Enhancing the Impact of a National Historic Landmark

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- Serving Program
- Earned Income
- Master Planning

Major Projects
- "Heart of the Garden" Restorations
- Children's Education and Continuing Education Facilities
- Scientific Staff Headquarters
- Parking Garage

Capital Projects 2009–2015
The vision for the Garden during the upcoming strategic plan period is tripartite in nature encompassing the Program, Financial, and Landscape and Architecture plans. The Landscape and Architecture plan will be anchored in the history and tradition of the Garden while at the same time defining its future. By setting the upcoming plan’s capital projects within the context of a larger 50–100 year Landscape Master Plan, the Garden will ensure that these projects are sound, strategic, and accomplish the aims intended.

The Landscape and Architecture Plan in this third plan is quite different from that in the two plans that preceded it. Plan one, entitled the Restoration Design Plan, covered the period 1993 through 2000 and concentrated the Garden’s energies and investments in one area, the “Garden Within the Garden.” Focusing in this manner on an approximately 50-acre triangular zone with the Enid A. Haupt Conservatory as the centerpiece, the Garden created an area in which beloved horticultural features became the stage for new and refreshed programming, events, and visitor amenities.

The end of the first plan and the entire second plan could be characterized as the era of monumental building projects. The International Plant Science Center, a state-of-the-art collections and research facility, opened in 2002. This was followed by the construction of the Leon Levy Visitor Center, Nolen Greenhouses for Living Collections, and the Pfizer Plant Research Laboratory. Together these buildings enabled the Garden to serve its increasing number of visitors, house and grow its magnificent collections, and develop new molecular and plant genomics research and training programs. Capacity was considerably expanded, and the Garden was well positioned for new programmatic growth.

The landscape and architecture projects of this third plan will be guided by consideration of the Garden as a major cultural landscape in New York City. Cultural landscapes are special places in the world where the natural landscape has been cared for and designed by man for various uses over long periods of history. Not only is the Garden an outstanding botanical garden, it is a custodian of the city’s tradition and history: The Forest is one of the few remaining examples of the original landscape and the Lorillard buildings date to the mid-19th century.

How best to enhance the impact of the Garden’s national historic landscape? Horticultural projects are a main focus, with the restoration of the “Heart of the Garden.” Facilities renovations and additions will enable Children’s Education and Continuing Education to offer a better quality experience to the students and teachers who attend Garden programs. The Library building will be renovated to accommodate the increased number of staff projected for the plan. To better accommodate the expected growth in the number of visitors, a parking garage will be constructed off site, and a Public Programs Facility will be added to the Leon Levy Visitor Center.

All of this work will be done in the context of the Landscape Master Plan being developed by Olin Partnership. One of the foremost landscape architects of the world, Laurie Olin and his team are creating a plan that will respect the Garden’s position as a cultural landscape, sustain the improvements made to the Garden, and preserve key natural and landscape features while allowing for future programmatic expansion. Other members of the Garden’s outstanding design team are Timothy Tracy of Desman Associates and James Pohlheck and Susan Rodriguez of Polshek Partnership Architects, who have designed the parking garage; Hugh Hardy of Hardy Collaboration Architecture, who will make the modifications to the Visitor Center; James Braddock of Mitchell/Giurgola Architects, who will oversee the design of the space planning in the Library building; and Shavaun Towers of Towers/Golde, who will be working on the redesign of the Azalea Garden.

The Garden’s landscapes and buildings are integral to the realization of its mission, and throughout the planning process ideas were presented about how these assets could best strengthen and support that mission. Certain themes were heard repeatedly: the importance of restoration of the landscape, the need for adequate facilities to serve program areas, how best to accommodate and educate the Garden’s visitors, and the contextualization of any current capital projects in terms of the long-range needs of the institution as laid out in the Master Plan.

Landscape Restorations

In the previous plans, landscape restorations focused on the areas around the Enid A. Haupt Conservatory and the southeastern portion of the Garden, while the central part or “Heart of the Garden” remained unrestored. This area of the Garden contains some of the most important and historic elements of the Garden’s National Historical Landmark landscape, such as the Forest and Twin Lakes. The 85-acre area includes designed gardens, living collections, and natural features and is a major focus of the visitor experience. Given the importance of visitation in the coming plan (as the basis for earned income), the Garden will be fully restoring this part of the site in the next seven years.

Restoration of this area will be carefully coordinated with the creation of the Master Plan to ensure that the diverse gardens and landscapes are integrated and showcased wearing the individual beauty of each into a seamless whole. The individual areas to be restored are: the Forest, Azalea Garden, Native Plant Garden, Rock Garden, Daffodil Valley, Twin Lakes and the Mitsubishi Wild Wetland Trail.

