

NYBG/125

ANNUAL REPORTS
2015 & 2016

NEW YORK BOTANICAL GARDEN







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On the cover: Staff members assembled to commemorate NYBG's 125th Anniversary on the Conservatory Lawn as a drone captured the scene from 50 feet overhead.



Letter from Maureen K. Chilton and Gregory Long



Dear Friends:

The New York Botanical Garden was conceived in the late 19th century by its founders, Nathaniel Lord Britton and Elizabeth Knight Britton, as New York's answer to the great botanical gardens of Europe. Over the course of its 125-year history, this iconic institution has evolved into a truly unique urban oasis defined by living collections comprising more than one million plants, spectacular display gardens, and award-winning architecture across its 250-acre National Historic Landmark landscape. We have expanded the reach and results of groundbreaking science-based conservation programs, enhanced educational offerings from pre-K through graduate school, and developed vibrant exhibition and public programs that serve ever-growing and diverse audiences.



Fiscal years 2015 and 2016 produced many milestones, including a record-breaking nearly two million visitors, who enjoyed unprecedented Garden-wide offerings: immersive exhibitions such as *FRIDA KAHLO: Art, Garden, Life*; environmental programs such as the *Native Plants Summit*; symposia such as *Alexander von Humboldt: The History, Science, and Poetry of Ecology*; lectures such as *NYBG Scientists in Myanmar: Tackling 21st-Century Challenges*; and an endless variety of educational classes for children and adults alike. Many of these visitors became Members, whose rolls have doubled in the past decade.

Financial highlights included the successful conclusion of *Plants and People: The Campaign for The New York Botanical Garden* (see p. 52), a seven-year effort that raised \$480 million to ensure NYBG's international leadership in plant research and conservation, horticulture, and education well into the future by building financial strength, restoring the landscape, and creating new programs and facilities. The initiatives launched by the campaign helped to define the goals and focus the priorities that are set forth in the current *125th Anniversary Strategic Plan* to assure institutional strength and financial health through 2021. During the past two years, great strides were made in NYBG's five principal areas of activity, descriptions of which can be found in the pages that follow:

- Creating a Green Urban Oasis
- Connecting Gardening to the Arts and Humanities
- Saving the Plants of the World
- Teaching Science to City Kids
- Anchoring the Community

NYBG must continue to expand its scope and influence, respond to the demands of constituencies near and far, advance the impact of plant science and conservation, and educate and inspire the next generation of Earth's caregivers.

With deep gratitude, it is our privilege to acknowledge and thank you—Board of Trustees, Patrons, Members, and Friends—and the invaluable partnership of city, state, and federal governments. Through your commitment, NYBG is able to make significant contributions to the quality of life in New York City and to global awareness and understanding of the importance and wonders of the plant world.


Maureen K. Chilton
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Gregory Long
Chief Executive Officer
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NYBG Gold Medal Recipients



To recognize those individuals who have made remarkable contributions to botany, horticulture, or science education, or have shown extraordinary dedication to the Garden and its mission, NYBG periodically awards the Gold Medal. It is the highest honor that can be conferred by the Garden.

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



2015 Shelby White

Pictured (left to right): Thomas E. Lovejoy, Ph.D.; Shelby White; Patricia K. Holmgren, Ph.D.; Noel H. Holmgren, Ph.D.; and Maureen K. Chilton



2014 Thomas E. Lovejoy, Ph.D.

Pictured (left to right): Gregory Long; Lewis B. Cullman; Thomas E. Lovejoy, Ph.D.; Edward O. Wilson, Ph.D.; Sir Ghillean Prance, FRS, VMH; Patricia K. Holmgren, Ph.D.; Noel H. Holmgren, Ph.D.; and Edward P. Bass



**2013 Patricia K. Holmgren, Ph.D.
Noel H. Holmgren, Ph.D.**



2011 Lewis B. Cullman



2011 Oliver Sacks, M.D.



**2010 LuEsther T. Mertz,
posthumously**



**2008 Professor Sir Ghillean
Prance, FRS, VMH**



**2008 Enid A. Haupt,
posthumously**



2002 Edward O. Wilson, Ph.D.

A Poem by Billy Collins, NYBG Poet Laureate

In Honor of the 125th Anniversary of The New York Botanical Garden



Billy Collins is the author of 11 collections of poetry. A Distinguished Professor of English at Lehman College of the City University of New York and Senior Distinguished Fellow at the Winter Park Institute of Rollins College, he was Poet Laureate of the United States from 2001 to 2003 and Poet Laureate of New York State from 2004 to 2006. He was recently elected to the American Academy of Arts and Letters and has been a member of the Poetry Society of America's Board of Governors since 1996.

In 2016 he was named Poet Laureate of The New York Botanical Garden, in recognition of his contribution of poems to the annual *Holiday Train Show*[®] Poetry Walk and for the delight he brings to thousands of visitors with his popular public readings.

The Botanical Garden

In Venice, the art of getting lost
is not hard to master:
cross a little bridge, make a right turn,
and the hotel you just left might as well be on Mars.

The same goes for these gardens botanical
where a jungle of dripping ferns
may give way to a desert where a cactus
waves at me with its outspread arms.

Here, I can stroll at ease
from one climate to another,
passing herbaceous peonies,
pale lilacs, and the stout hyacinth.

And after I lean back to salute a palm,
the mazy outdoor paths
will lead me beyond their brick designs
to a hillside where I can see

at a glance as many daffodils
as William Wordsworth saw.
And beyond that lie the shadows
of a woods where I find a shagbark hickory,

an American larch, the blue spruce,
and the cones of a white pine now underfoot.
I know all this because I often stop
not just to inhale a climbing rose

but to read the tags and learn the names.
I once looked up from one
and saw in the distance through a break
in the trees the white conservatory,

looking like the greenhouse of a king,
center of all this growth and flowering life,
the place where I had started out
to meander over these varied grounds—

first cultivated, then wild—
unguided by a map or plan, and glad
to be delayed by a single petal,
distracted by some anonymous branch's mottled bark.

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Gregory Long, in his capacity as President, is an *ex officio* member of all committees except the Audit Committee.

Thomas J. Hubbard and Wilson Nolen, in their capacities as Chairmen Emeriti, are *ex officio* members of all committees.

125th Anniversary Campaign

Leadership Gifts and Pledges
As of October 15, 2016*

\$10,000,000+

City of New York

\$2,500,000–9,999,999

LuEsther T. Mertz Charitable Trust

Anonymous Family Friend of NYBG

\$1,000,000–2,499,999

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Stavros Niarchos Foundation

List in formation

*This list includes gifts made on or after October 1, 2015. Earlier gifts are recognized on donor lists for the *Plants and People* campaign on p. 52.

Selected 125th Anniversary Events



Empire State Building illuminated in Garden green



Concert by the Jazz at Lincoln Center Orchestra with Wynton Marsalis



Gregory Long, Wynton Marsalis, Maureen K. Chilton



Performance by The Glimmerglass Festival's Young Artists Program members



During the past two years, The New York Botanical Garden welcomed nearly two million visitors. Whether they came to see an exhibition, to attend an outdoor concert, or to take a class, each of these visitors spent some time enjoying the Garden's National Historic Landmark landscape, which serves as a green oasis of beauty and tranquility in the middle of one of the world's largest and most frenetic urban centers.

The Garden's beauty is derived from its splendid natural site, historic and contemporary architecture, and the 50 gardens, collections, and displays that have been developed since the late 1800s to serve the institution's education, research, and horticulture programs. Over the past 20 years, approximately 175 acres of the Garden's 250-acre landscape and living collections have undergone an unprecedented program of restoration, revitalization, and enhancement. Today Garden visitors have more to see and do than ever before in the institution's distinguished history.

The transformation of the Garden's historic landscape began in the mid-1990s with the restoration of the Enid A. Haupt Conservatory and has continued unabated. The most recent set of projects completed includes the expansion and enhancement of the Burn Family Lilac Collection, the addition of 100 new herbaceous peonies to the Matelich Anniversary Peony Collection, Piet Oudolf's redesign of the Marjorie G. Rosen Seasonal Walk, and the planting of 150,000 new daffodils on Daffodil Hill, the first stage of the Million Daffodils project. Collectively these projects add multiseason beauty for all visitors, inspiring content for home gardeners, and depth to the Garden's diverse educational programs.



