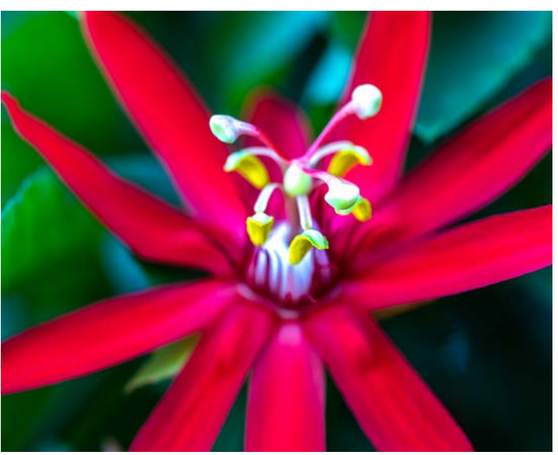
UNEARTHING OUR POTENTIAL
2019–2024 STRATEGIC PLAN

DECEMBER 5, 2018

LEWIS GINTER BOTANICAL GARDEN

Unearthing our Potential
Executive Summary



"Welcome, we have prepared all of this for you."

LGBG Staff Directors

2018 was a transformative year for Lewis Ginter Botanical Garden, which continued to make strides into our community while welcoming guests and students on campus with innovative horticultural displays, educational offerings, and exhibitions like *Origami in the Garden*. Continued planning led to the completion of the schematic designs for three of the priority projects in the 2016 Master Site Plan. The Garden's staffing structure was adjusted to meet expanding requirements, even as succession plans were implemented in several key roles. This internal change came at a time of profound change for the region and the world, when we have been challenged to affirm what it means to be a good neighbor and what it means to steward this good earth.

The themes underlying this Strategic Plan and the Master Site Plan—timelessness, community, and awakening—guide the Garden as it grows into its future. The uncommon grounds of Lewis Ginter Botanical Garden increasingly are becoming the common ground for the region by addressing issues that divide and encouraging and celebrating the ties that bind.

The Strategic Plan is a living document reviewed and updated annually by the Garden's staff and the Planning Committee of the Board of Directors of Lewis Ginter Botanical Garden, Inc. It is approved annually by the Executive Committee of the Board as well as the Board of Directors.

Timelessness—A Garden of All Ages

Community—A Garden for Cultivating Community

Awakening—A Garden of Awakening: Mind, Body, Spirit

Top Photo: Melissa & Mark Anderson Photography; Bottom Photo: Tom Hennessy

Unearthing our Potential
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Photos: Tom Hennessy

Unearthing our Potential
Background and Introduction

Lewis Ginter Botanical Garden's history begins with the generosity and vision of our first benefactor, Grace Arents, the niece of the 19th-century businessman and philanthropist Lewis Ginter. In 1913, Grace purchased the abandoned Lakeside Wheel Clubhouse and its 10 acres in Henrico County from the Lewis Ginter Land and Improvement Company. Before long, she expanded her farm, now named "Bloemendaal" (Valley of Flowers, after an ancestral Dutch town), to 73 acres and a number of support buildings. In 1926 Grace died, and through her will bequeathed Bloemendaal Farm and an endowment of $100,000 to the City of Richmond for a "public park and botanical garden" to be named for her late uncle. Grace gave life rights to her companion, Mary Garland Smith, and when Mary Garland died in 1968, Bloemendaal became the responsibility of the City of Richmond's Department of Parks and Recreation. The City investigated several plans for a botanical garden, but none came to fruition.

In the early 1980s, members of the Richmond Horticultural Association gathered a dedicated group of botanists, horticulturists, and concerned citizens in order to uphold the terms of Grace Arents' bequest. In 1984, when the Garden was organized and chartered, the property was largely untended and the few buildings on site were suffering from age and neglect. It took three years to open to the public and the handful of staff had their pay recorded in cursive in a bound ledger.

After 34 years of rapid growth, the Garden now encompasses 82 acres, four lakes, 5,500 unique genera of plants within 15 distinct outdoor gardens, 11 major buildings including a conservatory and greenhouse, plus an 80-acre branch site, the Lewis Ginter Nature Reserve. Annually we teach and engage over 17,000 students in engaging and exciting education programs. Each year this cadre of identified learners is just a fraction of the more than 400,000 annual visitors who learn year-round what a garden can mean for the body and spirit as well as the mind. In recent years the Garden has been honored with inclusion in a number of top ten lists for botanical gardens in North America. For the 650 volunteers, 68 full-time staff, and numerous patrons and allies, the honors spur continued commitment and effort.

Major initiatives and accomplishments in the last five years include:

- Community engagement through community projects, Beautiful RVA collaborative, popular exhibitions, Free Fourth of July, Free Community Day, creation and staffing of Community Engagement department, and the training of three cohorts of Ginter Urban Gardeners.
- Acceptance of the Lewis Ginter Nature Reserve, as well as property to be used to fund initial endowment for the Reserve.
- Completion of Master Site Plan for the Garden's campus identifying four priority projects: Learning Village, Vale House, Conservatory Expansion, and Center for Horticultural Excellence. The Plan also identified the Garden's plant collections of focus: outdoors—azaleas, conifers, dogwoods, magnolias, pitcher plants, and Virginia native plants, and indoors—palms and orchids.
- Authorization received from Board of Directors to continue construction planning and begin comprehensive fundraising effort. Conceptual design for Glen Stream restoration completed. Schematic designs completed for Learning Village, Vale House, and Conservatory Expansion.
- Installation of Cherry Tree Walk, Lake Sydnor docks, Dot's Garden, Morton Native Plant Garden, expansion of the Community Kitchen Garden including the Stapleton-Tignor Apiary.
- Renovation of Massey Greenhouse, Robertson Pavilion, Carriage House breezeway, Evelyn G. Luck Garden, Margaret Johanna Streb Conifer Garden.
- Adoption and implementation of the first complete graphic platform in the Garden's history.
- Selection of the first and second Frank L. Robinson Endowed Chairs in Horticulture, creation of new positions for Exhibitions Manager, Guest Engagement Specialist, Comptroller, and Chief Operating Officer.

