FORT WORTH BOTANIC GARDEN

FORT WORTH BOTANIC GARDEN
BOTANICAL RESEARCH INSTITUTE OF TEXAS
CENTER FOR BOTANICAL EXPLORATION & DISCOVERY

FORT WORTH®

studioOutside	prime consulatant and landscape architecture
bennett partners	architectural design and planning collaboration
terra design studios	family garden design
DEI Consultants, LLC	diversity, equity, and inclusion
PATRICK CULLINA HORTICULTURAL DESIGN + CONSULTING	horticulture
emdconsulting	economics, revenue, and operations
SOLARE	mechanical and electrical engineering
DUNAWAY	civil engineering
PRD	mission strategy alignment
EUDACORP MBE | DBE | SDB | HUB	cost estimation

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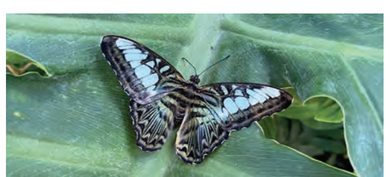


welcome

How do you take the oldest public garden in Texas and bring it into a new century, while respecting the contributions multiple generations of local visionaries made to one of the most beloved public spaces in Fort Worth? What does a new institution—the combination of that beloved garden and a globally recognized botanical research institute—look like and what's needed for such an organization to succeed? How do you bring together a campus of the future, creating links between disparate facilities and diverse programs including everything from pure botanical research and rare plant collections to children's day camps and outdoor concerts? And most importantly, how do you accomplish those goals while leading efforts to address the growing threats to ecosystems across the planet?

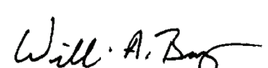
With these important questions in mind and with the generous support of board members and many local stakeholders, in the summer of 2021 the Fort Worth Botanic Garden and BRIT embarked on the most ambitious planning effort in our collective histories. With a talented multi-disciplinary team, a vigorous discovery process gathering input from across our city, and countless discussions refining exciting concepts, a plan has emerged that can only be described as transformational. It takes full advantage of our strengths, generates revenues to sustain the garden for future generations through a wide range of new services improving the guest experience, and brings the campus together seamlessly. It truly creates a place to make memories that last a lifetime: a place for all people to explore, discover, and engage with Nature.

This master plan brings to life what we've all imagined could happen here. Hopefully those early visionaries, who not only imagined the wonderful landscapes and facilities we enjoy today but made them reality, would approve. Now, it's our generation's responsibility and privilege to step up and keep the Garden growing in our century.

Let's get started!

Bob Byers
FWBG | BRIT Executive Vice President
Director of the Fort Worth Botanic Garden 2015-2020

Patrick Newman
FWBG | BRIT CEO & President



William Brentlinger
FWBG | BRIT Operating Board Chair

acknowledgments

Master Plan Committee

Dennis Shingleton - Chairman
Bob Byers - Vice Chairman
Ennis Anderson
John Avila
Ed Bass
Billy Brentlinger
Steve Brauer
Dana Burghdoff
Ralph Emerson
Leticia Esparza
Tracy Friday
Peter Fritsch
Craig Hamilton
Judy Koslow
L A Moncrief
Debbie Morrison
Patrick Newman
Elaine Petrus
Debbie Reynolds
Hannah Rodriguez
Terry Siegel
Dan Villegas
Harvey Yamagata
Jing Yang
Richard Zavala

a letter from the committee chair

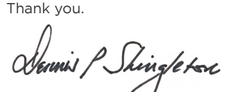
It became apparent that our Fort Worth Botanic Garden was not all in could be. A significant renovation, restructure and pooling of resources from the adjacent Botanical Research Institute of Texas (BRIT) was in order to enhance our beloved garden. Under the leadership of Patrick Newman, President and CEO of the BRIT, and Bob Byers, Executive Vice President, a very open and transparent public process was begun. The existing areas throughout the garden was a result of many years of the creation of independent projects that augmented our garden to the level it is today.

The mission of the FWBG is enriching people's lives through environmental stewardship and education we do this by Exploring, Discovering and Engaging with our guests. Since the 1990s only two significant new facilities have been added during a period when peer institutions have experienced tremendous growth. An august and disparate committee of 24 citizens was appointed and in turn selected a consultant, Studio Outside, to assist in the creation of the attached Master Plan. This ambitious committee with the guidance of the experts from Studio Outside, spent many days/hours brainstorming ideas such as parking lots, entrances, the conservatory, children's teaching gardens, way finding, restaurants and snack bars, new infrastructure enhancements, and public venues, all without losing the educational vision and our historic favorite sites and collections.

Our goal is to become one of the top 5 botanical research centers in the U.S. With this aggressive renovation, we expect to expand our botanical research and biodiversity conservation programs. We also expect to create exceptional gardens and facilities to inspire and serve our community. We also expect to build our human, financial and infrastructure resources.

This FWBG and BRIT are jewels in the quality-of-life bracelet of our community, there is no other public park that serves the center city, the educational and research initiatives that is well served here. We continue to serve you, ask for your support and participation, and your attendance .

Thank you.



Dennis Shingleton

mission & vision

MISSION: EXPLORE, DISCOVER, ENGAGE

We **EXPLORE** the critically important world of plants
collaborate to **DISCOVER** the role they play in our cultural and natural environments
and **ENGAGE** others to conserve nature and improve the human experience.

VISION

To be **RENOWNED GLOBALLY** and **TREASURED LOCALLY**
for influential research, horticulture, and education.

five transformative goals

FWBG created a strategic plan in 2021. As that plan came to it's final form, the master planning process began. The Transformative Goals that were derived from the strategic plan provided direction for the master plan. They are included here to record the goals of the organization.

EXPAND OUR BOTANICAL RESEARCH AND BIODIVERSITY CONSERVATION PROGRAMS

STRATEGY STATEMENT: With a focus on biodiversity hot spots and balancing regional and international field work we will further build our collections, make them more accessible to researchers, and expand public understanding of the importance and value botanical research

ENGAGE A LARGE DIVERSE AUDIENCE

STRATEGY STATEMENT: We will touch as many lives as possible and will dramatically expand our on-site visitation with increased special events, expanded marketing and communication, with commitments to serve a highly diverse audience and to provide exceptional guest experiences

CREATE EXCEPTIONAL GARDENS AND FACILITIES TO INSPIRE AND SERVE OUR GUESTS

STRATEGY STATEMENT: We will develop a new master plan, document the living collections policies and plans, and increase the diversity of our plant palette, and help ensure the quality of our displays

CHANGE LIVES THROUGH OUR EDUCATION PROGRAMS

STRATEGY STATEMENT: We will build programs that reflect the importance of informal education in augmenting formal education programs for young people, expand our adult programs including developing new outreach programs, and implement an innovative interpretive plan for the gardens

BUILD OUR HUMAN, FINANCIAL, AND INFRASTRUCTURE RESOURCES

STRATEGY STATEMENT: We will continuously develop the quality of our staff through training and support, increase organizational diversity through strategic recruitment, expand our volunteer program, dramatically increase revenues from earned and contributed sources, maximize operational efficiencies, and continuously improve infrastructure

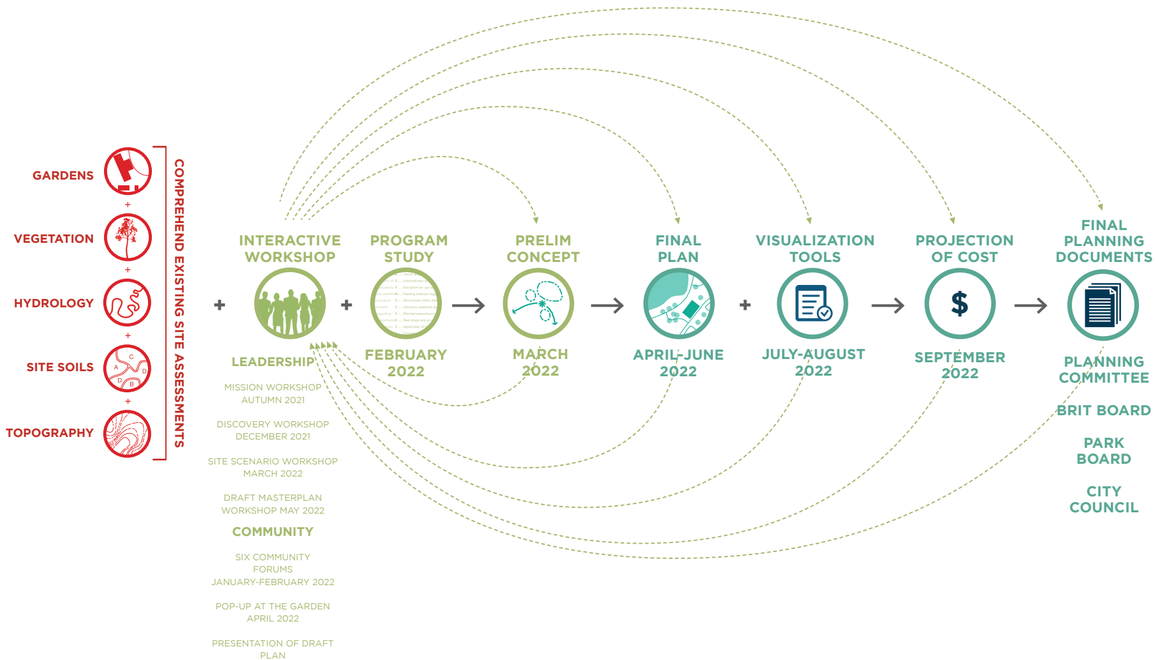
introduction to the master plan

Planning for the future of such a diverse institution mandates a strong understanding of the site's mission, legacy, and existing conditions as a foundation upon which to build a vision for the next 20+ years of capital investment. Peeling back the layers of history, ecology, culture, and memories reveals sacred spaces to protect, challenging areas to solve for, and a long list of opportunities to consider. Merging the mission with the FWBG Transformative Goals as a guide for the project, the design team immersed itself in the stories of this treasured landscape.

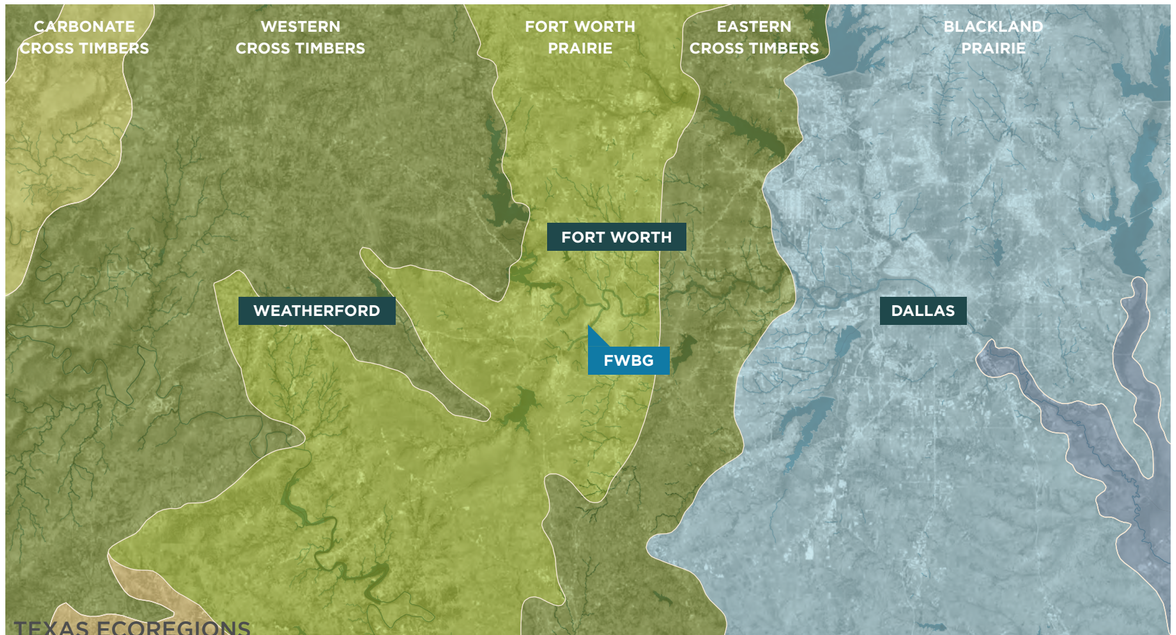
Beginning with the literal underlying soils of Fort Worth and the hydrologic patterns that have shaped the Trinity River corridor over the millennia, the team considered ecological patterns, cultural connections, and even parallels to similar global ecosystems at similar latitudes.

A series of workshops with various departments and FWBG leadership and staff yielded an immersion into programming and the operational side of the campus – horticulture, logistics, and infrastructure. We also reviewed BRIT research initiatives, and learned about how those stories may be celebrated on site. Community forums hosted around the City provided an overlay of ideas, concerns, and great suggestions from the public on how to make the garden welcoming to all residents of Fort Worth. All of these overlapping storylines merged to create the overarching program for the planning effort.

After establishing a program, the planning team tested several scenarios on the site, studying relationships between different garden destinations – all with the intent of telling the right story of horticulture in the right place and ensuring that guests have a premier experience. The following chapter chronicles the primary elements of this planning process, laying the foundation for the final master plan vision itself. It is important to record the "why" for future reference to ensure that even as campus priorities evolve over time, the primary framework is achieved.



REGIONAL CONTEXT
FWBG

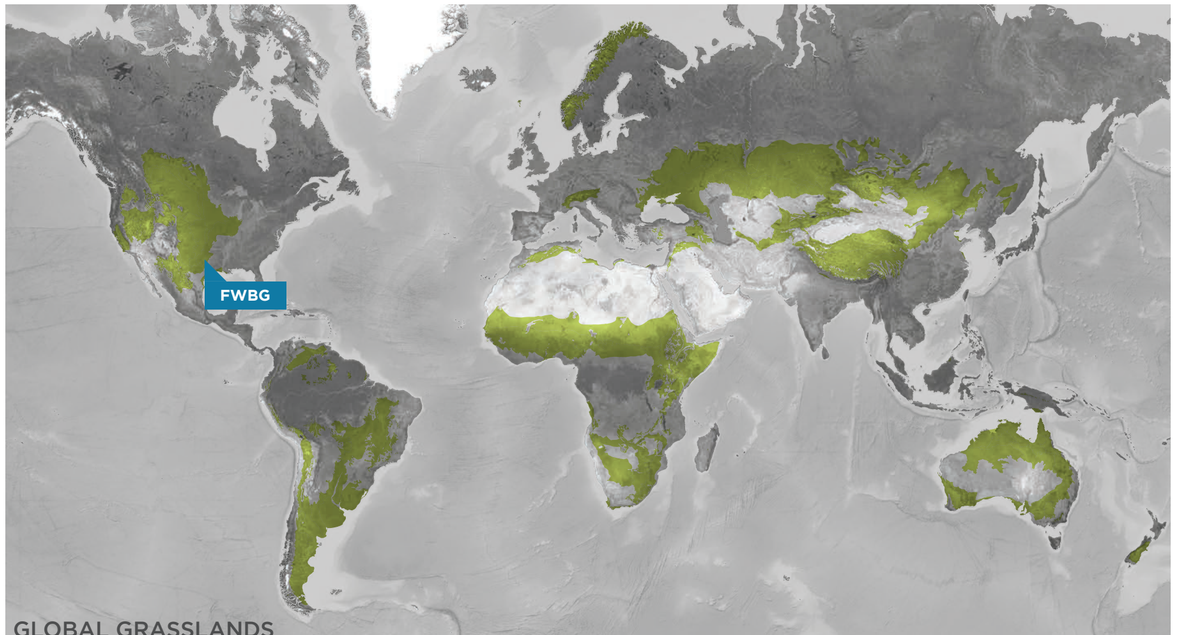


TEXAS ECOREGIONS

FWBG is located in the Fort Worth Prairie, which is situated between the Eastern and Western Cross Timbers. These narrow ecoregions demonstrate an incredible diversity of plant species and ecosystems in North Texas.

As FWBG expands its biodiversity conservation programs, these ecoregions provide an exceptional opportunity to connect guests to the ecosystems where they live.

In addition to conservation and education programs, FWBG can positively influence it's wider ecosystems by demonstrating local plants and plant communities within the botanical garden.



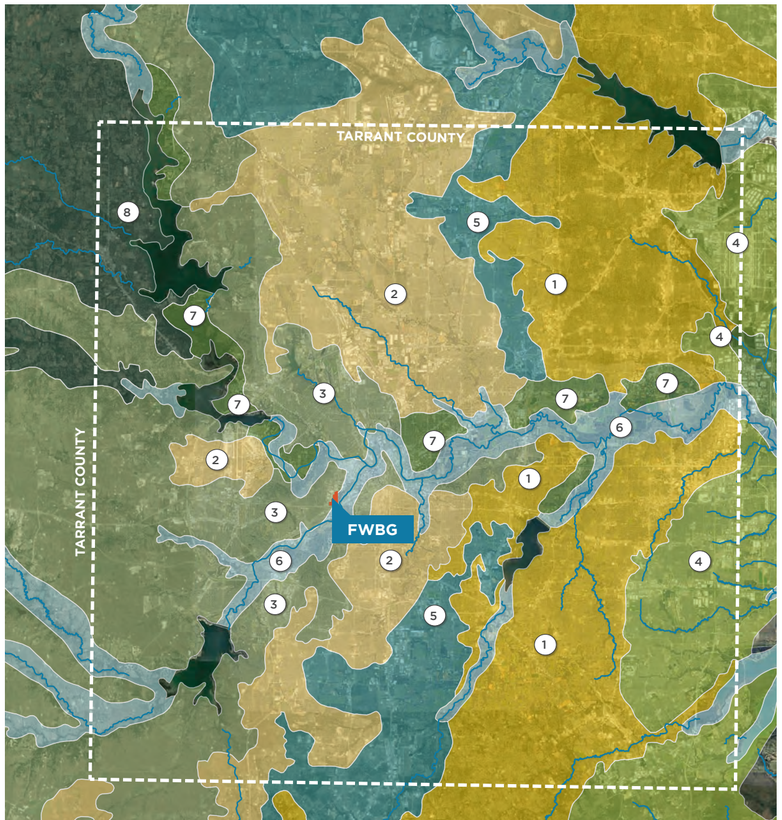
GLOBAL GRASSLANDS

The Fort Worth Prairie and Cross Timbers are a part of the Tallgrass Prairie Ecoregion, which stretches from Manitoba, Canada, to San Antonio, Texas. Tallgrass Prairie Ecosystems are some of the most permanently disturbed in the world.

Many of the issues that affect our local grasslands also affect global grasslands from Tallgrass Prairies to the African Savanna, to Australia's Temperate Savanna. Gardens, educational programs, and research can all create meaningful connections between our local ecosystems and global conservation issues.

SOILS

Within Tarrant County eight different soil types provide distinct growing conditions. There are drier upland soils and wetter soils associated with the Trinity River system. These soil types vary in their acidity and structure. All of these characteristics affect what plants are able to thrive. While the garden only represents two of these soil types, it can amend it's soil to simulate different soil types native to the county, providing information on how to garden in Fort Worth's diverse soils.