Serving Program

Major programmatic advances are planned for 2009–2015, and the Garden will renovate, reconfigure, and create new spaces to accommodate them. Creating the impact described throughout this plan will mean additions to staff. Total full-time staff is expected to increase by 23% or 99 individuals. The
planned demolition of the Harding Lab will add another 45 staff office spaces to the need. Children’s Education has exceeded its capacity in several locations and is concerned that the quality of the educational experience is compromised. The Continuing Education facilities need to be upgraded. Service and storage areas are inadequate for the Operations department.

Beyond physical space, virtual space needs to be created and populated for the Garden’s wealth of resources in science—the Herbarium collection, the Library collection, the living collection, and scientific research.

A new scientific staff headquarters will be created in the Library building to locate all Science staff except those in the Pfizer Laboratory. It will be located on the fourth floor and include office space, conference rooms, and facilities to manage and preserve the Garden’s world-renowned collections. All Library staff will be relocated to the 6th floor of the Library building in renovated space. Facilities for Children’s Education will be enhanced by the addition of classroom and lunchroom space in the Everett Children’s Adventure Garden, creation of a year-round programming greenhouse in the Ruth Rea Howell Family Garden, and renovation and perhaps relocation of the Greenschool classrooms, presently in the Enid A. Haupt Conservatory. The Continuing Education classrooms in the Watson Building will be upgraded and reconfigured, and a computer lab will be added. An off-site location for Continuing Education will be established in Manhattan. Renovations will be made to the Operations working areas. Creation of the Digital Plant Research Center, an electronic repository of the Garden’s science and horticulture collections and research, is slated for the next seven years as well.

**Earned Income**

The many facets of the visitor experience at the Garden—enjoyment, education, and enrichment are stimulated and supported by its physical assets. At the same time, the effects of steady visitation on those assets can be deleterious, and there are capacity issues to be considered. The new and restored horticultural gardens and features and the ambitious exhibition program will enable the Garden to attract an increased number of visitors. To make the most of the visitor’s experience, the Garden will undertake several projects over the next plan period. A new parking garage will facilitate travel to the Garden. The conversion of space in the Visitor Center to a Public Programs Facility will enable the Garden to increasingly augment its exhibitions with lively and engaging lectures, performances and demonstrations. Increased and improved signage will better elucidate the riches on the premises and illustrate the Garden’s larger impact in the world.

With the growing emphasis on earned income in this phase of the plan, creating a fulfilling visitor experience is of paramount importance. The timing of this opportunity is excellent given the coincident burgeoning of interest in the environment. Seizing the moment to attract the public and engage and deepen its interest in all things botanical with exquisite gardens and the ample and well-outfitted facilities and amenities they have increasingly come to expect will mean returns to the Garden for many years to come.

**Master Planning**

These issues and needs as well as others will be considered within the context of the Landscape Master Plan that has been commissioned to address the long-term plan for the growth and development of the Garden. Olin Partnership is completing the first part of a three-year plan which will contain an inventory and analysis of all the physical aspects of the Garden. This phase includes mapping, analysis of the site and infrastructure, review of circulation, and identification of building and landscape condition issues.

Olin Partnership will create a vision of the physical Garden that will identify parts of the Garden where development will be prohibited and other areas in which programmatic growth can be accommodated. Issues to be covered in the Master Plan will include resolution of circulation conflicts, definition of Garden entry points, establishment of future districts for restoration such as the “Heart of the Garden” and the Lorillard landscape on the east side of the Garden, evaluation of the utilities that serve each part of the Garden, sustainability improvements, and improvements in the visitor experience (redesign of tram routes, installing appropriate benches, lighting, and paving). The Master Plan will weigh and array priorities over a multi-year period to ensure decisions that are guided by both strategic and practical considerations. Specifically in this plan period, it will help guide development of strategic plan projects by anchoring them in a long-term vision.
Schematic plan of The New York Botanical Garden by Olin Partnership highlighting the seven landscape restoration projects in the “Heart of the Garden”
The landscape at the "Heart of the Garden," an 85-acre site composed of designed gardens, living collections, and natural features of great beauty, is the centerpiece of the Garden’s horticultural offer. It will also be a major focus of the Landscape and Architecture Plan in the next seven years. The restoration and creation of new gardens in this area will enable the Garden to attract an increased number of visitors and provide them with a more rewarding experience when they are here. Seven individual projects make up the "Heart of the Garden" restorations:

- Transformation of Azalea Way into Azalea Garden
- Creation of a new Native Plant Garden
- Development of a new view of the Rock Garden
- Linking of Daffodil Valley to the "Heart of the Garden"
- Creation of a Water Garden at Twin Lakes
- Restoration of the Forest incorporating it into the visitor experience
- Restoration of the Mitsubishi Wild Wetland Trail

For more information about these projects, see the Horticulture and Living Collections and the Public Education for Children and Adults sections of the Program Plan.