Unearthing our Potential
Vision and Mission

Photo: Don Williamson

Our Vision builds upon our accomplishments and expanded presence and responsibility as we have transformed from a local attraction to a national place of excellence.

Lewis Ginter Botanical Garden, including the new Lewis Ginter Nature Reserve, reveals the unity and integration of human and plant life, celebrates the fundamental significance of the natural world, and enriches communities through horticultural and educational excellence and innovative outreach initiatives.

Our Mission affirms the Garden as a primary resource for learning about the botanical world—its beauty, heritage, and significance to the web of life.

Lewis Ginter Botanical Garden connects people through plants to improve communities.

Unearthing our Potential
Core Values

The five Core Values of Responsibility, Integrity, Hospitality, Inspiration, and Innovation define the ethos of the Garden and Reserve.

Responsibility

Educate the community on the interdependence of human and plant life and the importance of environmental stewardship. Allocate resources of time, material, and money when proposed programs or projects are considered effective, efficient, and sustainable.

Integrity

Do professional work that is straightforward, honest, upright, fair, and legal at all times. Steadfastly honor community partners who help the Garden engage with the region and volunteers and staff who carry the Garden and its mission in their hands.

Hospitality

Invite, welcome, and celebrate individuals from diverse communities as visitors, members, partners, volunteers, and staff.

Inspiration

Provide an accessible, memorable, and transformational botanical garden experience through a beautiful environment that engages guests, connects them to the plant world, and encourages them to learn, share, and model our horticultural practices.

Innovation

Inspire guests with evolving garden design, new and creative displays, stimulating programs, and singular events. Expand the influence of the Garden and Reserve through community partnerships and imaginative projects.

Unearthing our Potential
Aspirations

"I always feel better after I've been to the Garden."

Anonymous Visitor

Lewis Ginter Botanical Garden seeks to:

- Operate an engaging botanical garden and nature reserve that effectively serve and bind together multiple, far-reaching communities by demonstrating the interrelationship of plants and people. **(Our Charge)**
- Invite, cultivate, teach, enrich, entertain, celebrate, and inspire a growing and diverse audience of Garden guests, members, friends, and patrons. Ensure the board of directors, allied boards, staff members, and volunteers are representative of the community the Garden serves. Expand the Garden community to reflect broader and larger communities. **(Our Constituency)**
- Steward and expand inspirationally and regeneratively designed, immaculately maintained, and horticulturally significant plant collections in order to display, research, and teach:
  - Global plant diversity
  - Specific attributes and benefits of native plants of the mid-Atlantic and other focused plant collections
  - Ecologic resilience amidst environmental challenge
  - Horticultural best practices
  - The importance of beautiful and resilient gardens, and
  - The transformative physical, emotional, and spiritual benefits of human interdependence with plants. **(Horticulture)**
- Interpret the natural world through innovative and authentic experiences that foster a sense of joy and wonder with children and adults alike, cultivating a lifelong love of nature. **(Education)**
- Engage with all local communities to foster an improved regional quality of life through public horticulture, urban greening, and community-based beautification. Be a source of reliable information, a facilitator of dialogue, a collaborative partner, and an active promoter and participant in the pursuit of horticultural excellence and beauty. **(Engagement)**
- Pursue operational excellence in all we do, embracing prudent management of resources and relationships, high standards of service, and strong work ethic. Encourage respect, hospitality, capability, creativity, inclusion, and integrity. Attract, hire, train, mentor, empower, and reward an exceptional Garden staff. Recruit, encourage, empower, and recognize an extraordinary corps of volunteers. **(Operations)**
- Advocate for human health, well-being, and security through the careful stewardship of our world's limited resources. **(Environment)**

Unearthing our Potential
Goals

Our goals direct the Garden's botanical, horticultural, design, and educational and engagement initiatives. These goals will evolve and be assessed in light of accomplishments, insights gained through experience, exploration, and new opportunities.

HORTICULTURE
Expand and improve the Garden's horticulture collections, displays, documentation, and research.

EDUCATION & EXHIBITIONS
Expand the Garden's commitment to formal and informal education.

COMMUNITY
Strengthen and enhance the Garden's community engagement through leadership, partnerships, projects, communications, and events.

PEOPLE
Develop and support the people who work at the Garden.

