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# PUBLIC GARDEN PLANNING AND DESIGN

At Land Morphology, we believe that an effective planning process should be fun, engaging and empowering. The resulting plan should be both visionary and pragmatic, provide direction to decision-makers, and not be overly prescriptive. Recommended facilities should support the Garden's vision, mission, values, and programs. The plan should provide the flexibility to take advantage of new opportunities and encourage calculated risk taking. We believe it is important that a master planning process integrate strategic planning with facility and spatial planning. Each garden plan is unique. Plans should consider the garden's history, the story and spirit of place, evolution, as well as the sites ecological systems and the three dimensional qualities of the landscape.

This brochure describes our approach to Botanical Garden Master Planning. Included is a graphic representation of our thoughts on process and a narrative outlining the process in greater detail. For each of six phases we describes objectives and tasks (posed as series of questions to be explored) and describe a list of associated deliverables.

Richard Hartlage, the founder and President of Land Morphology has experience in the operation of botanical gardens and garden design. His expertise is complimented by his team's experience with strategic planning, organizational development, design of public places, and horticulture. Identifying management strategies (preservation, conservation, enhancement, and development), defining the arrival and circulation sequences, and addressing experiential and spatial qualities (views, movement sequences, and character) are all important master planning considerations. In our opinion, the detailed design of individual gardens is not an essential part of a master plan. A master plan that is too detailed precludes serendipity and adaptive management.

We look forward to further discussions and collaborations.



Richard Hartlage  
Principal, Land Morphology



LEACH BOTANICAL GARDEN



# OUR EXPERIENCE

## PLANNING AND DESIGN

Strategic Plans  
Spatial Master Plans  
Infrastructure Plans  
Display Garden Design  
Operations and  
Maintenance Plans

# Leach Botanical Garden Master Plan Update and Implementation Phase

Portland, Oregon | Portland Parks and Recreation

“Land Morphology’s experience with botanical gardens has been immensely helpful to shepherd the project through critical decision points.”

Lauren McGuire, Capital Project Team Manager and Ross Swanson, Project Manager, Portland Parks & Recreation

*Phase 1 construction was completed in 2021 and included the pollinator garden, an elevated tree walk, parking and trail enhancements, and the infrastructure for future phases.*

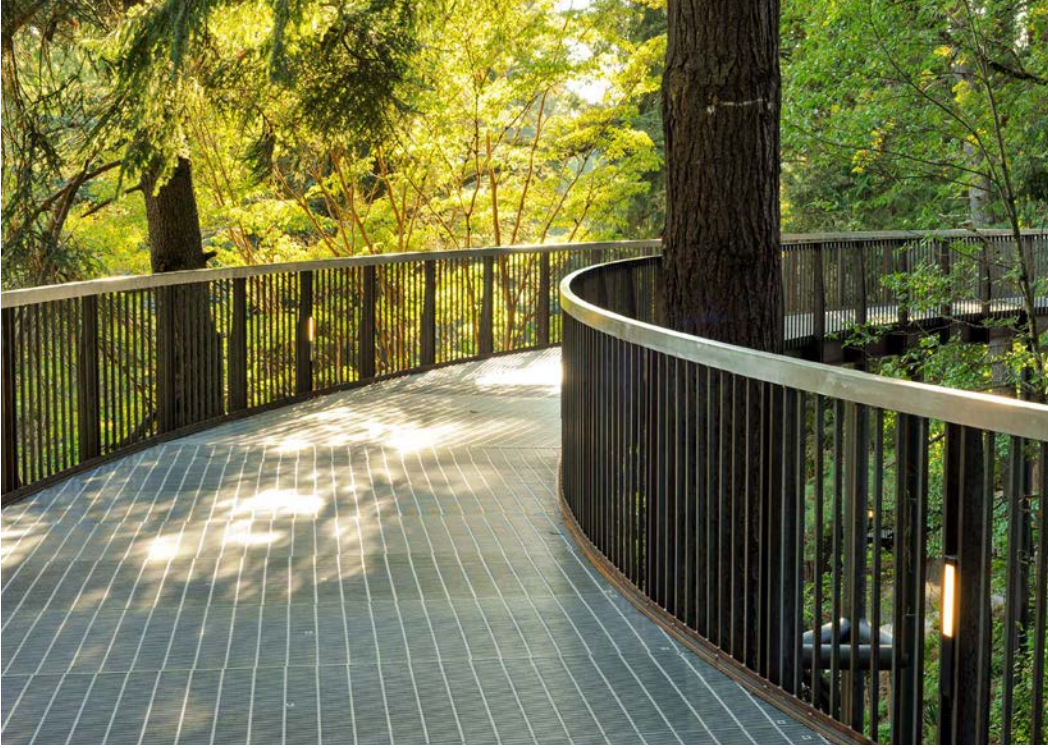
Land Morphology led development of a Strategic master plan for Leach Botanical Garden, a 16-acre garden located in southeast Portland, Oregon.

The master plan defines the spatial framework, addresses the business plan, includes implementation and funding strategies, and presents schematic design including new buildings, landscape features, site improvements, a tree canopy walk, collections and physic, alpine, and fen display gardens.

Organized along cultural and ecological transects, the master plan preserves the legacy of the founders and carries forward John and Lilla Leach’s commitment to environmental stewardship with new and expressive forms.







*The 30-foot high elevated Tree Walk weaves through a native Pacific Northwest forest.*

“Your demonstrated excellence and innovation with design and branding solutions, and your effective business plan with its implementation and funding strategies have created a broad but achievable vision for Leach Garden.”

—Portland Parks



*The half-acre pollinator meadow at Leach Botanical Garden includes over 240 different plants.*

## SERVICES PROVIDED

- Project Management
- Design Leadership
- Lectures to Support Outreach and Fundraising
- Consultant Management
- Public Involvement Facilitation
- Agency Review and Approval
- Facilitated Master Land Use Permit, Building Permit, and Environmental Permits
- Construction Documents
- Construction Administration

## ACCOMPLISHMENTS

- Master Plan Design
- Land Morphology Phase 1 – Implementation
- Provided recommendation on alignment of Strategic, Business, and Spatial Master Plans
- Facilitated a process that engaged board, advisory committee, working group, and City staff

## PRINCIPALS

- Richard Hartlage, Planning
- Lindsey Heller, Implementation

## PROJECT FACTS

- Completed:** Master Plan 2015
- Design Development 2017
- Construction Contract Documents 2018
- Construction Administration 2019-2020
- Acreage:** 16 acres
- Construction Cost:** \$11M first phase, \$30M overall

# Brooklyn Botanic Garden Herb & Vegetable Garden

Brooklyn, NY | Brooklyn Botanical Garden

“The new Herb Garden is an artful embodiment of many of our campaign’s objectives; encouraging sustainable horticulture...and drawing together communities throughout the city.”

Brooklyn Botanic Garden

Richard Hartlage designed the Herb and Vegetable display garden at the Brooklyn Botanical Garden, a nationally recognized, historic institution.

The Herb Garden was the first new garden to be incorporated into the site since 1954. The design for the Herb Garden set a new and more modern direction for all future built features envisioned in the master plan of the Brooklyn Botanical Garden.

Richard’s visionary and effective leadership and strong design concepts fully engaged the staff and donor community throughout the process.

By simultaneously addressing the larger vision to update the design aesthetic of the project, and engaging the horticultural staff, he was able to create a dynamic design that was enthusiastically embraced by all. The garden has become a hugely successful feature for this institution.





#### SERVICES PROVIDED

- Project Management
- Design Leadership
- Consultant Management
- Owner's Representative
- Public Involvement Facilitation
- Donor Strategy
- Agency Review and Approval
- Site and Landscape Design
- Cost Estimate
- Construction Documents
- Construction Administration