“For more than a century, The New York Botanical Garden in the heart of the Bronx has provided an oasis of calm for one of the world’s busiest cities, as well as serving as a centre for plant research, education and conservation.” —*Gardens Illustrated*, March 2016

Marjorie G. Rosen Seasonal Walk

September 4, 2014



Marjorie and Jeffrey Rosen, with (left to right) Piet Oudolf, Gregory Long, Todd Forrest, Kristin Schleiter, and Maureen Chilton

Marjorie G. Rosen Seasonal Walk, a 200-foot long double border adjacent to the Enid A. Haupt Conservatory, showcases Dutch garden designer Piet Oudolf's innovative approach to combining herbaceous plants to create bold and long lasting displays that capture the vitality of nature. Invited by Garden curators to create a groundbreaking design that provided color and drama from April through November, Oudolf delivered a sophisticated planting plan that represented a significant departure from his previous work in New York and beyond. On September 4, 2014, after two years of design, site work, and planting, Oudolf joined Marjorie Rosen and members of the Garden's Horticulture Committee to mark the official opening of Seasonal Walk and to enjoy its late-summer splendor.

A Million Daffodils

November 6, 2015



(Top) Donors and friends gathered at the daffodil planting.

The celebration of NYBG's 125th Anniversary began on November 6, 2015, when Garden donors and friends joined staff and local schoolchildren to plant the last of 150,000 new daffodils on Daffodil Hill. These new plantings, the first of a million new daffodils planned for the site, complement the historic *Narcissus* plantings on Daffodil Hill, which date from the 1920s and include heirloom varieties no longer available in the nursery trade. Working closely with renowned bulb expert Brent Heath, Senior Curator Kristin Schleiter and landscape architect Shavaun Towers developed an elegant design that features large masses of daffodils that will perennialize well in our climate and soils. The new plantings celebrate the work of William Pannill, known as "the dean of American daffodil hybridizers."

Burn Family Lilac Collection

April 14, 2016



The Burn Family

The Burn Family Lilac Collection spreads across five acres just north of the Peggy Rockefeller Rose Garden. Built around a core of venerable lilacs donated in the late 1940s by the widow of the great lilac grower T.A. Havemeyer, and laid out by landscape architect Marian Coffin, the enhanced and expanded Lilac Collection opened on April 14, 2016. Today the Lilac Collection includes nearly 500 lilacs representing approximately 120 varieties ranging from heirloom cultivars to the newest selections chosen by Curator Deanna Curtis for their disease resistance and tolerance of New York's hot, humid summers. New pathways designed by landscape architect Shavaun Towers allow visitors to immerse themselves in the fragrance and beauty of the spring flowers, while new gathering areas provide long vistas of the lilacs and surrounding landscape.

Matelich Anniversary Peony Collection

May 25, 2016



(Top) The Matelich Family

Aristocrats among garden plants, herbaceous peonies (*Paeonia* species and cultivars) are celebrated for their large, often fragrant flowers, which open in mid-to-late May in New York. Over the centuries, peony breeders around the world have selected and named thousands of cultivated varieties. The Matelich Anniversary Peony Collection, dedicated on May 25, 2016, features 125 of the best herbaceous peony cultivars for New York selected by Senior Curator Kristin Schleiter for their beauty and vigor and to create the longest possible flowering season. Planted in staggered rows in a deep bed along Perennial Garden Way across from the Endicott Haupt Conservatory, the Peony Collection displays the remarkable diversity of color, form, and fragrance of one of the greatest of all garden plants.

East Gate, Green Materials Recycling Center, Judy and Michael Steinhardt Maple Collection



The following new projects currently under construction on the eastern side of the Garden will further transform both the visitor experience and the stewardship of the historic landscape and living collections.

The new East Gate will better connect NYBG to neighborhoods to the east of the Bronx River Parkway and open the Garden to visitors who use the # 2 Subway line, which links the Bronx to the west side of Manhattan. Visitors who enter through the East Gate will follow a paved pathway over an elegantly curving pedestrian bridge—with views to the landscape beyond—to a tram stop across from the Edible Academy.

The pathway from the East Gate will pass the new Green Materials Recycling Center, where Garden horticulturists will transform all of the leaves, grass clippings, wood chips, and other green waste generated in their work into high-quality compost and mulch. This compost and mulch will be used to grow healthy plants while reducing dependence on chemical fertilizers and pesticides.

The five-acre Judy and Michael Steinhardt Maple Collection will feature more than 150 maples from around the world beautifully planted on a knoll overlooking the Peggy Rockefeller Rose Garden and Nolen Greenhouses for Living Collections. The Steinhardt Maple Collection will showcase dozens of new Japanese maples selected by Curator Deanna Curtis for their beauty and adaptability. New pathways and gathering areas designed by landscape architect Shavaun Towers will draw visitors into and through this little-known yet magical corner of the Garden.

At the East Gate groundbreaking on November 20, 2015 (left to right): Gregory Long; Joseph Tazewell, Empire State Development Corporation NYC Regional Director; Jeremy O. Warneke, District Manager, Community Board 11; Feniosky Peña-Mora, Commissioner, New York City Department of Design and Construction; Albert D'Angelo, First Vice Chair, Community Board 11; Joseph A. Thompson, Representative for New York City Comptroller Scott M. Stringer; Mrs. Thomas J. Hubbard, NYBG Board Member; Todd Forrest, Arthur Ross Vice President for Horticulture and Living Collections; Maureen K. Chilton, NYBG Board Chairman; Ruben Diaz Jr., Bronx Borough President; Diane Katzin, NYBG Board Member; Rose Harvey, Commissioner, New York State Office of Parks, Recreation and Historic Preservation

Green Initiatives



The new East Gate's pedestrian bridge



A beautiful vista within the new Steinhardt Maple Collection



NYBG staff use a special brewer to make compost tea to keep the Garden's plants healthy and vigorous.

As its leaders and supporters have made significant investments in the diversity and quality of NYBG's programs and facilities, the horticulturists, engineers, carpenters, masons, and other professionals who steward the Garden have transformed the way they care for more than 1,000,000 living plants and 750,000 square feet of building space. Horticulturists have substantially reduced their dependence on chemical pesticides and fertilizers by incorporating the principles of sustainable horticulture into every aspect of their work. NYBG's net carbon emissions have decreased significantly thanks to the incorporation of energy-efficient technologies ranging from trams and boilers fueled by natural gas to installing LED light fixtures throughout the Garden.



The Garden's multidisciplinary exhibitions and educational programs reveal the deep connections between plants and people, nature and culture. These initiatives illuminate the importance of gardens to human health and to the lives and work of influential artists and thinkers while also advancing scholarship in the sciences, arts, and humanities.

In 2015 *FRIDA KAHLO: Art, Garden, Life* broke new ground by examining the art of the iconic Mexican artist and her deep engagement with nature. A homage to her unique garden in the Conservatory, an exhibition of her paintings in the LuEsther T. Mertz Library's William D. Rondina and Giovanni Foroni LoFaro Gallery, displays of contemporary and traditional art, and a rich roster of cultural programming brought to life the sights and sounds of Mexico for 525,000 visitors. In 2016 *Impressionism: American Gardens on Canvas* showcased connections among the work of American Impressionists such as Childe Hassam and John H. Twachtman and the importance of American gardens, from intimate private spaces at artists' homes to formal estate gardens to public parks, in their work.

Each year spring is ushered in by the dazzling beauty and fragrance of nature's most diverse plant family in the country's largest curated show featuring orchids. In 2015 *The Orchid Show: Chandeliers* transformed the Conservatory with eye-catching hanging baskets and cylinders—and a giant star-shaped chandelier—all overflowing with stunning orchids. In 2016 *The Orchid Show: Orchidelirium* relayed the escapades of daring Victorian-era plant hunters, culminating in a re-creation of a glasshouse complete with lavish displays of cultivated orchids, Wardian cases, and the trappings of orchid study and hybridization.

The beloved *Holiday Train Show*[®] continued to delight visitors of all ages with its celebration of the season. In 2015 the exhibition was significantly expanded, with the addition of more than 3,000 square feet of exhibition space, new trains, an introductory film, and a lively and engaging display of the 1964 New York World's Fair.



