



STRATEGIC PLAN FOR
PROGRAM ACTIVITIES
2005 - 2009



PUBLISHED BY FAIRCHILD TROPICAL BOTANIC GARDEN



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MESSAGE FROM THE PRESIDENT OF THE BOARD OF TRUSTEES

This strategic plan is designed to chart Fairchild Tropical Botanic Garden's development as one of the great tropical gardens of the world and the continued commitment to build an institution that is relevant to Miami and beyond. A public institution such as a botanic garden can only prosper if it is important to a large number of diverse constituencies. This strategic plan emphasizes our work in serving the many communities in South Florida

through education programs with teachers and schools; supporting the home gardener in one of the world's best places for gardening; and saving the endangered plants of South Florida and the tropical world. In the coming years, Fairchild will continue to enrich the lives of our citizenry by exploring, explaining and conserving the world of tropical plants. As a world-class botanic garden exhibiting the wonders of the tropical world we have a responsibility to save some of the world's most threatened species and habitats. We only have one chance to do that and our time is now. To achieve our ambitious goals we need your enthusiasm and support.

A handwritten signature in black ink, appearing to read 'B. Greer', with a long horizontal flourish extending to the right.

Bruce W. Greer
President
January 2005





MESSAGE FROM THE DIRECTOR

Fairchild Tropical Botanic Garden was opened in 1938 and soon became famous as one of the great tropical plant collections. Generations of horticulturists and scientists have built extraordinary plant collections in the beautiful setting of the William Lyman Phillips landscape. This strategic plan for 2005-2009 builds on this investment and applies our institutional strengths in horticulture, science and education to deliver relevant products for the communities of south Florida and beyond. Fairchild will focus its work on education partnerships with the schools of south Florida, introducing new generations to the joy of learning and the wonders of the tropical world, our visitors will be inspired by extraordinary gardens and learn why our work is so vital. Our research will focus on saving the eroding botanical diversity of the tropical world, a diversity that feeds and supports us, whether it be threatened wild plants of Florida, the genetic heritage of mango varieties or saving endangered palms and their habitats in the Caribbean or Madagascar. There has never been a greater need for our work.

Mike Maunder, Ph.D.
Director
January 2005

Vanda sp.

Lorena Gonzalez/FTBG

In five years we will have advanced Fairchild Tropical Botanic Garden's position as a leading institution focused on conserving the world of tropical plants. We will have enhanced our beautiful and vibrant garden that shows the tropical world to the Miami-Dade community. We will have consolidated our local, national and international leadership in conservation, education and horticulture. Our role as a cultural institution and repository of living plants, knowledge and scientific collections will be fully secured and expanded. Toward these goals, here are some of the highlights expected by 2009:

Hosting over 200,000 visitors per year

Completing the renovation of our conservatory and education facilities

Completing the upgrading of the Center for Tropical Plant Conservation

Developing exciting new garden exhibits

Publishing over 120 high quality scientific contributions

Working with teachers and students from over 200 South Florida schools

Establishing a highly motivated, diverse and productive institutional team

Reaching millions of students and families through electronic outreach

Raising \$20 million to support and endow our programs

Conserving some of the world's most extraordinary plants and natural places in Florida and the broader tropical world

Training over 50 graduate biologists with partner universities

Opening the William's Grove as a training and research facility



Ceasalpinia pulcherrima

I. BACKGROUND

“There are few places on earth more favored than this, where a man may surround his house with palms from all over the tropical world and spend his old age wandering about among them as he might a collection of beautiful statues, all out under the open sky”

David Fairchild,
plant explorer

Fairchild Tropical Botanic Garden (FTBG) is an 83-acre botanical institution established in 1936 and located in Miami-Dade County. It is named in honor of Dr. David Fairchild the world-renowned plant explorer and economic botanist, and the founder of the U.S. Department of Agriculture’s Foreign Seed and Plant Introduction

Section. Today, FTBG is recognized as one of the world’s leading tropical botanic gardens and a place of inspiration and learning for Miami-Dade and beyond. Fairchild is 501(c)3 non-profit organization and is a recognized world leader in tropical plant research, education and display. As a demonstration of this excellence, Fairchild has been accredited as a museum by the American Association of Museums since 1981.