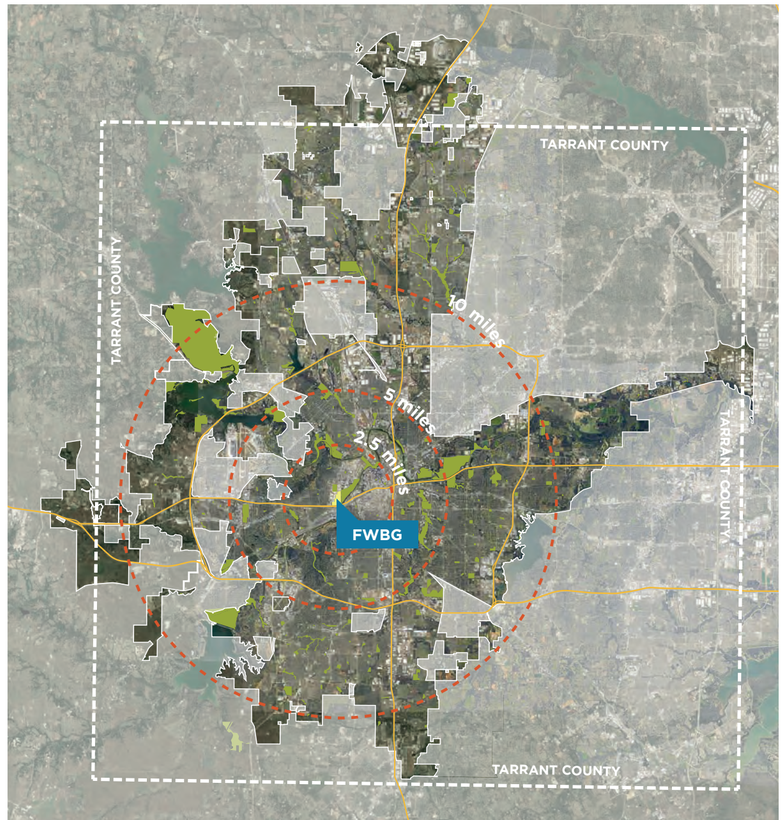
Upland Loamy Soils	1
Upland Clay Soils	2
Upland Loam & Clay	3
Gently Sloped Clay & Loam	4
Level Loam & Clay	5
Level Floodplain Clay	6
Stream Terrance Loam	7
Loam & Sandy Soil	8

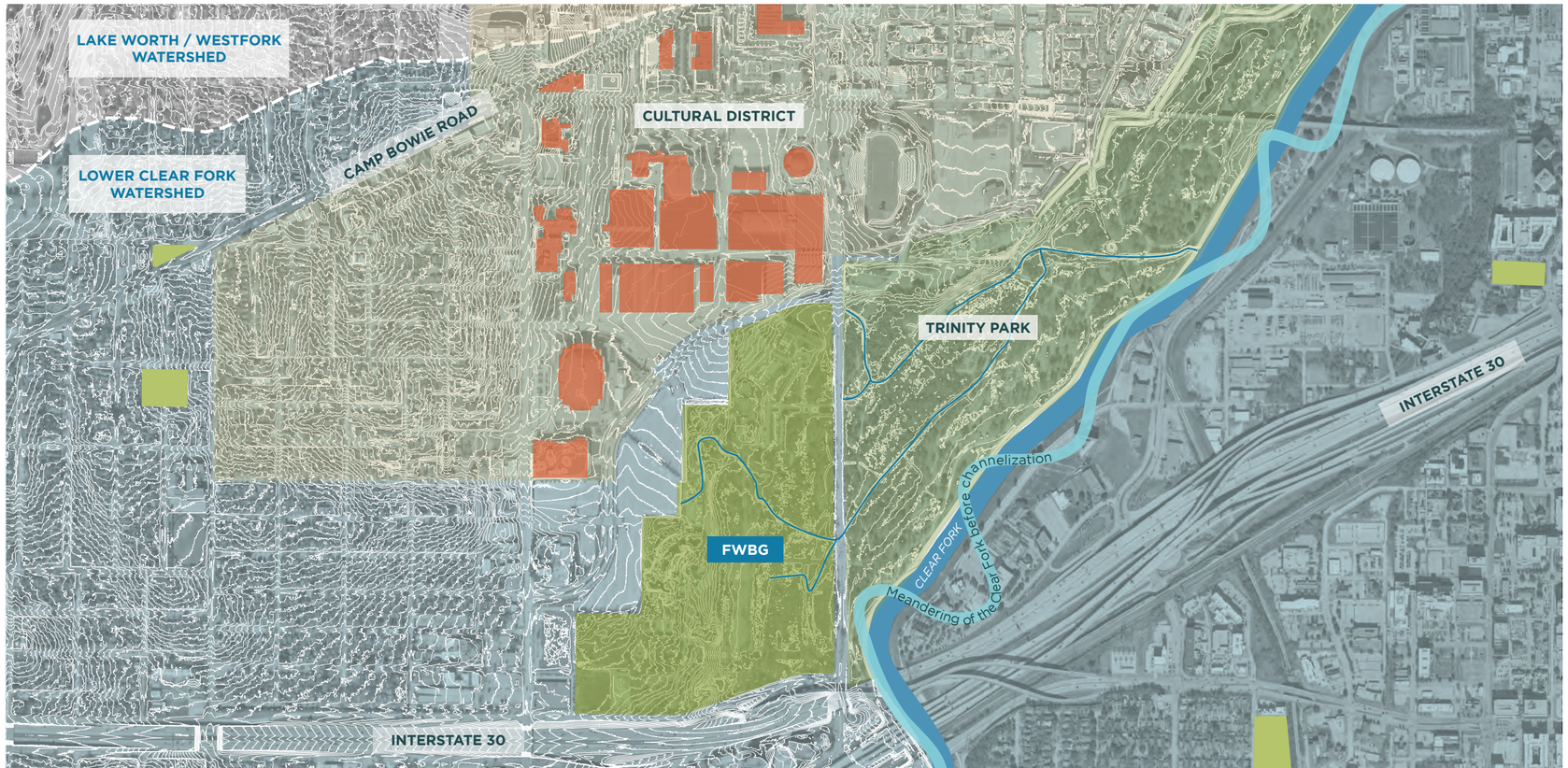
THE CITY OF FORT WORTH

FWBG is located just north of Interstate 30 and 2.5 miles southwest of downtown Fort Worth. It is located in the Cultural District and connects to Fort Worth's extensive Trinity Trails system which includes over 100 miles of pedestrian and bicycle trails.

The city of Fort Worth covers 355 square miles and is home to 892,000 people (as of 2020). It is a part of the Dallas-Fort Worth Metropolitan area which has a population of 7.6 million people. Fort Worth, known as the place "where the West begins" has a strong historical presence, but it is also a modern and diverse city with 16.3% of the population born in a foreign country.

With over 50 distinct neighborhoods in the city, it was important to reach out to diverse communities within Fort Worth to receive direction and feedback on the Master Plan. FWBG strives to be welcoming to all, and the best way to do that is to include many voices in the planning process.





CULTURAL CONTEXT

The Fort Worth Cultural District includes one of the finest collections of museums in America. The collections at the Carter, Kimbell and Modern Art Museums share a commitment to a higher level of understanding of culture and environment. Similarly, the Museum of Science and History, National Cowgirl Museum, and Cattle Raisers Museum expose guests to heritage landscapes that can be more deeply understood through programs at the garden. The Will Rogers Memorial Center and Dickies Arena keep the spirit of Fort Worth alive through the Annual Fort Worth Stock Show & Rodeo and theatrical performances.

Across University Drive from the botanic garden, Trinity Park offers a range of recreational activities and is connected to an extensive trail system along the Clear Fork and West Fork of the Trinity River. Connectivity to Trinity Park and the trail system is important to the master plan to ensure that the botanic garden remains a part of the city's outdoor experience.

HYDROLOGY

The garden is located within the Lower Clear Fork Watershed. Camp Bowie Road travels along a ridge line, and all the water that falls to the south-east of Camp Bowie, flows through the Cultural District making its way into the Clear Fork of the Trinity.

When the garden was first built, University Drive was a small road, and the garden itself connected directly to the Clear Fork. At that time, the Clear Fork meandered freely, but in the 1960s, it was straightened and contained within levees. Much of the eastern portion of the campus is still a bottomland forest ecosystem characteristic of the region, although it no longer experiences regular flooding events.

Within the campus, there are two main streams. One collects water from much of the northern half of the garden and the other directs water from the south. They both flow east and converge before passing below University Drive and into the Clear Fork.

PROCESS
MASTER PLAN

mission strategy workshops

Mission Strategy Workshops were held on Tuesday October 26, 2021 and November 18, 2021. They were both facilitated by Dan Murphy of PRD Group. The intention of these workshops was to consider the relationship between the updated Mission, Vision, and Transformative Goals with the Master Plan.

The first workshop focused on the Research and Audience Transformative Goals. Peter Fritsch, Vice President of Research shared how research initiatives might relate to the master plan, and Ennis Anderson, Senior Vice President of Guest Services & Operations, spoke about the current understood demographics of garden guests, the need to increase diversity of visitorship, and provided some ways that this might affect the master plan.

At the second workshop, Bob Byers, Executive Vice President, shared how the Transformative Goals affect the horticultural experiences at the garden, and the current challenges. Tracy Friday, Vice President of Education & Volunteers, spoke about the future of education at the garden and the accommodations that would be required to reach their goals. Chris Smith, Vice President of Marketing and Communications, and Sara Richardson, Vice President of Advancement, presented about obstacles and opportunities in communications and funding for the future master plan.

After the Transformative Goals were introduced, participates were asked to write on notecards how these goals might be achieved. Discussions followed that guided the Master Planning Team as they began site analysis and prepared for future workshops.

discovery workshop

The Discovery Workshop was held on Wednesday, December 8, 2021. The Master Planning Team presented their findings after conducting historical research, on-site analysis, and a series of Departmental Meetings with FWBG staff and executive team members.

Estrus Tucker of DEI Consultants presented the importance of including a diverse group of community stakeholders throughout the master planning process. He presented the outline for the Community Forums that would begin the following month.

Rick Daley of EMD Consulting provided information on a strategic analysis, and provided a way for the Steering Committee to understand FWBG in relationship to other botanic gardens with a strong research focus.

Cindy Tyler of Terra Design Group presented an update on the status of the proposed Family Garden. The master planning process would confirm the location for the garden and provide a parallel engagement process as the Family Garden design proceeds into further design stages.

With this knowledge, the Master Planning Committee spent the afternoon working together to develop goals for the Master Plan. These goals were used to create material for the following Community Forums. With feedback from the Community Forums and the Steering Committee, the goals that were created during the Discovery Workshop were then refined. Throughout the remainder of the master planning process, these goals helped shape decisions and guideded the direction of the plan.

community forums

GOAL

- Consistently *engage the broad and diverse Fort Worth community* in the master planning process to learn of the public's perceptions of and suggestions for FWBG as a dynamic cultural destination.

In early 2022, six Community Forums were held in person at community centers and churches throughout Fort Worth. To reach an even broader audience, an online survey was also available. Through this outreach effort, at least 80 community members shared their perspectives. The Community Forums were designed to engage our community in different types of conversations to learn as much as we could about their perceptions of the garden and to imagine what it might become.

Five "stations" were developed to facilitate this conversation. The first two stations were group conversations. Lead by garden leadership, issues of *Arrival and Welcoming* were discussed as well as *Events & Education*. Participants shared their thoughts, and engaged with each other.

The last three stations provided an opportunity to draw ideas on paper and participate in one-on-one conversations. These stations included: *Horticultural Experiences*, *Map Your Day*, and *Family Garden*. The

Horticultural Experience conversations discussed what it is about gardens that is meaningful to each participant. The *Map Your Day* exercise gave participants the opportunity to draw their ideal day at the garden. Lastly, the *Family Garden* had been identified as a first phase garden; this news was shared at the Community Forums. Guests were asked to respond to images of different experiences that could be included in the Family Garden. There were also worksheets for participants of all ages to engage with and draw what their ideal Family Garden would be like.

Rockwood Park Golf Course Clubhouse
Wednesday, January 26, 2022

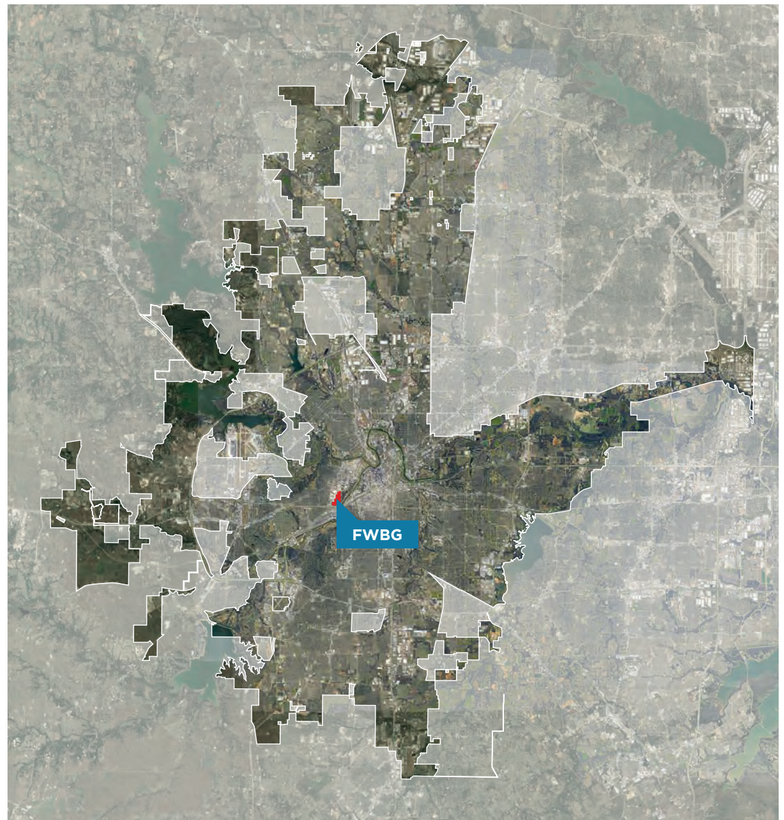
Como Community Center
Thursday, January 27, 2022

MLK Jr. Community Center
Saturday, January 28, 2022

Worth Heights Community Center
Monday, February 7, 2022

Chisholm Trail Community Center
Wednesday, February 16, 2022

Engagement Heritage Church
Thursday, February 17, 2022



ARRIVAL + WELCOMING

Primary Themes

- Better communication is needed - marketing and awareness of what is occurring on a day to day basis as well as special events
- A new entry is needed – clock and gates and walls say “not for me”
- Consider access in general - cost, bikes, cars, transit, pedestrians from Trinity Park
- Many come to the garden seeking areas of quiet contemplation

Secondary Themes

- Inspiration & Learning
- Nature Experience
- Provide More Free Passes
- Offer events that relate to “my” cultural background and community interests

EVENTS + EDUCATION

Primary Themes

- Provide Food Gardens & Food Events - by far the largest number
- Local Performances - plays, puppet shows, Shakespeare, music, etc.
- Texas plants, Natives, ask-a-gardener

Secondary Themes

- Offer hands-on demonstrations and classes
- Interest in non-peak-hours, out of the heat, expanded hours
- The arts - in the garden and classes of all types

Top | Bottom Ennis Anderson, Patrick Newman, and Tracy Friday enage participants at the Como Community Center and Rockwood Park Gold Course Clubhouse in discussions about Acces and Welcoming as well as Events and Education. This group conversation format was used at each Community Forum event to create direct dialogue between garden leadership and the community.

HORTICULTURAL EXPERIENCES

Primary Themes

- Educational Overlay - signs, programs,
- Learning about Fort Worth Gardening
- Texas Gardening / Landscapes
- Floral Displays
- Distant / Unique Landscapes
- Interest in Food / Culinary Garden

Secondary Themes

- Conservatory
- All Seasons Experiences
- Intimate / Secluded Experiences

FAMILY GARDEN

Primary Themes

- Fort Worth & Texas Heritage
- Imaginative
- Play in the Water
- Physical Activity

Secondary Themes

- Interactive Education
- Get Dirty / Build
- Food - both food service and edible plants
- Parent / Grandparent Amenities

MAP YOUR DAY

Primary Themes

- Interest in quiet moments of exploration
- Opportunity for food and drink throughout
- Learning about how food grows
- Interest in exploring greenhouses

Secondary Themes

- History of the garden
- Concerts
- Hiking Trails

Top Andrew Duggan discusses ideas for the proposed Family Garden with a community member and Allyson Caruso leads the Map Your Day Drawing exercise at Heritage Church.

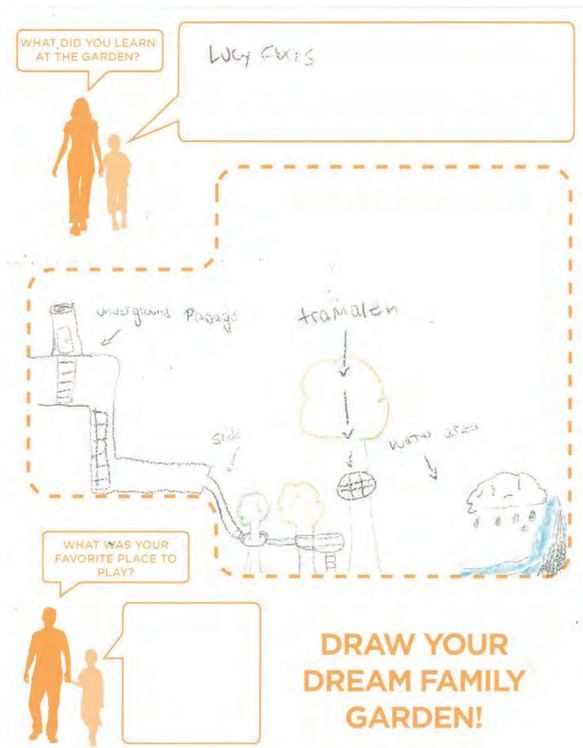
Bottom Images were used as a conversation started about Horticultural Experiences. Sticky notes were used as a way to record one-on-one conversations, and share ideas with all participants.

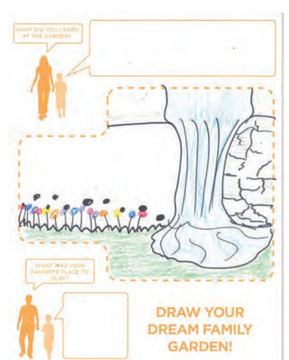
garden pop-up event

Butterflies in the Garden is one of the most anticipated events that is held in the garden. On April 9, 2022, during this event and on a perfect Texas spring day, a pop-up engagement event was held at the Leonard Courtyard. The Master Planning Team set up three stations to talk with guests. The first station presented an overall map of FWBG as it is today and introduced guests to what the master planning process is about.

The two interactive stations included Horticultural Experiences and the Family Garden. At the Horticultural Experiences station, we had conversations about what is most loved and could be improved about the existing gardens as well as how future gardens might elevate a visit to FWBG.