#### PRINCIPAL

Richard Hartlage

#### PROJECT FACTS:

**Completed:** Design 2011

Construction 2012

**Acreage:** 1/2 acre

**Construction Cost:** \$1.2M

**Reference:** Tracey Faireland,  
Brooklyn Botanic Garden,  
Capital Projects Garden,  
718.623.7380

Tracey.Faireland@gmail.com

# JC Raulston Gifting and Vision Plan

Brooklyn, NY | North Carolina State University

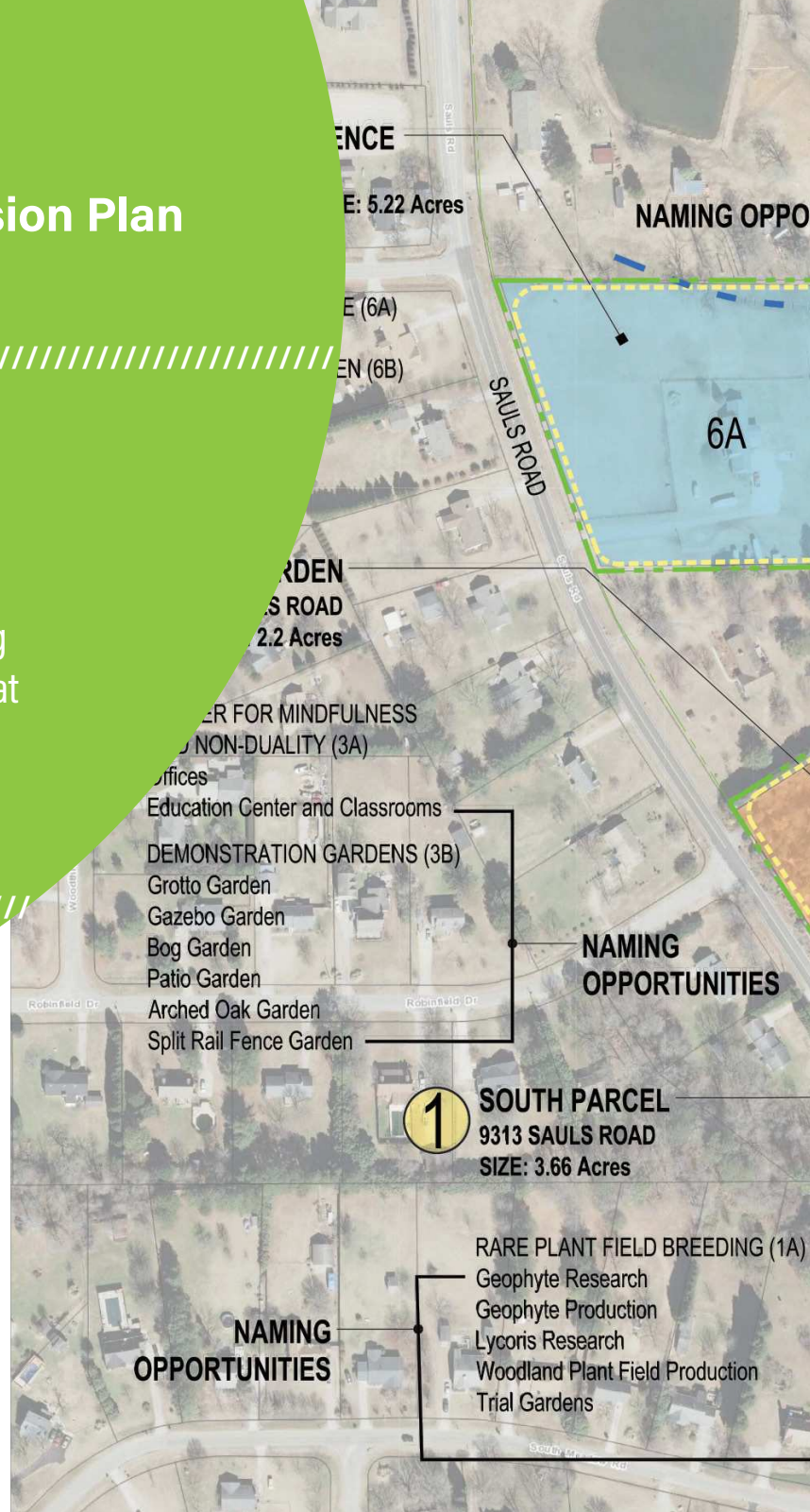
“In a time where other great plant collections of the past have been lost because there was not a financial and logistical support structure in place, this plan offers a path forward for conserving the resources at JLBG and placing JCRA at the forefront of botanical collecting and horticultural research.”

Vision Plan

In June of 2016, the owners of Juniper Level Botanic Garden (JLBG), decided to entrust JCRA with their legacy by donating the majority of JLBG to JC Raulston Arboretum (JCRA). In doing this, the owners are ensuring that the plant collections and demonstration gardens are preserved for future generations.

The endowed gift, totaling approximately \$7.5 million, will be given over time and includes funds that will assist in operations and maintenance.

Land Morphology developed a Vision Plan after leading a series of meetings and workshops with interested participants from NCSU, JCRA, and the owners of JLBG, to develop a Gifting Strategy and Vision Plan. The resulting plan describes the vision for this generous gift and provides strategies for when and what portions of the properties will be gifted; serving as a way forward for integrating and further endowing this incredible gift of land, plants, and knowledge.



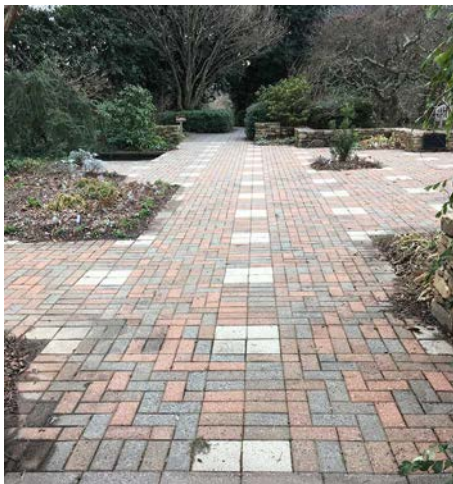
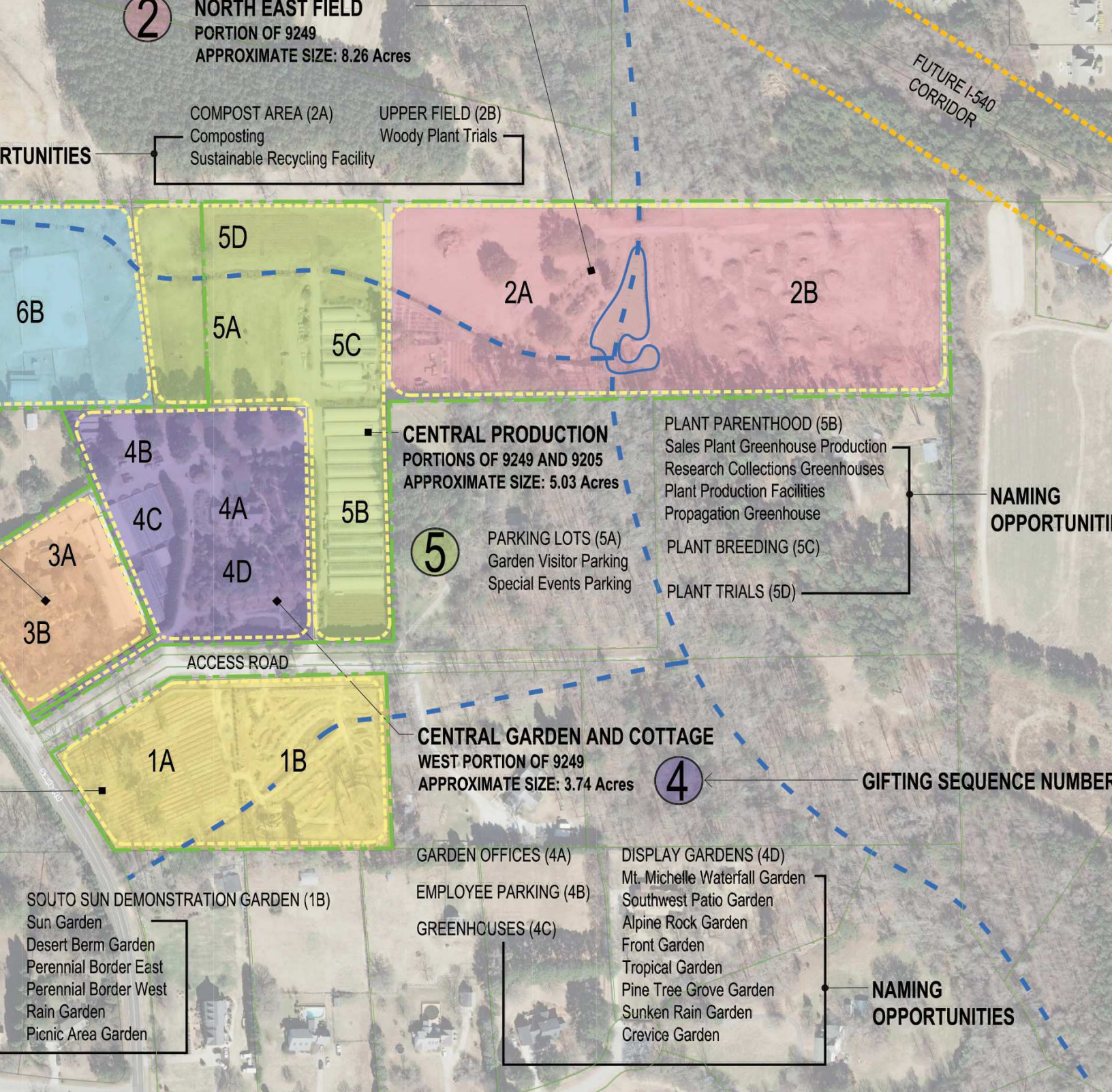
## SERVICES PROVIDED

- Project Management
- Stakeholder Facilitation
- Planning Leadership
- Strategic Planning
- Financial Analysis
- Donor Strategy
- Site Design