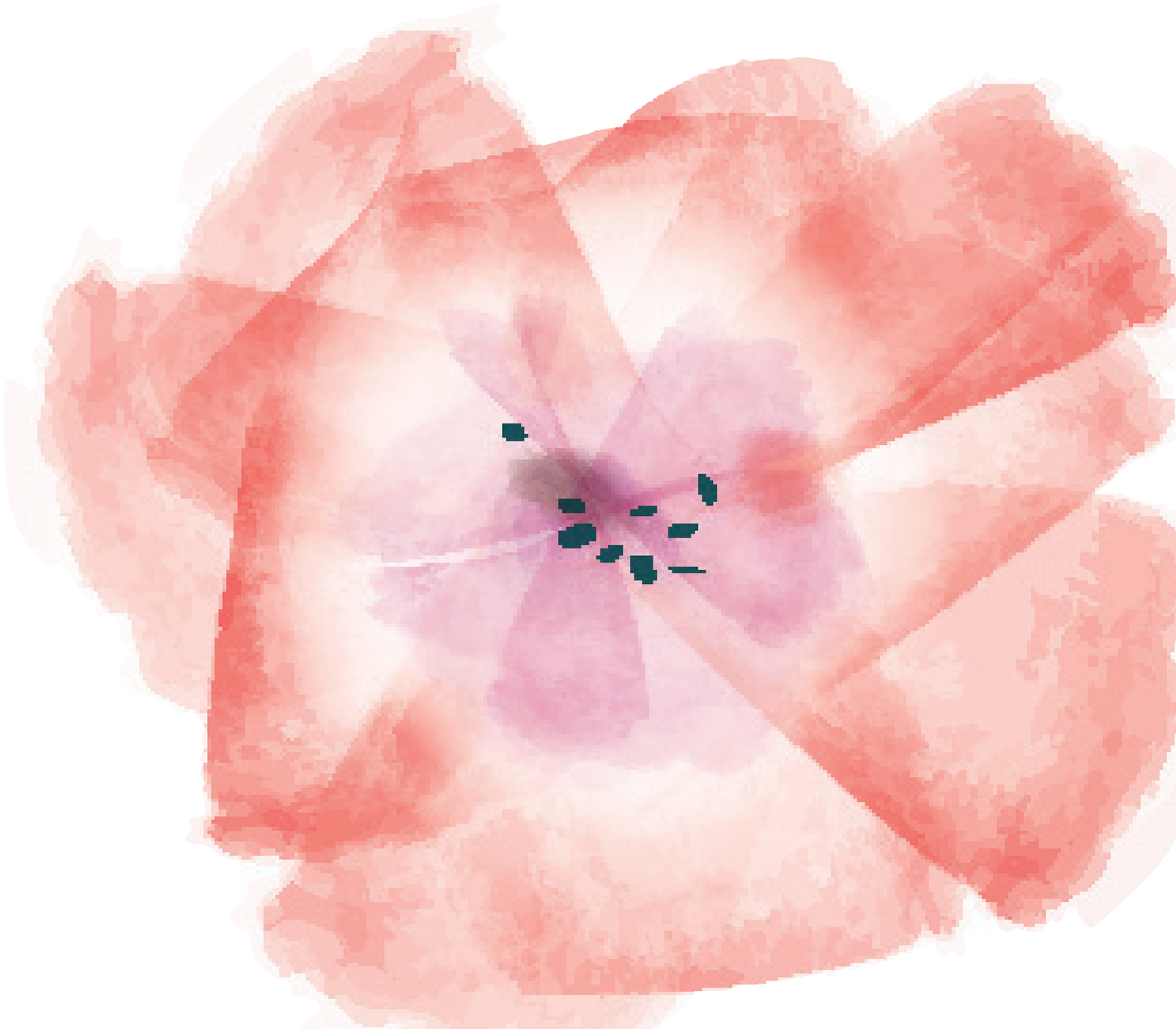
OPERATIONS
Develop and implement "best practice" business plans and operations; steward and strengthen Garden assets.

Photo: Don Williamson

LEWIS GINTER NATURE RESERVE
Continue transitioning the Lewis Ginter Nature Reserve into the fold of the Garden.

ENVIRONMENTAL STEWARDSHIP
Promote conservation and environmental resiliency through horticultural and operational practices and plans.

Unearthing our Potential
Operational Objectives



Operational Objectives
Horticulture

Expand and improve the Garden's horticulture collections, displays, documentation, and research.

Bottom Photo: Tom Hennessy

- Update the Living Collections Policy. **(June 2019)**
- Complete schematic plans for Learning Village, Conservatory Expansion, and Vale House (and other projects as funded) including **garden** and structure **designs**. **(December 2018)**
- Expand the collection and improve the quality within the Conservatory horticultural displays. **(June 2019)**
- Complete installation of Morton Native Plant Garden Extension. **(June 2019)**
- Install bamboo overlook garden and memorial bench in the Asian Valley. **(September 2019)**
- Complete renovation of Margaret Johanna Streb Conifer Garden. **(October 2019)**
- **Create integrated plans** for all projects with regard to **environmental sensitivity, plant collections**, educational programming, impact summaries for visitation, revenue, staffing support, equipment inventory, etc. **(December 2019)**
- Develop a plan to regularly and accurately map, document, inventory, and label planting beds and accessioned plant collections. Update the IrisBG plant records database accordingly. Purchase new plant tag embosser. **(December 2019)**
- Review and systematize current research efforts. Develop strategies for expanding research in coordination and partnership with local schools and national gardens. **(March 2020)**
- As part of the integrated priority project planning (See Plans, Operations, Assets) determine and document design intent for each of the Garden Character Regions defined in the 2016 Master Site Plan. **(March 2020)**
- Proceed with Glen Stream Restoration Project. **(December 2020)**
- Evaluate existing gardens and plant collections. Renovate those that are incomplete, outdated, or have lost their focus. **(Ongoing)**
- Incorporate plant species that benefit pollinators and other wildlife throughout our gardens and collections and maintain them in a manner that is compatible with the wildlife they support. **(Ongoing)**
- Expand and diversify the Garden's core plant collections including: outdoors- azaleas, magnolias, dogwoods, pitcher plants, conifers, and Virginia native plants, and indoors- palms, orchids, and bromeliads. **(Ongoing)**
- Improve the care of our meadow, woodland, riparian, and park character regions in accordance with stewardship goals; remove non-native species. **(Ongoing)**

✓ Upgrade Conservatory and Greenhouse climate control system from Argus Classic to Argus Titan. **(Completed April 2018)**

✓ Oversee full implementation of the plant database software IrisBG, to include active promotion of Web-based Garden Explorer. **(Completed June 2018)**

Operational Objectives
Education & Exhibitions

Expand the Garden's commitment to formal and informal education.