“The Conservatory is also the site of seasonal exhibitions that highlight the intersection of art and nature.” —Katie McElveen, *AAA Carolinas*, March–April 2016

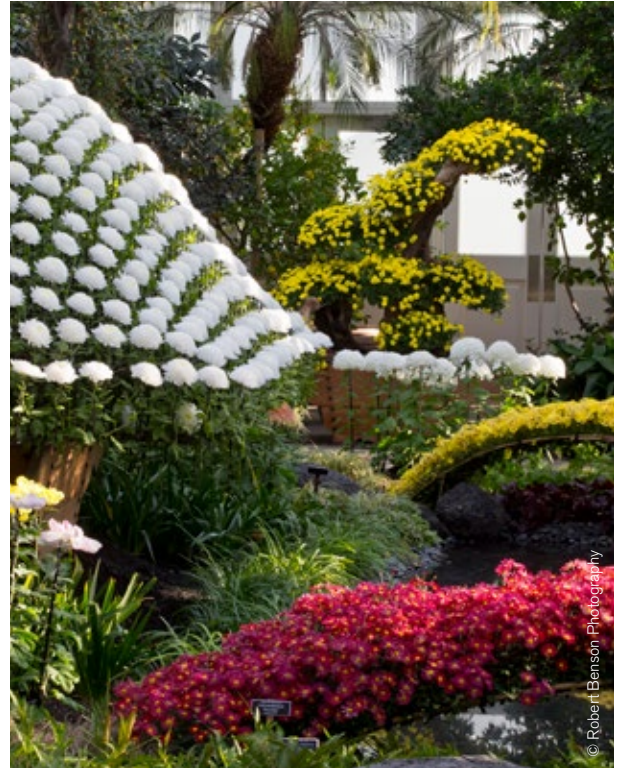
Kiku: The Art of the Japanese Garden

Since 2007 The New York Botanical Garden has celebrated the beauty of the Japanese chrysanthemum during its beloved annual fall exhibition, *Kiku: The Art of the Japanese Garden*. Paying homage to *hanami*, the traditional custom of enjoying the ephemeral beauty of flowers, the show features an unforgettable presentation in the Enid A. Haupt Conservatory of *kiku* (chrysanthemum), the most celebrated of all Japanese fall-flowering plants, painstakingly trained to grow in a mesmerizing variety of shapes and styles.

From October 2–26, 2014, traditional *kiku* styles such as *ozukuri* (thousand bloom), *ogiku* (double and triple stem), and *kengai* (cascade)—pioneered by the chrysanthemum masters at the Shinjuku Gyoen National Garden in Tokyo and re-created by the *kiku* experts at NYBG—joined intriguing installations of contemporary styles such as bonsai-like tree, bridge, wall, and topiary.

Special weekend events spotlighted the arts of *bonsai* and *ikebana* as well as *taiko* drumming, celebrating the importance of flowers in Japanese culture. As part for the Poetry for Every Season series co-presented with the Poetry Society of America, the *Kiku* Poetry Walk was curated by renowned poet Chase Twichell, featuring poems by Rengetsu (1791–1875) and Mitsu Suzuki (b. 1914) and highlighting the Japanese arts of *haiku* and *tanka*.

From October 31–November 29, 2015, an intimate exhibition, *Kiku: Spotlight on Tradition*, was on view in the Bourke-Sullivan Display House within the Nolen Greenhouses for Living Collections, where *kiku* and other companion plants are grown.





“NYBG is truly unique among cultural institutions. It is changing the way we think about the world through multidisciplinary exhibitions.”

—Adriana Zavala, Ph.D., Guest Curator, *FRIDA KAHLO: Art, Garden, Life*

FRIDA KAHLO: Art, Garden, Life



A scale version of the pyramid at Frida Kahlo's Casa Azul showcased traditional terra-cotta pots filled with cacti and succulents found in her garden.

This blockbuster exhibition, on view May 16–November 1, 2015, was the first to examine iconic Mexican artist Frida Kahlo's keen appreciation for the beauty and variety of the natural world, as evidenced by her home and garden as well as the complex use of plant imagery in her artwork. More than half a million visitors enjoyed its six-month run, setting a record as NYBG's most-attended art and garden exhibition.

The landmark Enid A. Haupt Conservatory came alive with the colors and textures of Kahlo's Mexico. Visitors entering the exhibition will view a reimagined version of her garden at the Casa Azul (Blue House), today the Museo Frida Kahlo, the artist's lifelong home outside of Mexico City, which she transformed with traditional Mexican folk-art objects, colonial-era art, religious *ex-voto* paintings, and native Mexican plants. Passing through the blue courtyard walls with embellishments in sienna and green, visitors strolled along lava rock paths lined with flowers, showcasing a variety of important garden plants from Mexico. A scale

version of the pyramid at the Casa Azul—originally created to display pre-Hispanic art collected by Kahlo's husband, famed muralist Diego Rivera—showcased traditional terra-cotta pots filled with cacti and succulents found in her garden. The exhibition included a reimagination of Kahlo's studio that overlooked her garden, as well as the organ pipe cactus fence that is still located at Rivera's studio in the nearby San Ángel neighborhood of Mexico City. Visitors experienced the Casa Azul as an expression of Kahlo's deep connection to the natural world and to Mexico.

The LuEsther T. Mertz Library's Rondina and LoFaro Gallery exhibited 14 of Kahlo's paintings and works on paper—many borrowed from private collections—highlighting the artist's use of botanical imagery in her work. Focusing on her lesser-known yet equally spectacular still lifes, as well as works that engage nature in unusually symbolic ways, this grouping of artworks included *Self-Portrait with Thorn Necklace and Hummingbird* (1940); *Flower of Life* (1944); *Still Life with Parrot and Flag* (1951); and *Self-Portrait Inside a Sunflower* (1954). The Gallery exhibition, curated by Adriana Zavala, Ph.D., introduced visitors to the importance of plants and nature in Kahlo's paintings and her life. Also on view were large-scale photographs of the Casa Azul taken by Kahlo's father, Guillermo Kahlo, who purchased the home, and specialized in views of landmark buildings. These were complemented by photographs of Kahlo and Rivera, taken by photographers and friends such as Lola Álvarez Bravo, Nickolas Muray, and Emmy Lou Packard.



Frida's and Diego's Mexico City in the Arthur and Janet Ross Gallery was a fascinating panel exhibition that presented museums and other sites in Mexico City where Kahlo's and Rivera's artwork and personal collections can be viewed, conveying the scope of their artistic and intellectual contributions to the cultural life of Mexico.

Public programs included weekend music and dance performances ranging in genre from folk to mariachi to contemporary. Frida al Fresco evenings featured live music, cocktails, and Mexican-inspired dinner menus. A self-guided Mexican Plant Tour showcased plants native to Mexico and located in the various collections throughout the Garden's 250 acres. Developed in partnership with the Poetry Society of America, a Poetry Walk highlighted the work of important 20th-century Mexican poet Octavio Paz (1914–98). Events included a symposium entitled *Frida Kahlo and Diego Rivera—Mexican Art in the 20th Century*; a Mexican film festival; and food and culture festivals. Special programming for children and families included a scavenger hunt, interactive puppet theater, cooking demonstrations featuring Mexican cuisine, and botanical science activities.



Frida Kahlo, *Self-Portrait with Thorn Necklace and Hummingbird* (detail), 1940. Harry Ransom Center, The University of Texas at Austin. © 2014 Banco de México Diego Rivera Frida Kahlo Museums Trust, Mexico, D.F. / Artists Rights Society (ARS), New York

CONNECTING GARDENING TO THE ARTS AND HUMANITIES

Holiday Train Show®

The New York Botanical Garden's enchanting *Holiday Train Show*® returned for its 23rd (November 15, 2014–January 9, 2015) and 24th (November 21, 2015–January 18, 2016) years with eagerly anticipated additions to this beloved New York City seasonal tradition with more trains and more tracks than ever before.

The expanded *Holiday Train Show* enhanced the visitor experience with three exciting components, in addition to the ever-popular miniature wonderland that has delighted the young and the young at heart for decades: a captivating short film screening of the behind-the-scenes magic that brought the show to life to discover where the designers find their inspiration to render the buildings and landscapes in their signature whimsical detail—all crafted from found plant materials; 3,000 square feet of additional space, allowing for 360° viewing opportunities of intricate structures such as the original Pennsylvania Station, Macy's, NYBG's Enid A. Haupt Conservatory, among others, while trains and trolleys zip through and around them; and a multisensory finale that featured sound and light in the Reflecting Pool under the glass dome of the 90-ft-high Palms of the World Gallery. Surrounded by 1964 World's Fair replicas, the iconic Unisphere was featured with an architectural detail of the Tent of Tomorrow, an homage to New York City's architectural history that has underpinned the show since its inception.

Lively seasonal events and programming accompanying the *Holiday Train Show* experience included Bar Car Nights, Evergreen Express for children, Holiday Tree Lighting, All Aboard with Thomas & Friends™, Winter Harmonies Concert Series, Holiday A Cappella, Poetry for Every Season: Billy Collins, Holiday Film Screenings, and more.



