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Cover:

The Garden welcomes approximately 900,000 visitors annually from the Tri-State region and around the world, who enjoy exhibition-related programs that offer home gardening and celebrity cooking demonstrations, music and dance performances, special classes and symposia, weekend festivals, hands-on activities for children, and spectacular evening events for adults.

Opposite:

Crabapples have always been an important part of the Garden's living collections. In late April or early May, they burst into bloom and light up the spring sky with flowers ranging from pure white to deep burgundy.



Dear Friends:

The New York Botanical Garden is a unique cultural institution. It is a beautiful urban garden that serves as an oasis for hundreds of thousands of visitors each year; a producer of world-class exhibitions highlighting the intersection of horticulture, science, and the arts; a trend-setting educational institution; and an international leader in plant research and conservation.

Fiscal year 2014 was a year of milestones for the Garden: attendance reached a record high of 900,000 visitors, the institutional budget was balanced for the 26th year in a row, and we had an opportunity to celebrate Gregory Long's 25 years as President and Chief Executive Officer. The past two and a half decades represent a renaissance period for the Garden with a revamped exhibitions program, expanded reach in the sciences, a strengthened relationship with the community, and more comprehensive educational programs tailored for everyone from toddlers to Ph.D. candidates. The Garden's 250-acre National Historic Landmark landscape has also been dramatically improved, and the physical plant has been greatly enhanced, making the visitor experience better than ever. It is our privilege to thank all of the friends, staff, and volunteers who have helped to make fiscal year 2014 a success.

Maureen K. Chilton

Maureen K. Chilton
Chairman

Gregory Long

Gregory Long
Chief Executive Officer
The William C. Steere Sr. President



Newly reimagined Seasonal Walk showcases Dutch garden designer Piet Oudolf's innovative approach to combining bulbs, grasses, and perennials to create bold and long-lasting flower borders that capture the vitality of nature and the rhythm of the seasons.



The Rock Garden's historic cascade was recently restored, making it more sustainable and supportive of its surrounding ecosystem amid thousands of jewel-like alpine flowers and graceful woodland plants.

Horticulture and Exhibitions



Mrs. Rockefeller's Garden, the Conservatory component of *Groundbreakers: Great American Gardens and The Women Who Designed Them*, featured a set piece that evoked the original Maine garden's enclosing wall and iconic Moon Gate.

NYBG's living collections distinguish the Garden from other New York City cultural institutions. Home to more than one million plants in 50 gardens, collections, and displays, the living collections are one of the largest assemblages of cultivated plants in any public garden in North America. NYBG's renowned exhibition program merges horticulture and the visual arts to expand visitors' understanding of the social, cultural, and historical importance of plants, nature, and gardens, while also advancing scholarship in the sciences, arts, and humanities.

Fiscal year 2014 marked an active and productive period that featured the exhibition *Groundbreakers: Great American Gardens and The Women Who Designed Them*, which explored the important contributions women made to landscape architecture and garden photography in the early 20th century. The exhibition drew 250,000 visitors who learned the pioneering role that Beatrix Farrand, Marian Coffin, Ellen Shipman, Jessie Tarbox Beals, Mattie Edwards Hewitt, and Frances Benjamin Johnston played in establishing and defining these

professions. *Gardens for a Beautiful America: The Women Who Photographed Them*, the LuEsther T. Mertz Library's component of the exhibition, drew nearly 20,000 visitors and featured vintage photographs, photo equipment, and photo-illustrated books.

We celebrated the opening of the restored and expanded Seasonal Walk, a dramatic double border adjacent to the landmark Enid A. Haupt Conservatory designed by renowned Dutch plantsman Piet Oudolf. Seasonal Walk combines thousands of native plants, perennials, grasses, and bulbs that provide a visual feast of flowers and foliage from spring through fall. A project of Horticulture Committee Chairman Marjorie Rosen and her husband, Jeffrey A. Rosen, Seasonal Walk features the newest garden-worthy cultivars, unusual plant species, and selections not currently available in North America. Oudolf chose plants not only for the beauty of their flowers, but also for their form to create a distinct architecture for the borders in all seasons.

