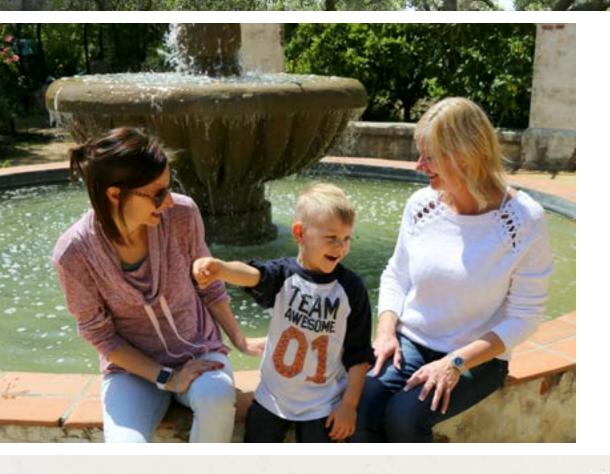


2017

Annual Report

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Our Mission

Descanso Gardens is a unique Southern California landscape distinguished by its specialized botanic collections, historical significance, and rare natural beauty. Our mission is to practice exemplary stewardship of Descanso's distinctive character and assets; offer people an experience close to nature; and cultivate understanding of the natural world and people's place in it through inspiration, education and example.



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About Us

Descanso Gardens & the Descanso Gardens Guild, Inc.

Formed in 1957 by volunteers dedicated to supporting the new, publicly owned Descanso Gardens, the Descanso Gardens Guild, Inc., has over the past 60 years created a consistent record of stewardship, sensitive enhancement of the property, service to the public and institutional growth. In 2017, Descanso Gardens welcomed more than 500,000 visitors to daytime activities, summer evening concerts and the *Enchanted: Forest of Light* experience. Descanso is a member-supported garden: In 2017 more than 17,000 households demonstrated their support of its mission through paid annual membership. Descanso Gardens was reaccredited by the American Alliance of Museums in July 2018.

The Descanso Gardens Guild, Inc., a community-supported nonprofit, operates in a public-private partnership with the County of Los Angeles Department of Parks and Recreation. The Guild is responsible for the complete management and financial health of the Gardens. The Guild is committed to preserving and enhancing the Gardens' historical assets; to expanding the Gardens' appeal to a broader demographic through integrated education, exhibition and outreach programming; and to securing the Gardens' financial future through a culture of continuous operations improvement and broader, deeper outreach for philanthropic support.

Descanso's programs further its mission by enriching visitor engagement through experiences focused on the natural world, and by stewarding the Gardens so that they can be enjoyed by future generations. Descanso Gardens communicates its mission and programming through its website, www.descansogardens.org, the public face of the organization; in weekly emails to members; and on a wider scale through social media platforms including Facebook, Twitter and Instagram.









From Our Director

One of Descanso Gardens' biggest challenges in 2017 was a change in leadership. Longtime Executive Director David Brown retired after leading the Gardens for 12 years. David had been my mentor since I joined Descanso in 2008, and he gave me a solid foundation to build upon when I transitioned into the role of executive director on Sept. 1, 2017. I was thrilled – and somewhat humbled – to take the helm of an organization that I am passionate about every day. The good work David had done through the years will cultivate Descanso's success in the future. Our Board of Trustees, led by Chair Amy Lamb, from the get-go has partnered with me to plan the future of Descanso and its ongoing projects.

We immediately dug in! Descanso Gardens is enjoying unprecedented visitation. We quickly realized that we need to determine new strategies to manage this success. This increased popularity – fueled in part by positive social media and our seasonal light show, *Enchanted: Forest of Light* – got us thinking up new ways to maximize the "Descanso experience" for every visitor, from day tripper to students on field trips to our devoted members. We realized that we needed to scale up our amenities and facilities to accommodate our visitors. We wanted to exceed their expectations of not only presenting beautiful gardens, but also a welcoming, modern place to learn, explore and restore.

When you walk through Descanso, you will see the investments we've been able to make because of increased revenue, especially from *Enchanted*. Internally we like to call this the "Enchanted effect." Rachel Young, director of horticulture and garden operations, explains this phenomenon on page 6.