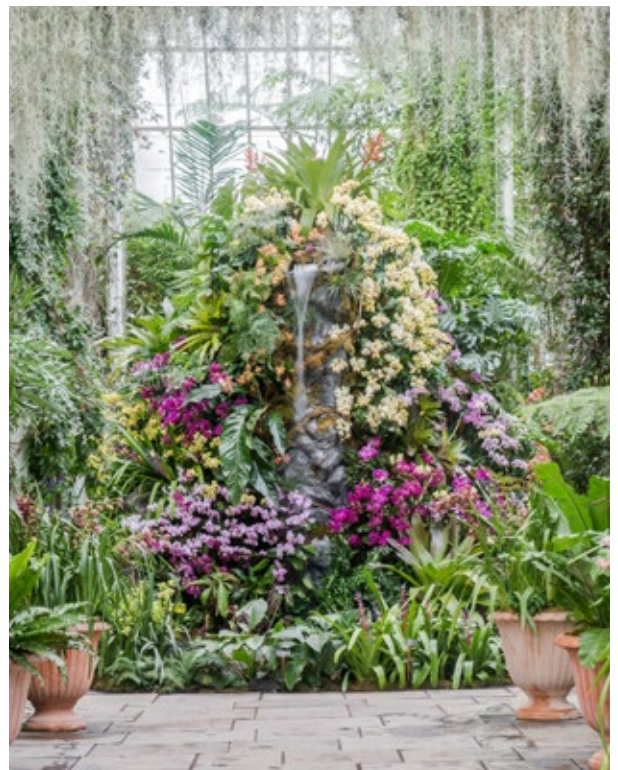
The Orchid Show

The New York Botanical Garden's beguiling *Orchid Show* returned for its 13th and 14th years with intriguing themes that continue to celebrate this storied flower in all its amazing forms, with elaborate displays of thousands of orchids in an astonishing array of colors, shapes, sizes, and textures. The Victorian-style Enid A. Haupt Conservatory is the perfect setting for this annual extravaganza.

During *The Orchid Show: Chandeliers* (February 28–April 19, 2015), eye-catching baskets and cylinders were filled with stunning tropical flowers and a giant star-shaped chandelier overflowing with hundreds of orchids. Cylinders with a kaleidoscopic array of orchids and baskets with spikes of different orchids were interspersed throughout the show, framed by the magnificent architecture of the crystal palace Conservatory. The largest of the “living” chandeliers stretched across the four beams of the Conservatory's corner house.

During *The Orchid Show: Orchidelirium* (February 27–April 17, 2016), the stage was set for a presentation of high-stakes 19th-century orchid hunting and the far-flung adventures of daring explorers who risked life and limb to secure these captivating and exotic flowers from danger-laden jungles around the world for determined collectors. From its origins in England as a symbol of power, wealth, and opulence, the frenzied fascination with orchids underpinned the exhibition, which illustrated their transition from the wild to their display and cultivation as well as the Garden's important role in their conservation today.

Both years featured themed programming, including Orchid Evenings, Poetry for Every Season, music and dance performances, and orchid care demonstrations, which complemented this annual visitor favorite.



Impressionism: American Gardens on Canvas



A re-creation of a charming turn-of-the-20th-century New England cottage provided views of the exhibition's colorful beds and borders.

During this Garden-wide exhibition, on view May 14–September 11, 2016, visitors experienced the horticultural inspiration behind American Impressionism, a prominent artistic style at the turn of the 20th century. In a departure from other exhibitions on this artistic period, *Impressionism: American Gardens on Canvas* examined exclusively American gardens as a compelling subject for iconic American Impressionists such as William Merritt Chase, Childe Hassam, and John Singer Sargent.

Visitors strolled beneath trellises adorned with morning glories, through grassy meadows dotted with poppies, and along beds of irises of every color of the rainbow. They were encouraged to sit on chairs on the porch of a charming New England cottage with views of the whole colorful ensemble.

This era of vibrant gardening culture was evoked through a garden designed and created in the Enid A. Haupt Conservatory. Visitors were treated to an ebullient mix of the old-fashioned flowers depicted in paintings of the gardens of Florence Griswold, Celia Thaxter, John Twachtman, and other celebrated gardeners of the era. Tens of thousands of cornflowers, larkspur, hollyhocks, peonies, columbines, and hundreds of other cheerful bulbs, annuals, biennials, and perennials in beds and borders lined the walkways.

The LuEsther T. Mertz Library's Rondina and LoFaro Gallery exhibited a complementary display, guest curated by Linda S. Ferber, Ph.D., Senior Art Historian and Museum Director Emerita of The New-York Historical Society. More than 20 paintings and sculptures by Chase, Hassam, Sargent, and their contemporaries captured the colors, shadows, and ephemeral quality of light the artists observed in the natural world and infused in their distinctive imagery. Highlight included Edmund William Greacen's *In Miss Florence's Garden* (1913), Chase's *Landscape: Shinnecock, Long Island* (ca. 1896) and *Park in Brooklyn* (1887), Sargent's *The Fountain of Oceanus* (1917), and Hassam's *Horticulture Building, World's Columbian Exposition, Chicago* (1893).

The poems of important 19th-century poet Celia Thaxter (1835–94) and her contemporaries, including Robert Frost and Amy Lowell, were displayed adjacent to the Haupt Conservatory amid the seasonal beauty of the Garden's magnificent collections. Co-presented with the Poetry Society of America, the Poetry Walk was a continuation of the Garden's Poetry for Every Season series.

Throughout the Garden, there was an exciting array of programs showcasing many aspects of American culture from this era, which coincided with NYBG's founding. Visitors enjoy jazz and tap performances, a lively evening concert series, lectures and symposia, film screenings of popular entertainment acts, and art activities for children.

A fully responsive exhibition Web site viewable from desktop, mobile, and tablet was developed to provide a guide to the exhibition and offer information about events, programs, lectures, and symposia. The Guide provided a slideshow, text, and audio content that enhanced the visitor experience. The Impressify feature allowed users to take a photograph and transform it into their own Impressionist masterpiece.



Flora Illustrata: A Celebration of Botanical Masterworks

The LuEsther T. Mertz Library counts among its holdings many of the most beautiful and pioneering botanical and horticultural works ever created. More than eight centuries of knowledge, from the 12th century to the present, are represented in the Library's Collection. In this sumptuous exhibition in the Rondina and LoFaro Gallery, on view November 15, 2014–February 22, 2015, visitors were introduced to some of the Library's most fascinating works—exceedingly rare books, stunning botanical artworks, illustrated manuscripts, medieval herbals, exquisite garden prints and flower books, nursery catalogs, explorers' notebooks, and more. The works displayed—some of which were on view here for the first time—express the creative effort of the world's preeminent explorers, scientists, publishers, artists, and printmakers across the centuries, as bookmaking and the graphic arts developed in tandem with knowledge of natural history.

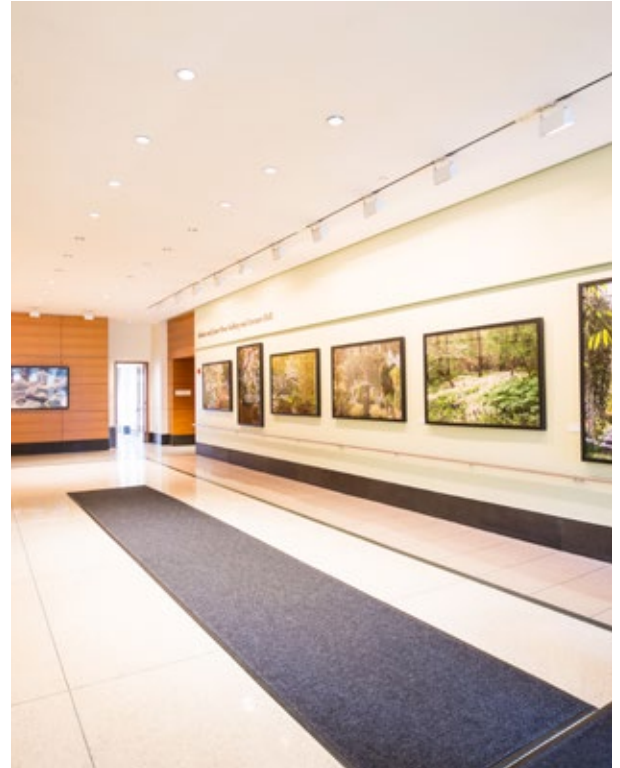
The sumptuously illustrated book, *Flora Illustrata: Great Works from the LuEsther T. Mertz Library* (The New York Botanical Garden/ Yale University Press), edited by Susan M. Fraser, Vice President and Director of the Mertz Library, and Vanessa Bezemer Sellers, Coordinator of the Library's Humanities Institute, allows readers to enjoy this remarkable Collection by highlighting key works. The 11 chapters, each written by a leading authority, present the Library's Collections within the context of larger cultural and historical events throughout the ages. These essays highlight the creative effort of the world's preeminent explorers, scientists, publishers, artists, and printmakers across the centuries, as bookmaking and the graphic arts developed in tandem with knowledge of natural history. *Flora Illustrata* received the 2015 Book Award by the American Horticultural Society, which honors outstanding garden-related books published in North America.