At the Family Garden station, children of all ages drew and talked about their ideal family garden. Ideas ranged from underground slides and tree houses to colorful gardens with giant flowers, water to touch, and habitats for frogs — even a field of hula hoops.





master plan goals

The following Master Plan goals are organized under the Strategic Plan's Transformative Goals in a means to continually align the master plan for site development with these broader FWBG initiatives.

RESEARCH

Expand our botanical research and biodiversity conservation programs

- Embrace research as a cornerstone of the mission by ***providing efficient and innovative facilities*** that advance research goals
- Create opportunities to ***share stories of research*** projects and their outcomes with the public throughout the campus.
- Consider appropriate ways to ***share the herbarium, library, and botanical art collections*** with the public.

AUDIENCE

Engage a large and diverse audience

- Consistently ***engage the broad and diverse Fort Worth community*** in the master planning process to learn of the public's perceptions of, and suggestions for, FWBG as a dynamic cultural destination.
- Actively consider ***cultural inclusion*** as a primary lens for multiple aspects of the Master Plan and Garden development, including:
  - Programing, Events, & Activities
  - Storytelling
  - Garden Destinations
- Invest in ***programs and events*** that share the FWBG mission and attract new audiences.
- Intentionally pursue a ***welcoming environment*** that builds personal connections to plants through multiple languages, technologies, signage, and messaging.
- Ensure physical ***accessibility*** (movement, sensory, etc.) throughout the garden.
- Leverage multi-modal ***connections*** to the Cultural District and the broader City of Fort Worth to welcome a broad audience:
  - Bicyclists
  - Pedestrians
  - Public Transportation
  - Cars / Ride-Share
  - Collaboration with TxDOT and CoFW Traffic on surrounding infrastructure projects.
- Create an overlay for Membership / VIP ***Experiences*** to build deeper relationships with garden and ecological enthusiasts.

HORTICULTURE

Create exceptional gardens and facilities to inspire and serve our guests

- Build a signature, dynamic, and fun ***Family Garden*** that is uniquely "Fort Worth."
- Create a ***Culinary Garden*** destination that celebrates food grown in Texas and the diverse cuisine of an array of culinary traditions.
- Invest in ***expanded perennial plantings*** as a year-round destination garden unique to Texas.
- Capitalize on the underutilized potential of the ***Great Lawn***.
- Re-define the program, message, and experience of the existing ***conservatory*** and build new conservatory or shade-house experiences.
- ***Broaden the year-round horticultural experience*** of existing signature gardens and collections.
- Craft garden experiences that ***share the stories*** of conservation & research.
- Convey the garden identity around the ***perimeter of the campus*** to claim a mission-compatible presence on University Drive and I-30.
- ***Celebrate native species*** in naturalized and ornamental settings

EDUCATION

Change lives through our education programs

- Connect guests to the natural world through ***diverse and immersive educational offerings*** that merge botanical storylines with the visual arts, food, performances, and ecology.
- Provide effective and ample ***facilities*** (indoor and outdoor) ***that foster an exceptional learning environment*** for children and adults.
- Position the campus to be the ***premier children's field-trip destination*** in Fort Worth to inspire the future environmental stewards of Texas and the world.

INFRASTRUCTURE

Build our human, financial, and infrastructure resources

- Locate a ***permanent stage*** or bandshell location to support an expanded concert series.
- Provide a ***range of food and beverage*** options.
- Heighten the ***story of water*** on the site through appropriate water features that celebrate natural systems while creating nodes of destination, contemplation, and beauty.
- Craft a strategy of ***intuitive wayfinding and circulation*** for guests.
- Plan facilities that ***support a range of event types and scales***.
- Develop a ***garden-wide lighting concept*** plan to support evening visitation and events.
- Embed a framework of ***operational efficiencies*** for maintenance, event infrastructure, service, and deliveries.
- Provide the social, training, office, and support ***spaces for the FWBG team*** to deliver the mission in a collaborative and effective manner.

Entry Signage


Gift Shop


Lighting + Banners


Ticketing + Plaza

PERIMETER GARDEN

As the first glimpse of the garden beyond, and a 24/7 presence on busy roadways, the outer edges of campus should serve as a beacon for guests to come in and explore. The perimeter should include changeable signs and banners, easy to maintain seasonal interest, and a progressive aesthetic that distinguishes the garden from Trinity Park across the street.

PARKING

The parking garden is as ecologically functional as it is aesthetically pleasing. Building on the precedent of the BRIT building's bioswale system, the parking islands filter runoff from paved areas before releasing it to the Trinity River. Circulation should be easy to navigate and immediately immerse guests in a horticultural experience.

WELCOMING

The arrival and drop-off plaza greets guests from multiple arrival points and modes of transportation. This zone will host ride-share, bike-share, and buses, in addition to traditional vehicles. Seating, lighting, water, and shade are all important in this fast-paced high-use garden. Multiple ticket queue lines will be required for the garden's projected increase in guests.


Dining


Grab + Go


Formal


Facilities

MONCRIEF GARDEN CENTER

A holistic renovation of this structure will increase its function and provide a ticketing/arrival sequence that can support increased attendance as the garden expands. New amenities will include a restaurant, rental spaces, and gift shop as well as renovations to the popular theater and community rooms. A security office and restrooms will also be added.

RESTAURANT

Offerings of food throughout the garden will encourage guests to linger and extend their stay. A range of price-points should be offered, as well as a distribution of locations. From "grab-and-go" to "sit-down" restaurant, as well as kiosk and vending – menus may change with the seasons, celebrate cultures, and enhance the story of "food" in the garden.

BRIT BUILDING EXPANSION

Expected to run out of space for the treasured and ever-growing herbarium collection, the BRIT building must expand to accommodate the herbarium and library but also additional office spaces to support the broader FWBG organization.


Tram Stops


Food and Beverage Kiosk

GUEST AMENITIES

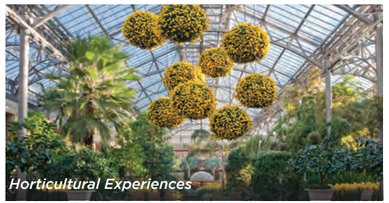
The entire campus must offer an array of guest amenities that significantly enhance the overall experience. Lighting, signage, furnishings, and interpretive elements should combine with a tram, food offerings, art, and great programs to provide a heightened experience for all guests.


Garden Trails


Wooded Trails

INTUITIVE CIRCULATION

Navigating the garden should not always rely on reading a sign. A hierarchy of circulation should utilize width, materiality, and appropriately scaled signage to guide guests through the garden. A loop is a strong circulation pattern that allows many gardens to claim an "address" on the main pathway while guiding guests further around the loop.


Horticultural Experiences


Event Spaces

CONSERVATORY

The existing Conservatory requires a great deal of maintenance and lacks flexibility. Its current location also significantly constrains the arrival sequence. The plan should consider a new conservatory location that is built to the latest industry standards to include several biome accommodations (light, humidity, etc.) and flexibility for hosting events.


Classrooms


Hands-On Gardens

EVENTS AND EDUCATION

The Public Engagement phase reiterated the fact that events drive attendance. A wide array of education and other events should welcome a cross section of the community. Reinvestment in legacy events (concerts, Japanese Festival, etc) while creating flexibility and infrastructure for new ones (holiday lights) will draw new audiences.


Concert/Event Space

STAGE/PERFORMANCE

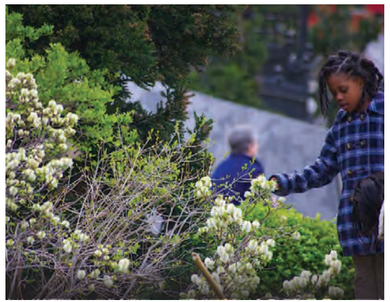
Building on the success of the summer symphony series, a permanent stage may allow for the season to be extended and draw a variety of performance acts. Beyond a mix of music types, dance performances and plays might reach new audiences and introduce them to the mission of the garden.


Rental Pavilion


Wedding Venues

RENTAL

Celebrations build memories tied to place, forging a stronger connection with the garden. Weddings, quinceaneras, and other events are an opportunity to spread the mission of the garden while also generating revenue. For many years the garden has been a space for community and corporate groups to host meetings. This tradition should continue.



Hands-On Gardens

Cooking Demonstrations

FAMILY GARDEN

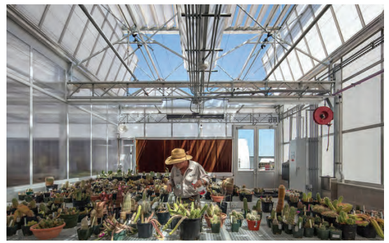
A guaranteed draw for heightened visitation, the family garden should be whimsical, fun, and a place where kids can touch the plants and learn about the natural environment. This is a space for "children and their adults" and must include amenities such as shade, restrooms, seating, and possibly vending.

CULINARY GARDEN

The educational programs of the garden will be significantly enhanced by the addition of a culinary garden. Cooking demonstrations, wine and cheese tastings, classes (for all ages), holiday events --- the list goes on. This space will celebrate all things "food" and directly tie them to horticulture, the seasons, and sustainable practices.

DRAMATIC HORTICULTURE

As the backbone of the institution, horticulture is the mission. Creating a rich and ever-changing tapestry of seasonality, color, texture, sound, and striking visuals drives repeat visitation, with guests always curious as to what is "new" or "in season" at the garden. The plan must instill this concept as an overlay to all gardens working together on campus.



GARDEN RENOVATIONS

Legacy destinations on campus must be carefully groomed and re-invested in even as new gardens come online. The Japanese Garden, Rose Garden, and Rock Springs Garden have been anchors for decades. The Texas Native Boardwalk and the Fuller Garden should both adapt to their role within the new plan.

STRATEGIC REMOVALS

Since this garden was once a drive-through park, there are many remnants that erode the sense of immersion in a garden environment. Street signs, street lights, curbs, parking lots, and other distractions from the past must be removed to create a seamless garden experience

OPERATIONS

Running such a campus is no small feat—staff and volunteers must be provided state-of-the-art facilities that allow them to do their jobs efficiently and economically. Reinvestment in "old technologies" are a drain on the system. Significant utility infrastructure updates are needed, and built-in flexibility for events will make the campus run more smoothly.

site scenarios

WORKSHOP

Once Goals for the Master Plan were established and a Program had been determined, two Site Scenarios (proposed diagrammatic layouts) were developed. The site scenarios were presented to the Master Plan Committee during a meeting that was open to the public. The most notable difference between the two plans were that the Distributed Plan featured a Conservatory Complex in the Southwestern corner of the garden, and the Centralized Plan featured the Conservatory Complex near the Garden Entry.

CENTRALIZED PLAN

Scale: 1" = 400'

SITE SCENARIO REFINEMENTS

During the Site Scenario Workshop on March 15, 2022, the Centralized Plan was selected. Small groups, facilitated by the Master Plan Team, worked together to propose edits to the Site Scenarios. These adjustments were applied to the plan, and a Refined Site Scenario plan was created. This revised plan served as a base for further refinement before the 2022 Master Plan was created.

DISTRIBUTED PLAN

Scale: 1" = 400'

MASTER PLAN
FWBG

master plan

GOALS

- Actively consider ***cultural inclusion*** as a primary lens for multiple aspects of the Master Plan and Garden development, including:
  - Programing, Events, & Activities
  - Storytelling
  - Garden Destinations
- Invest in ***programs and events*** that share the FWBG mission and attract new audiences.
- Intentionally pursue a ***welcoming environment*** that builds personal connections to plants through multiple languages, technologies, signage, and messaging.

After testing the program scenarios and arriving at the strongest general concept, the planning team refined the vision by adding detail and creating a series of site plan enlargements. Architectural collaboration strengthened the plan by studying the ramifications of various building renovations, relocations, and new structures. While circulation and garden relationships were the primary drivers of the original concept scenarios, a new series of more detailed overlays brought depth to the specific garden experiences.

The planning team prepared an overarching horticultural storyline for the site, unifying while distinguishing the gardens—each with its own personality and educational and programming opportunities, yet linked and working together toward broader campus goals. In summary, the master plan builds a long term vision for this diverse campus—outlining a series of experiences that will welcome guests for decades to come.

LEGEND

Perimeter Garden	1
Garden Entry	2
BRIT Building	3
Arrival Plaza	4
Herbaceous Color Garden	5
Woodland Garden	6
Fuller Garden	7
Family Garden	8
Culinary Garden	9
Japanese Garden	10
Forecourt	11
The Grove	12
Trial Garden	13
Education Hub	14
Tinsley Garden at Rock Springs	15
Rose Garden	16
Trinity Wetland	17
Conservatory Complex	18

Scale: 1" = 400'

garden structure

Scale: 1" = 400'

1930 General Plan for the "Botanic Garden Including Municipal Rose Garden" by Hare & Hare Landscape Architects.

In 1930, Hare & Hare, the original landscape architects of the Fort Worth Botanic Garden, designed a general plan for the garden. This plan was structured along two axes. The East-West Axis is anchored by the Upper Rose Garden Shelter (originally proposed as a Palm House), the Ramped Garden leads downhill to the Rose Garden, followed by a Reflecting Pool and Vista Lawn. It is terminated to the east by a small Shelter House. This eastern terminus has since been disconnected from the garden by University Drive.

The North-South Axis was defined by another lawn. This lawn terminated at the Reflecting Pool to the south, and the garden road to the north. Flower borders lined the East and West sides of the lawn.

In this plan, these two axes still define the primary structure of the garden, but extend past their original boundaries. The East-West Axis is extended to the west and terminates past the Horseshoe Garden to a proposed orangerie-inspired building that will host receptions and special events.

The North-South Axis is extended north and bends at the Entry Plaza. Looking south, this provides an axial view from the Entry Plaza across the Central Lawn and Herbaceous Color Gardens. To the north, there is a direct connection from the Entry Plaza to the BRIT Building. This axis is defined by a series of meandering pathways through a garden that demonstrates Texas' varied ecological regions.

Within the garden, there are three main districts. There is North Campus which features the BRIT Building and prairie, the Entry Plaza, and Parking Garden. Everything within this district can be experienced without purchasing a ticket. Guests enter into the Garden Core, which is defined by a series of distinct gardens and horticultural experiences. To the east and south, are The Naturalized Gardens. These include the Trinity Floodplain Forest, Rock Springs Garden, and The Grove.

circulation

LEGEND

- Primary Pedestrian Loop
- Tram Stop
- Axial Pedestrian Core
- Vehicular

GOALS

- Ensure physical ***accessibility*** (movement, sensory, etc.) throughout the garden.
- Leverage multi-modal ***connections*** to the Cultural District and the broader City of Fort Worth to welcome a wide audience.
- Craft a strategy of ***intuitive wayfinding and circulation*** for guests.

Creating intuitive circulation throughout the campus was a primary focus of this master plan. Circulation begins with the arrival sequence of those arriving by car, bus, foot, bicycle, or ride-share, but it also includes the experience inside the garden. The interior pathways enable those with differing physical abilities to enjoy all of the garden. The plan creates a clear way to navigate the garden, but also provides the ability for guests to wander and explore beyond the main pathways. The circulation plan concludes with a comfortable exit from the garden.

Throughout the engagement process, the garden's existing circulation issues were discussed, including an uninviting entrance, to confusing pathways, to the length that one must walk to reach gardens on the south of the campus, such as the Rose Garden. To resolve these issues and create a more welcoming experience, the entrance and the parking lot have been designed to be more intuitive and comfortable.

Interior to the garden, circulation has been simplified by creating a primary pedestrian loop that also supports a regularized tram system. This primary pedestrian loop provides direct access to almost every individual garden on campus. The secondary Axial Pedestrian Core celebrates the historic core of the garden. It connects the more interior gardens with a north-south loop and an east-west loop. With the gardens themselves, there are numerous pathways to explore the gardens at a more intimate scale.

Scale: 1" = 400'

hydrology

LEGEND

1	Reflecting Pool
2	Trinity Wetland
3	Meandering Creek
4	Clear Fork Wetland
5	Japanese Garden Ponds
6	The Pond
7	Thicket Creek
8	BRIT Wetland
9	Forest Parking Raingardens
10	Education Parking Raingardens

GOALS

- Heighten the ***story of water*** on the site through appropriate water features that celebrate natural systems while creating nodes of destination, contemplation, and beauty.

Much of the FWBG campus was formed by the meandering and intermittent flooding of the Clear Fork of The Trinity River. Today the Clear Fork has been channelized, but water still flows through and defines this campus. Rainfall on the south side of campus flows through Rock Springs Garden, to the Reflecting Pool, to the Trinity Wetlands, where the creek meanders, and joins the Clear Fork Wetlands. The water crosses below University Drive in a pipe, but is quickly daylighted as it flows into the x. Rainfall on the north side of campus flows into Thicket Creek, which leads to The Pond, and eventually joins the Meandering Creek.

An important element in this master plan is ensuring that these waterways are celebrated and their ecological function is enhanced. North Texas often cycles through periods of drought and periods of extreme rain. FWBG can demonstrate various methods of managing water on site. The most prominent of these will be a series of rain gardens within the parking lot that reduce runoff from these paved areas while creating a cooler and more comfortable place for people to walk through.

Celebrating our hydrologic systems also includes creating water bodies of sufficient scale to provide a place for human connection and habitat for wetland species that is often missing in urban landscapes. The Pond and the Trinity Wetland will be magnets for both guests and wildlife.

Scale: 1" = 400'

horticultural experiences

GOALS

- *Broaden the year-round horticultural experience* of existing signature gardens and collections.
- Craft garden experiences that *share the stories* of conservation & research.
- Convey the garden identity around the *perimeter of the campus* to claim a mission-compatible presence on University Drive and I-30.
- *Celebrate native species* in naturalized and ornamental settings

1 | Entry Garden
The entry features a native forest with glimpses into the landscape beyond. This provides an inviting sense of discovery. Herbaceous perennials and native grass species are featured in the sun with shade tolerant native under-story plantings on the edges. The garden will foreshadow larger horticultural themes present throughout the whole site.

2 | Garden Parking
This expanded parking lot is carved out of remnants of the Trinity Floodplain Forest. The older trees are interplanted with a future canopy of native trees and understory trees. A simple ground plane of sedges and species that can tolerate occasional wet conditions function as rain gardens. They absorb rainwater and slow runoff during heavy downpours, protecting the watershed downstream.

3 | Texas Ecosystem Garden
There is a large interwoven horticultural spine running from the BRIT Building through the New Garden Entrance which choreographs large beds of dependable native perennials and grasses accompanied by a backbone of evergreens. A water course that slowly proceeds along the braid would add interest and an increased diversity of moisture loving species by providing consistently wet conditions.

4 | BRIT Courtyard
The garden beds in front of the BRIT Buildings and courtyard will feature a tapestry of monocultures of native prairie species that emphasize the importance of incorporating native species in landscape designs. The courtyard includes paved and unpaved paths to allow visitors to interact with the plants more closely

5 | BRIT Prairie
The Prairie north of the BRIT building should be completely reworked, eradicating invasives and reestablishing native species. This prairie should appear as native and natural as possible. Some paths should be mown through with low-growing wildflowers planted along them.

6 | Water Conservation Garden
The Water Conservation Garden, adjacent to the future parking structure, would feature xeric species such as cacti and succulents that survive cold temperatures and are proven in Tarrant County. It would receive no additional water after establishment.