## PRINCIPAL

Richard Hartlage





# Rockefeller Center Channel Gardens Seasonal Displays

New York, New York | Tishman Speyer



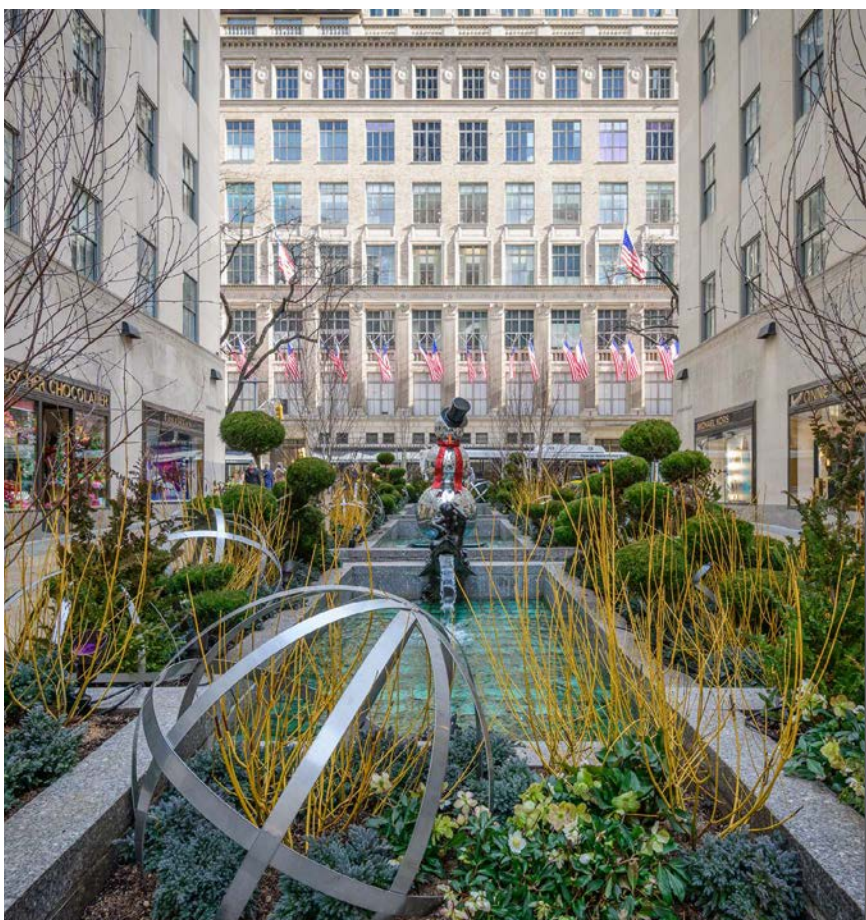
"[The Easter installation] looks stunning and I love the white prunus trees and the amazing new topiaries! Congratulations on all of your hard work!"

- Dawn Reinholtz, Director of Strategic Partnerships and Events, Rockefeller Center



In 2017-2018, Land Morphology designed the seasonal display gardens for the Channel Gardens at Rockefeller Center. Eight display gardens were created over a one-year period to celebrate the seasons and highlight the special celebrations that take place in and around this American cultural icon.

Some of the themes included Cotton Candy, Dino Food, Rays of September, and Effervescence. The outcome demonstrates how planting design can shape a place and result in people stopping to linger and enjoy a space.





**SERVICES PROVIDED**

- Design Leadership
- Display Designs
- Art Integration
- Construction Documents
- Construction Administration
- Horticulture Management

**PRINCIPAL**

Richard Hartlage



# Yew Dell Botanical Gardens

Crestwood, Kentucky

"Newly designed gardens will orient visitors towards discovery and surprise while providing accessibility for all."

- Paul Cappiello, Executive Director  
Yew Dell Botanical Gardens

Yew Dell Botanical Gardens has long horticultural history as Kentucky nurseryman Theodore Klein's home, nursery, private arboretum, and garden. The property became a public garden a decade and half ago. Since then, improvements stabilized the miniature castle, which served as a space for entertaining in Klein's day. Existing barns were converted to an entry pavilion and gift and lecture hall. New structures included restrooms, catering facilities and a pavilion for weddings, concerts, and other large-scale events.

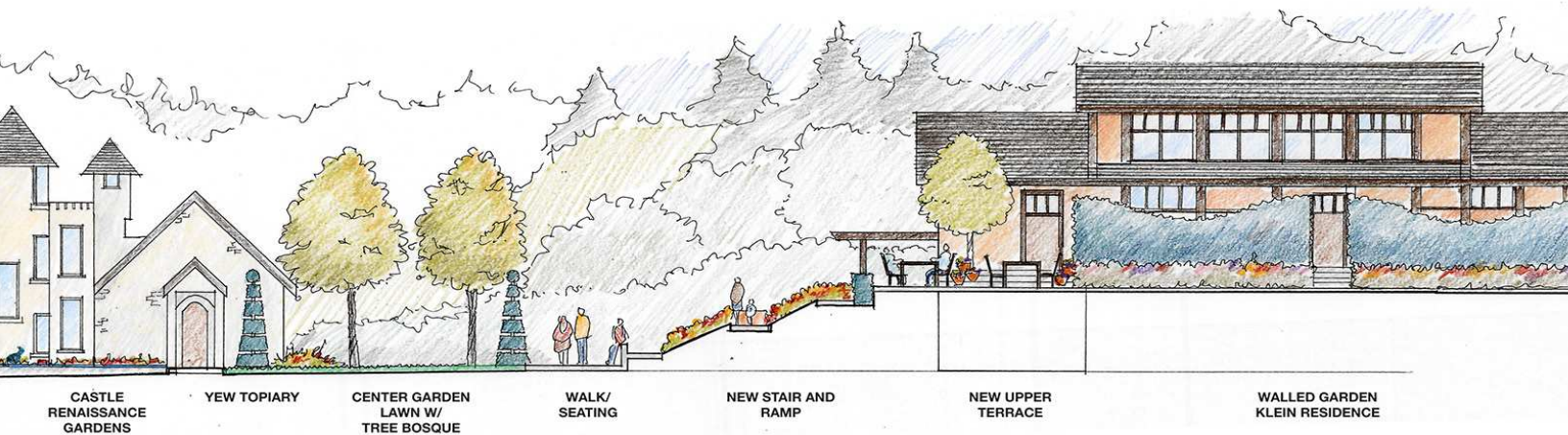
The design process was collaborative with garden employees, donors and a sub-set of the board of directors. The design has yielded an exciting new collection of gardens in the core of the site. We are very pleased to have been selected for this project and are supporting fundraising efforts.



## SERVICES PROVIDED

- Project Management
- Design Leadership
- Facilitation
- Site and Landscape Design
- Cost Estimating





CASTLE RENAISSANCE GARDENS

YEW TOPIARY

CENTER GARDEN LAWN W/ TREE BOSQUE

WALK/ SEATING

NEW STAIR AND RAMP

NEW UPPER TERRACE

WALLED GARDEN KLEIN RESIDENCE

Land Morphology was hired to conceive, define, and plant the Castle Gardens. The new gardens and gathering spaces will be the first new gardens on the property since Yew Dell opened to the public. These spaces will improve pedestrian circulation and link historic features and gardens to an existing meadow, while providing an opportunity to increase botanical collections and new display horticulture. A central water feature will be the heart of the space, with stormwater gardens to manage surface water. Multiple arbors will shade and human-scaled places for people to gather and linger.

# The Edible Garden at North Carolina State University

Raleigh, North Carolina | JC Raulston Arboretum

A water feature with integrated bench welcomes visitors and provides a place to enjoy the lush greenery of the garden and the soothing sound of flowing water.

Screening Trellis

Edible Garden Beds

Pole Apples



The 10,000 square foot edible garden at the JC Raulston Arboretum will provide a welcoming entry into the arboretum. Serving as a teaching garden, the edible garden features herbs and showcases the fruits and vegetables of the region.

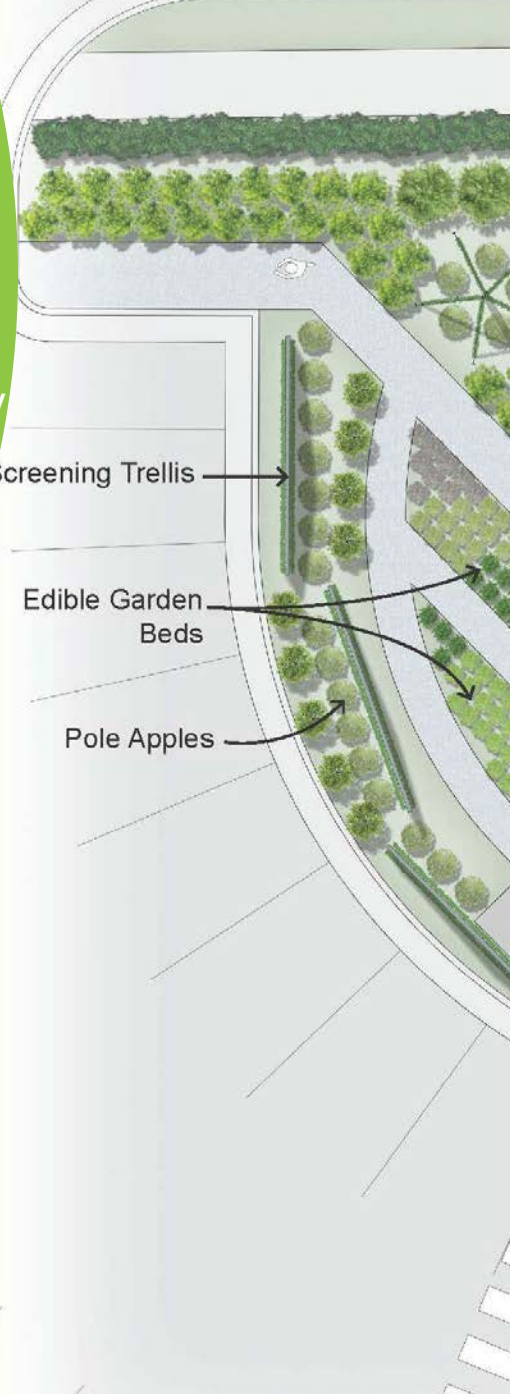
A fruit and nut tree orchard defines the garden's edges. Interpretive panels tell the story of the garden.