Other major horticulture projects during the year included restoration

activities within the 50-acre Thain Family Forest. Garden staff and volunteers spent thousands of hours removing invasive plants as well as planting native trees, shrubs, and wildflowers grown from seed collected from within the Forest. Staff, students, and collaborators from local universities continued an ongoing study of the long-term effects of Hurricane Sandy to better understand how to adapt current and future management activities and preserve the health of the Forest.

With support from the American Express Partners in Preservation Program, the Horticulture team also worked with Capital Projects to complete the two-year restoration of the historic cascade and stream in the Rock Garden with the goal of maintaining constant water flow throughout the year while reducing the use of potable water. Staff also refined plantings within the Native Plant Garden, Azalea Garden, and Peggy Rockefeller Rose Garden while planning the restorations of the historic Lilac Collection and the Judy and Michael Steinhardt Maple Collection.

Education and Public Outreach

The Garden's ever-expanding Children's Education Program served more than 300,000 students, teachers, and families throughout the New York City Tri-State region during fiscal year 2014, including more than 81,000 participants in the Marian and Andrew Heiskell School Programs. In the Everett Children's Adventure Garden, visiting school groups explored the facility's diverse natural landscape through educator-led, grade-specific lessons. Workshops in the Ruth Rea Howell Family Garden introduced 50,000 visitors to the joys of gardening and eating fresh produce, while planning continued for the suite of edible gardening and nutrition programs that will be offered year-round when the Edible Academy opens in 2017.

In the GreenSchool, workshops encouraged students to explore the relationship between plants and animals, observe and analyze natural events, and record findings in field notebooks. NYBG Family Programs served more than 222,000 children, parents, and caregivers, offering opportunities to plant alliums and spicy herbs in summer and prepare the garden for winter. These tasks helped to focus attention on various seasonal highlights and encourage return visits.

Among its many seasonally changing programs, the Everett Children's Adventure



Innovative programs in the field of informal science education as well as one-of-kind learning facilities allow children of all ages and abilities to increase their knowledge and understanding of the natural world.

Garden featured "Focusing on Nature," a class that complemented *Groundbreakers: Great American Gardens and The Women Who Designed Them*. Children acted as garden photographers and learned how observations in science and nature have been recorded through time.

The Professional Development Program for Teachers provided more than 3,100 educators with resources that expanded their science content knowledge and encouraged cross-disciplinary, inquiry-based teaching. The program included several offerings such as *Geology Rocks!* and *Botany in the Garden*.

Teenagers also benefit from NYBG's educational offerings—145 local youth participated in the Explainers Program, an innovative internship opportunity. Explainers serve as informal science educators to visitors to the Children's Adventure Garden, and they expand their own understanding of the environment while learning valuable workplace skills. This year they took part in the William and Lynda Steere Herbarium's specimen digitization efforts, transcribing plant images and data, which were then downloaded into the Herbarium's database, helping to preserve important specimens for botanists and plant enthusiasts alike. Explainers also served as camp guides and educators in the Garden's *Summer Wild Wetlands Camp*, which allowed young children to investigate and learn about the Garden's marsh, pond, and river environments.

Through community outreach, the Garden helps to create beautiful green spaces and working urban farms in some of the most underserved neighborhoods in the Bronx. Bronx Green-Up, NYBG's long-running community outreach program, provided horticultural advice and technical assistance to local residents to ensure the success of the nearly 300 community and school gardens and urban farms in the Bronx. The program helped to train more than 4,600 people and provided plant materials and compost to gardens and farms throughout the Bronx.



The Professional Development Program for Teachers takes advantage of the Garden's indoor and outdoor classroom resources to train and prepare teachers to engage their students in the excitement of scientific thinking and investigation.

Science, Conservation, and the Humanities



Robert F.C. Naczi, Ph.D., focuses his research on the wild plants of eastern North America, specifically the identification, geographic distribution, frequency, ecology, and conservation of the plants of the region.