- Increase and continue to sustain the number of children served by expanded professional learning and development offerings that encourage teachers to use their schoolyard and other outdoor spaces to increase student authentic learning experiences while enhancing environmental education and core curriculum. **(June 2016–Ongoing)**
- Develop new and strengthen current partnerships to add dimension to current programs and increase opportunity for measurable short- and long-term outcomes in all program areas including out-of-school time, parent-child fee based programs and workshops, and green industry professional development collaborations. **(September 2016–Ongoing)**
- Work with ActiveNet-Insights to expand reporting capabilities for group activities in Facility Events and Children's Education. **(April 2017- Ongoing)**
- Continue to build a pipeline to improve, train, and mentor future gardeners as avid amateurs or employable professionals in the horticulture industry. Provide experiential learning and practical experience through current programs (Work Based Learning, Horticulture Research Internship, etc.) as well as future initiatives. **(September 2018-Ongoing)**
- Complete schematic plans for Learning Village, Conservatory Expansion, and Vale House (and other projects as funded) **including garden and structure designs**. **(December 2018)**
- Expand, document, fund, staff, and continuously assess seasonal special events and major exhibitions encouraging expanded Garden audience (e.g., 2018 Origami in the Garden). Incorporate a process for suspending or retiring less effective programs. **(June 2019)**
- Pursue new approaches to informal Garden-wide education and guest engagement in collaboration with educational partners, to include innovative cross-departmental collaborations, volunteer options for citizen science projects, and the development and implementation of hands-on, experiential opportunities for guests of all ages. **(September 2019)**
- **Create integrated plans** for all projects with regard to environmental sensitivity, plant collections, **educational programming**, impact summaries for visitation, revenue, staffing support, equipment inventory, etc. **(December 2019)**
- Investigate and pursue best examples of climate change education and communication strategies. **(December 2019)**
- Grow the role of the volunteer Garden Guides as facilitators of both formal and informal visitor engagement experiences, both on-site and in the community. **(March 2020)**
- Research, develop and implement Garden-wide framework for recruiting, onboarding, managing, evaluating, and documenting an internship program. **(March 2020)**
- Research and develop post-graduate certificate program in therapeutic horticulture with VCU School of Social Work and Office of Continuing and Professional Education. **(June 2020)**
- Establish physical and intellectual control of library and archival collections to ensure access to materials. **(December 2020)**
- Refine methods for identifying, onboarding, training, and supporting adjunct faculty and volunteer docents. **(December 2021)**
- Research, identify, develop and implement adult classes and workshops to address new/evolving/diverse audiences. Explore alternate methods of program delivery. **(December 2022)**
- Research, develop, and implement innovative ways to activate the Library both inside and outside its walls. Using a people-centric approach, grow visitation, volunteer support, community partnerships, internship opportunities, and engagement with our living and non-living collections. **(December 2023)**
- Assess evaluation tools for current programming, events, exhibitions, and engagement initiatives. Research and develop new evaluation tools, where needed. **(December 2024)**
- Expand professional development, training, and mentoring opportunities for staff members. Formalize and document onboarding, quarterly, and annual programs. **(Ongoing)**

Operational Objectives
Community Engagement

Strengthen and enhance the Garden's community engagement through leadership, partnerships, projects, communications, and events.

- Continue to serve a leadership and communication role in the Beautiful RVA collaborative network and develop its brand position and Web presence. **(January 2016–Ongoing)**
- Develop collaborations and partnerships that will advance the Garden's commitment to equity and inclusion. **(March 2019- Ongoing)**
- Explore new ways of using campus programs, facilities, and attractions to diversify audience and build new relationships. **(March 2019)**
- Continue to build connections along the Lakeside/Hermitage/Boulevard corridor, with emphasis on projects to connect the Garden physically and visually through signage, crosswalks, and public transportation. Strengthen and expand outreach programs in the Lakeside neighborhood to emphasize our commitment to our neighbors. **(March 2019)**
- Reduce barriers of affordability by increasing opportunities for reduced cost admissions to all Garden events. **(March 2019)**
- Identify and execute two off-campus sites for LGBG-led Community Work Days to increase LGBG's local impact and community visibility. **(September 2019)**
- Develop a long-range plan for expansion of Garden's community engagement ventures, staffing, sustainable funding model, infrastructure and opportunities to leverage foundation, corporate, and venture capital involvement. **(December 2019)**
- Reduce barriers of accessibility. **(December 2019)**
- Evaluate progress toward advancing racial equity and inclusion through community engagement. **(March 2020)**
- Increase funding for equity and inclusion efforts in community engagement. **(April 2021)**
- Engage community and corporate leaders in a variety of leadership opportunities to include service on the Board of Associates and Board of Directors. **(Ongoing)**
- Strengthen relations with elected and appointed government leaders in the region and for the Commonwealth of Virginia. **(Ongoing)**

Operational Objectives
People

Develop and support the people who work at the Garden.

- Assure budgets include regular Cost of Living Allowances (COLA) increases for Category 1 and 2 full- and part-time staff. Review employee benefits and maintain funding for current benefits. Research, assess, and expand Employee Benefits annually. **(December 2017–Ongoing)**
- Develop and document departmental succession plans, short term and long term, which guide training and professional development efforts and include restructuring needs to prepare the organization for growth and leadership transitions. **(March 2019–Ongoing)**
- Support Frank L. Robinson Endowed Chair recipient in pursuit of his / her project goals. **(March 2019)**
- Review and enhance as necessary volunteer organization, training, assessment, and recognition. **(December 2019)**
- Establish and fund staff compensation models benchmarked to the median of comparable positions and organizations. **(December 2019)**
- Expand professional development, training, and mentoring opportunities for staff members. Formalize and document onboarding, quarterly and annual programs; and staff appropriately. **(December 2019)**
- Research and pursue both internal and external opportunities for staff member exchanges to further development and growth. **(March 2020)**
- Formalize and document the Garden's internship program. Pursue opportunities to provide training, compensation, housing, travel, etc. **(March 2020)**
- Develop and implement strategies and processes to recruit, hire, and retain qualified and energetic staff members and volunteers from diverse backgrounds representative of all the communities in our region. **(March 2021)**
- Identify barriers and challenges towards diversity and inclusion in Garden staff and leadership. **(March 2021)**
- Enhance and expand team-building training and social events. **(Ongoing)**

Operational Objectives
Plans, Operations, Assets

Develop and implement "best practice" business plans and operations; steward and strengthen Garden assets.