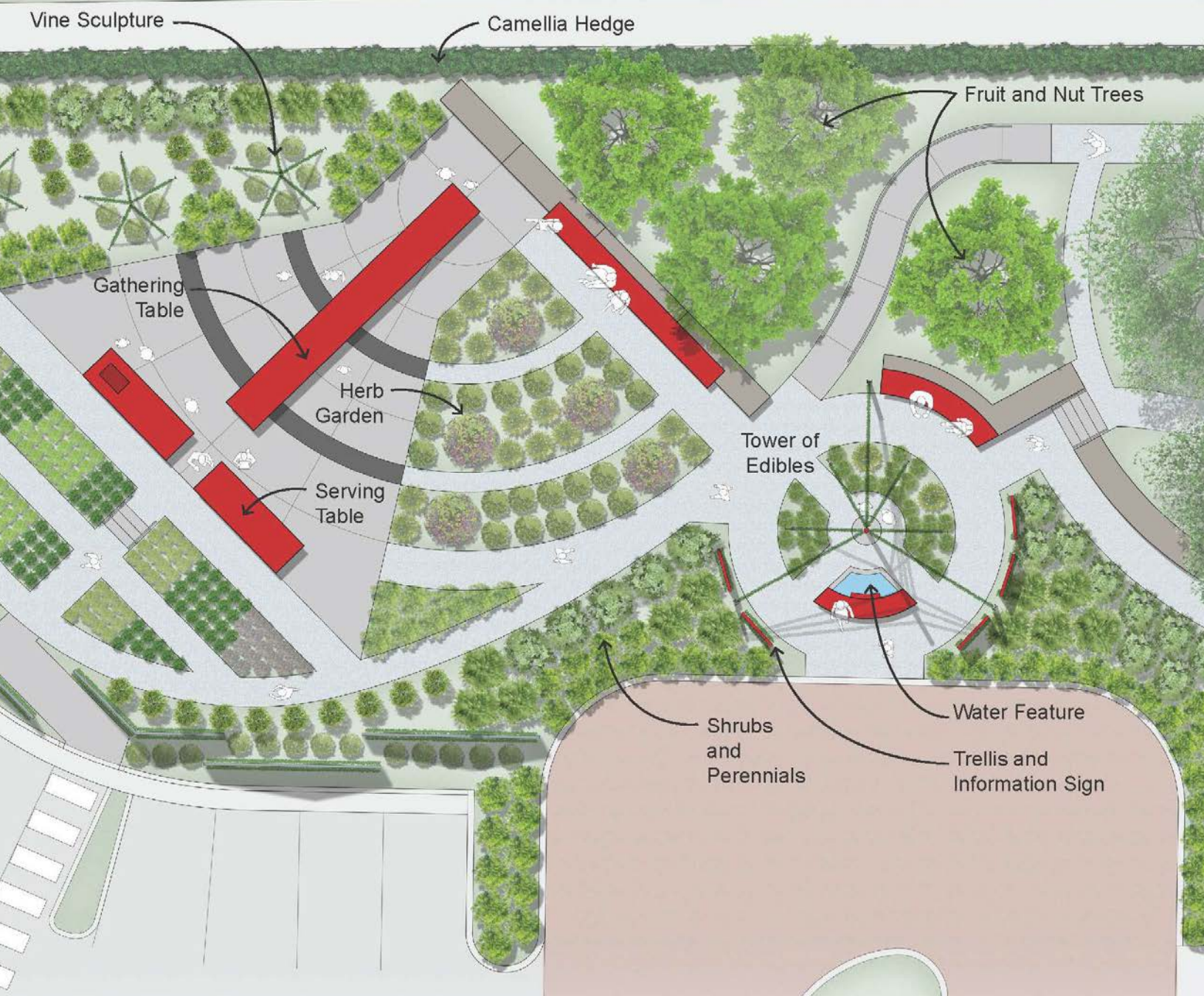
Sustainable features include a seating bench integrated into gabion walls made with locally quarried stones. Land Morphology developed the design for the new garden.



## SERVICES PROVIDED

- Project Management
- Design Leadership
- Facilitation
- Site and Landscape Design
- Cost Estimating





The gathering area offers a custom 32-foot long steel table and two serving tables, with built in ice bucket, for celebratory feasts featuring the bounty of the garden.

# Chihuly Garden and Glass

Seattle, Washington | Seattle Center

“The innovative landscape is sure to play a big role in the exhibit’s continuing appeal. Might these gardens become our city’s vibrant outdoor living room?”

- The Seattle Times

CGG achieved LEED silver certification, with green features including pervious paving and green roofs.

Since opening in 2012, Chihuly Garden and Glass has gained national and international recognition as a major destination and signature landscape. Landscape Designer Richard Hartlage, led the highly collaborative design process, working closely with Dale Chihuly, Owen Richards Architects, The Seattle Center, the Seattle Design Commission, the Space Needle Corporation, and a wide range of stakeholders to create a compelling vision for the redevelopment of the area as a garden.

The two acre site includes planting areas showcasing Chihuly’s art, green walls, and green roofs - all carefully planted for maximum seasonal impact.

During the planning process, Richard wrote a series of guiding documents and a plant collections

policy to assist the garden in maintaining and accessioning and deaccessioning plants from the garden.

Chihuly Garden and Glass is owned by the Space Needle Corporation, whose marketing plan is focused on maximizing visitation and exceeding visitor expectations.

Richard collaborated directly with senior staff of both institutions to ensure Chihuly Garden and Glass would maximize revenue for the investment.

Land Morphology continues to advise garden staff and the board of directors on garden management, plantings, seasonal displays, and new additions, including an arbor over the East Patio by the Collections Café.



Community events at CGG include the Ladybug Release.



#### SERVICES PROVIDED

- Design Leadership
- Facilitation
- Master Planning
- Site and Landscape Design
- Art Integration
- Cost Estimate
- Construction Documents
- Construction Administration
- Seasonal Displays
- Horticulture Management

#### PRINCIPAL

Richard Hartlage

#### ACCOMPLISHMENTS

- Wrote guiding documents
- Developed collections policy
- Led design process
- Continued involvement

#### PROJECT FACTS:

**Completed:** Design 2013  
Construction 2014

**Acreage:** 1 acre (garden area)  
Construction Cost \$1.7M

**Reference:** Michelle Bufano,  
Chihuly Garden and Glass,  
Executive Director, 206.753.4925

[michelleb@chihulygardenandglass.com](mailto:michelleb@chihulygardenandglass.com)

# Waterfront Seattle

Seattle, Washington | City of Seattle

“Picture a woodland glade along Alaskan Way populated with dogwood, willow oak and coast redwood trees skirted with blossoming camellias, shrubby cinquefoil and Oregon grape. Or rather than dank shade, open sunny areas filled with flowering quince, colorful coneflowers, textural grasses, resilient ferns and West Coast native plantings.”

- The Seattle Times

Land Morphology is providing planting design services and collaborating with James Corner Field Operations (JCFO) on Seattle’s new 1.5 mile / 26 block waterfront park and urban space. Different landscape characters denote the different zones of the waterfront.

Ranging from the historic Pioneer Square neighborhood to the future Overlook Walk connection to the Market Front development at Pike Place Market and beyond to Belltown, the place shaping landscape will make the Seattle waterfront a unique and beautiful destination.

Native and ornamental plants will provide color, texture, and form, changing with the seasons. Street trees, raised planters, and planting beds will enhance the visitor’s experience of the new waterfront. Sustainable features include biofiltration cells that filter stormwater before it reaches Puget Sound.

## HISTORIC PIERS TERRACE PLANTING





Graphic by James Corner Field Operations



### SERVICES PROVIDED

- Design Leadership
- Facilitation
- Master Planning
- Site and Landscape Design
- Art Integration
- Cost Estimate
- Construction Documents
- Construction Administration
- Seasonal Displays
- Horticulture Management

### PRINCIPAL

Richard Hartlage

### ACCOMPLISHMENTS

- Developed design for 26 blocks of plantings
- Developed soil specifications
- Continued involvement through construction administration

### PROJECT FACTS:

#### Completed:

Design 2018  
Construction 2020-24

# InSitu Garden

Redding, Connecticut



“At its core, In Situ is a study in restoration, both of the site and mind. The gardens are engaged in a dynamic equilibrium, each space folding together to support a larger vision evoking historic rural themes and tranquility.”