The year also saw an increased footprint in terms of scientific influence. In the North American Plants Program, Dr. Robert F.C. Naczi, Arthur J. Cronquist Curator of North American Botany, discovered that more than half of the Hudson River Estuary's intertidal vascular plant species are of grave conservation concern. He is now collaborating with local conservation organizations in protecting these ecologically critical plant species.

Across the globe, with support from The Leona M. and Harry B. Helmsley Charitable Trust, NYBG is also working with government institutions and universities in Myanmar to provide training for young botanists and foresters, and collaborate with communities to assess the supply and demand of important plant resources. These efforts will establish the basis for a multiyear plant conservation and capacity-building initiative in Myanmar, one of the most poorly studied countries in the Northern Hemisphere.

With major support from the Gordon and Betty Moore Foundation, and several other longtime funders, Dr. Douglas C. Daly, B.A. Krukoff Curator of Amazonian Botany, is leading an initiative providing an integrated approach to improve the current state of forest management in the Brazilian Amazon by providing data, expertise, training, and key tools for accurate tree identification.

Dr. Damon Little, Assistant Curator of Bioinformatics in the Lewis B. and

Dorothy Cullman Program for Molecular Systematics, is developing an open source Web application that will automate descriptive systematic studies. This application will be used to collect, view, and curate specimen data; link specimen information to individual morphological and molecular observations; and provide compiled data summaries cross-referenced to other plant types. The products resulting from the use of this app will be used by a wide array of scientists, as well as by policymakers, and by the general public to produce customized field guides.

Dr. Barbara M. Thiers, Patricia K. Holmgren Director of the William and Lynda Steere Herbarium and Vice President for Science Administration, and Dr. Scott A. Mori, Nathaniel Lord



Barbara M. Thiers, Ph.D., is overseeing NYBG's digital initiatives that will make its 7.4 million plant and fungi specimens available online through the C.V. Starr Virtual Herbarium.

Britton Curator of Botany in the Institute of Systematic Botany, are participating in a collaboration among NYBG, the American Museum of Natural History, and 15 Brazilian and U.S. institutions to determine how the modern Amazonian biota and its environment assembled across space and time. To answer this question, the Steere Herbarium is helping to detail Amazonian diversity more acutely than ever before by cataloging, barcoding, imaging, and georeferencing Amazonian specimens.

The C.V. Starr Virtual Herbarium has become one of the world's largest and most frequently used online libraries of plant data. During fiscal year 2014, 411,243 specimens were newly cataloged into the Starr Virtual Herbarium, and 208,443 specimens were newly imaged. The database now holds more than 2,335,000 specimen records, almost all of which are fully searchable, and more than 1,189,380 images and other multimedia items, such as photographs, scanned text, notes, illustrations, fieldbooks, and Web site links.

NYBG's Commodore Matthew Perry Graduate Studies Program enrolled 27 students and remains one of the most important Ph.D. programs of its kind in the world. The need for trained biodiversity specialists is urgent, and the Graduate Studies Program is one of only a few that provides specialized training in specimen- and field-based research, as well as cutting-edge molecular and genomic approaches to meet this need.

Fiscal year 2014 heralded a new chapter in the history of the LuEsther T. Mertz Library, as the Garden launched the Humanities Institute with the support of The Andrew W. Mellon Foundation. This new division of the Mertz Library strengthens and formalizes the Garden's academic role among humanities museums and libraries, and also serves scholars in a broad range of disciplines. The Institute will provide short-term residencies for established humanities scholars, and year-long fellowships for emerging, pre- or post-doctoral scholars, from a broad range of disciplines, including landscape history, urban planning, and the history of science.

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As of June 30, 2014

Note: Maureen K. Chilton, in her capacity as Chairman, is an *ex officio* member of all committees. Gregory Long, in his capacity as President, is an *ex officio* member of all committees except the Audit Committee. Thomas J. Hubbard and Wilson Nolen, in their capacities as Chairmen Emeriti, are *ex officio* members of all committees.