Photos: Harlow Chandler

- Ensure the near-term and long-term financial viability of the Garden through continuous and transparent communications among Garden management, Finance and Investment Committee, and Board of Directors. Specific objectives include: periodic review and revision of Investment Policy Statement and spending policy; maintenance of adequate cash reserves and liquidity of financial instruments; observance of conservative budgeting practice; establishment and observance of project campaign guidelines; increased emphasis on fundraising. **(March 2016–Ongoing)**
- Expand planned giving and annual fundraising initiatives to further support current operations and future aspirations. **(December 2016–Ongoing)**
- Complete work on the Garden's brand identity update and integration with LGBG, LGNR, and Beautiful RVA. **(January 2017- Ongoing)**
- Fundraise for the approved Master Site Plan projects in addition to annual financial goals. **(March 2017–Ongoing)**
- Complete schematic plans for Learning Village, Conservatory Expansion, and Vale House (and other projects as funded) including garden and structure designs. **(December 2018)**
- Establish strategic endowment growth objectives. **(March 2019)**
- Review facility rental and concession model for support of the Garden's Mission. Establish and document criteria for *pro bono* space policies. **(March 2019)**
- **Create integrated plans** for all projects with regard to environmental sensitivity, plant collections, educational programming, **impact summaries for visitation, revenue, staffing support, equipment inventory, etc. (December 2019)**
- Evaluate and elevate Membership recognition program and Membership benefits to retain and increase the number of Member households. **(December 2019)**
- Assess mechanical systems Garden-wide, review and revise schedules for preventive maintenance, repair, and renovation. **(December 2019)**
- Research, assess, adopt, and disseminate standard source documents for policy and programs (e.g., approved plant index guides in the Living Collections Policy). **(December 2019)**
- Map, inventory, and document Garden structures, FFE (furniture, fixtures, and equipment), and infrastructure to facilitate repair, preventative maintenance, and renovation. **(March 2020)**
- Evaluate current IT infrastructure and procedures including systems security, storage capacity, back-up protocols, and disaster recovery. Determine future maintenance needs to existing infrastructure to support growth of staff, visitors, and developed acreage. Enhance cross platform communication and data sharing. **(March 2021)**
- Assess current and future requirements for member, volunteer, guest and student amenities. Incorporate results into planning process. **(December 2022)**
- Develop a plan of action and needed resources to achieve a campus-wide interpretive master plan. **(March 2023)**

✓ Research and pursue technology that ensures all departments are supported with updated, efficient, and effective systems to allow for best work. **(February 2018)**

✓ Retain campaign consultants for approved comprehensive fundraising effort. **(March 2018)**

✓ Approve final Investment Policy Statement and spending policy. Confirm managers of endowed funds. **(December 2018)**

Operational Objectives
Lewis Ginter Nature Reserve

Continue transitioning the Lewis Ginter Nature Reserve into the fold of the Garden.

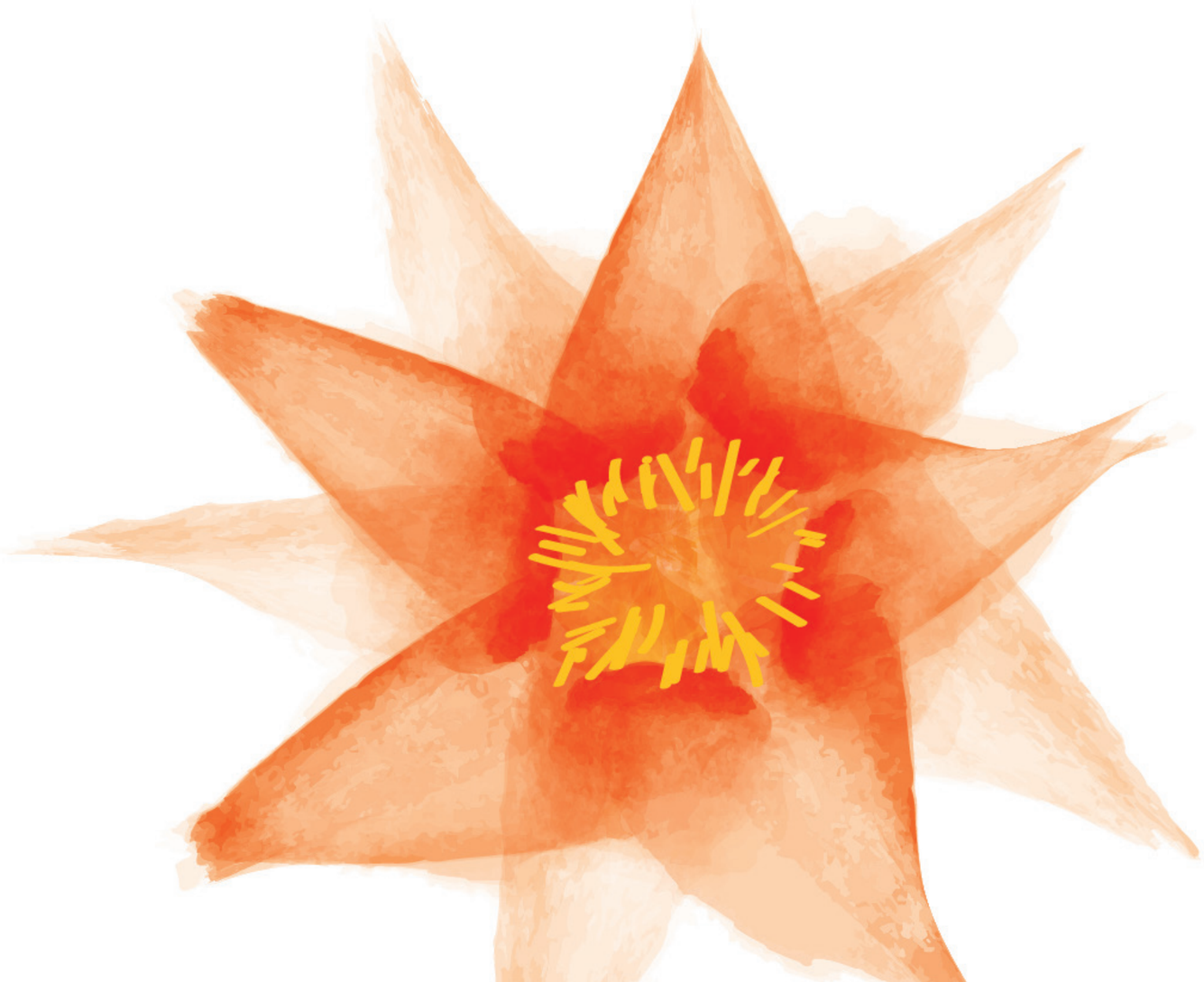
- Continue working with the Cosby family to further transition the property. **(January 2016–Ongoing)**
- Develop specific goals and objectives to:
  - Continue communications with Reserve neighbors and Hanover County officials. **(September 2016-Ongoing)**
  - Develop and test a stewardship budget and protocol for the Reserve. **(March 2020)**
  - Provide for professional training for Reserve staff and volunteers. **(Ongoing)**
  - Actively recruit, train, and retain a volunteer base. **(Ongoing)**
  - Expand and enhance the Reserve's horticulture collections, documentation, and research. **(September 2019)**
  - Research initial opportunities for formal and informal education. **(September 2020)**
- Achieve certification for the Reserve azalea and rhododendron collection as a Nationally Accredited Plant Collection™ through the American Public Gardens Association. **(June 2019)**
- Create and fund the initial Lewis Ginter Nature Reserve Endowment using the proceeds of the sale of property gifted the Garden. **(June 2019)**
- Develop risk management scenarios and plans regarding the Reserve. **(December 2019)**
- Document the Cosby's design intentions for the gardens and landscape, collection development objectives, and horticultural maintenance procedures. **(December 2020)**
- Develop a plan for use of the property in the best interests of the Cosby family and the Garden. **(December 2020)**
- Collect and catalogue the stories of the Cosby's home and history. **(December 2020)**
- Implement the Reserve's budget and operation plan for the stewardship period. **(March 2022)**