Celebrating The New York Botanical Garden: 125 Years

This exhibition in the Arthur and Janet Ross Gallery, on view November 21, 2015–July 31, 2016, was part of NYBG's 125th Anniversary celebration as a preeminent scientific and cultural institution as well as an urban oasis for New Yorkers and visitors from around the world. For more than 13 years, Larry Lederman, photographer and member of NYBG's Board of Advisors, has been observing and photographing the Garden in all seasons and at all times of day. The captivating new photographs that were on view convey his unique artistic vision and the unparalleled natural beauty of NYBG at its most splendid. His views of the magnificent gardens, diverse collections, and landmark Enid A. Haupt Conservatory feature many of the stunning vistas to be found across the Garden's 250 acres. His work captures the ethereal wonder of the trees, plants, and flowers throughout the year.

Lederman selected the color pigment prints in this show from among hundreds of his photographs included the new edition of *The New York Botanical Garden* (Abrams), which was published in April 2016. The institution's remarkable history and collections are presented in one magnificent volume. This revised edition includes more than 200 new photographs and features added sections that offer in-depth views of the extraordinary plants, spectacular gardens, and award-winning architecture that define the 250-acre landscape. Archival and contemporary photographs beautifully document the Garden's illustrious history and its ongoing development alongside essays that describe the origins and purpose of a botanical garden and provide a fascinating look at the Garden's groundbreaking scientific discoveries since its founding in 1891.



CONNECTING GARDENING TO THE ARTS AND HUMANITIES

Adult Education

NYBG's Adult Education Program is the largest and most diverse continuing education program at any botanical garden in the world, with annual registrations exceeding 9,400 and more than 700 classes offered at the Botanical Garden, the Midtown Education Center in Manhattan, and off-site locations in Dutchess County and Connecticut. Responding to the needs of career changers and learners at all levels, Certificates are offered in seven program areas: Botanical Art & Illustration, Botany, Floral Design, Gardening, Horticultural Therapy, Horticulture, and Landscape Design.

Two popular annual lecture programs featuring internationally recognized speakers continued to delight audiences during the past two years. The Landscape Design Portfolios Lecture Series, in its 16th and 17th seasons, featured three presentations in Manhattan by renowned landscape architects. The Winter Lecture Series, in its 15th and 16th seasons, featured celebrated garden designers discussing *Le Jardin Français* and *Chelsea Gold*, respectively.

School of Professional Horticulture

NYBG's School of Professional Horticulture, established in 1932 by distinguished horticulturist Thomas H. Everett, is nationally accredited and offers a two-year, full-time diploma program: academic courses in horticulture, botany, and landscape design, including native plants, green roofs, urban agriculture, sustainability, greenhouse management, and ecological garden design. Students receive hands-on training, working alongside NYBG's expert Horticulture staff, and go on plant identification walks with NYBG curators and botanists; field trips to nurseries, public and private gardens, ecological sites, and celebrity estates; and special lectures and meetings with world-renowned plant experts. Unique six-month internships in the U.S., Europe, and around the world are available. With a 100% job placement rate during the past five years, alumni enjoy successful and exciting careers in public and private sectors, including estate management, landscape design/build firms, and public gardens.



Public Education

Public Education programs greatly enhance the NYBG visitor experience. During the past two years, the depth and breadth of offerings has been expanded to further complement the multidisciplinary exhibitions and other special Garden activities and events, connecting with our increasingly diverse and growing audiences in new and exciting ways.

These included music and dance performances, daily tours, home gardening demonstrations, poetry readings, special lectures and symposia, the *Summer Concert Series*, festivals such as the Wine in the Native Plant Garden, Mother's Day Weekend Garden Party, Rose Garden Celebration, and Viva la Frida! Weekends, and evening events, including Orchid Evenings, Frida al Fresco Evenings, and Bar Car Nights.

A special four-evening program during *FRIDA KAHLO: Art, Garden, Life* featured conceptual artist Jenny Holzer's iconic light projections of social and political texts on the Enid A. Haupt Conservatory (pictured at right), which displayed poems she chose by Octavio Paz, verses from female Mexican poets, and passages from Kahlo's own personal diary.

Poetry for Every Season, co-presented with the Poetry Society of America, engages visitors with Poetry Walks that accompany each exhibition, featuring works of acclaimed poets who also record complementary audio tours and perform live readings such as: U.S. Poet Laureate Billy Collins with winter- and train-themed poems during the *Holiday Train Show* and Haiku Writing Workshops during *Kiku: The Art of the Japanese Garden*. Special family programming included concerts, live animal programs during Fall Forest Weekends, and *Holiday Train Show* theater performances.

As in past years, the Greenmarket—a weekly farmers market in collaboration with GrowNYC—offered visitors fresh produce and baked goods from spring through fall. Greenmarket shoppers also received free admission to the grounds and parking. Weekly bird walks from September through June attracted bird enthusiasts interested in seeing the variety of birds drawn to NYBG's diverse habitats.





NYBG pursues science-based plant conservation, providing fundamental research to support policy decisions made by governments on local, national, and international scales. Its efforts have helped to protect some of the most threatened floras in the world, from Brazil to Myanmar, and have advanced forest management practices and capacity building in countries with the most biologically diverse and endangered habitats. NYBG's scientists are currently engaged in 250 international collaborations with 168 institutions in 49 countries. This vast work is supported by the William and Lynda Steere Herbarium, C.V. Starr Virtual Herbarium, LuEsther T. Mertz Library, Lewis B. and Dorothy Cullman Program for Molecular Systematics, and Commodore Matthew Perry Graduate Studies Program.

The Garden recently introduced the new Center for Conservation Strategy (CCS), which leverages NYBG's scientific resources, in partnership with collaborators and stakeholders, to achieve conservation results that will help save the plants and fungi of the world. With one-third of Earth's 350,000 known plant species at risk of extinction, and humankind's dependence on plants as essential sources of food, medicine, and materials, and for the healthy ecosystems that sustain and protect life on Earth, NYBG is redoubling its commitment to saving the plants of the world by scaling up its focus on conservation by catalyzing conservation action. The current core projects of the CCS are: Conservation Assessments of Plants of the Americas, New York City EcoFlora, NYBG Invasive Species of New York City Working Group, Flora of Central Park, Strategy for Conserving Ash Trees in the Northeast, and Forum for Conservation Action.



“As part of a three-fold mission, NYBG conducts basic and applied research on plants from around the globe, and is currently responsible for one of the world’s largest plant research and conservation programmes, working to protect and preserve plants within their natural habitat.” —Ashley Lane, *The National*, June 26, 2016

Lewis B. and Dorothy Cullman Program for Molecular Systematics and Plant Genomics Program

The Cullman Program for Molecular Systematics is a leader in the global scientific effort to assemble the evolutionary Tree of Life for all plants on Earth. This monumental endeavor seeks to answer fundamental questions in plant science, such as how plants first arose, how they spread across the globe, and how they diversified into hundreds of thousands of different species. While exploring molecular aspects of biodiversity from a phylogenetic standpoint, Cullman scientists' research also includes investigations into population-level genetic structure using modern methods of DNA fingerprinting, and are at the forefront of using DNA barcoding to improve the speed and effectiveness of botanical research and species identification. This work includes the ongoing production of Monographia, an open source Web application designed to automate descriptive systematic studies. This tool will help streamline cutting-edge research, such as the recent collection of DNA-based data for phylogenetic trees of the Angraecoid group of orchids of Africa and Madagascar.

The Plant Genomics Program, an extension of the Cullman Program, is dedicated to the study of the genomic basis of plant diversity. Through establishing the role of gene function in plant evolution, NYBG scientists are advancing the understanding of how the genes of different species determine what they look like, how they function, and how they produce the fruit, seeds, fibers, medicines, and nutrients humankind relies on. This research requires complex laboratory programs; to facilitate a research endeavor to sequence the genome of hornwort *Leiosporoceros dussii*, staff needed to grow spores under sterile conditions to extract DNA. Additionally, NYBG scientists are working to help unify scientific terminology and develop common gene annotation standards and a universal vocabulary of plant biology and diseases to simplify international and cross-institutional collaborations.



Dennis Wm. Stevenson, Ph.D., Vice President for Botanical Research and Cullman Curator, is co-leading large, multi-institutional projects to elucidate all of the major groups of Earth's gymnosperms and monocots to add to the Tree of Life.



Cullman Internships, supported by Lewis B. and Louise Hirschfeld Cullman, expose aspiring young botanists to the wide variety of NYBG research disciplines, allowing them to explore their interests in plant science.

Commodore Matthew Perry Graduate Studies Program

The New York Botanical Garden is a preeminent center for biodiversity research and conservation, and a primary mission is the education of future scientific leaders through the Commodore Matthew Perry Graduate Studies Program. More than 300 students have received Ph.D. and Master's degrees through the Garden's partners (currently the City University of New York, Columbia University, Cornell University, Fordham University, New York University, and Yale University). The strength of the program lies in its blend of classroom study, traditional fieldwork, collections-based research, and the cutting-edge molecular technologies used in the Pfizer Plant Research Laboratory. The Garden trains students in diverse academic disciplines in the plant sciences, from systematics and ethnobotany, to agroforestry and genomics, supervising research activities and providing research facilities for approximately 25 students annually.