Financial Report

REVENUE AND EXPENSES

Fiscal year 2014 marked the 26th consecutive year that The New York Botanical Garden has balanced its operating budget.

Earned Income generated \$17.9 million in gross revenue due, in no small part, to record-breaking visitation of 900,000. The 22nd annual *Holiday Train Show*[®] broke previous records both in attendance and revenue set two years ago in FY 2012. Total attendance was almost 220,000, and admissions and parking revenues were up approximately \$400,000 or 15%. *The Orchid Show* was the second biggest show in its 11-year history in terms of attendance and set a record in revenue for admissions and parking. In May, with the opening of the Native Plant Garden, the Garden had its largest Mother's Day attendance on record. In September 2013, NYBG was awarded "Best Tourist Attraction 2013" by the Concierge Choice Awards, backed by the New York City Association of Hotel Concierges. The quality of our exhibitions continues to be validated, as evidenced by our *Wild Medicine* App, which was the Gold Winner, Mobile Applications, in the 2014 Media & Technology Muse Awards by the American Alliance of Museums.

As of June 13, 2014, over \$433 million or 90% of the campaign goal has been met with one year remaining for the Garden's Strategic Plan: *Plants and People: The Campaign for The New York Botanical Garden*. The Garden has recently begun to develop the fourth phase of the long-term strategic plan.

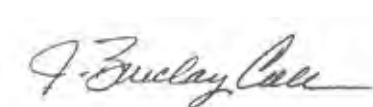
Annually, the Garden receives General Operating Support from New York City through the Department of Cultural Affairs (DCA) as one of the 33 members of the Cultural Institutions Group (CIG). In addition to these operating funds, the City directly pays the energy bills of the CIG institutions. In FY 2014, General Operating Support was \$4,340,672 and Energy and Pension Support was \$2,255,563. In contrast to FY 2013, New York City did not implement a mid-year cut to operating funds in FY 2014.


As of June 30, 2014, the endowment was valued at \$304.7 million, compared with \$253.5 million on June 30, 2013. The increase in market value was due primarily to investment gains. In addition endowment pledges receivable through FY 2020 total over \$30 million.

Endowment income accounted for 23% of the Garden's annual operating revenue. Private Fundraising continues to be the largest portion of the Garden's annual revenue mix at 32%. Earned Income activities had a revenue share of 27%. Federal research grants provided 5% of revenue and New York State funding added another 2%. New York City provided 6.6% for General Operating Support, 3% for Energy, and 1.4% for Pension and Restricted Programs.

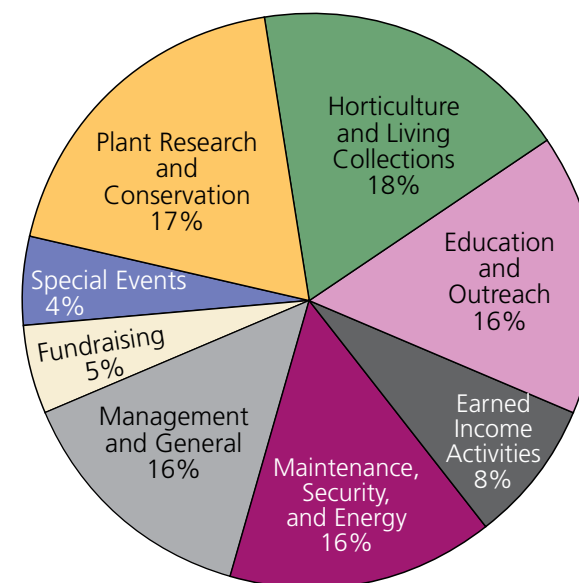
Aggregate operating expenses for the year increased by 2% due in part to increased cost of health care, other fringe benefits, property and casualty insurance premiums, capital repairs and maintenance of buildings, grounds, equipment, and systems, new research grants, and exhibition costs. Program services, including Plant Research and Conservation, Horticulture and Living Collections, Education and Outreach, Maintenance, Security and Energy, and Earned Income activities, accounted for 75% of annual operating expenses. Management and General expenses comprised 16%, Special Fundraising Events were 4%, and general Fundraising costs were another 5%.