In 2017, we also switched up how we engage with visitors, including investing in carts stocked with nests and other natural materials that demonstrate how Descanso Gardens is habitat for hundreds of species of animals. Director of Education Emi Yoshimura talks about some of these new programs on page 8.

Through the pages of this Annual Report, you will learn more about our successes (and some shortfalls) in 2017. We have invested creativity, people power and increased funds to improve the Gardens we love.

We know we can do even more, which is why we'll be embarking on a Master Plan in 2018, so we can scale our investment with the growth in the Gardens.

Most importantly, we want to thank you for your support, which in turn cultivates our success.

Juliann Rooke
Executive Director







Descanso Gardens 2017 | The numbers



People

168,581	Paid visits
244,370	Member visits
128,181	Enchanted ticket sales
17,808	Member households
60	Employees
260	Volunteers
64,431	Facebook followers

Plants

23,00	Number of tulip bulbs planted
3,041	New plants added (569 accessions)
78	New trees planted
11,484	Total accessioned plants
3,074	Total number of species garden-wide (includes species and cultivars)
70	New species and cultivars added

Programs

14,733	Summer night attendance
12,866	Cherry Blossom Festival attendance
14,050	School field trip participants
56	Participants in My Masterpieces
70	Community Service Day volunteers
50	Number of new volunteers
15,155	Total volunteer hours

Supporters

\$123,286	CCA memberships
\$218,500	Grant funding
\$792,592	Total donations

Financials

\$9,576,371	Revenue & other support
\$9,267,397	Expenses

Horticulture

The lasting impact of **Enchanted**

When Enchanted: Forest of Light wraps up its season in January, the lights may disappear, but its magic lingers in the Gardens. Call it the "Enchanted effect": In ways large and small, this annual light show makes a lasting impact on the way Descanso's gardens look. When Enchanted made its debut in 2016, it had an immediate impact in 2017, providing funding for a host of garden and maintenance projects. Likewise, the 2017 season of Enchanted is making its mark through 2018. In particular, Enchanted has made a difference in three areas: planning, planting and paving.

Planning

Each garden project starts with a plan. As a result of *Enchanted*, Descanso had more funding available to work with outside design firms to create plans for garden redesigns and improvements, including the California Natives Garden and the Center Circle renovations. By creating long-range plans for the renovation and care of our garden spaces and plant collections, we can ensure that the Descanso Gardens you love will thrive for future generations. Having a project plan in hand makes it is easier for development staff to seek grant funding for those improvements.

You can see evidence of this type of support in the replanting of the California Natives Garden near El Portal. We designed a replanting plan that honors the heritage of this garden, which was installed in 1959 by Theodore Payne. That plan allowed us to secure generous grant funding from both the Stanley Smith Horticultural Trust and the Metropolitan Water District, and in November 2017, horticulture staff installed



more than 1,500 native plants to revive this garden. Revenue from *Enchanted* 2016 also paid for the redesign of the Rose Garden entrance and the Center Circle improvements, which were planned by the design firm Rios Clemente Hale in 2017 and installed in January 2018.

Planting

Thanks to *Enchanted*, Descanso's budget for new plants has doubled. That means more tulips in spring, more display plants along the Promenade, more camellias, more natives, and more roses and their companion plants. With 85 cultivated acres to keep blooming, the number of plants needed can really add up. For example, we planted over 1,600 new plants in the 1-acre habitat gardens at the Lakeside Lookout in 2017. That project was made possible thanks to funds from *Enchanted* and a generous donation of supplies and labor from Pacific Outdoor Living.

A good place to see the Enchanted effect on the plant budget is in the Rose Garden. In 2017 and through 2018, we have planted more perennials and annuals, which not only beautify the garden, but help us in our







battle against nutsedge, a persistent and pesky weed. This spring, even before the roses started showing off, the Rose Garden was filled with blooms from these companion plants, including dianthus, snapdragons and pincushion flower.