Operational Objectives
Environmental Stewardship

Promote conservation and environmental resiliency through horticultural and operational practices and plans.

- Expand and enhance programs to improve and test water quality in and around the Garden and Reserve, remove invasive plants, and mitigate pests through the most environmentally sensitive Integrated Pest Management (IPM) techniques. **(June 2016–Ongoing)**
- Develop a sustainability plan that uses as its framework the American Public Gardens Association Sustainability Index. **(December 2019)**
- Evaluate current practices and develop a campus wide recycling program. **(December 2020)**
- Comply and certify as appropriate all major new buildings with the LEED Gold standard. **(Ongoing)**
- Ensure the thoughtful use of natural resources, achieving beauty through environmentally sensitive methods. **(Ongoing)**
- Minimize the Garden's carbon footprint through conservation and the use of green technologies. **(Ongoing)**

Unearthing our Potential
Appendix



Appendix
Themes Throughout the Garden

THEME OVERVIEW

The themes outlined in this plan—timelessness, community, and awakening—are concepts that help to guide the Garden as it continues to grow and develop. These three themes are not mutually exclusive or ordered by importance; rather, they engage and inform one another, and together act as the foundation for the future of Lewis Ginter Botanical Garden.

Elements of all three themes will appear in varying amounts and in varying locations throughout the Garden, at times together and at other times separately. These themes build upon the ethos, characteristics, and mission of the Garden. Together with specific goals and objectives of the latest strategic plan, they become the standards by which design and decision-making are evaluated.

Photo: Don Williamson

TIMELESSNESS

A GARDEN OF ALL AGES

- Engage visitors of all ages, ability levels, and backgrounds by providing a familiar and comfortable environment
- Explore its unique local and regional contextual landscape identity
- Tell the stories of Richmond's interwoven plant and human history
- Innovate to create timeless designs and experiences that incorporate sustainable technology and practices
- Explore the history of the community, the Garden, and the people associated with it—Grace Arents and her focus on healing and philanthropy through the innovators of today and tomorrow
- Open the horticultural operations to Garden guests to showcase process and ingenuity

COMMUNITY

A GARDEN FOR CULTIVATING COMMUNITY

- Forge meaningful relationships with community organizations and serve as a resource
- Continually strive for greater inclusivity and diversity in guests, members, volunteers, staff, partnerships, programs, and engagement
- Move beyond the Garden's real and perceived boundaries by removing barriers, both physical and social, that will allow the Garden to be open to everyone
- Facilitate community conversations that seek to act as a bridge between different communities and connect people to the mission of the Garden
- Foster authentic learning experiences that connect people through plants
- Instill a sense of pride and ownership among all of Richmond's communities

AWAKENING

A GARDEN OF AWAKENING: MIND, BODY, SPIRIT

- Embrace ecological and natural systems and showcase them in the Garden
- Embrace the romantic elements and experiences of the Garden
- Encourage healthy living and nature-inspired lifestyles through educational experiences in the Garden
- Embrace the spiritual renewal that can come from nature and beauty and create moments of pause and reflection
- Redefine beauty to expand on the idea of formal and manicured gardens to create authentic and restorative experiences
- Create opportunities for sensorial exploration and allow visitors to experience the Garden from unique perspectives

Appendix
By the Numbers

HORTICULTURE

8,192
Total accessions

5,773
Total taxa/unique types of plants

894
Total genera

202
Total families

1,898
Total species

3,875
Total cultivars

9,509
Current total groups of plantings

20,111
Total groups of plantings since 1985

EDUCATION

1,226
Adult guided tour and group program participants

3,089
Adult education program participants

14,088
Students participating in education programs

389
Students in service learning and vocational programs

422
Teachers participating in workshops

GUESTS

390,614
Total annual visitation (general admission, students, rental clients, shoppers, diners, etc.)