On August 20, 2014, Standard and Poor's Ratings Services reaffirmed its A+ Stable rating for The New York Botanical Garden, giving credit to the Garden's solid financial resources, manageable debt burden, strong fundraising, and unique market niche.

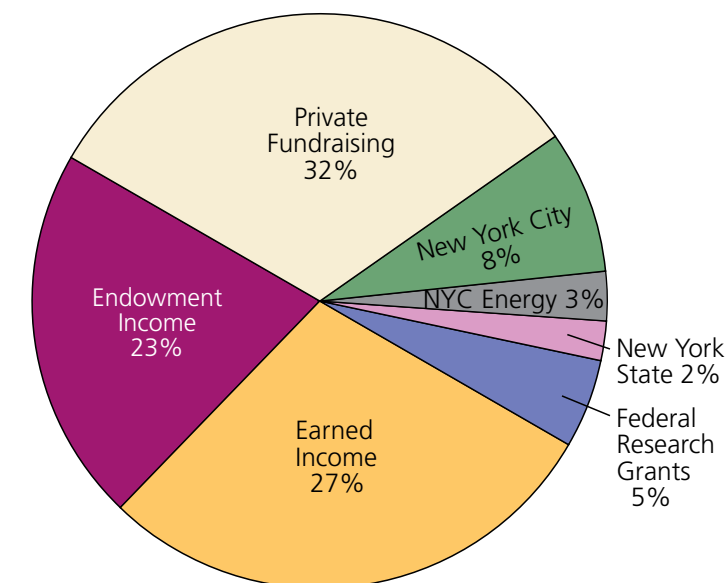

J. Barclay Collins II
Chairman, Budget Committee


J.V. Cossaboom
Chief Operating Officer

Fiscal Year 2014 Operating Summary



Expenses \$65.2 Million



Revenue \$65.2 Million

NET ASSETS

The New York Botanical Garden's net assets increased 9.3% in 2014, up \$44.7 million from the previous year's \$479.1 million to \$523.8 million on June 30. The increase was a result of positive investment returns on the Garden's endowment and other long-term financial investments. Net assets include the total book value of land, buildings, and equipment constructed or purchased by the Garden net of accumulated depreciation and debt, as well as endowment funds.

The Board and the management of the Garden, as fiduciary stewards of these assets, understand that responsible financial management is a critical obligation to the institution and its donors. The Garden's President, Chief Operating Officer, Chief Financial Officer, and the Controller are responsible for maintaining internal control over financial reporting for the Garden and have designed and instituted such internal controls to provide reasonable assurance that financial reporting is accurate and reliable.

We thank the members of the Audit, Budget, and Investment Committees for their dedication and commitment to the Garden.

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The New York Botanical Garden Gold Medal



The Gold Medal is the highest honor that can be bestowed by The New York Botanical Garden. This award is given periodically, when an appropriate recipient is found, and it is reserved only for those rare individuals who have shown the most extraordinary dedication to the Botanical Garden and its mission.

The Gold Medal, inspired by the seal of The New York Botanical Garden, is gold-plated silver and was created by Tiffany & Company. Tiffany's relationship with the Garden dates back to 1895, when the company was one of the Garden's first benefactors.

NYBG GOLD MEDAL RECIPIENTS

2014



Patricia K. Holmgren, Ph.D.
 Noel H. Holmgren, Ph.D.

2011



Lewis B. Cullman



Oliver Sacks, M.D.

2010



LuEsther T. Mertz,
 posthumously



Accepted by the Trustees of the LuEsther T. Mertz Charitable
 Trust Larry Condon, Georgia Delano, William B. O'Connor, and
 John Hoffee, pictured with Gregory Long and Maureen Chilton

2008



Professor Sir Ghilleen
 Prance, FRS, VMH, pictured
 with Edward P. Bass



Enid A. Haupt,
 posthumously

2002



E.O. Wilson, Ph.D.