Looking forward through 2019, expect the Enchanted effect to rejuvenate the Camellia Forest. We are creating a new display garden that tells the story of our historic camellia collection with support from *Enchanted* and funding from the Stanley Smith Horticultural Trust.

Paving

Many feet have trod across Descanso Gardens since Manchester Boddy started his camellia plantation here in the 1940s. Unfortunately, that foot traffic shows in wear on our walkways and footpaths. Revenue from *Enchanted* funded repairs and maintenance of paved surfaces throughout the Gardens, including the Boddy House, parking lot, the Lakeside Lookout and Van de Kamp Hall.

The most obvious change is the new permeable paving in the Center Circle. These pavers create a smoother surface for foot traffic. Rainwater can drain

between the joins, recharging the groundwater and providing water for our deep-rooted trees and shrubs.

Using pavers, rather than concrete or asphalt, is also a more cost-effective and sustainable option. Pavers can last for a century or more, and repairs can easily be done if low spots appear during droughts or after earthquakes. Plus they look incredible with the new display plantings the horticulture department and volunteers planted this winter! Expect to see more paving and path improvements coming, as we work on making the garden as beautiful, sustainable and safe as possible.

Where will the Enchanted effect show up next? Keep your eyes open – it could be anywhere in the Gardens! We are very eager to put this funding to good use and make Descanso Gardens the best it can be.

Rachel Young

Director of Horticulture and Garden Operations

Enchanted: Forest of Light returns for a third season from Nov. 18, 2018, to Jan. 6, 2019. Tickets go on sale in fall 2018. For sponsorship opportunities, contact Somer Sherwood-White, (818) 952-4389 or ssherwood@descansogardens.org.

2017 sponsors of *Enchanted:*Forest of Light

We are grateful to these individuals and organizations who helped ensure the success of *Enchanted: Forest of Light* by providing sponsorship support in 2017:

Anonymous Richard and Erin Atwater Gordon and Dona Crawford John D'Angona Georgianna Erskine Heather Sturt Haaga and Paul Haaga HomeStreet Bank Jean and Terry Kay Katie King and Torrey Sun Wendy Lees and Tom Boyle Margaret Leong and Michael Checca James Levin and Sarah MacDowall Ben and Lucia Logan Ted and Betsy Merchant Peggy Miller Peter and Ann Murphy Andy and Juliann Rooke Carin and Andrew Salter Reid and Joyce Samuelson Hope Tschopik Schneider **Zentmyer Properties**



Education

Making more meaningful connections with visitors

Think of a memorable experience you've had at Descanso Gardens, another botanical garden, a museum, zoo or aquarium. It could be a memory from childhood or from today. What stands out to you about your memorable moment? Why do you think it is something you remember?

These are some of the prompts and questions our Education Department staff asks prospective Descanso Gardens' volunteers when we start our discussion of how we work with visitors. And what we hear back is that people have a wide variety of experiences that are deeply meaningful to them that happen at places like Descanso. Sometimes they have to do with seeing something amazingly beautiful. Sometimes they have an element of surprise or discovery. Sometimes they are about a shared experience, and sometimes they are about seeing "the real thing."

As an Education Department, our goal is to support and enhance visitors' experiences of discovery and connection, so that this wide variety of memorable moments can happen at Descanso.

In 2017 we added new ways of engaging with visitors to our array of public programs and volunteer roles. All of these provided opportunities for visitors to interact with staff or volunteers in the landscape. All were designed with an eye toward flexibility to respond to visitor interests, questions, and what is in bloom or of particular interest in the Gardens that day.









Welcome volunteers: We expanded our team of volunteers trained to welcome visitors, offer suggestions of what to see, and answer frequently asked questions ("Where are the restrooms?" "Where is the Rose Garden?" "What's in bloom today?").

Wildlife carts: We grew our team of volunteers trained to talk to visitors about habitat and wildlife. In addition to engaging visitors at the Lakeside Lookout where discussions often focus on birds, wildlife volunteers helped us develop an additional interpretive station, a moveable cart, filled with objects related to the many animals that live at Descanso. Visitors learn from docents about how Descanso Gardens, and oak trees in particular, are homes to many animals. Both the Lakeside Lookout and the wildlife carts provide visitors of all ages the opportunity to ask questions, to learn something new, and to discover something about Descanso that might not be revealed without a closer look.