– World Landscape Architecture

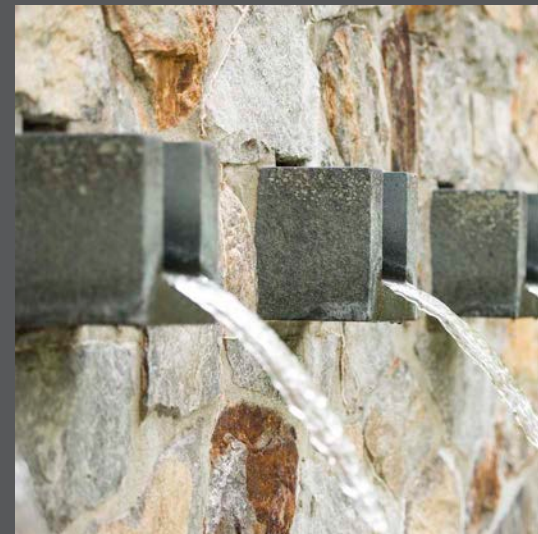


In Situ is an eight-acre public garden designed to be spiritually and emotionally inspiring. The landscape combines structures, rich planting, and art. The comprehensive palette of site structures, designed by Richard Hartlage, include eight water features, an outdoor kitchen, recreational facilities, arbors, walls, portals, terraces, and walks. The highest standards of construction were maintained through careful oversight of all built objects and plantings in the garden.

The highlight of the garden is a collection of outdoor sculptures

by nationally renowned artists. Richard worked closely with the client to select and place all of the art. He also personally designed and managed fabrication of multiple artistic objects constructed of wood, glass, and metal.

Richard continues to manage seasonal plantings, advise on maintenance and collaborate with the landscape contractor. This assures an impeccably managed garden that has been called one of the most significant gardens in Connecticut.







#### SERVICES PROVIDED

- Project Management
- Design Leadership
- Owner's Representative
- Facilitation
- Master Planning
- Agency Review and Approval
- Site and Landscape Design

# Seattle Center Century 21 Master Plan Seattle Center Vegetation Management Plan

Seattle, Washington

“The Master Plan sets the framework for future development on the campus, and calls for campus design that draws visitors to the center and emphasizes flexibility, vibrancy, and artistic expression.”

- Seattle Center

## CENTURY 21 PLAN

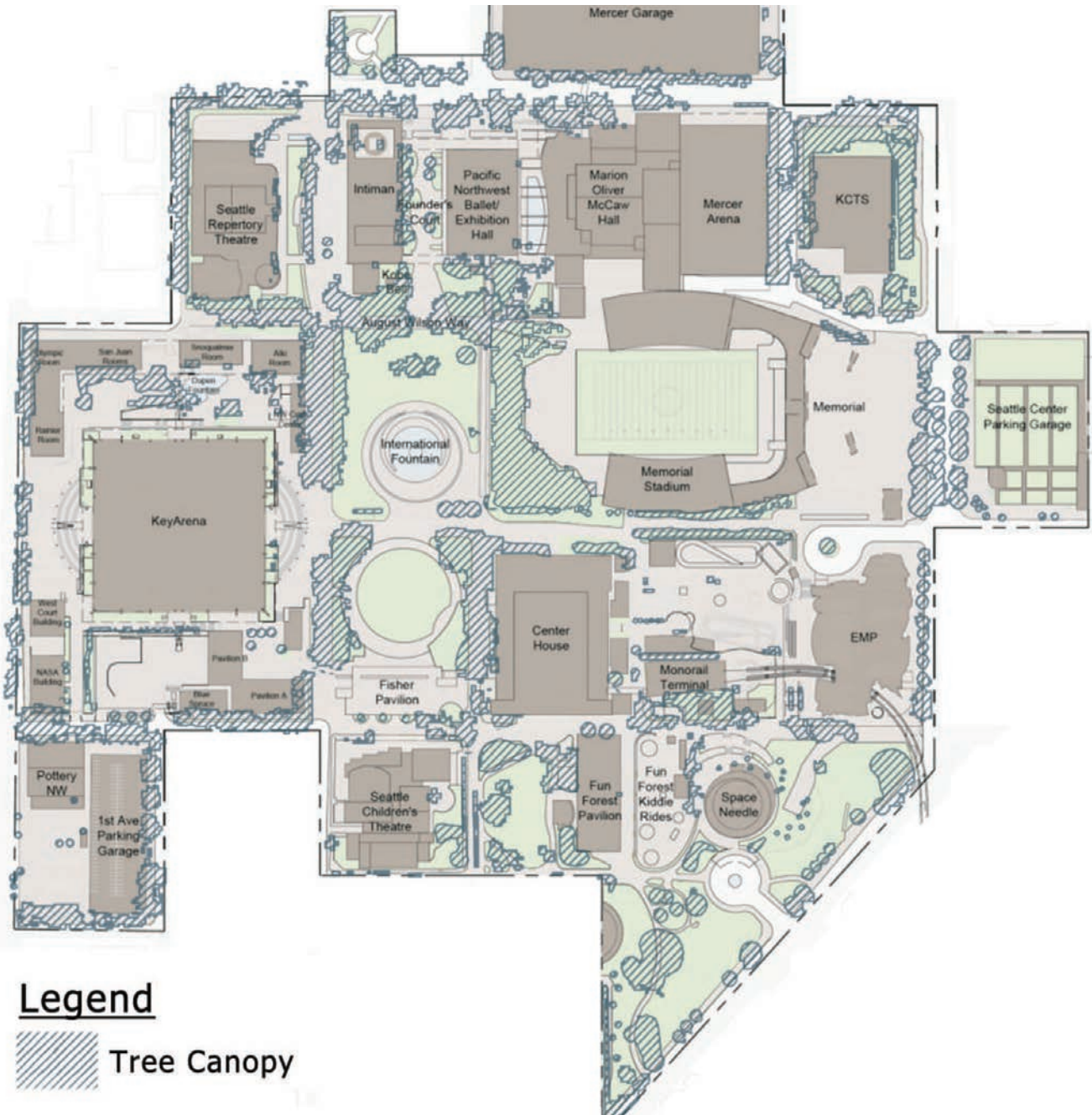
Richard Hartlage contributed to the design proposal for the five acres immediately surrounding the Space Needle on the Seattle Center campus. The master plan integrated the urban forest of the South Top, a park-like place that encouraged respite.

He proposed a signature water feature that references the former water feature at the base of the Space Needle during the 1962 World’s Fair. As nearly five-million people a year use the Seattle Center, vehicular and pedestrian accessibility were key components to the master plan design.

## VEGETATION MANAGEMENT PLAN

Additionally, Richard prepared a comprehensive vegetation management plan for the fifty acre campus. This created an inventory of existing trees and species, a strategic tree replacement plan of aging and dying trees, design guidelines for all new projects built on the campus, a carefully selected tree species list, and a long-term maintenance strategy.





**Legend**

 Tree Canopy

The Landscape Management Plan makes recommendations for and establishes campus-wide landscape management policies and sets the groundwork for the on-going design and maintenance of the Seattle Center's grounds.

**SERVICES PROVIDED**

- Inventory of Existing Vegetation
- Sustainable Design
- Horticulture
- Maintenance Planning
- Policy Recommendations
- Accomplishments

**LEACH  
BOTANICAL  
GARDEN**



**JC RAULSTON  
EDIBLE GARDEN**



Mark Weathington, Assistant Director  
919.515.3132 / mweathi@ncsu.edu

**CHIHULY  
GARDEN & GLASS**



Michelle Bufano  
206.7...  
michelleb@chihuly

**BROOKLYN  
BOTANIC GARDEN**

Tracey Faireland, Director of Capital Projects  
718.623.7380 / tracey.faireland@gmail.com



**MOORE-TURNER  
HERITAGE GARDEN**



Lynn Mandyke, Hist  
509.455.6287 / lmandyke@

**WATERFRONT  
SEATTLE**

Marshall Foster, Director  
206.684.5413 / Marshall.Foster@seattle.gov



**SPACE NEEDLE  
BROAD ST. GREEN &  
THOMAS ST.  
CONCEPT PLANS**



Ron Severt, President  
206.905.2101  
rons@spaceneedle.com

**YEW DELL  
BOTANIC GARDENS**



# LAND MORPHOLOGY

## REFERENCES

Ross Swanson, Project Manager

503.823.3577 / ross.swanson@portlandoregon.gov

- Developed Strategic Master Plan for 16 acre, \$30M garden
- Designed collections and display gardens
- Facilitated public involvement
- Led design team with seven subconsultants

- Designed edible garden
- Created welcoming entry to arboretum
- Developed construction documents
- Integrated sustainable features



, Executive Director

753.4925  
ygardenandglass.com

- Led the design process
- Worked with stakeholders to develop the vision of the garden
- Designed planting areas to showcase Dale Chihuly's art
- Created the design for adjacent landscapes



- Directed the design of Herb and Vegetable Garden
- Worked with stakeholders to update the design aesthetic of the garden
- Designed custom features: overlook, water features, seating walls
- Engaged staff and donor community throughout the process

orian

gmail.com

- Restored gardens to identified period of significance
- Completed design documents for \$1.2M restoration
- Created landscape management plan for operations
- Led the public involvement process



- Developed the planting design for 1.5 miles of new park
- Created soil specifications for project
- Worked with stakeholders to develop a new aesthetic for the waterfront
- Currently writing the maintenance and operations manual

- Designed alternative concepts for renovation of Space Needle entry drive
- Worked with stakeholders to re-envision Thomas Street corridor through Seattle Center
- Utilized NW themes to create place
- Designing Green Street features



Paul Cappiello, Executive Director

502.338.9941 / paulc@yewdellgardens.org

- Led the design process
- Designed new gardens
- Assisted with fundraising
- Collaborated with stakeholders





THE  
TAPESTRY  
METHOD

PUBLIC GARDEN  
MASTER PLANNING



*Exceptional public gardens are intentionally planned, designed, branded and managed.*

*Our creative master planning process integrates strategic and facility planning; weaving together many threads / assets of Gardens.*

*The result is a rich tapestry of people, programs, facilities, and exhibits; ever-evolving to deliver exceptional and memorable experiences.*



# OUR APPROACH IS DIFFERENT

We believe long-range planning should be inspirational and fun! We take the time to work with Garden leaders and craft a purposeful process; a process that engages diverse stakeholders, encourages stewardship and empowers staff. Risk-taking and out-of-the-box thinking is encouraged!