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As of June 30, 2014

Plants and People: The Campaign for The New York Botanical Garden



Plants and People: The Campaign for The New York Botanical Garden will secure the Garden's relevance and leadership in horticulture, education, and plant research and conservation well into the future by building on important infrastructure and programmatic improvements achieved over the past two decades. This comprehensive plan, designed to enhance every area of the Garden's operations through 2015, will reaffirm why people have been depending on this institution for more than 120 years to understand, appreciate, and connect with the world of plants.

A priority of *Plants and People* is to transform and restore the historic landscapes, gardens, and collections at the very center of the Garden. This ambitious ecological and horticultural project will entice visitors with beautiful, new, and restored gardens and landscapes and tens of thousands of new plants.

The New York Botanical Garden thanks the following donors for their leadership support of *Plants and People: The Campaign for The New York Botanical Garden*.

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As of June 30, 2014

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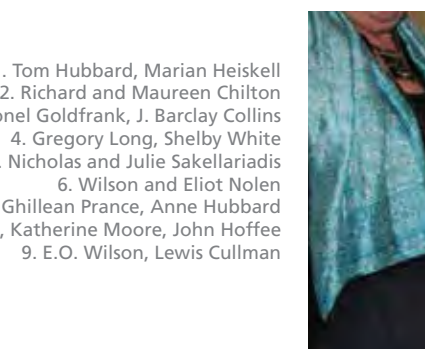
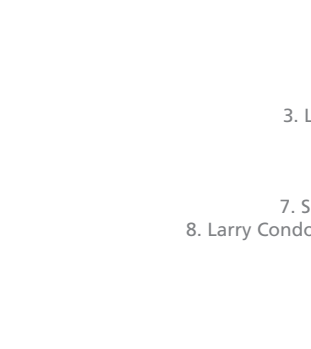
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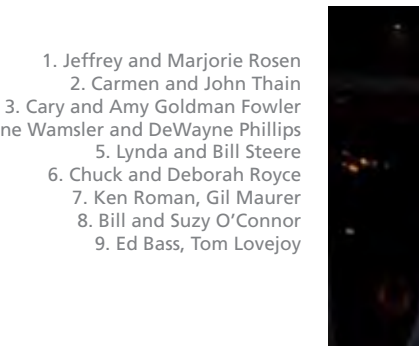
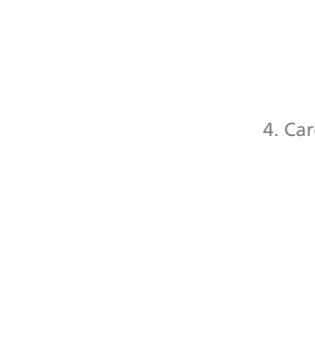
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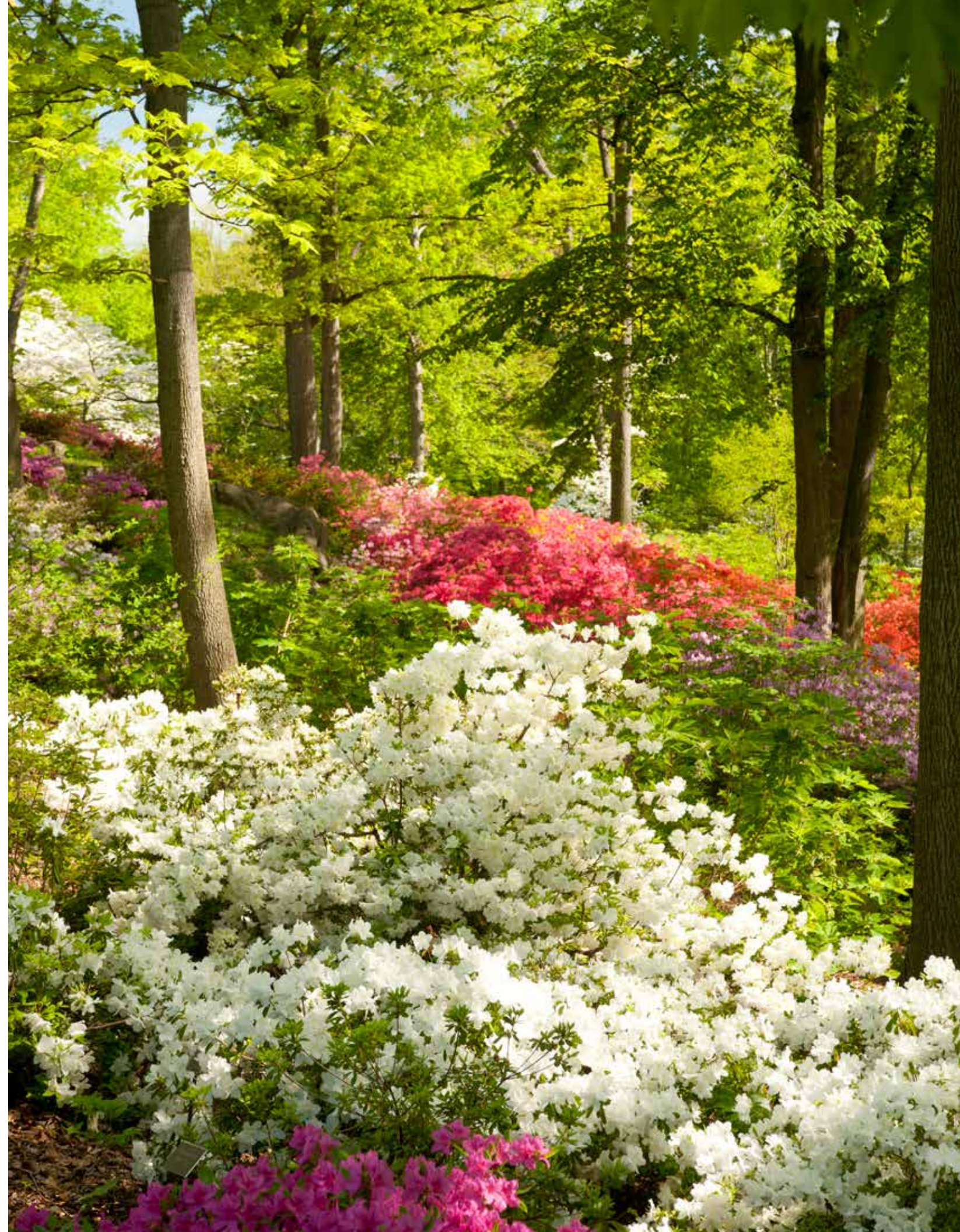
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 Anonymous (32)

As of June 30, 2014



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The New York Botanical Garden is an iconic living museum and, since its founding in 1891, has served as an oasis in this busy metropolis.

As a National Historic Landmark, this 250-acre site's verdant landscape supports over one million living plants in extensive collections. Each year 900,000 visitors enjoy the Garden not only for its remarkable diversity of tropical, temperate, and desert flora, but also for programming that ranges from renowned exhibitions in the Haupt Conservatory to festivals on Daffodil Hill.

The Garden is also a major educational institution. More than 300,000 people annually—among them Bronx families, school children, and teachers—learn about plant science, ecology, and healthful eating through NYBG's hands-on, curriculum-based programming. Nearly 90,000 of those visitors are children from underserved neighboring communities, while more than 3,000 are teachers from New York City's public school system participating in professional development programs that train them to teach science courses at all grade levels.

NYBG operates one of the world's largest plant research and conservation programs, with nearly 200 staff members—including 80 Ph.D. scientists—working in the Garden's state-of-the-art molecular labs as well as in the field, where they lead programs in 18 countries.

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THE NEW YORK BOTANICAL GARDEN

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