Spring bloom walks: In 2017, we worked with our Horticulture team, Visitor Services, and volunteers to

offer a series of garden walks in March that focused on spring flowers. Staff and volunteers were able to provide a guided tour highlighting some of the most beautiful plants for visitors who appreciate more indepth information.

Wellness Walks: In 2017, we started a monthly series of walks, focused on fitness, exploring and discovering hidden aspects of Descanso together. These Wellness Walks, led by longtime Descanso yoga instructor Cam Hall, provided another opportunity to engage with someone with insights into Descanso, while out in the garden.

Response from visitors to all these new ways of engaging with visitors has been very positive. And we hope to continue building on these successes in the future so that all of our visitors can have close-to-nature experiences that are fulfilling, inspiring and memorable.

Emi YoshimuraDirector of Education

Hands-on learning

In 2017, 14,050 people – teachers, students and chaperones – visited Descanso Gardens on school field trips. Inga Grabis, a second grade teacher at Willard Elementary School in the Pasadena Unified School District, has brought her students to Descanso for several years. Here's how those visits benefit her students.

"We go on this field trip because it relates to our ecosystems unit. The Descanso curriculum ties in nicely. We teach our students about how animals and plants sustain each other in ecosystems. This field trip gets students to learn about ecosystems outside and away from a classroom environment. This enriches their learning.

"I like that the students are able to explore and touch and learn. It is great to see those 'a-ha' moments when they connect what we learned in class and what they see out in the real world."



Financials

The 2017 financial picture

Business was blooming in 2017 as Descanso Gardens continued to experience vigorous growth in revenue. The institution reaped the benefits of the first season of *Enchanted: Forest of Light*, a seven-week light show that made its debut in November 2016. Buzz about *Enchanted* and positive overall social media had a ripple effect that increased revenue in other areas. Membership continued to break institution records, and for the first time revenue from membership sales exceeded daytime admissions.

These charts provide a snapshot of the institution's revenue and expenses for both 2017 and 2016. The complete 2017 audit is available to view online at descansogardens.org/about.



Revenue & other support	2017	2016
Admissions	\$1,405,385	\$1,218,413
Enchanted: Forest of Light ticket sales	\$3,741,884	\$2,396,772
Sales, rentals and programs	\$1,820,256	\$1,712,341
Membership	\$1,489,135	\$1,188,625
Contributions	\$792,592	\$742,469
Los Angeles County management fee	\$270,000	\$270,000
Other revenue	\$12,733	\$13,251
Investment income	\$44,386	\$45,885
Total	\$9,576,371	\$7,587,756

Expenses	2017	2016
Program services	\$7,587,703	\$6,260,331
Management and general	\$873,733	\$532,590
Fundraising	\$805,961	\$643,180
Total Expenses	\$9,267,397	\$7,436,101





Center Circle Associates is Descanso Gardens' highest-level of membership. CCA members provide philanthropic support to Descanso while enjoying exclusive benefits and special access to the Gardens.

Descanso Circle | \$10,000

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Director's Circle | \$5,000

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John D'Angona
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Mary Ann Wilder

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Yvonne Yang Ziting Zhang

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Descanso Gardens 2017 Senior Management Team

David R. Brown

Executive Director Retired August 2017

Juliann Rooke

Chief Operating Officer Executive Director Effective September 2017

Robin Snyder

Chief Financial & Administration Officer Retired March 2017

Jenina Garrett

Chief Financial Officer Effective November 2017 Cristeen Martinez

Director of Membership and Guest Experience Sturt Haaga Gallery Manager

Somer Sherwood-White

Director of Advancement

Emi Yoshimura

Director of Education

Rachel Young

Director of Horticulture & Garden Operations

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Peggy Miller

Tim Morphy

Ann Murphy

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Ned Russell

Donald Voss

David R. Brown (Ex Officio Trustee) Executive Director, retired August 2017

Juliann Rooke (Ex Officio Trustee)

Executive Director, effective

September 2017