With each garden we explore what resources (land, people, fiscal, cultural, and historic) are available and perhaps untapped or under utilized. We encourage you to envision new directions, dream big, and explore alternative futures. We support you by advising on implementation and funding strategies.

The co-created Master Plan integrates strategic planning, facility, and program planning, illuminating connections between elements of botanic garden operations and management including:

- Vision, Strategy, Values / Why, How, and Who the Garden Serves?
- Organizational Culture / Decision Process, Risk, Rewards, and Using the Talents of Team
- Visitor Experience / Memorable, Informative, and Extraordinary
- Places / Community, Campus, Gardens, and Online
- Programs and Events / Education, Outreach, and Research
- Collections & Exhibits / Plant Collections, Seasonal Displays, the Arts, and Others
- Operations and Maintenance / Resources, Methods, and Budgets
- Branding and Marketing / Clarity, Consistency, and Creativity of Message and Image

The Master Plan becomes a living document; a framework that encourages stewardship, guides decision-making, and empowers the organization to consistently deliver extraordinary and memorable experiences.

VISION | STRATEGY |  
VALUES

ORGANIZATIONAL  
CULTURE

VISITOR  
EXPERIENCE

PLACES

PROGRAMS  
& EVENTS

EXHIBITS &  
COLLECTIONS

OPERATIONS &  
MAINTENANCE

BRANDING &  
MARKETING



**1**  
**PRE-PLANNING**

Decision Process, Risk, Rewards, Using



Memorab

**2**  
**INQUIRY**



Education, Outreach & Research



VISIONI  
PROGR  
DEVELOP

Plant Collections, Seasonal Displays, Art & Others



Clarity, Consiste

1 How will stakeholders collaborate to make this a successful, fun and rewarding process?

2 What resources (human, physical, land, fiscal and cultural) are available / untapped?

3 What might th become as a organization a community re

Why, How and Who the Garden Serves



Talent of Team



6

IMPLEMENTATION & STEWARDSHIP

able, Informative & Extraordinary



Campus, Garden, Online Communities

4

EXPLORE ALTERNATIVES & DESIGN THE FUTURE

NG /  
RAM  
PMENT



5

STRATEGIC MASTER PLAN

Resources & Methods

ncy & Creativity of Message & Image



the Garden  
place,  
and  
resource?

4 What changes or evolutions will be required? Is the plan flexible enough to capitalize on opportunities?

5 Will the plan effectively guide long-term decision making, encourage risk-taking and empower delivery of extraordinary experiences?

6 Will the Board and staff steward the plan and adaptively manage the Garden?

# 1

HOW WILL STAKEHOLDERS  
COLLABORATE TO MAKE  
THIS A SUCCESSFUL, FUN  
& REWARDING PROCESS?

## PRE-PLANNING

### KEY TASKS

DIRECTOR & BOARD ALIGNMENT

REVISE MISSION, VALUES, VISION & GOALS

IDENTIFY ALL STAKEHOLDERS & PLAN TO ENGAGE  
AT APPROPRIATE LEVELS

ESTABLISH GOALS & MEASURES OF SUCCESS



## DELIVERABLES

Design a creative process, work plan and stakeholder engagement plan and agree upon measures of success

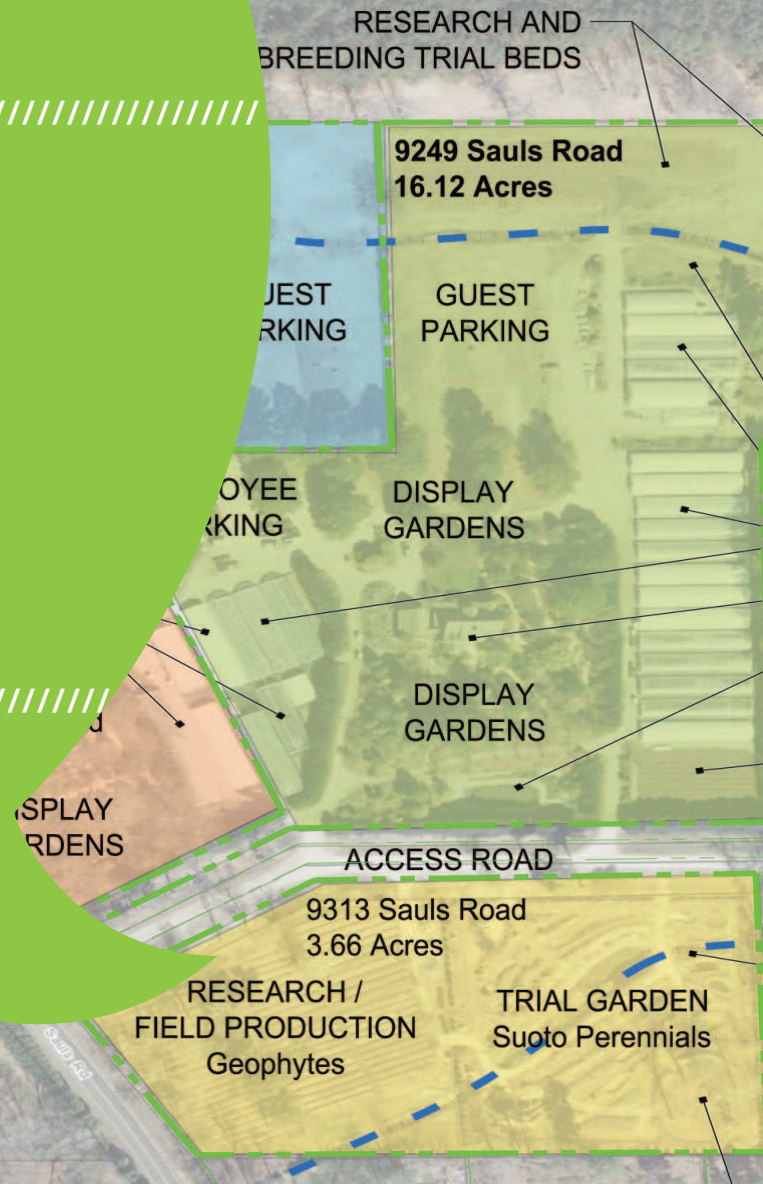






# 2

WHAT RESOURCES  
(HUMAN, PHYSICAL, LAND,  
FISCAL & CULTURAL) ARE  
AVAILABLE / UNTAPPED?