Children’s Education and Continuing Education Facilities

The Garden’s education programs are second to none among botanical gardens. With nearly 375,000 students, teachers, and families taking part in education programs at the Garden each year, a number that has steadily been increasing over the past decade, the facilities are cramped and much in need of renovation. In order to maintain the quality educational experience the Garden is known for, each of the Garden’s three main sites for children’s education, the Everett Children’s Adventure Garden, the Ruth Rea Howell Family Garden, and the GreenSchool will be enhanced in the coming plan. Planned projects include renovations of classrooms, a new greenhouse teaching facility, and the addition of an indoor lunchroom.

Additional classroom space was provided for the Continuing Education program in the last plan to accommodate the growing number of students. In this plan, the classrooms will be upgraded and made more flexible for most efficient use. Technology will be integrated to enable the Garden to offer technology-based classes such as computer-aided design. To take advantage of market potential, a Manhattan location will be added.

For more information about these projects, see the Public Education for Children and Adults section of the Program Plan.
Scientific Staff Headquarters

The restoration and repurposing of the Garden’s Library building to better accommodate a growing Science staff is one of the top capital projects priorities in the coming plan period. A scientific staff headquarters will be created in which all science personnel (except those housed in the Pfizer Laboratory) will be grouped together facilitating collaborative work to advance the science research program of the institution. Two floors will serve as centers for their respective departments, the Library on the 6th floor and Science on the 4th floor. Reconfiguring the space in this manner will create increased efficiencies as well.

For more information about this project, see the International Plant Science Center and LuEsther T. Mertz Library sections of the Program Plan.

Parking Garage

Given the increased reliance on earned income over the plan period, parking capacity will need to be considerably expanded. Parking is a crucial visitor amenity and earlier incremental improvements to on-site parking have been insufficient to adequately handle the Garden’s growth. Studies were conducted to determine how best to address the parking challenge. Additional on-site parking was not considered to be feasible, and reliance on off-site options not in the Garden’s control was not considered to be wise.

The Garden has purchased a property located across the street from its northern boundary on which it will construct a 303,000-square-foot parking garage to house 825 cars. The garage is being designed by Desman Associates, a noted parking garage designer, and will include a stunning façade designed by Polshek Partnership. Although parking garages are not eligible for Leadership in Energy and Environmental Design (LEED) Green Building Rating System™ certification, the Garden’s garage has been designed to meet as many criteria as possible.

For more information about this project, see the Marketing, Business Development, and the Visitor Experience section of the Program Plan.
## Capital Projects
### 2009–2025

### Horticulture

**Spectacles in the Heart of the Garden**
- Azalea Garden
- New Native Plant Garden
- Rock Garden
- Forest
- Water Garden (Twin Lakes)
- Garden Way and Moshulu Gate
- Daffodil Valley

**Master Planning**
- Green Horticulture and Climate Change
  - Green Materials Recycling Center
  - Horticultural Equipment
  - Nolen Greenhouse Enhancements
- Enid A. Haupt Conservatory Lighting and Enhancements
- Woody Plant Nursery
- Signage and Interpretation

**Total** $31,180,000

### Science

**Scientific Staff Headquarters in Library Building**
- Institute of Systematic Botany
- Institute of Economic Botany
- Conservation Office
- NYBG Press

**Digital Plant Research Center**
- Virtual Herbarium
- Library Digitization
- Other Collections-Lab, Living
- Curators' Research
- Gene Sequences
- Interpretive and Analytical Tools
- Molecular Research Equipment
- Harding Lab Demolition

**Total** $20,900,000

### Education and Library

**Everett Children's Adventure Garden**
- Flooding Redesign
- Teacher/Student Classrooms
- Revitalize Exhibitry

**Family Garden Restoration**
- Family Garden New Facility
- Greenschool Classrooms
- Four-Season Lunchroom
- Revitalize Mitsubishi Wild Wetland Trail
- Education Outreach Vehicle
- Adult Education Classroom Building Rehabilitation
- Manhattan Facility for Adult Education
- Library Conservation Lab

**Total** $16,610,000

### Visitor Amenities and Earned Income

**Parking Garage**
**Snuff Mill Restoration**
**Snuff Mill Terrace and Parking**
**Garden Cafe Improvements - Servery & Enclosed Terrace**
**Visitor Center Cafe - Enclosed Terrace**
**Leon Levy Visitor Center Public Programs Facility**
**Waring Gate Restoration**

**Total** $66,350,000

### Infrastructure

**Historic Perimeter Fence and Border**
**Power Co-Generation**
- Digital Asset Management
- New Business Systems
- Computer Network Upgrade
- Security and Operations Equipment
- Renovation of Operations Shops and Facilities
- ADA Accessibility Improvements

**Total** $15,360,000

### Total

**Total** $150,400,000