83,715
Dominion Energy GardenFest of Lights visitation (18-19)

5,854
Highest daily visitation (CarMax Free Fourth of July)

5,582
Highest Dominion Energy GardenFest of Lights visitation (December 23, 2018)

1,079
Daily average visitation

MEMBERS

21,767
Adult members

12,368
Member households

PERSONNEL

82
Full-time equivalents

650
Volunteers

46,044
Volunteer hours worked

23.6
Equivalent full-time staff with volunteers

COMMUNICATIONS

762,798
Total website sessions

494,972
Total unique website users

1,749,321
Total website pageviews

29,397
eNewsletter subscribers

22,869,075
Advertising impressions

2,355,632
Social network followers

Calendar Year 2018

Appendix
Garden Recognition and Awards

Voted number four among **Nation's Best Botanical Gardens** (*USA Today*; 10 Best Botanical Gardens, 2016)

Voted number two among **America's Best Public Gardens** (*USA Today*; 10 Best Public Gardens, 2014)

Best Botanical Gardens in the U.S. (Travel Channel, 2013)

Photo: Don Williamson

Top 10 North American Gardens Worth Travelling For (Canadian Garden Tourism Council/BBCTravel, 2013)

Selected number one amongst the **10 Reasons to be Grateful We Live in Henrico** (Henrico Monthly, 2013)

Top 5 Museum in the United States (Institute of Museum and Library Services and White House, 2011)

Appendix
Completed Operational Objectives

Horticulture

- ✓ Renovate Luck Memorial Garden. **(Completed April 2017)**
- ✓ Implement the Frank L. Robinson Endowed Chair in Horticulture. **(Completed April 2017)**
- ✓ Expand Community Kitchen Garden (CKG) and integrate with the newly constructed apiary. Continue to use CKG and Children's Garden as learning tools for issues of food security and safe and sustainable food production methods. **(Completed June 2016)**
- ✓ Complete plantings and installations for Morton Native Plant Garden. **(Completed December 2016)**

Education & Exhibitions

- ✓ Update the Library's circulation software to provide better functionality and a modern, Web-friendly interface. **(Completed December 2016)**
- ✓ Modernize the Garden's registration/reservation software to improve productivity, customer engagement and payment security, while providing customers with upgraded and more contemporary functionality through the online interface. **(Completed April 2016)**

Community Engagement

- ✓ Implement Nature Connects LEGO Exhibit. **(Completed June 2016)**
- ✓ Complete the Community Greening ToolKit as an online set of resources for urban greening projects. **(Completed September 2016)**
- ✓ Review, revise, and communicate the Ten Guiding Criteria for Partnership Formation. **(Completed May 2017)**
- ✓ Train and deploy the first cohort of Ginter Urban Gardeners to serve as volunteer project managers for community-based projects. **(Completed January 2017)**

People

- ✓ Transition staff retirement plan from the Principal to the Newport Group. **(Completed June 2016)**
- ✓ Implement the Frank L. Robinson Endowed Chair in Horticulture. **(Completed April 2017)**

Plans, Operations, and Assets

- ✓ Retain consulting firm to conduct a campaign planning study. **(Completed March 2017)**
- ✓ Plan and facilitate Intangible Qualities (IQ) process with key constituents (Board/Donors/Staff) and conduct stakeholder meetings to discern themes that will inform the Master Site Plan design and programming. **(Completed February 2016)**
- ✓ Develop Master Site Plan project prioritization with appropriate input and documentation. **(Completed April 2016)**
- ✓ Develop case statements for four Master Site Plan priority projects including schematic designs, opinions of probable cost, operations/ facilities, etc. **(Completed June 2016)**
- ✓ Complete and obtain Board of Directors' approval on developing case statements for four priority projects, authorizing the undertaking of a campaign planning study and the creation of a Steering Committee. Begin work accordingly. **(Completed June 2016)**
- ✓ Complete a conceptual Master Site Plan that integrates existing gardens and the Reserve as well as programs and facilities with initiatives to expand plant collections, build capacity and provide educational opportunities for all guests. **(Completed September 2016)**

LGNR

- ✓ Repair and seal asphalt driveways. **(Completed June 2017)**
- ✓ Complete schematic engineering drawings of the Reserve's well water/domestic water/irrigation systems. **(Completed October 2017)**

Appendix
Removed Operational Objectives

Education & Exhibitions

- Explore options for adding hardware to enable user self-check for Library materials.
  Removed 2018- Circulation numbers do not warrant a self-checkout option at this time.

- Explore options for adding hardware to enable user self-check for Library materials.
  Removed 2018- High costs include initial upload of our holdings, then ongoing costs each year. We have decided not to pursue this project.