7 | Garden Center Courtyards
Since the Moncrief Garden Center Courtyards hold several meeting spaces and have the potential to host receptions, they should be made more lush and visually appealing. The courtyards have a combination of shade and ornamental trees that could accomodate a special collection of the garden as well as art.

Scale: 1" = 400'

Inspiration for the Herbaceous Color gardens from (above) Piet Oudolf's perennial meadow at Hauser & Wirth gallery in Somerset, and (below) The Highline in New York City.

8 | Texas Garden Clubs
The Texas Gardens Clubs building has a partially developed landscape that will likely not be significantly changed in the foreseeable future. There is potential to rework this area as a more composed or non-native shade landscape mirroring the west side of the great lawn axis.

9 | Woodland Garden
The Woodland Garden, formerly the Texas Native Woodlands will be reworked extensively, removing all invasive species. The west slope includes a naturalized and open composition of native shade-tolerant understory species with occasional small understory trees. The area east of the boardwalk and adjacent to the Herbaceous Color Garden will contain drifts of native and adapted shade loving plants.

10 | Garden Promenade
This border landscape would feature textured masses of evergreen shrubs, large swaths of cacti and agave, and extensive displays of seasonal annuals. It would be a primary draw in the high seasons. Its character will vary at the entrances of the various gardens, but a consistent theme of annuals will tie it together. Ornamental trees should characterize the edge condition of this space since it is largely a woodland edge.

11 | Fuller Garden
The future volume of guests in this area may be less than it is today due to its shifting away from the primary ciculation network. With this in mind, it should transition to a more quiet and pensive space. It will have a reduced need for annuals, but should still feature great textures and visual interest.

12 | Family Garden
The Family Garden will have its own specialized palette of native Texan and playful plant species that will be under the direction of the garden design team. This palette may change over the years to incorporate species that make the most impact and can withstand the garden's high traffic.

13 | Culinary Garden
This garden allows for a lot of flexibility within the theme of humans and their relationship to food. This can include traditional vegetable plantings, but also feature fruiting trees and decorative grains such as aramanth and millet. This garden will feature the diverse cultures of North Texas an celebrate them through spices, vegetables, and grains.

14 | Japanese Garden and Forecourt
A large scale restoration of the Japanese Garden is needed for horticultural experiences, water features, and hardscape. The proposed forecourt would provide a moment of rest before entering the Japanese Garden. It will feature flowering understory trees that have been shaded out from the garden-proper.

15 | Herbaceous Color Garden
This expansive herbaceous garden is inspired by the Fort Worth Prairie ecoregion, featuring naturalistic plantings of robust grasses and perrenials. Smaller gardens within this larger garden will contain varying ratios of local to global species and different degrees of order and complexity. Plants will be selected that provide interest throughout the year. Some annuals can be included, but the emphasis of the garden will be perennials. The garden would be one of editing and replenishing occasionally but not frequent change outs. It will be unique for Texas and should be carefully composed by a horticultural designer in conjunction with horticultural staff.

16 | Oval Rose Garden
This garden maintains the formality of its original design while featuring scented and textural plants that reflect the qualities of a rose garden.

17 | Prehistoric Garden
This garden will create connections to BRIT research and botanical history. It will feature "ancient" plants, including ginkgos, magnolias, ferns, and equisetum.

18 | Rose Slope
This sloped hillside offers the ideal location for a flowering tree collection, such as redbuds.

19 | Garden Promenade Terminus
This shade garden features understory plants with contrasting leaf colors, shapes, and textures.

20 | Rose Ramp
The historic Rose Ramp is the signature garden at FWBG. It is a parterre garden; clipped low evergreen hedges edge each bed which is filled with a display of colorful flowers. To ensure the success of the display in this Texas garden, it will feature flowering shrubs in addition to roses.

21 | Reflection Pond
The edges of the Reflection Pond connect the Rocks Springs Garden to the Trinity Wetland Boardwalk. Plant species should relate to these two gardens.

22 | Vista Lawn
The Vista Lawn will reinforce the garden's original East/West Axis, providing sight lines towards the Clear Fork of the Trinity River.

23 | Trinity Wetland Boardwalks
This lowland garden seeks to engage guests in a curated enhancement of a forest wetland environment. Specific garden "rooms" may explore a vast array of textures and colors, including reeds, grasses, palmettos, types of cypress trees, and other wetland plants.

24 | The Forest
The forest will be maintained as a transition floodplain forest. It will feel more "wild" than the rest of the garden, with some felled trees left to provide habitat and educational experiences.

25 | The Pond
The pond provides an open expanse of water, with rich edge plantings that are intended to provide habitat, but also to create a memorable experience for guests. It will feel more "designed" than the Trinity Wetland, with noticeable drifts of plant species. A boardwalk guides guests onto and island where they are surrounded by water on all sides. This island will have a unique planting strategy that makes it feel like its own unique world.

26 | Conservatories and Water Garden
This complex will house botanical collections representing different world ecosystems centered upon a clean and curated water garden within a reflection pool.

27 | Perimeter Garden
The perimeter garden is the most visible garden at FWBG. It includes the edge along University Dr. and the I-30. It's dual purpose is to screen the interior gardens from these busy streets, while providing an aesthetically pleasing street planting that announces that something special is taking place inside the garden.

28 | Rock Springs Garden
This garden will continue to feature plants native to Texas and its surrounding ecoregions.

29 | Education Gardens
These interactive vegetable and flower gardens provide opportunities for experimental and hands-on gardening.

30 | The Horseshoe
This garden will be preserved to feature its spreading oak trees and central lawn. Root aeration will be needed to ameliorate compaction that occurs from special events.

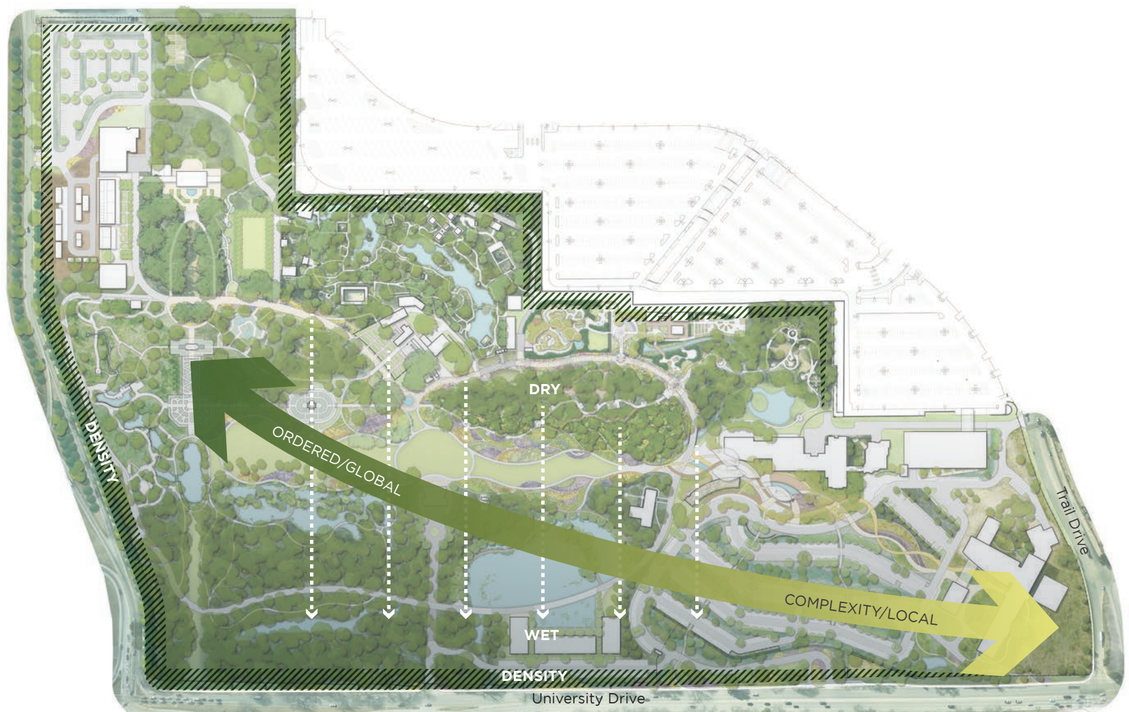
31 | Rental Venue
Formal gardens surround this open-air pavilion which overlooks The Horseshoe Garden and The Grove. It's architecture should be complimentary yet distinct from the historic Shelter House.

32 | The Grove
The Grove is an informal park-like area with ample shade, lawn, and picnic tables. It provides space for field trip groups to eat lunch or wait for a bus. Tree health should be monitored to plan for the future replacement of canopy trees.

33 | Trial Garden
This garden will frequently change as different trials occur. It provides the opportunity to partner with outside seed suppliers and researchers to test new cultivars, varieties, and species in North Texas.

34 | Four Seasons Garden
This garden currently celebrates the four seasons through its sculptures. As it is refreshed, this shady garden can begin to celebrate the seasons further through it's plant palette, including shade-tolerant winter flowering plants, like hellibores, a display of spring bulbs, summer flowers, and autumnal textures.

35 | High Desert / Cactus Garden
This garden will celebrate the different species of Texas' High Desert. It isn't limited to plants that are native to the High Desert, also including their relatives from similiar ecoregions.



MASTER PLAN
ENLARGEMENTS

garden entry

The new Garden Entry on University Drive seeks to push the garden directly into the public view, extending a welcome greeting to the community and beaconing guests to visit. This is achieved by pushing horticulture out to the street, and creating vibrant signage and banners that announce the institution's presence on this primary thoroughfare – claiming an address in the Cultural District while distinguishing itself from Trinity Park across the street. The new entry is one-way and seeks to create a safer arrival by re-routing exiting traffic to Trail Drive. This creates several functional advantages related to traffic flow and ticketing. An exit lane will be preserved next to the University Dr. entrance only for use during special events to empty the parking lot more efficiently.

Everything along this edge should celebrate the horticultural and educational mission – with vibrant color and seasonal change – an ever-changing "welcome sign" for the garden. This zone must "tease" passersby with a hint of what is beyond. Signage must be legible and compatible with the stone work and other hardscape materials at the arrival plaza.

parking garden

The parking lot is a garden in and of itself, immediately immersing guests in landscape that is as interesting as it is functional. Building on the success of the BRIT parking lot, ample parking islands house bioswales, collecting and cleansing stormwater before releasing it to the Trinity River. Pedestrians traverse several routes through the parking garden that cross the bioswales, guiding guests toward the pollinator pathway, which serves as the main pedestrian spine between the BRIT building and the new arrival plaza.

Since several trees in this area have sustained structural damage in recent storms and others are less desirable species, a tree inventory should assess the overall canopy health to determine the best candidates to preserve and build around. A rich understory planting approach should visually break up the parking lot, display water conservation techniques, and encourage infiltration and filtration of stormwater. Lighting should be utilized to make the parking lot east to navigate at night. An evergreen mix of hedges and other species should buffer the parking lot from main view along University.

LEGEND

Monument/Banner Signage	1
Stone Logo Entry Wall	2
Garden Perimeter Fence	3
Parking Control Gate	4
Alternate Entry Gate	5
Hedge	6
Entry Garden	7
Bus Stop	8
Pedestrian Entrance	9
Bioswale	10
Drop Off	11
Bicycle Parking/Bike Share Station	12
Ride Share and Event Arrival	13

The functionality of the parking lot is imperative. It must be intuitive and safe throughout. The drive is one-way up to the entry point of the overflow parking lot associated with the new conservatory, and that drive continues past the main drop off loop and on to the exit to Trail Drive where drivers can choose or go east to a signalized intersection at University, or to points west farther along that roadway. Various parking aisles stub off of this main drive. The diagram depicts the overall parking count, a number that must be achieved to accommodate the anticipated visitation in years to come. The surface lot is augmented by the parking garage, which is envisioned to offer a vehicular connection to the Dickies Arena lot at its top level. Together, the overall parking count is tripled. High season events, however, will still rely on off-site parking and shuttle system as they have in years past. This parking lot will of course mainly serve guests, but BRIT Staff and some garden staff will park here as well. EV charging stations should be available. Clear and safe pedestrian access from University Drive (and the bus stop) is offered by two routes.

LEGEND

- Drop Off for Rideshare
- Primary Vehicular
- Special Event
- Primary Pedestrian
- Service

PARKING COUNTS

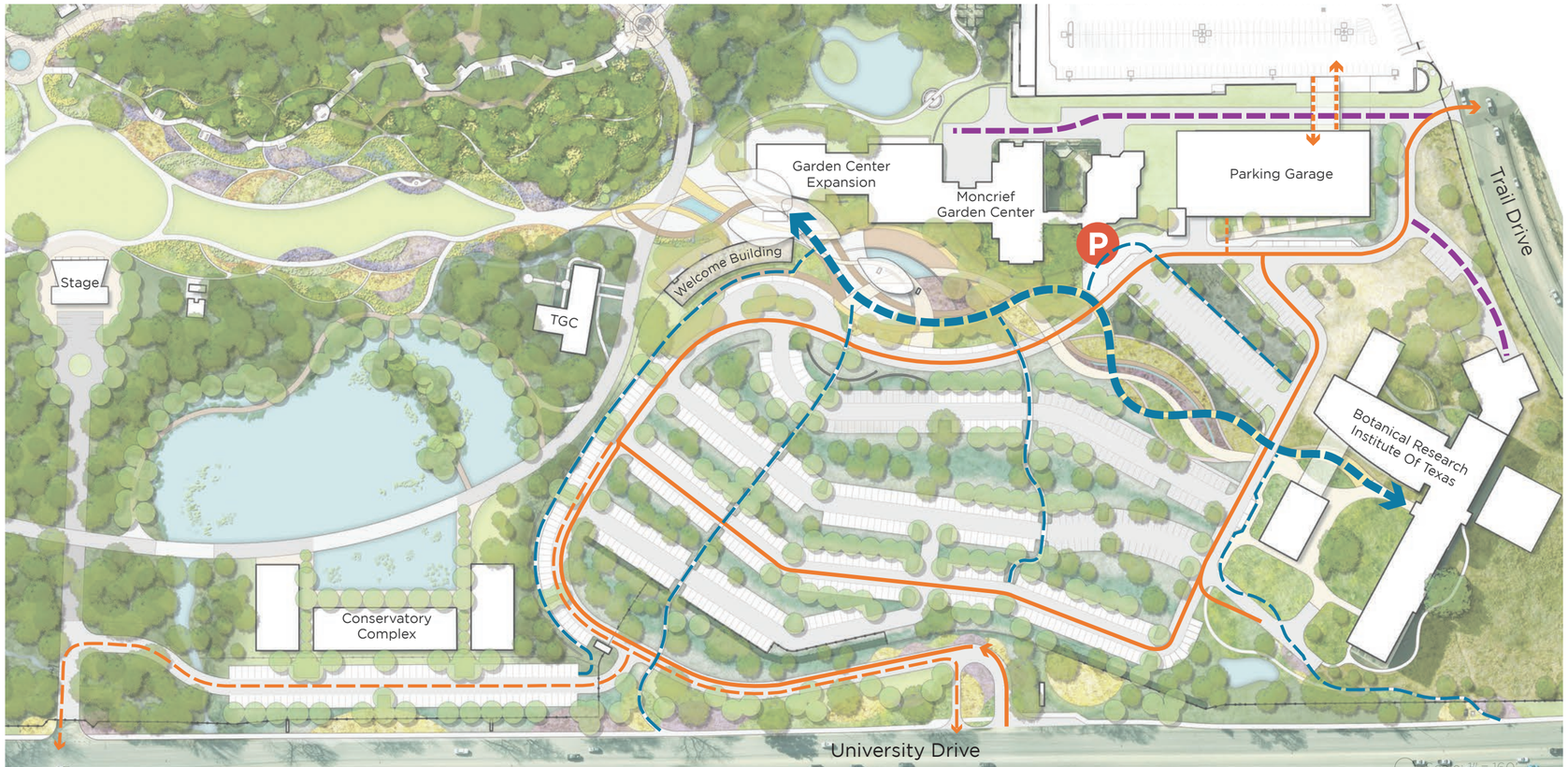
225 Garage

617 Surface Parking

100 Overflow

942 Total

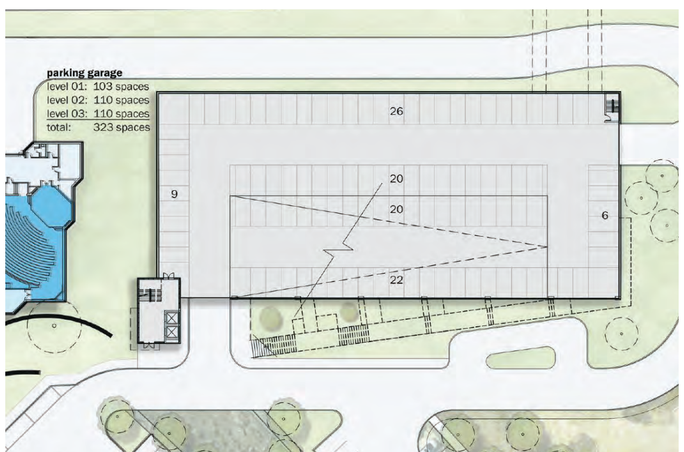
322 Current Surface Parking



garden
parking garage

A new parking garage is proposed in the northwest corner of the garden, in a location that is convenient for guest parking near the main entry, but also not visually objectionable. Another benefit of this location is that it helps visually screen the adjacent retaining wall. A bridge at the northwest corner of the parking garage will connect to the Dickies parking lot, allowing both parking facilities to occasionally accommodate their neighbor's parking needs if desired.

A monumental stair on the eastern façade of the garage will lead guests towards the garden entry plaza and will also serve as access to exhibits of green roof technology. This stair will also help mask the garage façade from the main parking area. A tower element on the garage's southeast corner will house stairs and elevators serving each level of the garage and will also provide a vista of the garden entry plaza.



arrival plaza

The new entry plaza is oriented to be on a visual axis with the existing BRIT building to emphasize the connection between BRIT and the Gardens. The entry plaza features a pavilion that provides a shady place for guests to rest and regroup before or after enjoying a visit to the gardens. Organic roof forms cover both the entry pavilion and the ticketing plaza and are intended to be a distinctive architectural element clearly defining the garden entry.

The ticketing plaza features three freestanding ticket booths housing two ticketing stations each. The plaza has been located to focus on long views down the main axis of the great lawn. After moving through the ticketing booths, guests have a choice of either proceeding into the heart of the gardens via the great lawn, going west on Old Garden Road to the Fuller Gardens or the future Family Garden, or heading east to the new Conservatory Complex. This area also features a paved area for displays, food carts, entertainment, and retail that may be related to festivals hosted in the gardens. This area will be the main loading area for the tram loop.

On the west side of the ticketing plaza, a new family restaurant is planned with a spacious outdoor deck featuring views into the Fuller Garden and along the small creek that crosses beneath Old Garden Road.

On the east side of the plaza, a curving building houses a new member services area, space for a gift shop, a security office, restrooms, and a space to serve as a landing place for garden volunteers. The garden exit will pass through a paseo between the gift shop space and the restrooms.

