will produce long-term changes in behavior and attitude. Outcomes must be plausible, doable and testable. A highly participatory planning process is encouraged - one that focuses on *community assets*. In addition, *social marketing* approaches have been introduced to the participants.

### Brooklyn Cultural Consortium Program

**Participants** - The project will be led by the Brooklyn Cultural Consortium members: Brooklyn Botanic Garden, Brooklyn Children's Museum, Brooklyn Museum of Art, Brooklyn Public Library, Prospect Park Alliance, Prospect Park Zoo. A broad group of community stakeholders, leaders, and organizations will participate in planning.

**Target audience** - Families with children ages 6 to 10 in Brooklyn Community Board Districts 8 and 9. Consortium members are within or directly adjacent to these districts.

**Goals** - The initial project goals include:

- Develop implementation plan to launch a major collaborative project to substantially increase informal educational opportunities for children and families in a selected area, and create a model to reach beyond the targeted zone in the future.
- Increase use of the enormous content rich resources of member organizations - including major collections of art, literature, science and cultural artifacts, plants, animals and more.
- Increase sharing of resources and increased access for community members through a variety of new or expanded education, outreach, and marketing strategies.

**Planning process** – Planning will include: convene potential partners and advisors from a broad range of community-based and educational organizations to identify local community assets and leadership; assess community needs and concerns through interviews and data analysis; inventory and analyze existing available learning opportunities; conduct market research; and integrate these into an implementation plan. A Brooklyn-based consultant, Community Development Associates, has been engaged to support research, community involvement and planning.

5/1/01