LEWIS GINTER BOTANICAL GARDEN

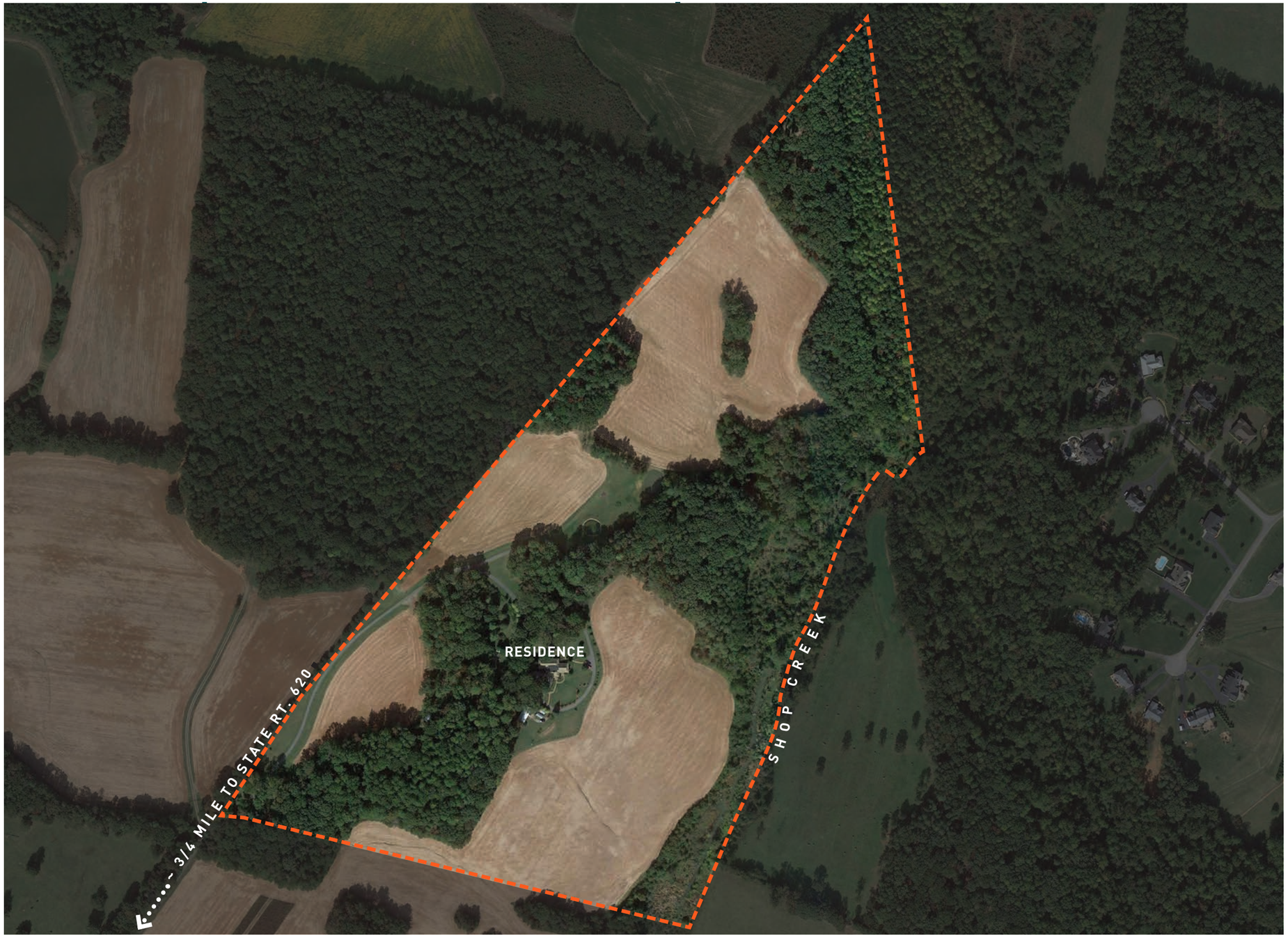
In 30 years Lewis Ginter Botanical Garden has grown from an idea to a nationally recognized garden. The far-reaching vision of Grace Arents, the support of other passionate benefactors, and the work of countless board leaders, volunteers, and employees have transformed the landscape with new gardens, watercourses, facilities, and infrastructure. The evolving property has welcomed, educated, and inspired hundreds of thousands, earning the Garden recognition and awards. In her lifetime Grace Arents worked tirelessly to strengthen her community by providing extensive educational opportunities for its members. She created and worked Bloemendaal Farm as an example and inspiration to all.

We strive to emulate Grace's innovative spirit by connecting plants and people to improve our community. Our 2016—2020 Strategic Plan Unearthing Our Potential renews our commitment to horticulture collections, documentation, research, and formal and informal education. The plan also integrates community engagement opportunities that foster an improved regional quality of life.

Going forward we will work to preserve our legacy even as we expand our gardens and facilities and shift our culture to meet the dynamic needs of the Richmond region. We intend to be an ever-stronger resource to our neighbors by delivering authentic experiences that are relevant to people of all ages and abilities. We will strive to improve the daily lives of individuals from all corners or our community, both on and off campus.

With the example and inspiration of our predecessors, we believe there are no bounds to our future possibilities. The ways and means are at hand, and we are confident of the advances still before us.

0 75' 150' 300'

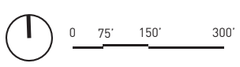


LEWIS GINTER NATURE RESERVE

In 2009, Garden leadership began conversations with three visionary and generous siblings: Ms. Ida Madeline Cosby (d. 2016), Monsignor Roscoe Roy Cosby, and Ms. Patricia Elizabeth Cosby. On land in southwestern Hanover County first purchased to be the family home in the early 1980s, the Cosby Farm was transformed under the careful hands of these three remarkable individuals into a stunning 80-acre landscape containing 1,800 varieties of azaleas, 50 varieties of deciduous azaleas, and 300 varieties of rhododendrons as well as numerous introduced trees and protected and preserved native specimen trees.

In 2012 the Cosby's, with the Garden's support and encouragement, secured a conservation easement for the benefit of future generations on the newly named Lewis Ginter Nature Reserve. That same year the family included the Garden in their estate planning. In 2014, the Board of Directors of Lewis Ginter Botanical Garden, Inc., adopted resolutions to accept the future gift of the land, recognizing the benefits of a branch site to the fulfillment of the Garden's horticultural and educational mission. Immediately thereafter Garden staff members began working at the Reserve under the guidance of the family. In 2015, the family recorded a deed granting the land to the Garden, with the Garden taking possession upon the passing of the last surviving sibling.

In the fall of 2016, Monsignor Roy and Elizabeth Cosby continue to live and work at the Reserve, even as Garden staff members help them in their lifetime work to expand and document their gardens and plant collections. The Garden has initiated steps to have their azaleas, in conjunction with those at the botanical garden, recognized as a nationally accredited plant collection with the American Public Gardens Association.



MASTER SITE PLAN

SITE PLAN KEY

- A Garden Gateway
- B Entry Circle
- C Water Garden
- D Parking Areas
- E Festival Parking
- F Roundhouse Pavilion
- G Morton Native Plant Garden
- H Robins Visitors Center
- I Robins Tea House
- J Kelly Education Center
- K Central Garden
- L Conservatory
- M Anderson Wildflower Meadow
- N Cochrane Rose Garden
- O Community Kitchen Garden
- P Center for Horticultural Excellence
- Q Bus Drop Off
- R Meadow Pavilion
- S Woodland Center
- T Children's Garden
- U Grace Arents Garden
- V Bloemendaal House
- W Vale House
- X Flagler Garden
- Y Woodland Garden
- Z Lakeside House

GRAPHIC KEY

- Existing Buildings
- Proposed Buildings
- Proposed Structures
- Existing Conservatory/Greenhouse
- Proposed Conservatory/Greenhouse