In addition to the organic roof forms mentioned above, the architecture of the entry plaza will take cues from the curving forms of the pollinator pathway connection to the BRIT Building. The exterior walls are intended as vertical stone slabs evocative of the natural patterns found in tree bark. The curved gift shop building will feature a green roof, furthering the connection to the existing BRIT Building.

brit expansion

GOALS

- Embrace research as a cornerstone of the mission by *providing efficient and innovative facilities* that advance research goals
- Create opportunities to *share stories of research* projects and their outcomes with the public throughout the campus.
- Consider appropriate ways to *share the herbarium, library, and botanical art collections* with the public.

The BRIT building was completed in 2010 and is consequently in good condition. To date, the building has been able to accommodate the changes brought on as a result of the merger with the Botanic Gardens. The continued relevance of the building to garden guests was a stated goal of the plan and many of the alterations reflect that goal. Original plans anticipated a small building addition north of the main building in the prairie. An addition in that location was considered and is possible, however, it would not be large enough to house the planned program space and is not ideally located for the anticipated program additions.

On the ground floor, the public areas and exhibit spaces are slated to remain the same as they are today and serve in a similar function, except for the gift shop space. There is a strong desire to focus education in the main part of the gardens, resulting in a repurposing of some of the existing education spaces. Similarly, within the herbarium there are only minor adjustments to the current functions of the existing spaces. An increase in herbarium capacity is anticipated to house future additions to the collection. This expansion is shown in the space where the looping entry/drop off is currently located. The elimination of this feature is being proposed in order to not visually compete with the garden's main public entry to the south, potentially confusing guests. Space to house and display BRIT's art and library collections is planned in this area. Housing these collections in this area will give them improved public visibility and will also activate this portion of the BRIT building.

It should be noted that the expansion in this area will require the relocation of one of the three geothermal well areas which serves the HVAC system, so the logistics of the addition in this area will need to be carefully orchestrated with replacing this field elsewhere in the area.

More substantial are the proposed alterations to the loading dock and intake areas. The current dock area lacks a ramp or dock leveler, resulting in substantial numbers of deliveries occurring at the main entry. The proposed new dock would solve this issue and would also rationalize the intake and flow of new specimens arriving at BRIT. Additional changes would better accommodate the operations of BRIT Press, although it is recommended that BRIT consider other locations for the BRIT Press storage and distribution operations, which might be more efficiently accommodated in less expensive distribution facilities off campus.

The primary administration and research areas are anticipated to remain largely as is, however we do recommend that BRIT consider a further study to determine the use and configuration of these areas to maximize flexibility and use of space.

moncrief garden center
expansion

Originally constructed in 1985, the Moncrief Center was designed primarily as a meeting space and continues to be heavily used for a wide variety of community functions. An addition in 1988 increased the amount of meeting space by adding a small auditorium space with sloped seating. Both phases included kitchen spaces to support catering operations in the meeting spaces. The Center also houses some office space for FWBG staff, along with a small gift shop.

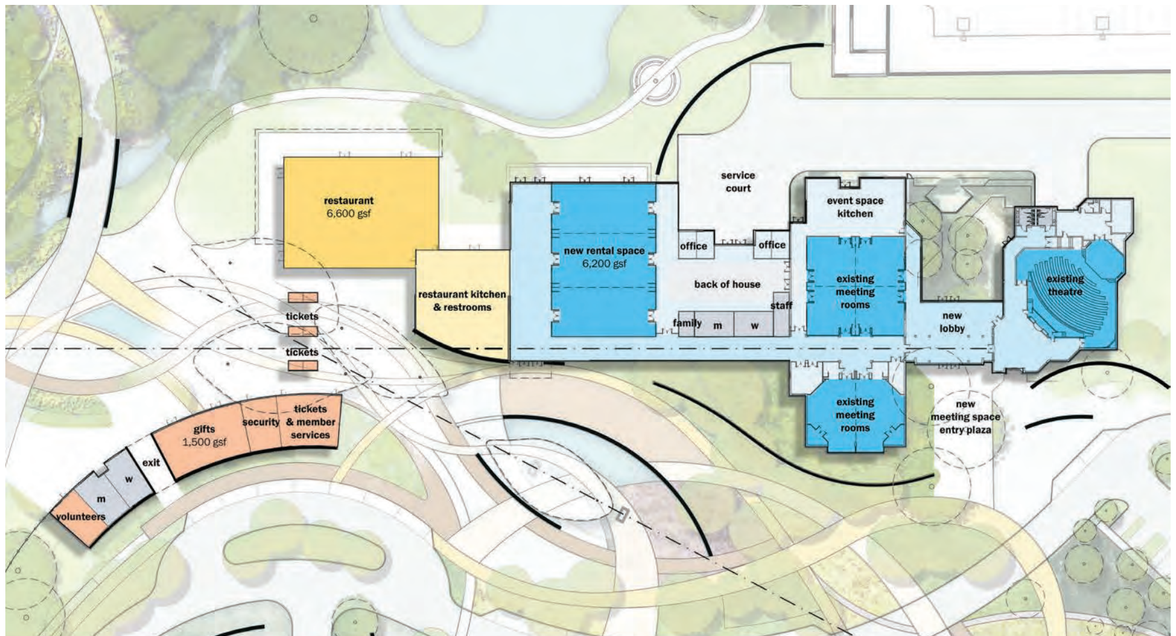
When the Garden transitioned to a paid admission format, the Moncrief Center entry area was renovated to become the Garden's main entry. This has functioned well as an interim solution, but the renovated entry area is neither sized nor configured for the projected increase in visitation to the garden. Additionally, the Fuller Gardens are similarly not intended to accommodate the increase in visitation and also cannot accommodate both the entry function and also be available as a rental space for events.

The master plan envisions a reconfiguration and renovation of the Moncrief center to update finishes and technology. A new lobby space/pre-function area is planned south of the existing theater space. This will provide both adequate pre-function space, but will also allow for a new back of house corridor to service the existing meeting rooms.

6,200 square feet of new flexible meeting room space is added to the south of the existing building. This new space will have an entrance off the main entry plaza, allowing completely separate events to function in the north and south sections of the Moncrief Center. This new space will be oriented toward the Fuller Garden and will feature views into the garden as well as the potential for an event to rent both the Fuller Garden and the new event space together.

A new service area in the center of the Moncrief Building will include storage, office space staging space for catering, storage and new restroom facilities. New curving landscape walls will be used to screen views of the parking area and will also serve as a unifying element to the architectural finishes of the various buildings on the campus.

The Conservatory at the south end of the Center has traditionally featured a display of tropical plants and also hosts the Butterflies in the Garden event. The deteriorating condition of the Conservatory has been the subject of feasibility studies to investigate the possibility and costs of renovations. The specific aluminum and glass system used in the original construction is regarded to be at its useful life and the costs of renovation have been deemed to be prohibitive. The master plan recommends removal of the existing Conservatory to allow for an improved entry sequence into the gardens as well as space for the additional meeting space and a family restaurant.



herbaceous color garden

GOALS

- Invest in an ***expanded perennial plantings*** as a year-round destination garden unique to Texas.
- Capitalize on the underutilized potential of the ***Great Lawn***.
- Locate a ***permanent stage*** or bandshell location to support an expanded concert series.

In the 1930 Hare & Hare plan for the Fort Worth Botanic Garden, the North-South Axial Lawn, which still exists today, was bordered to the east and west by flower gardens. In this updated plan, the main entrance to FWBG will be at the northern terminus of this great lawn. The concept of the flowering borders has been re-imagined with wider interwoven gardens that create immersive spaces to explore.

This significant horticulture statement will be full of colors and textures that change with the seasons. Contrasts between herbaceous perennials and grasses will invite guests to return throughout the year to experience each season. This garden speaks to the history of the Fort Worth Prairie ecoregion by featuring the species that define its ecology.

LEGEND

The Great Lawn	1
Stage	2
Restrooms	3
Deliveries/Service Area	4
Global Garden	A
Global Shade Garden	B
Local and Global Garden	C
Woodland Edge Garden	D
Tallgrass Prairie Garden	E
Tram Stop	F
Maintenance Outpost	G

Scale: 1" = 100'

The drainage issues at the Great Lawn must be address during the construction of this garden so that this expanse can be an inviting place for family picnics and free play. This Lawn will also provide the perfect place to set up a blanket during a concert held at the new pavilion. An engineered lawn base is recommended at the portion closest to the stage.

This permanent pavilion and stage is being proposed to support the Concerts in the Garden series and accommodate other performance opportunities throughout the remainder of the year. The pavilion will be located on the eastern edge of the Great Lawn to preserve the long north-south vistas. A 36'x48' stage will be expandable to accommodate larger performances, while not feeling too large for smaller acts. The covered stage will include facilities for state of the art sound and lighting. Back of house facilities include green rooms, restrooms, storage and a room to house the technology. The pavilion will be serviced via the former entry road off University Drive. Public restrooms and concessions are also nearby.

culinary garden

GOALS

- Create a *Culinary Garden* destination that celebrates food grown in Texas and the diverse cuisine of an array of culinary traditions.

Like the Family Garden, the proposed Culinary Garden is sure to reach new audiences and drive another round of renewed visitation. Extremely popular during public engagement meetings, the idea of this garden touches on many overlapping goals related to culture, education, and audiences. Claiming an important crossroads in the middle of campus, the garden will become its own hub of activities and sub-festivals on a daily, weekly, monthly, seasonal, and annual basis. It will also support events in other parts of the garden by way of food and overlapping storylines. While it is sure to host some children and family events, it has tremendous capacity for new adult education classes ranging from vegetable gardening to wine tastings and cooking demonstrations.

This garden offers great flexibility and depth within the theme of humans and their relationship to food. This can include traditional vegetable plantings, but also feature decorative fruits and grains such as amaranth and millet. This garden will bring together the diverse cultures of North Texas and celebrate them through spices, vegetables, and grains.

The horticultural approach to the Culinary Garden may be traditional in some areas and provocative in others. It should feature 30% vertical statement whether on Tuteurs, trellises or other support structures – ensuring that this garden does not only display low, flat species. This is a large garden that could explore both contemporary and historical themes related to food. Water must be present in this Garden as a folly and sense of respite while also celebrating its impact on a bountiful harvest. Some annuals and perennials can be introduced for beauty and playfulness. Seasonal diversity is important, and long term planning must be in sync for pairings of growing, harvest, and food events.

Beyond the plantings, a signature outdoor kitchen space will offer studio-level appurtenances for celebrity chef events and cooking classes. A fireplace and hearth further create a casual feeling for evening events. The non-historical layers of the Rock Springs building are to be stripped off, revealing the restored areas of the only the original structure. The historic greenhouse is to remain. A small new office structure puts staff right in this garden for easy access, and a new rental building further diversifies event opportunities. The eastern edge of this garden hosts a restroom and vending food kiosk right on the tram loop trail. Some back-of-house service areas round out the infrastructure.

Preservation and restoration of the original 1933 Rock Springs structures is an important guiding principle in the planning of this area. The plan calls for the demolition of the non-original building additions and the careful restoration of the original building, greenhouse, and surrounding outdoor spaces. Once complete, it will host events, meetings and, donor receptions.

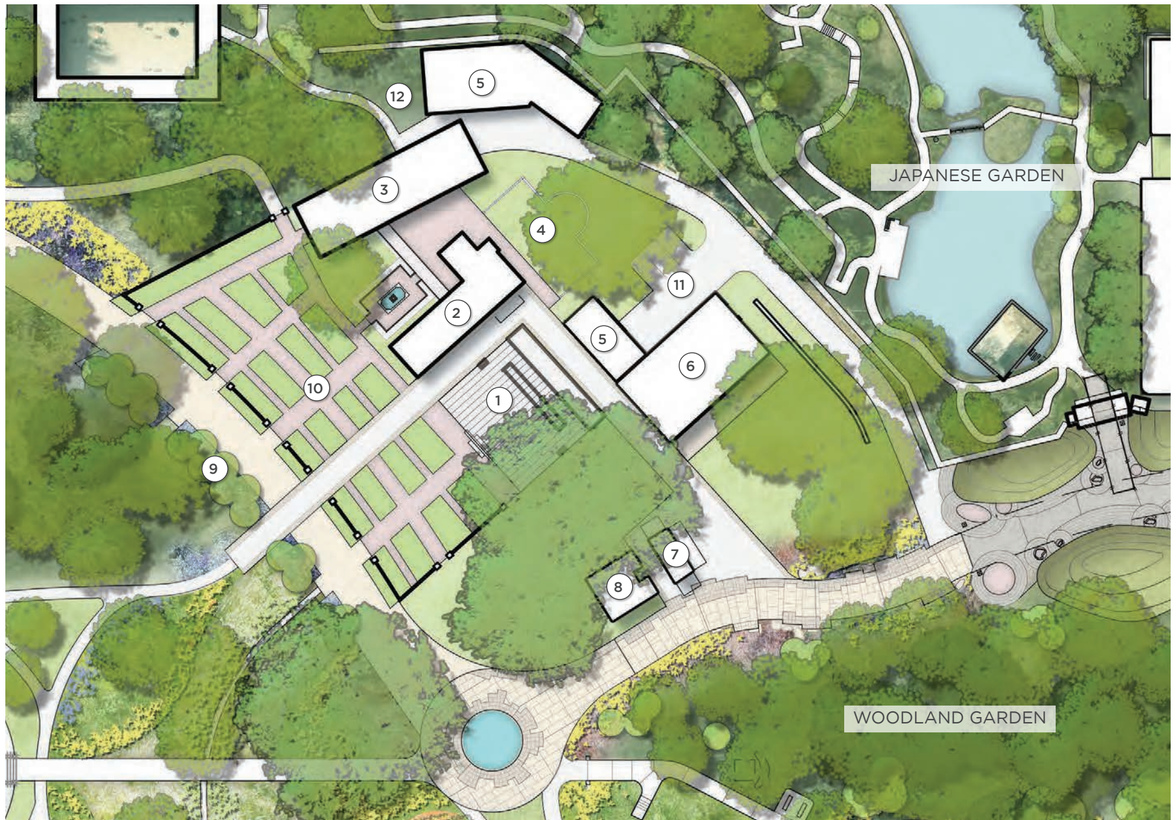
Using these historic buildings and the existing major trees as as the core of this area, the plan anticipates the addition of a covered outdoor kitchen and dining area which is adjacent to a new culinary garden for cooking classes or events.

A new event space is tucked into the area north of the culinary gardens and adjacent to a service path. This new space is easily accessible from the Old Garden Road main circulation spine and features approximately 2,000 square feet of rental space with restrooms and a catering kitchen. A small service area is behind the building along with some office space for garden staff.

On the western side of Old Garden Road is a small concession area, intended to serve families leaving the adjacent Family Garden. Public restroom facilities are also tucked in behind the concession building.

LEGEND

Outdoor Kitchen w/ Hearth	1
Historic Rock Springs Building	2
Historic Greenhouse	3
Walled Garden	4
Offices	5
Rental Spaces	6
Concessions	7
Restrooms	8
Fruit and Nut Orchard	9
Foods of the World Garden	10
Service Area	11
Maintenance Outpost	12



conservatory complex

GOALS

- Re-define the program, message, and experience of the existing ***conservatory*** and build new conservatory or shade-house experiences.

The conservatory at FWBG creates a memorable experience for guests of all ages. But the way its system of glazing was designed, has proved to be inefffient and difficult to maintain. Instead of further repair to this existing conservatory, the current conservatory will be removed, and larger conservatory complex will be built.

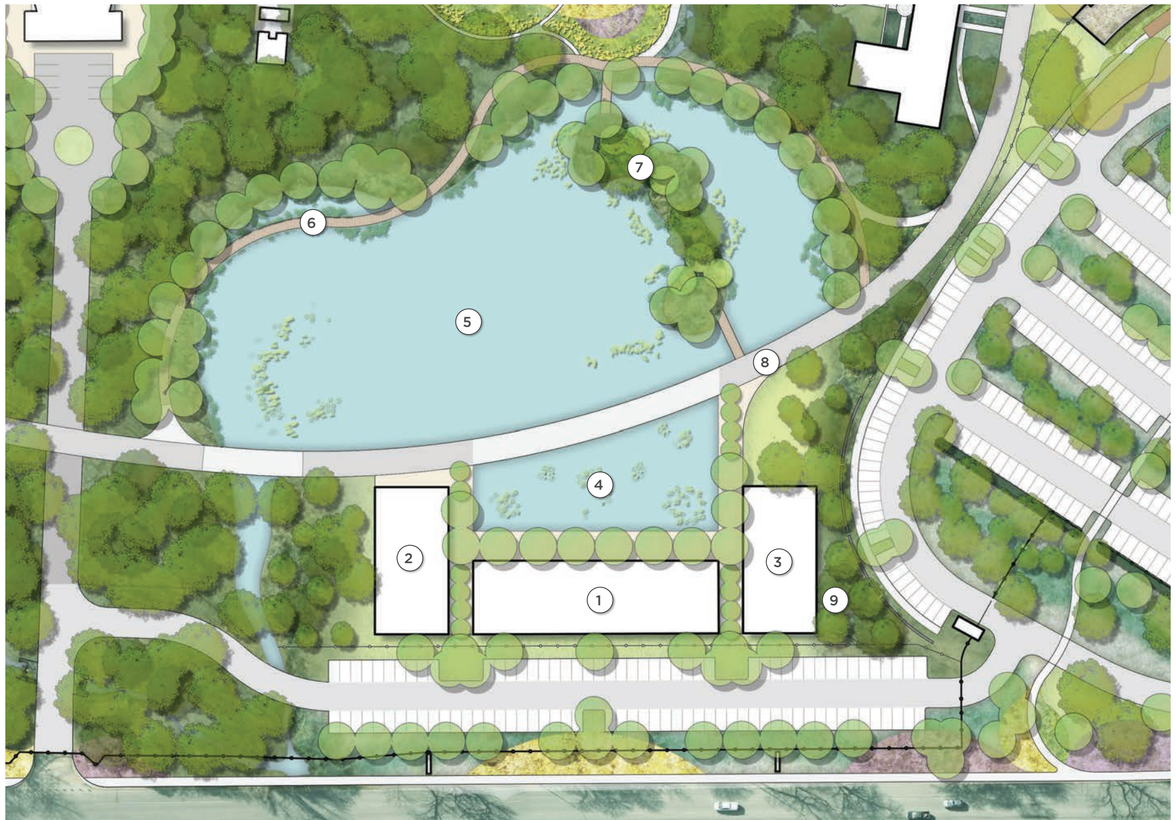
The Conservatory Complex contains three distinct conservatorie: the Temperate and Tropical Forest Conservatory, the Arid Conservatory, and a Showhouse Conservatory with a possible Restaurant. Together these conservatories will present the diversity of global biomes, and the Showcase Conservatory will dedicate most of its space to rotating exhibits and events. Within each conservatory, there will be displays that include interpretations of ongoing BRIT research. With a deep connection to scientific research and exquisitely designed horticul

tural experiences, these conservatories will inspire wonder, create deeper connections to our global biomes, and provide the opportunity to connect to culturally important plants that cannot otherwise grow in North Texas.

Located a short walk from the Garden Entry, these conservatories will be a welcome burst of green during winter, and a comfortable escape in the heat of the summer. The Water Garden extends the display outside and features dramatic aquatic species.