The Graduate Studies Program prepares students to assume leadership positions as researchers, teachers, and professors, and in NGOs and industry all over the world. The program serves a diverse student body, and NYBG students have come from Asia, Africa, Europe, and Latin America. After graduating, most foreign students return to their home countries to hold positions in government agencies, research centers, universities, and botanical gardens, where they have a direct impact on conservation, education, and biodiversity research. In this way, the Garden makes a significant contribution to the development of sound environmental policies in many nations struggling with the often conflicting goals of economic development and conservation.



Graduate student Dario Cavaliere studying anatomy of the sesame family in the Pfizer Plant Research Laboratory



Graduate students from Yale's School of Forestry and Environmental Studies researching plant diversity in Costa Rica

Institute of Economic Botany



Michael J. Balick, Ph.D., Vice President for Botanical Science, Director and Philecology Curator, IEB, presents his *Palau Primary Health Care Manual* to the headmaster of Lenekel Harbour View Primary School on the island of Tanna, Vanuatu.

The mission of the Institute of Economic Botany (IEB) is to study the diversity of plants, local plant knowledge, and plant management practices to help maintain and increase the sustainability and resilience of environments and the communities that live within them. These studies are applied to biodiversity conservation, sustainable resource management, and improved healthcare. Information on timber yields, for example, assists local communities in coping with changing agricultural conditions, in developing sustainable management practices, and in creating new economic opportunities. Garden scientists also transfer knowledge from traditional practices into modern healthcare systems, a process that could improve the quality of life and health.

The scope of the IEB's recent and ongoing work in eight countries includes projects such as the completion of a field guide to the rattans of Myanmar, which contains species descriptions, distribution maps, ecological data, and management recommendations, to employing data from decades of research in the Pacific islands such as Vanuatu and Palau to support application of locally used medicinal plants for broader therapeutic applications.

Institute of Systematic Botany



Robert F.C. Nazi, Ph.D., Arthur J. Cronquist Curator of North American Botany, ISB, is the lead project scientist for the *New Manual of Vascular Plants of Northeastern United States and Adjacent Canada* publication.

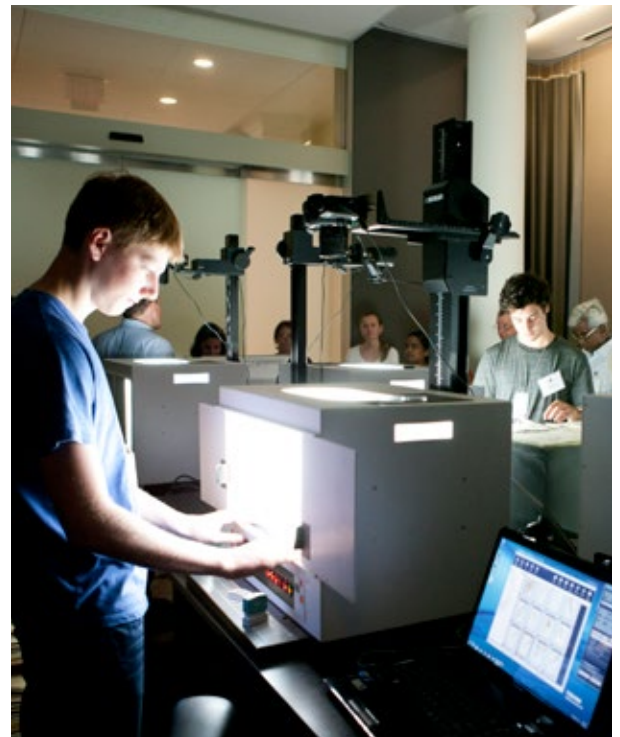
The Institute of Systematic Botany (ISB) is composed of plant researchers focused on the study of patterns, origins, and the conservations of plant and fungal diversity. The ISB produces a vast amount of scientific publications; many of them are important papers in their fields, marking advances in systematics, evolution, conservation, international collaboration, floras from northeastern North America to Brazil to Myanmar, and global flora. These efforts and others are contributing to the creation of the World Flora Online, the first open access resource for accurate and comprehensive data for all of Earth's 350,000 known plant species.

Recent ISB accomplishments include the publication of a major flora of the recently discovered lichen biodiversity hotspot in North Carolina that includes comprehensive keys for more than 200 species. Major undertakings currently underway include the ambitious *New Manual of Vascular Plants of Northeastern United States and Adjacent Canada* published by NYBG Press, which, when completed, will represent the estimated 230 families and 5,300 species in this region.

William and Lynda Steere Herbarium and C.V. Starr Virtual Herbarium

The William and Lynda Steere Herbarium is the largest of its kind in the Western Hemisphere and second largest in the world. A National Systematics Research Resource Center, the Steere Herbarium holds significant collections of all groups of plants and fungi from around the world—currently 7.8 million dried specimens—and is a key resource for the international research community. It places geographical emphasis on the plants and fungi of the New World. An estimated 3.1 million specimens are from North America; 3.1 million are from tropical America; and the remaining 1.1 million are from Africa, Asia, Europe, and the Pacific region. The collections of the Herbarium are constantly being augmented through field research conducted by Garden staff, and through gifts, acquisitions, and exchanges of specimens from other herbaria. The Steere Herbarium is one of the nation's most important research tools, and scientists and researchers from around the world come to the Garden to access its resources.

Making information from the Garden's specimens accessible to the widest possible audience continues to be a major goal of the Steere Herbarium. As a leader in the digitization of American scientific collections, NYBG's C.V. Starr Virtual Herbarium provides information on more than 2.8 million specimens in the Steere Herbarium, of which 2.7 million are available on the Garden's Web site in a fully searchable database. Approximately 350,000 specimens are digitized annually in its Digital Imaging Center. Ongoing digitization projects include the Macrofungi Collection Consortium, consisting of 35 institutions that will collectively digitize 700,000 specimens and 500,000 critical ancillary items, and moving forward Herbarium staff have begun the *Index Herbariorum Upgrade: A Project to Improve Access to Information about the World's Plant and Fungal Collections Assets*.



SAVING THE PLANTS OF THE WORLD

LuEsther T. Mertz Library and the Humanities Institute

The LuEsther T. Mertz Library is the largest, most comprehensive botanical and horticultural library in the world. It collects, preserves, and shares written and visual documents that are essential to the study of our relationship with the plant kingdom. The Library's holdings cover 800 years of botanical and horticultural history, and include more than 550,000 volumes and nearly 12,000 serial titles, and over 11 million archival items.

Requests to access the Collection were at an all-time high this past year, due to the increasing number of researchers taking advantage of the Mertz Library's collecting strength in works vital to the study of the world's flora and on the social and historical importance of plants. Scholars conducted more than 282,000 online searches in the Library Catalog via the Web. These searches resulted in close to 25 million records being retrieved. Answering plant questions is an important Library role, and in 2015, staff received 6,686 inquiries. More than 6,736 items were checked out by Library users. In 2015, 2,254 books were added to the Collection. Nearly half of these were gifts, including several landmark publications such as Karl Ludwig Willdenow's two-volume folio, *Hortus Berlinensis*, published between 1802 and 1816, featuring outstanding hand-colored engraved plates, and a rare copy of Willdenow's *Enumerato plantarum*, listing the plants grown in the Berlin Botanic Garden in 1813. An important purchase was *The Quinology of the East Indian Plantations*, John Eliot Howard's illustrated 1869–76 folio, made possible by a generous member of the Library Visiting Committee.

The Mertz Library is an international leader in the digitization of botanical and horticultural literature. In 2014 and 2015, staff continued to modernize and exploit all technologies to facilitate research for Library users and digitize and add digital content from the Library Collection into Mertz Digital and the Biodiversity Heritage Library (BHL).

Supported by The Andrew W. Mellon Foundation, the Humanities Institute continued to strengthen NYBG's stature as an academically directed research center focused on the environmental humanities and increase use of the Mertz Library's unique historical collections. Partnerships with the City University of New York, Fordham University, Columbia University, the New York Academy of Medicine, The Metropolitan Museum of Art, and Bard Graduate Center, and area community colleges and high schools expanded the field of available research fellowships and internships. The work of these scholars and experts is shared at regularly scheduled scholarly symposia, colloquia, and seminars.



The Society of Architectural Historians celebrated its 75th Anniversary with a Study Day in the Mertz Library's Shelby White and Leon Levy Reading Room.



The Humanities Institute's symposium *Alexander von Humboldt: The History, Science, and Poetry of Ecology* was held in the Arthur and Janet Ross Lecture Hall.