## INQUIRY & EXPLORATION

### KEY TASK

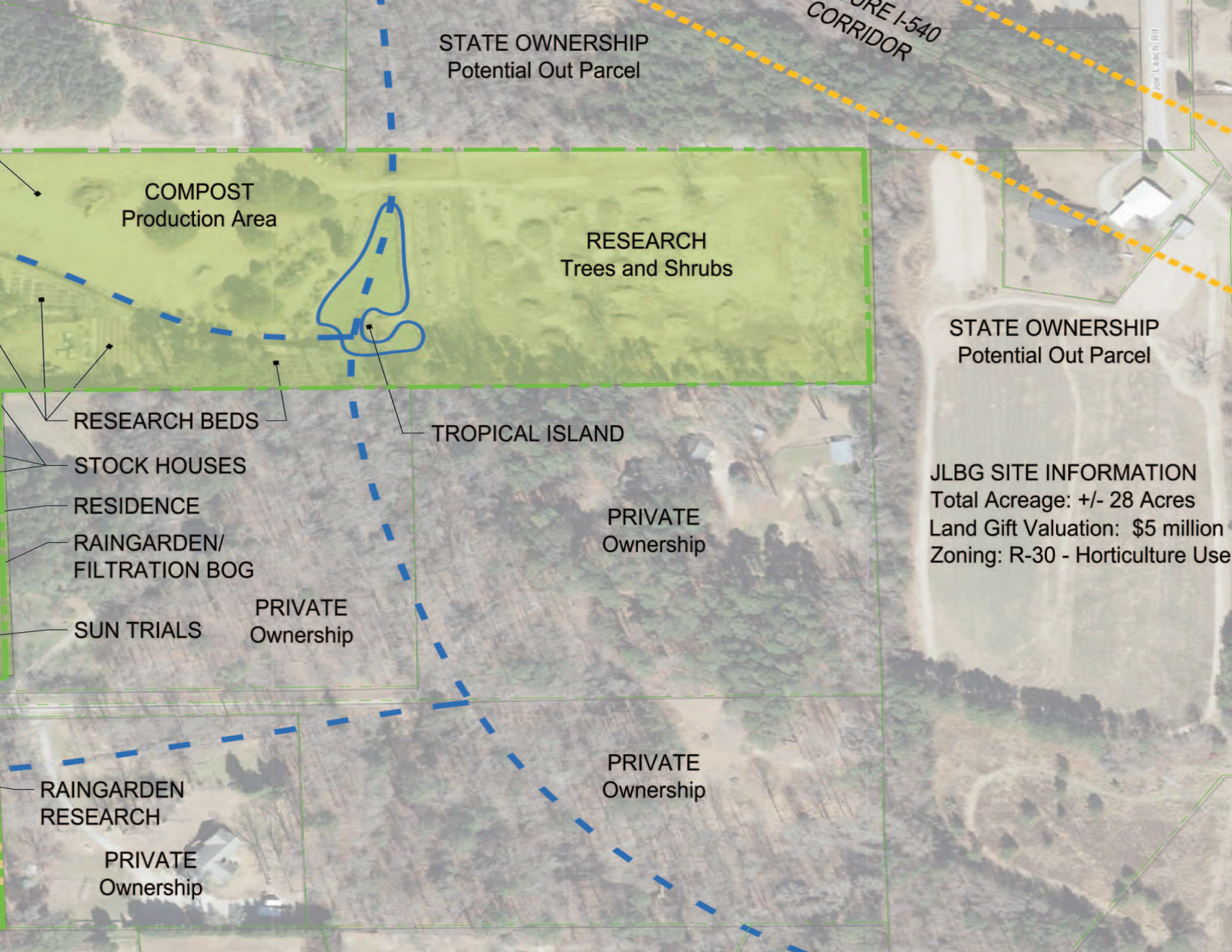
#### ENGAGING & INSPIRING EXPLORATION OF OPPORTUNITIES

**VISION & VALUES** Why do we exist? Why is this place special?

**ORGANIZATIONAL CULTURE / OPERATIONS** Are staff and Board invested and willing to take risks?  
Are the full talents of the team being used?  
Are there personnel or staff development needs?

**VISITOR EXPERIENCE** Who visits? When? How often? Trends? Goals?  
What have / do / will visitors expect and remember?  
What do they expect and experience daily, seasonally, during special events and programs?





**PLACES** How is the story of place expressed in the physical layout of the garden, the buildings, and the site? Are the buildings and infrastructure adequate to support existing and desired programs? Are there more sustainable solutions? Are the gardens, infrastructure, structures, and details in character with the place and of condition to support current needs and future aspirations?

**PROGRAMS & EVENTS** What programs and events does the Garden offer? What other programs could be offered? Who are sponsors and potential sponsors or partners? Which are most successful and relevant?

**COLLECTIONS & EXHIBITS** What does the Garden collect and exhibit? Why? Is the story of the place exhibited?

**OPERATIONS & MAINTENANCE** What are the financial patterns and future goals? What are the maintenance practices, costs and goals? Facility and personnel needs?

**BRANDING & MARKETING** How has the regional, community and neighborhood context changed? How is the Garden perceived in different markets? Does the physical design, program, and exhibition and marketing materials consistently support the brand and vision?





## DELIVERABLES

Graphic and narrative summary of existing conditions and opportunities



# 3

## WHAT MIGHT THE GARDEN BECOME AS A PLACE, ORGANIZATION & COMMUNITY RESOURCE?

### VISIONING / STRATEGIC PLANNING

#### KEY TASK

#### DREAM BIG & EXPLORE THE FULL RANGE OF OPPORTUNITIES...NOW & IN THE FUTURE

**VISION & VALUES** What might the garden and organization become?  
What is important to protect and preserve?  
Where are the opportunities for change and celebration?

**VISITOR EXPERIENCE** How might we surprise, delight and exceed visitor expectations?  
Is the garden staying relevant?

**ORGANIZATIONAL CULTURE / OPERATIONS** How are staff empowered to do their best?  
How might the decision-making and/or operational processes be improved?  
How might we respond to emerging trends? Or become trend setters?



## DELIVERABLES

Narratives and diagrams describing full range of opportunities

### PLACEMAKING OPPORTUNITIES

What should be preserved, developed, enhanced?  
Context, place-making strategies, physical and visual connections  
The Gardens, plant collections, and larger landscape context  
Historic resource management (place, plant, structures, art, etc.)  
Visitor / User experience: arrival, orientation (on-site, online)  
Facilities: buildings, infrastructure, site architecture  
Sustainable Infrastructure (energy and water conservation)

### COLLECTIONS & EXHIBITS

What collections and exhibitions have/are/could be offered to attract and sustain diverse interests?

### PROGRAMS & EVENTS

What programs and events could be offered to attract and sustain diverse interests? Visual, media, performing, literary arts?

### OPERATIONS & MAINTENANCE

Are operations and maintenance practices sustainable?  
Are there opportunities to conserve, land, energy and water?

### BRANDING & MARKETING

What is the Brand? Is the messaging consistent?  
Is the Garden connecting with all the potential audiences?  
How might the brand be enhanced?





# 4

WHAT CHANGES OR EVOLUTIONS WILL BE REQUIRED? IS THE PLAN FLEXIBLE ENOUGH TO CAPITALIZE ON OPPORTUNITIES?

## EXPLORE ALTERNATIVES / DESIGN THE FUTURE

### KEY TASK

#### ENVISION & EVALUATE ALTERNATIVE FUTURES

##### VISION & VALUES

What might the Garden become? How do we make it happen?  
What are the most appropriate guiding principles?  
What should be developed, conserved, preserved and enhanced?

##### VISITOR EXPERIENCE

What are highest priorities for visitor / user experience?

##### ORGANIZATIONAL CULTURE / OPERATIONS

How will the organization need to change to realize the vision(s)?  
What changes in staffing, operational processes, resources will be required near term and long term?

##### PLACEMAKING OPPORTUNITIES

What are the spatial alternatives? Which is preferred?  
Site organization / Character, views, districts / Development, preservation, enhancement and conservation zones / Garden Design - guiding principles / Access, circulation, parking and service / Facilities: building and infrastructure





**PROGRAMS & EVENTS**

Which alternative best supports the vision and mission?  
What are priorities, near term and long range?

**COLLECTIONS & EXHIBITS**

What are the most important guiding principles for collections, horticulture, art, and special exhibits?  
What are the near term and long term priorities?

**OPERATIONS & MAINTENANCE**

What facilities and staff are needed be successful?

**BRANDING & MARKETING**

What are the best strategies for improving brand recognition and reaching more diverse interest / affinity groups?  
Do the collections, exhibitions, educational and arts programs align with the brand?





## DELIVERABLES

A summary of alternative futures and the process of developing, evaluating and refining alternatives that address the organization, operation, marketing, programming, gardens/exhibits, spatial plan and facilities.

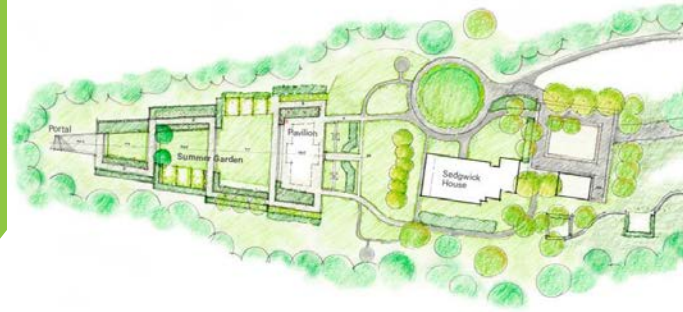
# 5

WILL THE PLAN  
EFFECTIVELY GUIDE LONG-  
TERM DECISION-MAKING,  
ENCOURAGE RISK-TAKING  
& EMPOWER DELIVERY  
OF EXTRAORDINARY  
EXPERIENCES?