LEGEND

Temperate and Tropical Forest Conservatory	1
Arid Conservatory	2
Conservatory and Restaurant	3
Water Garden	4
Pond	5
Boardwalk	6
Island	7
Tram Stop	8
Maintenance Outpost	9



Scale: 1" = 100'

trinity wetland boardwalk

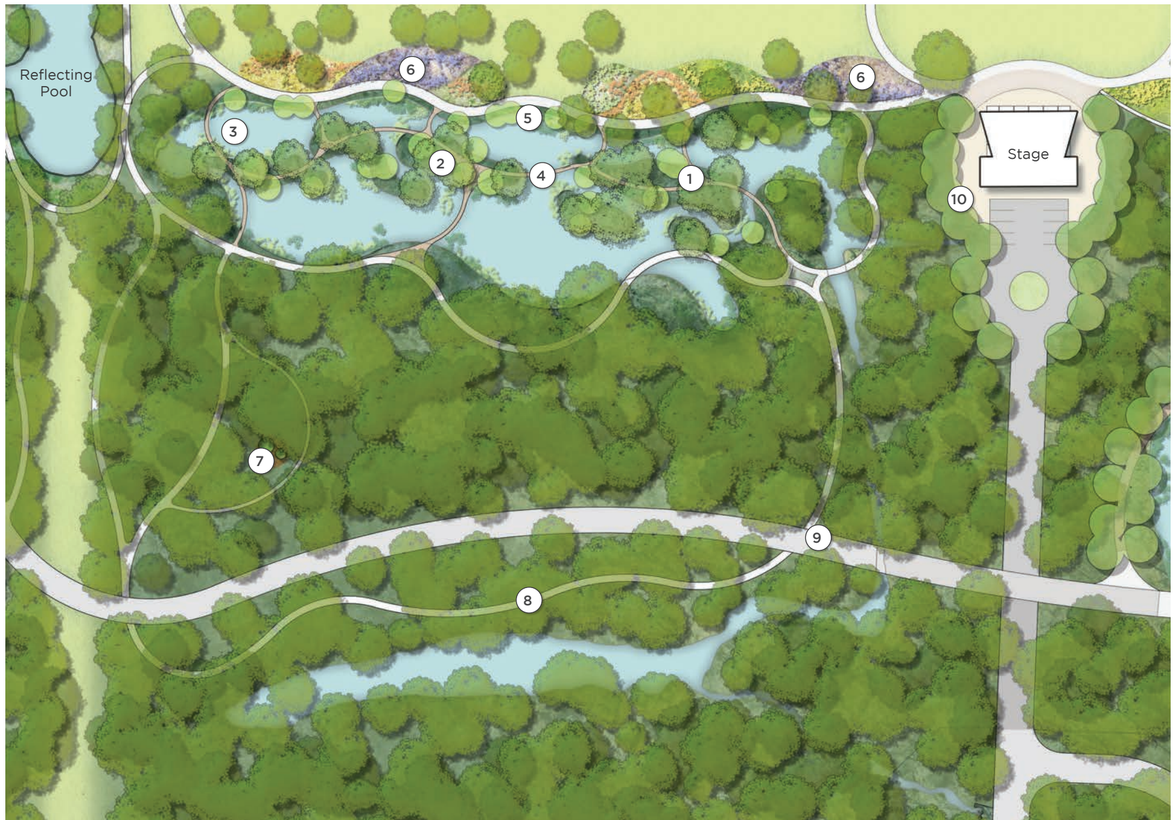
A likely remnant of the old Trinity River Bottoms before flood control measures were implemented, this lowland garden seeks to engage guests in a curated enhancement of a forest wetland environment. With water being pumped up from the Trinity River, and then allowed to flow through the Rock Springs, Rose Garden, and into this system of drainage channels before being re-released into the Trinity system, it is the Garden's duty to help cleanse this water as it passes through this system of interconnected waterways.

Tree preservation will be very important here, as is bank stabilization. While some dredging will be required, tree root and cypress knee protection should be observed. Ideally some "pockets" of deeper water might be created in the more open areas, with gradual sloping shorelines for a rich wetland garden to develop. Further, some areas of direct trail-to-water access should be developed – for both viewing and for educational experiences (kids and educators in water with dip nets, etc.) and some of these may benefit from a hardened edge treatment.

A network of boardwalks and trails will traverse wet and dry zones, exploring all areas of the forest. Specific garden "rooms" may explore a vast array of textures and colors, including reeds, grasses, palmettos, types of cypress trees, and other wetland plants. This garden will be rich in habitat value, with common sightings of turtles, birds, and other wildlife. A wildlife blind or two on one of the boardwalks may enrich the experience.

LEGEND

Taxodium Palmetto Grove	1
Buttonbush Island	2
Reeds and Grasses Garden	3
Trinity Wetland Boardwalk	4
Wetland Edge Garden	5
Herbaceous Color Garden	6
Trinity Forest Gathering Area	7
Clear Fork Wetland Trail	8
Tram Stop	9
Maintenance Outpost	10



Scale: 1" = 100'

family garden

GOALS

- Build a signature, dynamic, and fun ***Family Garden*** that is uniquely "Fort Worth."

As part of the Studio Outside team, Terra Design Studios led the planning and design efforts for the Family Garden. Inviting children and their grownups to learn about and connect with their green world through play, the Family Garden offers an immersive experience unlike anything in Fort Worth. Kids enter through their own special living pollinator tunnel to land in the Sun, Moon, and Stars Welcome Gardens. Artist-created mosaics of the lunar phases guide guests to the land of rainbows: a rainbow tunnel, rainbow garden, and, as the sun catches things just right, the Misting Planets interactive water feature. Here, Mercury, Venus, Earth, and Mars orbit the Sun compass. Families search together to find the remaining planets in the Family Garden and beyond! The Pollen Makers and Movers Garden features food and host plants for many of north central Texas' pollinators, centered around a collection of hummingbird feeders and butterfly puddlers.

The sound of laughter and squeals entice guests to explore the southern portions of the Garden to the left. Their first stop is the Rolling Lawn, a mounded grassy area for lawn games, hula hoops, rolling and tumbling. Next is Imagine That!, outdoor play stations limited only by a child's imagination. A mounded jackrabbit hole entrance leads to a cloud glazing circle, secret ruin playhouse, puppet stage, and bee bop corner. Next, guests enter the re-creation of north central Texas' cherished landscapes. Kids scramble up the boulder-laden hillside to the Plateau, a dramatic landscape of regional limestone bluffs, caves and the headwaters of Canyon Creek. The interactive, accessible creek tumbles between the high Canyon walls and meanders through Cross Timbers to Frog Pond, which teems with native amphibians, fish, and dragonflies. Kids flop on their bellies to watch wildlife in action on the floating dock.

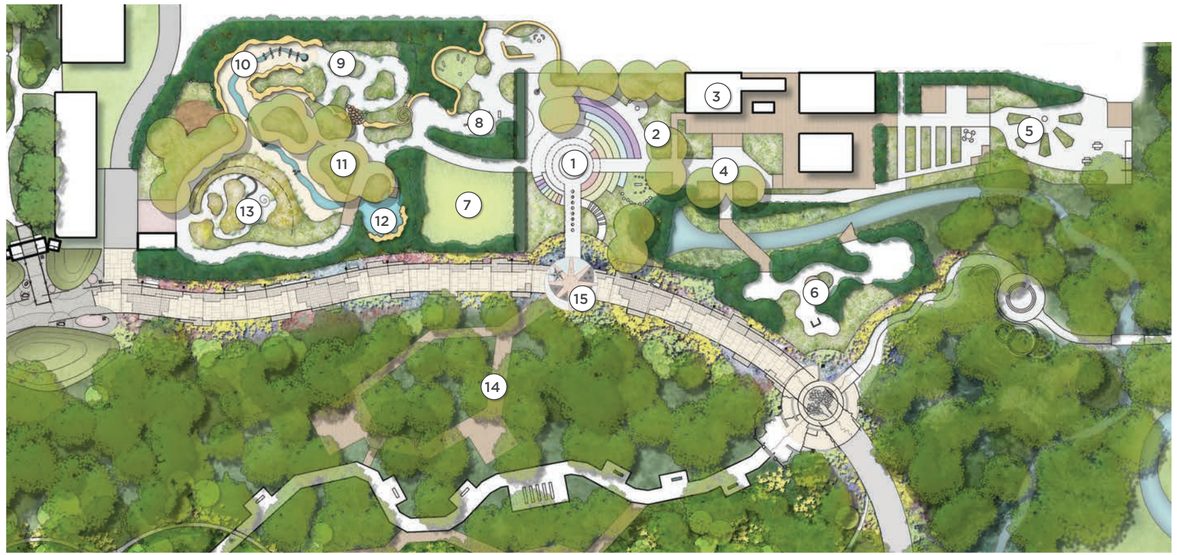
Jimmy's Farm invites guests to enjoy a program in the Farm Pavilion or to explore the Grass Meander, a maze of tall native forage grasses that leads children through a thatch hut playhouse to an interactive trough and runnel. A stunning art installation, The Windmill, anchors Jimmy's Farm in the landscape.

Tired, happy and seeking quieter activities, guests cross back through Sun, Moon and Stars to visit the Dog Trot Discovery Center for drop-in programming, a planned birthday party, or to use the comfort facilities. A gracious porch offers additional programming space or a spot to sit and snack or to find a bit of shade. Continuing to the north, guests discover My Garden, a slice of urban agriculture that support sled gardening or nature art activities at eARThStudio.

If wanting to explore on their own, guests can play in the mud kitchens or get up close and personal with the chickens and rabbits in My Garden. The Dog Trot Courtyard guides guests across the stream to The Thicket, a treasured shaded spot for quiet activities such as fairy house and fort building and digging.

Pecan Perch and Bottoms rounds out the interactive menu. Accessed from the Family Garden tram stop, Pecan Perch and Bottoms guides guests into the canopy of a collection of large pecans via iconic treehouses and daring swing bridges. Kids eagerly slide down to the Bottoms, an at-grade nature play zone of spider web climbs, balance beams, stump jumps and tunnel crawls. Cargo net climbers and vertical tunnels reconnect children to the treehouse above.

An easy stroll from the Welcome Center and the first stop on the tram, the two-acre Family Garden is a transformative destination for the young and the young at heart.



Sun, Moon, Stars Welcome Garden	1	The Plateau	9
Pollen Makers and Movers Garden	2	The Canyon	10
Dogtrot Discovery Center	3	Cross Timbers	11
Dogtrot Courtyard	4	Frog Pond	12
My Garden	5	Jimmy's Farm	13
The Thicket	6	Pecan Perch	14
Rolling Lawn	7	Tram Stop	15
Imagine That!	8		

Scale: 1" = 110'

LEGEND

1 Sun, Moon, Stars Welcome Garden

2 Pollen Makers and Movers Garden

3 Dogtrot Discovery Center

6 The Thicket

7 Rolling Lawn

LEGEND

7 Rolling Lawn

9 The Plateau

10 The Canyon

11 Cross Timbers

12 Frog Pond

13 Jimmy's Farm

education
entry

The plan for this southern entry of the garden envisions a highly functioning zone that serves a critical role in campus operations, educational programs (primary school field-trip entry), and special events. As the main "depot" for plant and misc. material deliveries, safe and easy-to-navigate access to/from the I-30 frontage road is critical. Gates and clear signage, including possible digital signs that can change for special events, will articulate to passersby that this is a "service and bus entrance only" (and not for routine visitation access). This extension of the campus should claim a positive presence on I-30, and be an extension of the landscape treatment along the road.

This zone is also home to the Education Hub (see following spreads), and the Operations Center which holds storage areas for various departments (horticulture, irrigation, electrical, etc.), covered equipment / vehicle storage, vehicular charging stations, and the like. Fences and gates will subdivide a gradient of access among the I-30 frontage area, the parking lot, the operations center, and the garden itself, including the Grove to the north and the Education Hub to the east. The buildings and landscape here provide a visual and auditory buffer to the garden from the highway.
The Conservation Greenhouse is expanded, and the new restroom has a ticketing element that allows school groups to settle accounts at the start of their visit.

The proposed Grove Pavilion becomes a new high profile destination on the historic East-West axis. This structure should be historically compatible yet distinct from the "contributing" historical structures on the national register listing. This new structure claims great views west into the Grove and east down the horseshoe garden and should become a sought-after wedding and evening event venue.

The Garden must actively work with rideshare companies and GPS enabled navigation services (google maps, etc.) to embed the default arrival point at the University Drive entry in these systems. The Education Entry should be the "special" entry for events only, by invitation or ticket only. This has been a problem in the past and should be a high priority to correct.

LEGEND

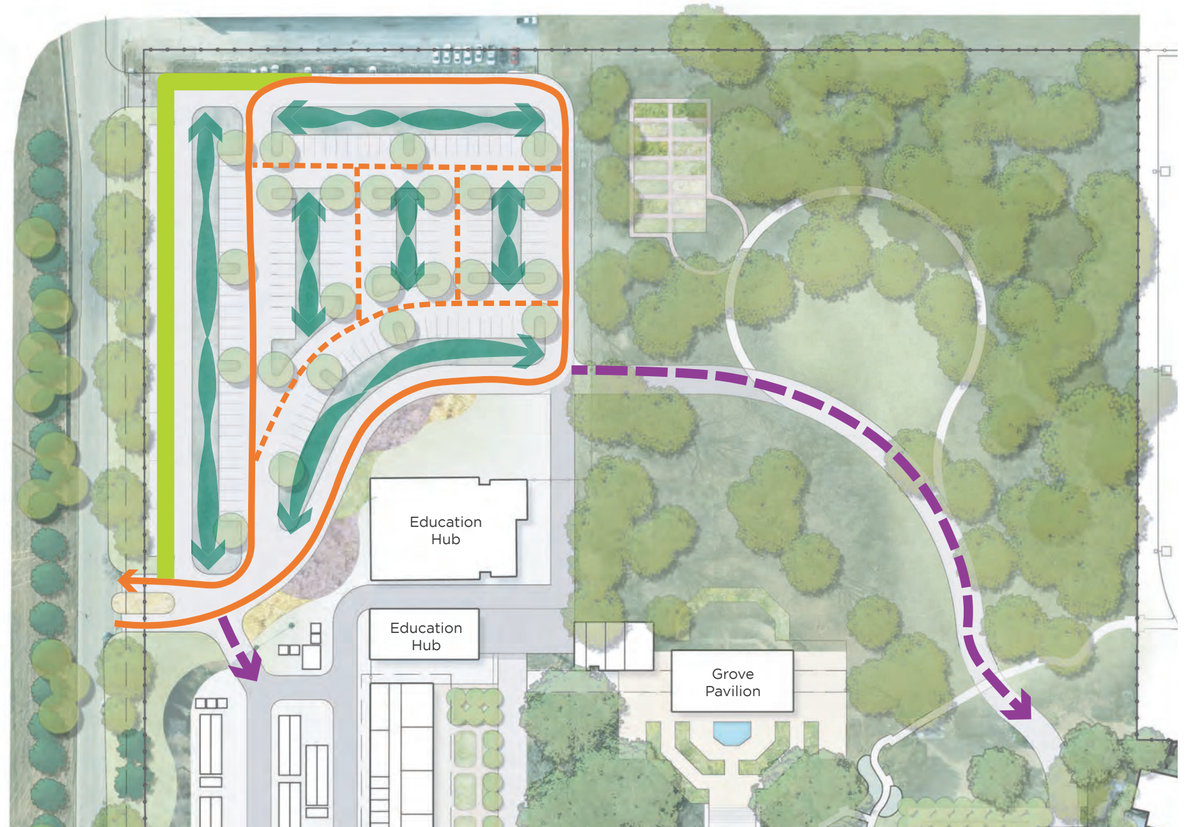
Education and Special Event Entry	1
Education and Special Event Parking	2
Bus Parking	3
Ticketing	4
Education Hub	5
Operations Center	6
Grove Pavilion	7
The Horseshoe Garden	8
The Grove	9
Trial Garden	10
Forecourt	11

Scale: 1" = 140'

education
parking

Beyond brand-compatible fences, gates, and signage, the parking lot here is reminiscent of the lot at the main entrance on University, complete with bioswales and educational elements that begin to teach field-trip-attendees immediately upon arrival. At least eight school buses are accommodated, with overflow beyond that suggested to park off site, perhaps at the Dickie's Arena parking lot. A drop off area allows for students to disembark and have easy access to restrooms. This parking lot is the primary parking lot for horticultural staff parking.

The parking lot may serve as "event only parking" for rental events held in the Grove Pavilion, to be governed by a pass or ticket at such times. Special event parking for large campus-wide seasonal events may be considered based on availability. Secondary gates control access into the Operations Center and the fire-lane-road through the Grove that connects with the tram loop road and points beyond.



Scale: 1" = 100'

education hub

GOALS

- Connect guests to the natural world through ***diverse and immersive educational offerings*** that merge botanical storylines with the visual arts, food, performances, and ecology.
- Provide effective and ample ***facilities*** (indoor and outdoor) ***that foster an exceptional learning environment*** for children and adults.
- Position the campus to be the ***premier children's field-trip destination*** in Fort Worth to inspire the future environmental stewards of Texas and the world.

Education Overlay Education at FWBG is integral to the mission and embedded in every garden experience. While education occurs most directly through formal programming, it is also important that informal education is accessible and encouraged throughout the garden.

Education at FWBG is designed for all ages — from early childhood education, to elementary, middle, and high school field trips, to internships, and adult education classes. Our educational programs strive to introduce community members to the wonders of plants and ecology, the importance of conservation and sustainability, and social-emotional learning. The approach we take to these subjects is broad, and includes art classes, book clubs, lectures, hands-on learning, field trips and curriculum for students of all ages.

While this educational overlay focuses on a few areas in detail, education occurs throughout the campus. A thoughtful interpretive plan will introduce signage throughout the campus, but at different levels. The signage in many gardens will be quiet and subtle to allow for individual exploration, and in others, there will be deeper levels of storytelling.

A comfortable and welcoming experience is key to allowing guests of all ages to deeply engage in the educational experiences at FWBG. To achieve this, an efficient and intuitive arrival is needed as well as accommodations such as restrooms and refreshments placed strategically throughout the campus.

Education Hub The Education Hub is located in the southwest corner of the gardens, allowing easier access and parking for school buses and school groups. The existing education and greenhouse facility is incorporated into the plan along with additional greenhouse facilities, classes for children and adults, and office, conference, lab, and storage facilities for the education department. Greenspace to the north of the classroom wing will offer opportunities for outdoor education activities.

A small plaza will provide gathering space for student groups as they enter and leave the gardens. A small ticket pavilion will allow this southwest entry to assist the main entry at times of high visitation, if desired.

Enlarged restroom facilities will serve the student guests and support a new open air rental pavilion on axis with the Rose Garden Ramp and Horseshoe Garden.

The Education Hub features classrooms, education offices, greenhouses, and education-specific gardens. The Hub is also located close to the Trial garden, Rock Springs Garden, Prehistoric Garden, and Forest Exploration.