LuEsther T. Mertz Library Building

© Robert Benson Photography



The New York Botanical Garden is a leader and national model for plant-based education, committed to developing innovative programs and unique learning facilities designed to improve scientific literacy among schoolchildren, teachers, and families. Key components of the curricula introduce plant biology and ecology, conservation, and organic gardening to increase their awareness, knowledge, and understanding of the natural world. Hands-on, inquiry-based programs, which serve nearly 300,000 people annually, utilize the Garden's grounds as living classrooms, encouraging engagement in protecting the environment as well as the excitement of scientific thinking and investigation.

NYBG is home to three unique educational facilities where highly skilled educators offer a comprehensive educational curriculum: the Edible Academy and Ruth Rea Howell Family Garden, the Everett Children's Adventure Garden, and the GreenSchool in the Enid A. Haupt Conservatory. Additionally, NYBG offers customized institutes, workshops, and partnerships that have trained nearly 50,000 teachers in best practices for science education through school gardens. These offerings are designed to foster STEM (Science, Technology, Engineering, and Mathematics) literacy and cross-disciplinary connections. Teachers gain both horticultural and educational skills, learning how to build a school garden, tips on maintaining the garden, and integrating the garden and planning activities in their own classroom curricula.



“Across the New York area...tens of thousands of schoolchildren, teachers, and students attend NYBG courses...each year. The plan is to double the number of parents and children...Instead of eating junk, they will... understand the science of fresh food. The alliance of teaching, growing, and vegetable gardening is the one through which young gardeners can best be won over, making them not ‘fishers of men’ but growers of carrots.”

—Robin Lane Fox, *Financial Times*, April 30–May 1, 2016

TEACHING SCIENCE TO CITY KIDS

Children's Education

NYBG is one of the country's foremost environmental education institutions for students of all ages and abilities from pre-K through college. More than 90,000 children are educated in the Garden's indoor and outdoor learning facilities and school programs annually.

The Everett Children's Adventure Garden (ECAG) continues to provide a safe and fun place for children and their caregivers to explore nature through whimsical topiaries, adventurous mazes, and changing seasonal activities. Seasonally changing programs such as *Ecology Escapades*, *Plant Parade*, and *Seed Go Round* allow visiting school groups to practice observation, categorization, and journaling skills. Activities are developed in close consideration of city- and state-wide education standards to ensure the experience plays a vital role as a living learning lab.

The Explainer Program, NYBG's internship program for teens, trains 150 high school and college-aged interns annually to conduct informal science-based lessons with seasonal exhibitions and a hands-on approach to NYBG's younger visitors. Explainers strengthen their own science knowledge while gaining practical work and public speaking experience.

Through the Professional Development Program for Teachers, more than 3,100 teachers are trained each year during weeklong institutes, workshops, and partnerships. The Program continues to provide high-quality pedagogy training in partnership with many external partners, including the NYC Department of Education, CUNY Lehman College, Manhattan College, New York University, and garden-based programs, including NYC Compost Project, Bronx Green-Up, and Grow to Learn.

The GreenSchool offers inquiry-based workshops that take place on the grounds and in the Enid A. Haupt Conservatory, where students engage in hands-on plant investigations using the glasshouse's rain forest, desert, and palm tree collections.

Additionally "pathway programs" mentor and inspire more than 4,000 New York City youth annually by providing a constellation of experiences encouraging them to explore careers in science and education.



Ruth Rea Howell Family Garden



The Ruth Rea Howell Family Garden is home to a wide range of garden-based education programs. The Children's Gardening Program offers authentic gardening activities that emphasize the importance of plants in a healthy lifestyle, providing hands-on experiences growing organic fruits and vegetables as well as important lifelong lessons about environmental and nutritional awareness. Seasonal Gardening Workshops introduce students in pre-K through fifth grade to the excitement of planting, tending, and harvesting fresh produce. *Dig, Plant, Grow!* offers monthly themes for families that focus attention on seasonal highlights and encourages return visits, while independent and collaborative garden-based activities serve an ever-growing and diverse audience.

Edible Academy



When completed, the Edible Academy, the centerpiece of which is the Ruth Rea Howell Family Garden, will revolutionize and enhance NYBG's garden-based educational programs and offer life-changing opportunities to children from the Bronx and Greater New York City. The state-of-the-art, three-acre complex, scheduled to open in 2018, will feature, among other amenities, a LEED-certified environmentally sustainable building with a green roof, two high-tech classrooms, new display gardens, a teaching greenhouse, and a terraced amphitheater. The Edible Academy's programming will be expanded year-round, doubling the number of on-site learners from 50,000 to 100,000 annually, and offering distance learning opportunities, additional teacher and educator training, cooking demonstrations, and special events.

ANCHORING THE COMMUNITY



NYBG has become an important anchor institution by focusing on developing the economy of the Borough of the Bronx through ongoing employment opportunities and capital projects and the well-being of its residents through urban farming and community garden programs, such as Bronx Green-Up. The Garden has a significant economic impact on the Bronx and New York, and its investment in capital projects has resulted in more than 2,680 construction jobs over the past ten years.

The Garden also is an important member of the Four Bronx Institutions Alliance (FBIA), which includes the Bronx Zoo, Montefiore Hospital, and Fordham University. The FBIA is a catalyst for initiatives that all Bronx residents and visitors can enjoy.

BGU has been the centerpiece of the Garden's commitment to serving its neighbors by providing horticultural advice, technological assistance, and hands-on gardening training to community gardens, urban farms, and school gardens. During any given year, BGU conducts more than 300 activities that include hosting events, workdays, workshops, site visits, and plant deliveries to more than 70 community gardens. BGU also oversees nearly 200 community gardening sites throughout the Bronx, and each year the BGU team focuses on certain sites for extensive improvements and overhauls.

BGU-hosted annual activities include an annual Harvest Festival, a Pumpkin Smash, and a Holiday Awards Ceremony attended by more than 150 community representatives. Additionally, BGU offers advanced and comprehensive horticulture education, including the Advanced Pruning Certificate, the Grow More Vegetables Certificate Series, The Underground: Soil is Alive! Soil Certificate Series, and Compost Education: NYC Compost Project hosted by The New York Botanical Garden.



“...the Botanical Garden is no stranger to giving back to its community by employing local residents, providing free memberships for families and partnering with urban farmers in the area.” —Tiffany Moustakas, *The Riverdale Press*, August 18, 2016

Financial Report

Revenue and Expenses

Fiscal years 2015 and 2016 marked the 27th and 28th consecutive years that The New York Botanical Garden has balanced its operating budget.

Revenue grew by 6% or \$4,100,000 from \$68,500,000 in 2015 to \$72,600,000 in 2016. While Endowment Income remained relatively flat from \$15,400,000 in 2015 to \$15,700,000 in 2016, Government Support has declined, particularly at the City level. Overall, Government Support fell by almost \$1,400,000. Between General Operating Support, energy allocation, and funding for restricted programs, City Support was down about \$920,000.

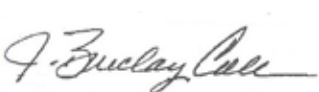
Private Fundraising increased year over year by almost \$1,800,000 with significant increases in Special Events and Individual Giving. But Earned Income was perhaps the biggest story with revenue from our principal business activities—Admissions, Parking, Membership, Retail Sales, Group Tours, Food Service, and Adult Education—generating \$3,300,000 more in 2016 than in 2015. This performance was aided by two back-to-back record breaking years for visitation. In 2015 the Garden hosted 965,000 visitors, and in 2016 more than 1,000,000 visitors attended the Garden's annual and special exhibitions and traversed the National Historic Landmark landscape.

In 2015 all Earned Income activities generated \$20,300,000 in gross revenue, the majority of which comes from our principal businesses, which netted 48% or \$9,300,000 to support the Garden's programs. In 2016 all Earned Income activities grossed \$23,600,000 and our principal businesses netted 51% or \$11,300,000. The Garden's perennial favorites, *The Orchid Show* and *Holiday Train Show*[®] continue to draw significant crowds. In fact, the latter set a record in 2015 with 251,000 visitors. In 2016 the show was expanded in content and capacity, which resulted in a new visitation record of 265,000. And the blockbuster exhibition, *FRIDA KAHLO: Art, Garden, Life*, which ran May 16–November 1, 2015, spanned both fiscal years and drew the largest crowds in for any NYBG art and garden exhibition with a total of 525,000 visitors.

In aggregate, operating expenses also increased by 6% or \$4,100,000 from 2015 to 2016. The mix of expenses remained relatively constant with approximately 80% of expenses related to programs and public services while 20% represented costs of administration and fundraising. While expenses in the primary programmatic activities, including Saving the Plants of the World, Horticulture, and Education and Outreach, increased on a dollar basis, they remained constant as percentages of the annual budget. Not surprisingly given the levels of visitation in 2015 and 2016, expenses increased for both the Exhibition program and for Earned Income activities.