## A GARDEN WEDDING

At Long Hill and Sedgwick House, Beverly  
February 11th, 2019



## MASTER PLAN

### KEY TASK

#### CREATE A MASTER PLAN DOCUMENT

SAMPLE TABLE OF CONTENTS

EXECUTIVE SUMMARY

INTRODUCTION

PLANNING PROCESS

STRATEGIC VISION

Values

History

Brand & Market

Visitor Experience



## ORGANIZATIONAL DEVELOPMENT PLAN

- Board & Staff
- Partnerships
- Volunteers

## SPATIAL FRAMEWORK PLAN / FACILITIES PLAN

- Site Organization & Character - Use, Views, Districts
- Development, Enhancement & Conservation Zones
- Infrastructure & Buildings
- Gardens / Guiding Principles / Themes

## PROGRAMS & EVENTS

- Allocate space for new and existing uses

## COLLECTIONS & EXHIBITS

- Plants
- Art
- Special Exhibitions

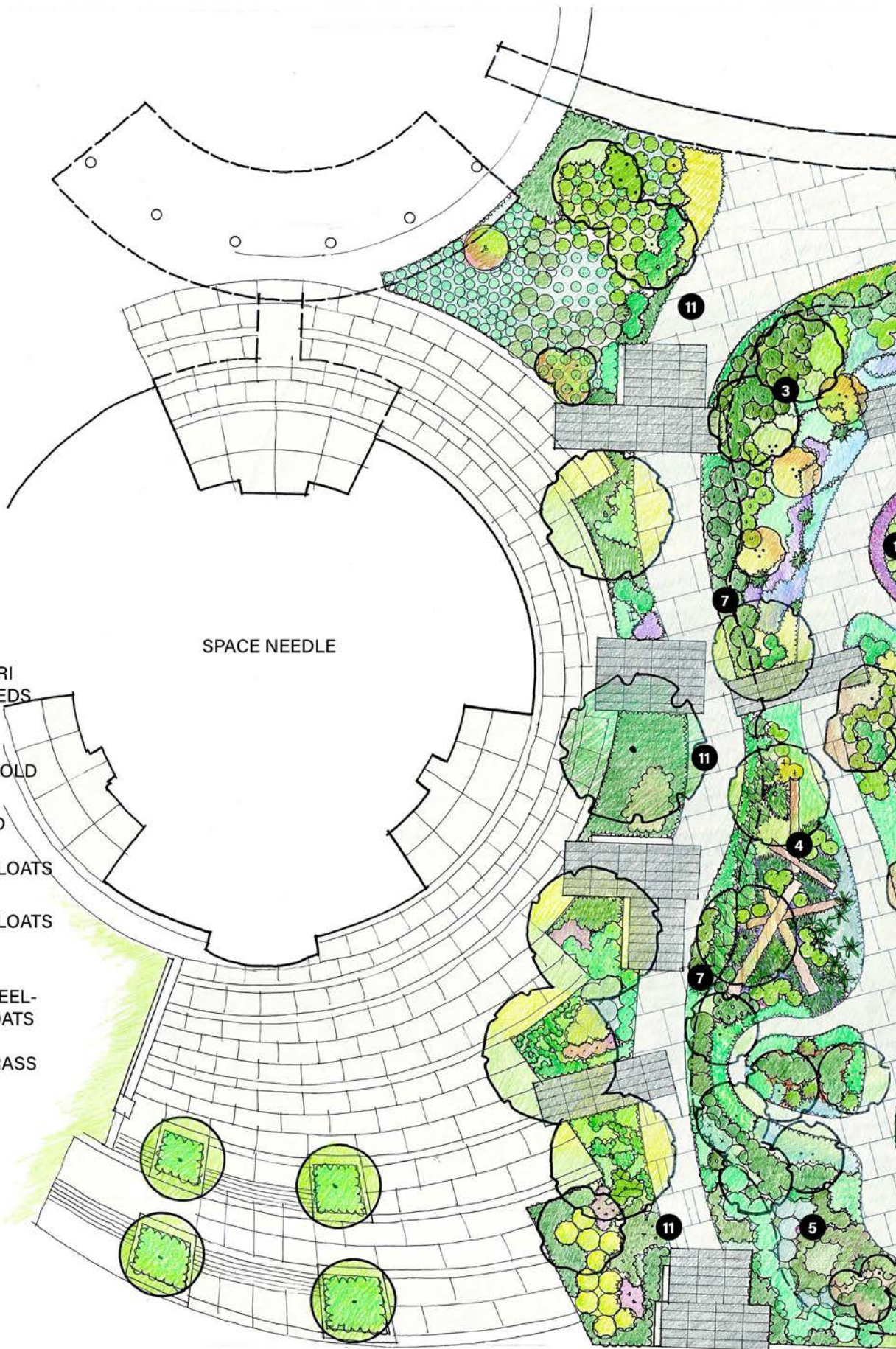
## MAINTENANCE & OPERATIONS PLAN / BUDGET

# CHIHULY GARDEN AND GLASS

SEATTLE, WASHINGTON

## LEGEND

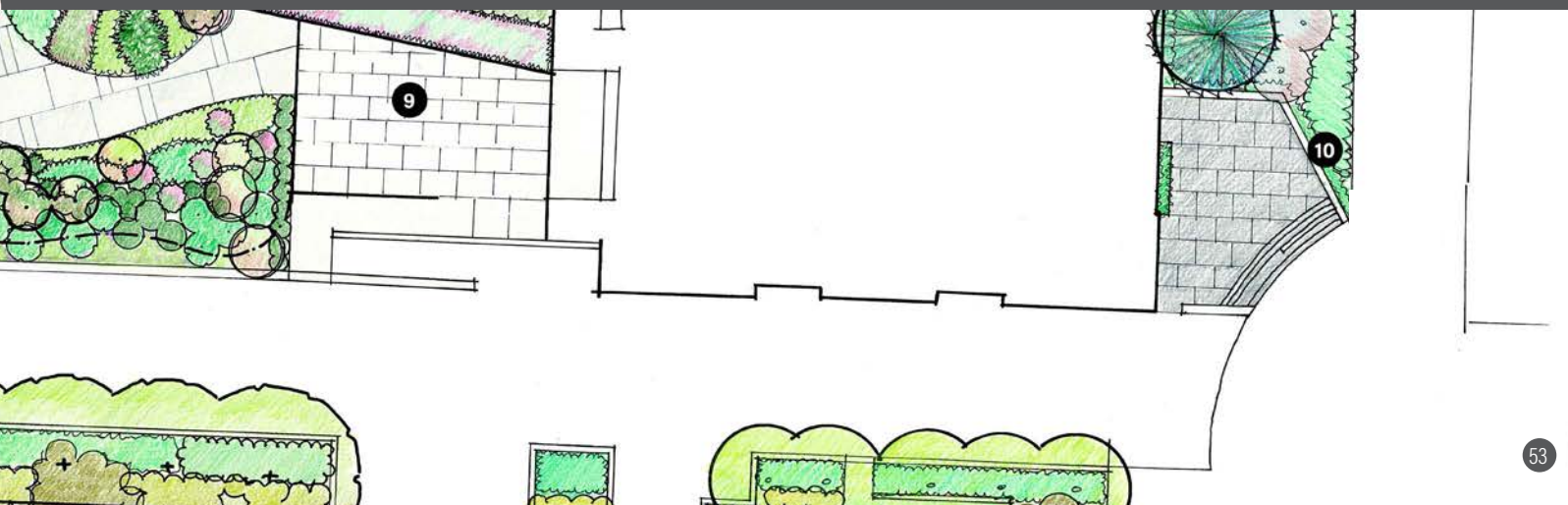
- 1 PACIFIC SUN
- 2 COBALT REEDS AND FIORI  
DOUBLE TURQUOISE REEDS
- 3 MEXICAN HAT TOWER  
AMBER HERONS  
GREEN HORNETS AND GOLD  
WATER DROPS
- 4 NEODYMIUM REEDS AND  
SEAL PUPS  
CATTAILS AND NIIJIMA FLOATS
- 5 CITRON ICICLE TOWER  
CATTAILS AND NIIJIMA FLOATS  
RED REEDS
- 6 VIOLA CRYSTAL TOWER  
BLACK HERONS, BLACK EEL-  
GRASS, AND NIIJIMA FLOATS  
BLACK SAGUAROS  
GREY AND WHITE EELGRASS  
AND NIIJIMA FLOATS  
TURQUOISE TRUMPETS
- 7 PERIMETER
- 8 GREEN ROOFS
- 9 EAST ARBOR CAFE
- 10 MURAL AMPHITHEATRE  
PLANTING
- 11 ART WALK





## DELIVERABLES

Compelling, well-organized narrative and graphic document that will inform daily operations and long-term stewardship of the Garden.



# 6

## WILL THE BOARD & STAFF STEWARD THE PLAN & ADAPTIVELY MANAGE THE GARDEN?

### ACTION & STEWARDSHIP

#### KEY TASK

##### ASSESS & ADAPT

**VISION & VALUES** Are we operating consistent with our values?

**VISITOR EXPERIENCE** Are we creating exceptional experiences?  
Are we consistently exceeding expectations?

**ORGANIZATIONAL CULTURE / OPERATIONS** Are we leading trends?  
Is our culture becoming healthier and stronger?

**PLACES** Are they memorable and functional?

**PROGRAMS & EVENTS** Are they engaging and staying relevant?  
What are "classics?"

**COLLECTIONS & EXHIBITS** Is the Garden capitalizing on emerging opportunities?  
Are they engaging and consistent?

**OPERATIONS & MAINTENANCE** Are they sustainable?





## TASK

Ongoing assessment and adaptation



# 7

## NEXT STEPS: IMPLEMENTING THE PLAN

### **DESIGN** FUTURE ADDITIONAL SERVICES **KEY TASKS**

- PUBLIC INVOLVEMENT
- PHASING / FUNDING
- SCHEMATIC DESIGN
- DESIGN DEVELOPMENT
- LAND USE AND ENVIRONMENTAL ENTITLEMENT
- BUILDING PERMIT
- CONSTRUCTION DOCUMENTS
- BID SUPPORT
- CONSTRUCTION ADMINISTRATION
- POST CONSTRUCTION EVALUATION
- MAINTENANCE PLANS



# PUBLIC GARDEN PLANNING AND DESIGN



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