LEGEND

Classrooms	1
Education Offices	2
Ticketing	3
Restroom	4
Hands-on and Rotating Gardens	5
Forest Garden	6
Bus Parking	7
Education and Event Entrance	8
Picnic in The Grove	9
Operations and Maintenance Yard	10
Cactus Garden	11

Scale: 1" = 100'

BRIT Building There is a secondary concentration of education activities surrounding the BRIT building. These will be accessible by way of the Tram. These spaces include the BRIT Building, the BRIT Courtyard, the BRIT Prairie, and the Texas Ecosystem Garden. While the connection to research at FWBG is most evident within the BRIT Building, connections to this research will be established throughout.

1 | Education Hub

2 | Rock Springs Garden
This garden provides a place to interact with and learn about ecosystems, plants, and wildlife that are native to Texas.

3 | Forest Exploration
An immersive experience in a floodplain forest. There will be small gathering spaces just off the trail to share stories or experiment with loose forest materials.

4 | Bioswales
The Education Parking offers an opportunity to learn about water systems and how water can be managed in an urban environment.

5 | Trial Garden
A place for garden enthusiasts and schoolchildren to learn about research and trials of different species and cultivars.

6 | Prehistoric Garden
This garden tells the history of plant evolution through plant species and fossils. It provides an opportunity to make direct connections to BRIT research.

7 | Culinary Garden
A complete sensory experience where children and adults have the opportunity to touch, smell, and taste diverse culinary plants from around the globe.

8 | Texas Ecosystem Garden
This trail weaves through smaller gardens that represent different ecosystems within Texas. Similarities and differences can be discussed easily with distinct ecological representations in close proximity.

09 | BRIT Prairie
This pocket prairie showcases the experiences of the Fort Worth Prairie ecosystem that once defined this region. Even at a small size, it contributes to pollinators and demonstrates species diversity.

10 | Family Garden
This garden is not included in formal educational events to ensure that its enriching experience is available at all times to guests of all ages.

LEGEND

Structured Educational Area
with plenty of interpretive signage

Experiential Garden
with subtle supplementary signage

Ecosystem Area
immersive experience in representative ecosystems; exploratory play encouraged

Scale: 1" = 400'

FULL SITE DIAGRAMS
FWBG

guest services

GOALS

- Provide a *range of food and beverage* options.
- Plan facilities that *support a range of event types and scales*.
- Create an overlay for Membership / VIP *Experiences* to build deeper relationships with garden and ecological enthusiasts.

An array of guest service amenities distributes points of comfort, respite, and enjoyment throughout the garden. All of these ranked as crucial to guest satisfaction in the public outreach and represent the most heard comments to garden staff from guests.

Shade While the garden is fairly shady due to the overarching tree canopy, true shade canopies allow refuge during a surprise shower and cut the heat during a searing summer afternoon, especially when combined with ceiling fans. Opportunities for shade must be built into every garden expansion.

Restrooms Having to hunt for or traverse a long distance to reach a restroom can derail an otherwise positive guest experience. More restrooms, including family stations, and mothers' rooms, in all high traffic gardens is mandatory. While restrooms are some of the most expensive types of structures to build, they are considered baseline to the campus infrastructure. More, bigger, and cleaner – convenience is the height of guest experience, and each should include a drinking fountain and water bottle filler.

Food & Beverage A distribution of food service opportunities helps extend visitation times and offers key points for guests to meet and congregate. A gradient of prices and types of food is important to cater to a diverse audience of tastes, budgets, and time flexibility. Vending machines may serve well at the Family Garden, Grab-n-Go at the Culinary Garden, and a Quick Service concept at the main entrance. Seasonal pop-up kiosks expand offerings during peak visitation.

Rental Venues A popular venue for community group meetings, the Moncrief Center will continue to offer a variety of room types, sizes, and rental rates. Several new venues will augment the existing array of spaces that welcome weddings, quinceaneras, and other types of gatherings. These venues may be "cycled" in different seasons or through the years to offer variety and ensure that any one venue is not "loved to death." It is important to note that increased food & beverage, rental, and visitation in general will directly impact the number of staff required. The operations and staffing model accounts for these positions as a separate document for management planning purposes.

Scale: 1" = 400'

Scale: 1" = 400'

renovations + restorations

Gardens are living museums. They have lifespans and need proactive preventative maintenance, arborist services, pruning, replanting, and sometimes complete overhauls. The FWBG campus has a storied legacy of national-register destinations that require special attention to keep in top shape. It also has a host of special collections, architecture, and unique elements that deserve and demand expert care. While this master plan proposes a broad array of new gardens, they are only as strong as the continued attention that is given to the historical destinations that have forged the organization's prominence over the previous decades. These treasures are very much still relevant and the heart of the garden.

Rose Garden
As the original landmark on campus, and core of the National Register designation, The Rose Garden has recently undergone a very successful renovation and is seemingly in fine shape. The structures, fountains, and plantings should all be carefully monitored to ensure nothing falls out of premier status.

Horseshoe Garden
Also part of the original garden axis, the Horseshoe remains in top shape. Ongoing attention should focus on the health of the trees and hardscape to maintain their prominence on campus.

Fuller Garden
This treasured space began as its own garden at the back of the Moncrief Center and is accessible from the road through the public park. When the garden was closed to traffic it became the main pedestrian entrance for all guests. Its next chapter will be a sub-loop garden with two entry points on the main tram loop, allowing it to reclaim its original quiet atmosphere and setting for small weddings. While some pathway extensions are required to complete the "C" shaped loop, this garden also deserves some upgrading and refreshment of hardscape and landscape, including better lighting and the addition of a small pond feature. It will be highly visible from the new event rooms at Moncrief and is sure to be a highly rated wedding venue with direct access to the building.

Texas Native Forest Boardwalk
This elevated structure and surrounding forest are in need of a significant upgrade. All interpretive elements should be refined and replaced with a thoughtful storyline. New handrails and lighting are will be needed soon. The opportunity for access to the forest floor should also be studied. The trees and understory need selective clean up and replanting – the "native side / invasive side" concept has not exactly grown up to its original concept. With a little more diversity, this boardwalk could become a great new deep forest immersion experience.

Japanese Garden
As one of the premier jewels of the entire campus, the Japanese Garden has been a draw to the campus since its opening day. Its exquisite array of water features, architectural landmarks, and quiet gardens (not to mention the huge koi), are revered in the community. Its popularity has hastened its age, however, and it struggles to sustain the heavy visitation. A site-specific restoration plan is overdue for this garden in its current state. Each structure requires an architectural and structural assessment. A historian should evaluate the stonework to establish authenticity and compatibility goals. A pond expert should review the water systems in the ponds to promote healthy habitat. Plantings should be considered in a zone by zone approach to consider their age and contribution to the overall compositional aesthetic. In summary, while the team of specialists and volunteers have been doing a great job, the garden would benefit from the outside perspective of an expert in Japanese Gardens to bring all these datapoints together and outline a prioritized approach to a full restoration of this garden treasure.

staffing and operational finance

Fort Worth Botanic Garden, founded in 1933, is the oldest botanic garden in Texas and encompasses 110 acres in Fort Worth's renowned cultural district. The Garden includes 22 gardens, a tropical conservatory, specialty collections including its nationally recognized begonia collection, education programs, cultural programs, and other festivals and activities.

The Garden, owned by the City of Fort Worth, is operated through a long-term management agreement with the Botanical Research Institute of Texas (BRIT) In 2021, the board and management of the Garden began a new master planning process.

This is a summary report of the staffing and operational finance potential impacts by EMD Consulting.

Purpose and Scope of Study

The purpose of this study is to assess the financial viability of the master plan based on the implications for staffing and finances of the master plan's implementation over multiple phases. This report is focused on the operational impacts of the master plan and does not address the capital costs or capital needs of the master plan.

Staffing and Associated Costs

The single largest expense at botanical gardens is for staffing, typically comprising 65-70% of the total budget.

The Master Plan will require substantial new staffing in nearly all areas to: (1) operate and maintain the new facilities and gardens at a high standard; (2) to provide for addition marketing, fundraising, membership, and guest services to build the earned and contributed revenues needed to secure the new income; and (3) to continue to improve the overall quality of Fort Worth Botanic Garden.

In developing the staffing model, multiple assumptions were required:

- The analysis is at the Master Plan level of detail;
- All costs are in 2021 dollars:
- Position compensation levels were calculated based on approximate mid-point based on FWBG compensation studies;
- The analysis and tables included in the full report are for new positions and do not include existing positions;
- The critical research programs as part of FWBG are not included in this report because of the focus on the Master Plan and the expansion of the research facilities is in the later stages of the Plan;
- Not all staff will be engaged at the beginning of any Phase and adjustments by management will be essential as revenues targets are achieved;
- The number of staff needed in some positions (e.g., ticketing, rental assistants) are directly related to the assumptions for attendance, rentals and so on which are outlined in Revenue Analysis;
- Because of the importance of horticulture and maintenance, a special non-staff expense line is added for extra expenses for supplies for those departments;

Two staffing levels are presented, a lower estimate and a mid-to-high estimate. These are based on two levels of revenue forecasts. The lower staffing levels should be adequate to operate and maintain the Master Plan with the mid-to-higher levels of staffing supporting more revenue and resulting in a higher level of quality and service.

Revenue Analysis

The purpose of this revenue analysis is to examine at a master plan level how the new and renovated features can reasonably be expected to effect revenues. It is crucial that the master plan (1) enhance the mission and vision and strategic direction of FWBG, and (2) be financially viable for operations.

In our analysis, the numbers given by Phase are not cumulative so the revenues for Phase II do not include those in Phase I, for example. In practice, the attendance revenue and member revenues are not just in a single phase, though. So member revenues gained in Phase I do not end when Phase II projects are completed, but to include them in the model as continuing would make it more difficult to analyze the phases.

The key financial assumptions in the financial models are shown below. As the details of the master plan implementation become clearer during detailed design phases, some of the assumptions may change and should be re-examined.

Overall assumptions:

- All forecasts are based at a master plan level and intended to provide FWBG confidence in decision-making on the master plan projects. To that end, two levels of forecasts are made "lower" and "mid-to-high;" The lower forecasts are conservative and likely to be exceeded. The mid-to-high forecasts are more optimistic but not at all unrealistic;
- No assumption is made about any change in the financial support from the City of Fort Worth that is stipulated in the Management Agreement between the City and BRIT;
- Revenue forecasts are based on adding significant staff positions that will be required to manage the changes in the Master Plan and bring in the forecast revenues (described in Chapter III);
- As the new features are added, the overall appeal and brand of FWBG will improve and this will enhance revenues beyond what the individual features will justify;
- All calculations are in constant dollars; No increases are included for future price increases (e.g., in admission, membership, rental rates and so on)

Like any financial model, this one is based on a host of assumptions. We have created two scenarios for staff and expenses and for revenues, one called the "lower estimate" and the other called the "mid-to-high estimate."

Phase I growth is forecast to be quite dramatic with the addition of the Family Garden. With the number of guests increasing, many revenue categories are affected, particularly admission revenues, membership numbers and revenue. Phase I projects also include the major changes in the Moncrief Center with its restaurant and rental space.

The new restaurant in the expanded Moncrief Center will be an enormous improvement to the guest experience and help drive admissions and memberships.

Summary and Conclusions

For both estimates we have built in some conservative assumptions. On the staff side, even in the lower estimate model, we have added positions that could be delayed if the revenues are below the forecasts and the salaries we have included are generally around the mid-point not at the lowest end. Probably most importantly in our assumptions is that we have not built in any price increases for admission fees or membership fees. As the Garden adds features, these prices are almost all going to increase, still recognizing that FWBG will continue to have numerous ways to provide free and low-cost admission for many people. Similarly, we have made no forecast that rental rates would increase. Even in our model between lower and mid-to-higher estimates, we have kept the rates the same with the differences being in the number of members or the number of rentals, not the rates. To have done otherwise would simply create too many variables each subject to discussion, and it is better to be conservative for the purpose of the study.

Because the model was created to look at the Phases separately, revenues are not additive in the model. We are quite confident in the large growth in membership early on because of the Family Garden yet these member revenues only show up in Phase I even though these members will continue to be members and provide revenue on a continuing basis.

The purpose of this study has been to provide the leadership of Fort Worth Botanic Garden with a robust financial model so they can make decisions on whether or not the implementation of he Master Plan is sound strictly on a financial basis. We believe that this model should provide the leadership with confidence that implementing the Master Plan is in fact a sound financial decision.

operations

GOALS

- Embed a framework of *operational efficiencies* for maintenance, event infrastructure, service, and deliveries.
- Provide the social, training, office, and support *spaces for the FWBG team* to deliver the mission in a collaborative and effective manner.

A garden of this magnitude, diversity, and prominence requires an array of staff and volunteers to maintain the campus, run events, educate guests, and manage all aspects of the business side of the organization. From the mulch storage pile to the management offices, the human side of infrastructure is important. Full-time gardeners and garden volunteers whose main work is outdoors still need spaces for meetings, training, and computer access for timesheets and paperwork.

This master plan presumes that a significant portion of the nursery production greenhouses will be moving off-site to another city-owned tract to make room for the Family Garden. The operational and maintenance yard is moving to the south end of the campus, serving as a buffer between the education center and the noise of I-30. Two smaller supporting spaces will accompany this main yard, one near the Family Garden, and another as it exists today behind the Moncrief Center.

Much time can be "lost" due to the inefficient layout of staging areas – resulting in long runs to storage (walking or via service vehicle) for an extra tool, an irrigation head, or another few buckets of mulch. The plan suggests a distribution of forward "outposts" for maintenance teams – such locations would include a cart-charging station, tool storage, and a small area for materials. These need to be carefully sited in the field, and primarily hidden from guest view, but do need to be easily accessible for staff and volunteers. Power and water are critical, as is charging for fleet vehicles. Some may include a staff restroom if possible. Security protocols should be employed.

The diagram to the right outlines the hierarchy of spaces. These must be realized as part of larger projects and not be "retro-fitted" back into the campus later. Purposeful insertion of these initiatives will economize operations and aid staff and volunteers in fulfilling their vital role in campus operations on a daily basis.

As new food service locations come on-line and new gardens evolve, the on-site composting strategy should be fine-tuned and celebrated as part of the educational storyline. Trash and recycling collection are likely to occur at four locations – BRIT, Moncrief, east of the Stage, and at the SW Operations Yard.

LEGEND

Southwest Operations Yard	1
Central Operations Building	2
Northeast Operations Yard	3
Japanese Garden Maintenance Area	4
Family Garden Maintenance Area	5
Culinary Garden Maintenance Area	6
Garden Maintenance Outpost	
Horticultural Vehicular Access	
Building Service	
Truck Access	

Scale: 1" = 400'

sustainability

The concept of sustainability is not simply a product selection or style of design. It is a commitment to a holistic approach to the lifecycle of the project, from construction refuse recycling to the ongoing cost of maintenance for years to come. FWBG is a mission-based institution and should continue its legacy of leading by example (set by many previous initiatives, including the BRIT building LEED Platinum certification earned in 2011).

A third-party certification of achieving sustainability goals proves that the institution is “walking the walk” related to these goals, and enhances the educational inspiration that a visit may offer guests by exhibiting new technologies and approaches to design and engineering.

At a minimum, future projects on campus should maintain the standard set by the BRIT Building by attaining a LEED Platinum certification. Gardens and significant site improvements should strongly consider striving for The Sustainable Sites Initiative / SITES Certification at Gold or better. There are several other sustainability programs that may be considered, including the Living Building Challenge, WELL, and others that may be further studied on a case-by-case basis for cost/value and educational impact opportunities that are mission compatible with the organization.

FWBG should establish a campus-wide water budget thati ncludes irrigation and water features. Currently, water comes on site from several sources including raw water from the Trinity River itself. New structures should employ opportunities for water harvesting from both rainfall and A/C condensate. Will the garden cease selling single-use water bottles and adopt a policy of refillable water stations instead? All of this is part of the sustainability and education “walk the walk” overlay.

Infrastructure for electric vehicles should be provided at all parking lots and service parking areas. While on-campus golf carts or a tram may one day be self-solar-charging, the ability to charge fleet vehicles and those of staff and guests is important.

A sustainability feasibility model should be the first step in any campus design project outlined in this master plan. This workshop may consider energy, water use, water conservation, stormwater management, research integration, and educational opportunities, among other things pertinent to the specific project at hand. The integration of these elements may open doors for grant funding and raise the impact of all project goals. While the master plan has identified moments for green infrastructure approaches, there are other opportunities not yet vetted at project scale worth exploring. Site-wide systems must work together to bring even more value to these preliminary suggested interventions. A holistic campus sustainability plan would enhance the organization’s approach to directly embed these thoughts into operations, events, and new construction.

An embedded approach to documenting green infrastructure and recording its performance is another way to lead by example. The BRIT building’s green roof has been thriving for over a decade. What are the lessons learned that the next generation of on-site green roofs may build upon and test new technologies? All such information heightens the educational value and leadership of the campus.

Finally, an urban forestry study is recommended. The trees that create the shaded walks and sense of enclosure and immersion in the garden are in a varied state of age, health, and physical structural integrity. Planning for the succession of the urban forest is important. Building this plan into annual maintenance budgets and new projects will help the garden ensure that the evolving tree canopy is rich and healthy for decades to come and not as vulnerable to mass casualty events of weather, disease, or pests.

art & memorials

Art in the garden lends a bit of whimsy and inspiration, and is a very popular attractant for repeat visitation. Be it permanent commission or a rotation of temporary installations, art brings beauty and intrigue to the garden. Ultimately, an arts master plan should be considered as an overlay to this document. It should address the existing collection and set standards for future acquisitions, including maintenance, lighting, and even planting associated with art pieces. Art often can become an “Instagram moment” in today’s culture, and doubly so when combined with vibrant landscape displays. That value should not be underestimated as it relates to visitation and guest experience.

There are several existing sculptures and memorials within the garden that will be affected as the master plan is realized. Specifically, several in the Grove area will need to be relocated (there may be others as well). In the case of any installations that were originally “gifted” with the intention to be “free” for guests to enjoy, a new location in Trinity Park should be sought, perhaps with consultation from the original donor or artist if available. Other pieces, including the Women’s Memorial, will need to be relocated within the garden. In all cases, structural, landscape, lighting, drainage, and other issues should be addressed to set up existing and all new art pieces for the best visual setting and long term maintenance success.

As a significant area of the southern part of the campus is listed on the National Register of Historic Places, all design projects in that vicinity must be respectful of the historic context and not pursue any initiative that erodes the integrity of this distinction. A proactive relationship with the Texas Historic Commission is suggested.

electrical & lighting

GOALS

- Develop a *garden-wide lighting concept* plan to support evening visitation and events.

At the time of finalizing this document, negotiations with ONCOR regarding the planning of future electrical infrastructure are ongoing. This is a crucial part of garden implementation success – improving existing electrical service, providing for new gardens, and embedding event flexibility in all areas. All projects, large and small, should include investment in electrical infrastructure, sleeving, and planning for the future beyond the project at hand. This new infrastructure will be costly and require partnering amongst ONCOR, the City, and the Garden.

All new gardens should include pedestrian safety lighting, accommodation for event service, and flexibility to add seasonal celebrations (holiday light shows).