Perhaps the most important milestone reached during the two fiscal years was the announcement at the November 2015 Annual Meeting of the Corporation that the Garden had successfully completed the seven-year \$480 million capital campaign, *Plants and People: The Campaign for The New York Botanical Garden*. And following closely behind, at its June 2016 Board meeting, the Garden launched its fourth strategic plan, the *125th Anniversary Strategic Plan 2016–2021*.

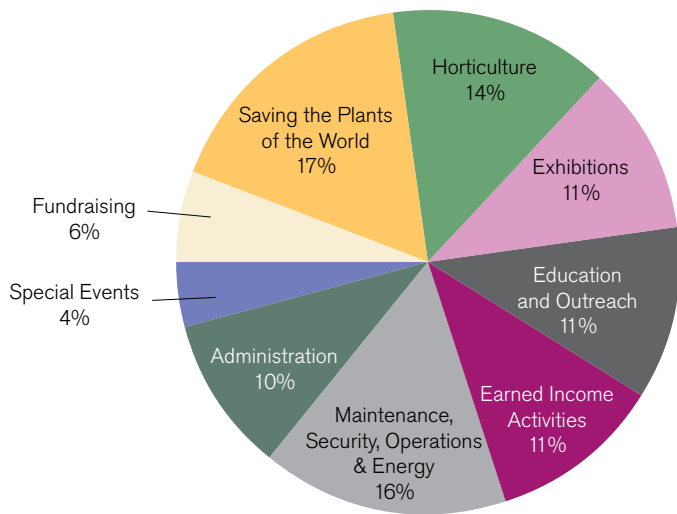
In 2016, Standard and Poor's Ratings Services affirmed its A+ Stable rating for the Garden, based on NYBG's solid financial resources, strong fundraising capabilities, steady membership, and increasing attendance.



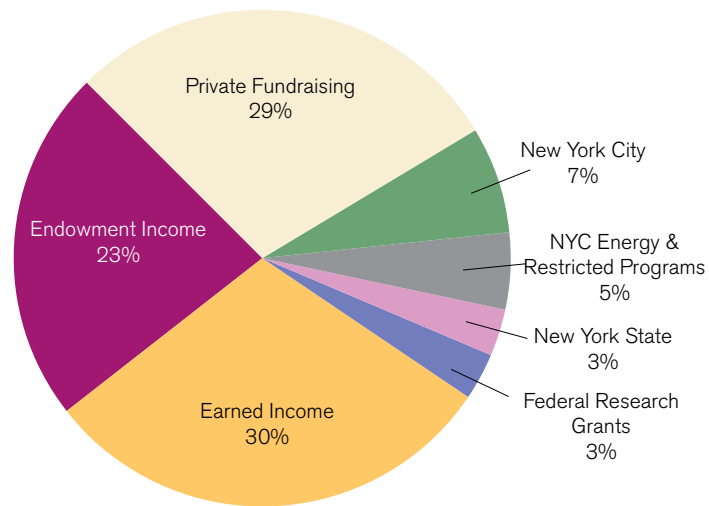
J. Barclay Collins II
Chairman, Budget Committee



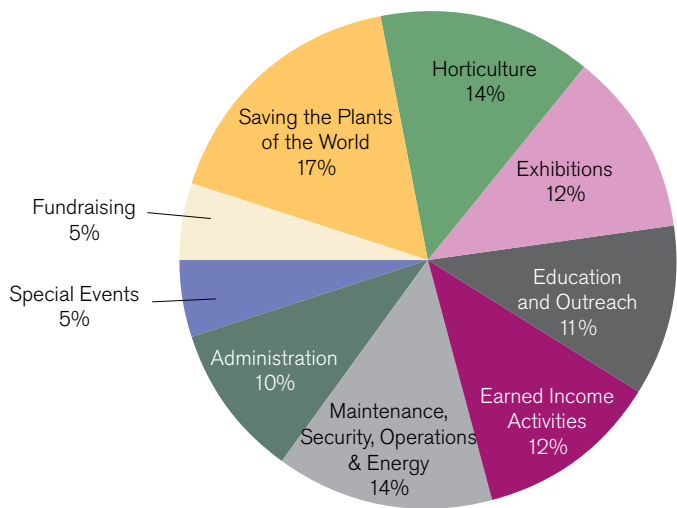
J.V. Cossaboom
Director of the Garden



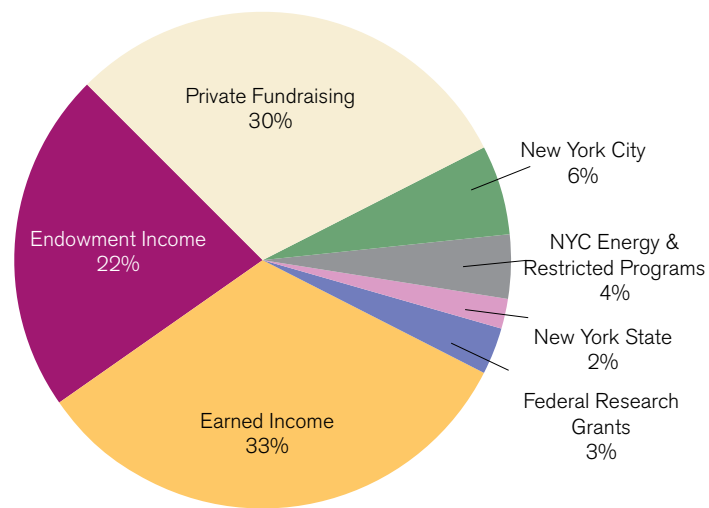
Fiscal Year 2015 Expenses \$68.5 Million



Fiscal Year 2015 Revenue \$68.5 Million



Fiscal Year 2016 Expenses \$72.6 Million



Fiscal Year 2016 Revenue \$72.6 Million

Net Assets

Net assets include the total book value of land, buildings, and equipment constructed or purchased by the Garden net of accumulated depreciation and debt, as well as endowment funds. The New York Botanical Garden's net assets declined 7.8% or \$38,400,000 from 2015 to 2016 from \$486,000,000 in 2015 to \$447,600,000 in 2016. The decline was due to volatile conditions in the financial markets that resulted in unfavorable returns on the Garden's long-term investments.

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

We thank the members of the Audit Committee, Chairman Gil Mauer, the Budget Committee, Chairman J. Barclay Collins II, and the Investment Committee, Chairman Lionel Goldfrank III, for their dedication and commitment to the Garden.

How You Can Make a Difference

There are numerous ways in which you can help The New York Botanical Garden flourish:

- A gift to the **Fund for the Garden** provides essential support for all of the Botanical Garden's programs in horticulture, education, and plant research and conservation. Gifts of \$25,000 or more are recognized through our **President's Circle**. To make a contribution, or for more information, please contact Molly Hermes at 718.817.8557 or mhermes@nybg.org
- Join the **Garden Patrons Program** by making a tax-deductible gift of \$1,500 or more. In addition to Member benefits, Patrons receive invitations to exclusive lectures featuring scientists, world-renowned horticulturists, and landscape designers, as well as special viewings of exhibitions. For more information, please call 718.817.8553 or gardenpatrons@nybg.org
- Become a **Member** and enjoy benefits that include free admission, guest passes, parking passes, and discounts at NYBG Shop and on extensive education programs. Please contact Melanie Patterson at 718.817.8725 or mpatterson@nybg.org
- Include the Garden in your estate plans and become a member of the **Perennial Society**. Bequests and other planned gifts support the Garden's endowment and provide critical funding for the Garden's future. Members of the Perennial Society receive invitations to events, lectures, and an annual luncheon. Please contact Lisa Sifre at 718.817.8545 or lsifre@nybg.org
- Double or triple your support with a **Corporate Matching Gift**. Many businesses provide matching funds to augment your support. Please contact your company's human resources department or visit matchinggifts.com/nybg to see if your company matches.

In 2016 we celebrate NYBG's 125th Anniversary and its role as an oasis in this busy metropolis since its founding in 1891, and look forward to the Garden's continued leadership as a dynamic New York City cultural institution.

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

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

NYBG operates one of the world's largest plant research and conservation programs, with nearly 200 staff members—including 80 Ph.D. scientists—working in the Garden's state-of-the-art molecular labs as well as in the field, where they lead programs in 49 countries.

Learn more about NYBG's anniversary at nybg.org/125

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Billy Farrell Agency, Jason Green





The New York Botanical Garden is located on property owned in full by the City of New York, and its operation is made possible in part by public funds provided through the New York City Department of Cultural Affairs. A portion of the Garden's general operating funds is provided by The New York City Council and The New York State Office of Parks, Recreation and Historic Preservation. The Bronx Borough President and Bronx elected representatives in the City Council and State Legislature provide leadership funding.

NEW YORK BOTANICAL GARDEN

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