All new construction should anticipate charging stations for fleet vehicles, staff, and guests. Opportunities for photo-voltaic panels should be sought where possible if they do not detract from the sense of immersion in the garden.

safety

An overlay to all future campus improvement projects and garden expansions should address ongoing safety initiatives internal to the garden, but also along the exterior street perimeter. These may include pedestrian and vehicular circulation, IT and security cameras, wayfinding signage, security gates, and street crossings.

Regarding internal initiatives, there will be a new campus security office will be constructed within the arc building near the ticketing plaza. This can house either a FW police post, or an on-campus security force with “eyes” on both the ticketing plaza and the parking lot. An on-campus security evaluation should be a separate study to consider the value added of adding security cameras on campus for both public and back-of-house areas as well as entrances and the parking lot.

Welcoming pedestrians from adjacent roadways and Trinity Park are of the utmost importance and lighting is crucial for this edeavour. A primary concern is safe crossing of University Drive. As part of this planning effort, Dunaway Associates prepared a preliminary traffic count and feasibility study for a signalized intersection at the garden’s main entrance on University. Anticipated counts do not merit a traffic signal or a “HAWK” type pedestrian crossing at the proposed entrance location, given its proximity to the Trail Drive signalized intersection. It is the city’s policy to address traffic signals once they meet a threshold and not until that time. As the garden’s visitation continues to grow, this should be reviewed in context with changing traffic patterns.

Edge Street Redevelopment Projects – related to the traffic comments above, at the time of this planning effort there are two studies ongoing:

- Redesign and engineering for University Drive
- Redevelopment of the I-30 corridor along the south garden edge

Both of these projects are great opportunities for the garden, but could be detrimental in a void of proactive collaboration with the appropriate roadway authorities (City and TxDOT). The garden should establish itself as an important stakeholder on these corridors so its land is not arbitrarily appropriated. Opportunities for negotiation may include:

- University Drive – wider sidewalks, HAWK signal crossing, new street trees, new light poles with FWBG seasonal banners options, new median, better drainage, turn lanes, etc. A significant drainage structure will be required just north of the old Rock Springs Road driveway that collects water from the garden and pipes it under University. All of these would offer an extended opportunity to display the “brand” along the street and into a future median. An agreement about enhanced landscape maintenance along this edge may be worth pursuing.
- I-30 – noise / visual abatement (tree plantings in TxDOT R.O.W), service road improvements, decel/turn lane at the SW corner parking lot, etc. A landscape statement along this area is added brand-awareness for the garden on this busy highway.

IMPLEMENTATION
+ PHASING

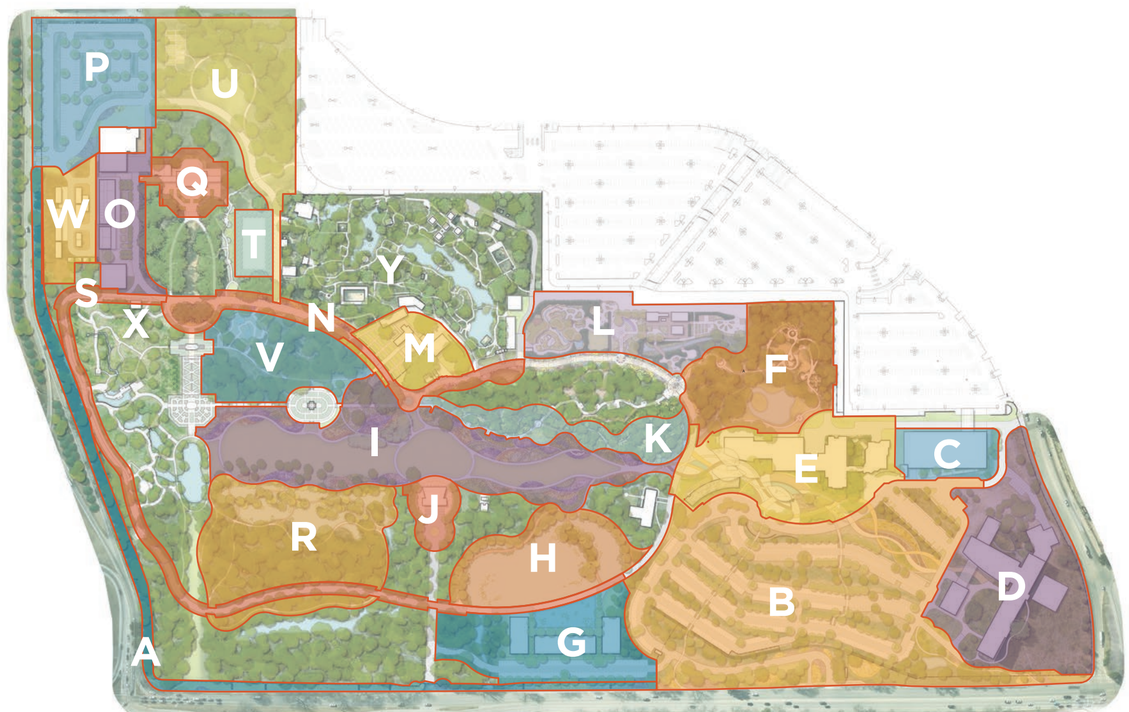
cost estimate

The planning vision is broken into 25 stand-alone "projects" that may be constructed individually or in tandem with other projects related functionally, spatially, or programmatically. When planning individual projects, it is important to look beyond their boundaries to see what strategic benefits can come about by "bundling" several projects together. Infrastructure is usually a leading contender – bringing water lines, utilities, or other elements and "stubbing out" along the way for future connections. When trenches are opened up, there could be a benefit to adding extra sleeves for future phases. A holistic look at each project is imperative to achieve multiple goals when the campus will be under construction and build-in flexibility for future programs. The vision in this master plan is just a start – implementation must open the dialogue again at a deeper level during the design process to amplify the impact of invested funds.

The cost projection is based on 2022 construction costs and adds markups for overhead, inflation, and other contingencies. The disclaimers in the full cost projection document must be fully understood when setting fundraising goals for design, construction, and maintenance endowments.

Masterplan Budget ***(August 24, 2022)***

	SUMMARY*	Construction Costs	FF&E Allowance	Soft Costs (15%)	Project Costs
A	Perimeter Garden (University & I-30)	$2,061,360		$309,204	$2,370,564
B	Main Parking Lot	$10,948,923		$1,642,338	$12,591,261
C	Parking Garage	$14,529,844		$2,179,477	$16,709,320
D	BRIT Building Expansion	$20,369,913	$3,863,340	$3,055,487	$27,288,740
E	Entry Plaza	$26,552,342	$2,402,495	$3,982,851	$32,937,688
F	Fuller Garden Renovations	$1,099,799		$164,970	$1,264,769
G	Conservatory Complex	$37,839,901		$5,675,985	$43,515,886
H	The Pond	$5,006,173		$750,926	$5,757,099
I	Herbaceous Color Garden	$5,612,944		$841,942	$6,454,885
J	Stage	$3,828,746	$223,641	$574,312	$4,626,699
K	Woodland Garden Renovation	$2,802,509		$420,376	$3,222,885
L	Family Garden (See Terra)	$20,000,000		$3,000,000	$23,000,000
M	Culinary Garden	$6,007,670	$287,909	$901,150	$7,196,729
N	Old Garden Road Phase 02	$3,729,687		$559,453	$4,289,140
O	Education Hub	$10,066,596	$468,395	$1,509,989	$12,044,981
P	Field Trip/Event Parking	$4,744,349		$711,652	$5,456,001
Q	Grove Pavilion	$6,120,254	$142,516	$918,038	$7,180,808
R	Trinity Wetland Boardwalk	$3,801,949		$570,292	$4,372,241
S	Tram Loop East	$2,204,619		$330,693	$2,535,312
T	Forecourt Garden	$948,812		$142,322	$1,091,134
U	The Grove	$1,796,393			$1,796,393
V	The Rose Slope	$747,259		$112,089	$859,347
W	Maintenance Yard	$2,385,035	$49,542	$357,755	$2,792,332
X	Bride's Room	$595,412	$22,294	$89,312	$707,018
Y	Japanese Gardens	$15,000,000		$2,250,000	$17,250,000
	PROJECT TOTAL	**$208,800,488**	**$7,460,131**	**$31,050,614**	**$247,311,234**



phasing

A diverse and long range vision of this magnitude will be realized over a course of multiple phases. The planning team and garden leadership suggest the following strategy to lead the early phases of implementation as being the most strategic for several reasons. Ultimately, fundraising capacity will affect this scenario, of course.

Phase 1A Family Garden & Operations Center
Phase 1B Arrival, Parking, Moncrief Center, & Fuller Garden Renovations
Phase 2 The Herbaceous Color Garden & Stage
Phase 3 Culinary Garden Phase 1, Old Garden Road Extension, and Education Hub Phase 1

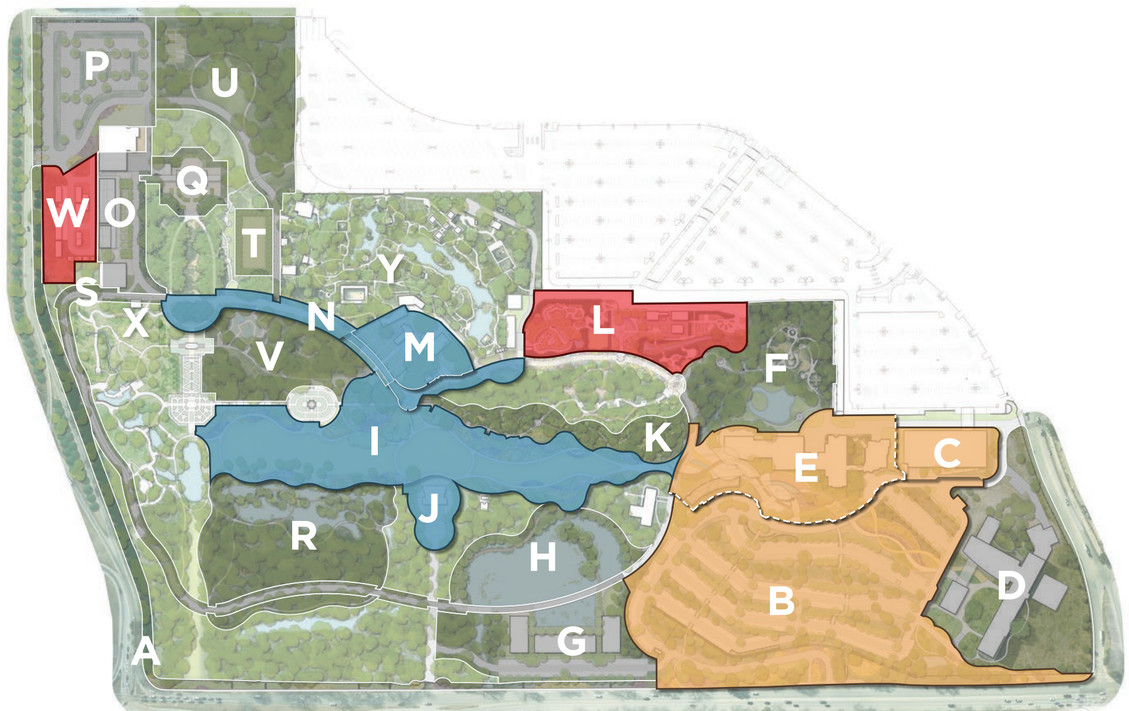
Phase 1A: Family Garden & Operations Center
A new Family Garden has been on the Garden's radar for a number of years. Such spaces are an immediate draw that drive significant visitation numbers and forge new relationships with the community, driving new memberships. The Family Garden should by itself push the garden toward its goals of 4-5X its current visitation numbers, driving revenue streams. The chosen location necessitates that the Garden vacate the existing operations hub in the middle of the garden, requiring that the Family Garden is built in tandem with a new Operations Center.

Phase 1B: Arrival, Parking, & Moncrief Center, Fuller Garden Renovations
Phases 1A & 1B are also intrinsically linked, as the higher visitation rates of the Family Garden will immediately put pressure on the existing parking lot. Phase 1B is a "dance" of sequencing – as construction moves around to preserve garden arrival and functionality while completing a significant construction project in the midst of an active campus for several years. It may be most strategic to build the parking garage first, then the parking lot and arrival, then the ticketing booth and associated buildings, and finally the Moncreif renovations and new restaurant, including the arrival plazas and associated garden spaces. The result of all this juggling will be a truly transformed entry, rotating the arrival point to directly engage the loop trail and the northern entrance to the Herbaceous Color Garden.

Phase 2: The Herbaceous Color Garden & Stage
This garden will also be a dominant driver of visitation, and its location right at the entry point will be an exciting nearby destination in all seasons. The stage will also expand access for special events, and broaden opportunities for the concert series, driving revenue.

Phase 3: Culinary Garden Phase 1, Old Garden Road Extension, and Education Hub Phase 1
A series of investments at the western quadrant of campus will reinvigorate this zone, bring a depth of new educational and adult programming to the campus, and complete the upgrade of an important western leg of the tram loop trail. Depending on fundraising at time of implementation, the Culinary Garden and the Education Hub may be phased easily.

Ongoing Renovations
It is important to state that this master plan does NOT recommend waiting to reinvest in the core anchors of the garden – i.e. the Japanese Garden, the Texas Natives Boardwalk, etc. These key destinations deserve immediate attention, and to defer their maintenance to focus attention on other "new" gardens would be to abandon a treasure that is core to the legacy and heritage of the FWBG that the community has cherished for many years. Separate in-depth renovation and restoration plans should be pursued quickly, just as the garden has reinvested in the Rose Garden and Rock Springs in the recent past.



mission strategy workshops

The following notes where compiled by Dan Murphy of The PRD Groupto represent the discussions that occured at the Mission Strategy Workshops on October 26, 2021 and on November 18, 2021.

EXPLORE

- Inspire and support a sense of wonder; clearly indicate that there is much to discover
- Appreciate beauty but look beyond "pretty;" be curious
- Show biodiversity on a local, regional, and global scale
- Demonstrate ecosystem relationships
- Present varied cultural contexts

DISCOVER

- Inspire and support a sense of empowerment; you can figure this out for yourself (we'll help)
- Lead with questions (discover the why of the what)
- Trace connections (how plants support life)
- Reveal interdependence (plants impact on nature, our impact on plants, their impact on us)
- Investigate roles of plants in different cultures
- Develop seasonal plantings to correspond to community celebrations and events

ENGAGE

- Inspire and support a sense of relevance (why does this matter to me?)
- Create and communicate opportunities for personal relevance and connection
- Encourage dialogue with staff, other guests, FWBG community
- Conduct active outreach to build sustained community relationships, repeat visitation
- Enhance membership as active community
- Build partnerships with schools
- Increase participation in conservation/preservation support, advocacy, and activities

TRANSFORMATIVE GOALS

Expand our botanical research and biodiversity conservation programs

- Research makes us unique – should be a known and appreciated brand feature
- Research in action is the foundation of guest exploration, discovery, and engagement
- Research brings the science closer to the public
- Show immediacy of research needs (hot spots) and impacts (preserving biodiversity)
- Localize global issues to make them relevant and encourage engagement
- Tell research story "behind" what guests see throughout the garden
- Recognize difference between academic and public facing research initiatives and outcomes

Engage a large and diverse audience

- Guests bring a range of interests with them – meet them where they are
- Lower barriers to visitation to embrace MORE and DIFFERENT guests
- Families are a key growth audience; provide what they seek: meaningful fun, play, and adventure
- Provide emotional souvenirs
- Garden of YES
- Diversify plantings and programming to create broad appeal – explore what is inviting to the public
- Connect garden venues with a variety of events

Create exceptional gardens and facilities to inspire and serve our guests

- We should identify a Big Idea that makes our garden collections distinctive and understandable
- Possibly lean into Texas regional focus with global context (world plants from this latitude)
- Think of the garden as a system to reinforce marketing brand and model system thinking
- Water features can show how plants manage water and model best practices for Texas
- Guest circulation needs to be improved, clarified, and enhanced
- Visually stunning beauty is important but should be purposeful – the "why" of the "what"
- Think of the garden as a mall with the Japanese, Rose, and Fuller gardens as anchors – What are the boutiques? What are the special attractions? What offers refreshment? Seasonal features?
- Unusual plants are an attraction: corpse flower, giant plants (especially children's garden)
- High-touch garden for younger kids, possibly with abstract models that can be handled
- Farm to plate food garden and related food service and cooking programs
- Greenhouses, if on site, should tell a story
- Incorporate multi-purpose seating and shade areas that encourage interaction, tell stories
- Show different ways to create gardens: vertical gardens, container gardens, etc.
- Model best sustainability practices: water management, recycling, LEED certification
- Build and train staff for a "hospitality mindset"
- Dining opportunities throughout garden with a central destination dining feature (cultural cuisine?)
- Plan for changing displays (topiary, weird plants, living fossils, etc.)
- Plants as art – BRIT botanical art exhibit gallery?
- Develop planting schemes that support increased visitation (add cherry trees to Japanese Garden to enable a cherry blossom festival; add space for special programs and food

Change lives through our educational programs

- Recalibrate informal education to support an increasing and diversifying audience
- Enhance STEM school programs, build other programs to serve new audiences
- Nature play gardens appeal to families
- Make the things we do purposeful educational models: innovative recycling bins throughout site
- Improve directional signage and interpretation for self-guided education
- Add innovative interpretive techniques to site experience
- Mobile Lab to develop outreach to new communities and audiences
- Farm to plate garden offers multiple education opportunities for a wide range of audiences
- Show AND tell
- Critical to provide well-developed lesson plans to strengthen integration with schools
- Further develop sponsorship program to support school field trips to FWBG
- Adult education can grow with garden-related programming (beer making, garden design classes)
- Seed collection shows how plants grow; pollinator gardens appeal to kids
- Ensure regular communication with teachers; provide professional development programs
- Programs should emphasize impact of plants on daily life
- Webcams on garden areas can engage people-post-visit
- Educational programming and interpretation needs to stay ahead of technology curve
- Do a formal needs assessment of regional fourth grade curriculum needs and opportunities
- Need to confirm the visitor and program capacity we are designing and staffing for
- Develop "script" for educational programs, field trips, etc. to enable design for flow
- Ensure universal accessibility
- Develop programs with AP teachers: biology, environmental science, etc.
- Consider pre and post visit online gameplay engagement (Minecraft meets FWBG)
- Explore project-based learning (build, plant, make, care for) and personal take-away projects
- MUST have robust WIFI throughout site
- Assess and quantify restroom needs
- Provide social media ready Photo Ops

Build our human, financial, and infrastructure resources

- Enhance electrical and lighting infrastructure for special and night events
- Provide food service opportunities throughout site, especially food-trucks related to events
- Deploy more advanced user technology (QR codes, smart phone ticketing)
- Keep supporters in mind: VIP tours and amenities, member parking, special tours, travel program
- Review recent facilities study
- Develop shared workspace staff hubs to get people closer to where they need to be
- Continue to explore off-site parking, especially for events, buses
- Revise entry experience and parking (multiple goals including integrating BRIT into garden)
- Diversifying staff could be enabled through an apprenticeship program
- Establish consistent IT technology infrastructure, systems, and use
- Create emergency communication and shelter in place center
- Explore combining support and education programs into new building
- Develop state of the art customer service mindset, training, and systems
- Explore elevated destination spaces such as roof-top bar