Fairchild has steadfastly focused on education and research, with a developing commitment to demonstrating the importance of tropical plants to a modern and increasingly urban society. Education and outreach are at the heart of virtually every program as Fairchild strives to prepare the next generation to love and conserve our environment, whether it be in Miami-Dade or the wider tropical world.

As the oldest cultural institution in Miami-Dade, Fairchild takes its role as a cultural leader very seriously. Fairchild hosts a wide variety of cultural events that reflect the diversity of Miami-Dade. The outdoor concert series was created to bring affordable music events into the community. This series attracts about 6,000 adults and children during the months of December through April. There are frequent artist exhibitions as evidenced by the “Luminous Gardens” exhibit in 2003-2004 by world-renowned visual artist Patricia Van Dalen from Venezuela. Dale Chihuly’s exhibition in 2005 is another example of our reputation as artistic institution. Our annual family event, the Ramble, a celebration of outdoor living in South Florida, which has been held every year since 1938, draws over 15,000 people to our garden in November.

FAIRCHILD AS A PLACE OF LEARNING

Fairchild is located in one of the most culturally and ethnically diverse areas of the United States. There is a critical need for an institution that introduces students and life-long learners to the very stuff of life: plants. Fairchild’s work provides quality science education that supports the learning objectives of Florida’s Sunshine State Standards and Miami-Dade County Public Schools (M-DCPS) competency-based curriculum. Fairchild’s education programs directly match and support these needs and include field studies and hands-on activities. Students who participate in our programs are better prepared for the Florida Comprehensive Assessment Test (FCAT).

The Fairchild Teaching and Learning Department offers many broad-reaching, interdisciplinary programs, but the core program founded more than 25 years ago, is the Fairchild Explorer Program (FEP) with separate curricula geared to different grade levels.

The Fairchild Challenge for High Schools was designed and initiated in October 2002. Approximately 1,400 students from 10 different schools participated in the first Challenge. The program was successful beyond all expectations. Participating high school students are able to compete among a wide variety of challenge options that range from research papers and projects, “Green” building designs, native species germination experiments, environmental art/poetry, cultivating edible gardens at school, establishing or analyzing recycling programs, debating environmental issues and policies at a debate competition and attending a two-day environmental biology hands-on workshop. Following the success of the high school program and overwhelming interest by the middle schools, the Fairchild Challenge for Middle Schools was launched in 2003. The following year, over 10,000 students were involved in the program.

Fairchild’s Teaching and Learning Department promotes life-long learning. Continuing Adult Education Programs (more than 150 classes annually) highlight the South Florida environment, horticulture and conservation, as well as art, cuisine and natural history, plus tours to the Everglades, Florida Keys and other environmentally significant sites.



Fairchild's work is supported by many well-trained, loyal volunteers who are deeply committed to the goals of our garden. In 2004 volunteers gave more than 46,000 volunteer service hours. They served as guides for children and adults, assisted in all aspects of garden management and maintenance, worked in the herbarium, library, archives, gift shop and helped in membership, admissions, education, conservation, research, plant records and special events. The volunteers function as extraordinary ambassadors, taking the Fairchild message to the broader community.

FAIRCHILD AS PUBLIC GARDEN

Fairchild is internationally known for its extraordinary beauty. In 2004 Fairchild had approximate of 185,000 visitors, many of these being national and international tourists. The visitor facilities have been dramatically upgraded with the Jean duPont Shehan Visitor Center that provides a beautiful gateway to the garden with a member's

"...the need for a garden of rare palms and vines and ornamental trees and shrubs which would be near enough to a growing city to form a quiet place where children with their elders could peer, as it were, into those fascinating jungles and palm glades of the tropics which have for generations stimulated the imaginations of American youth"

David Fairchild,
plant explorer

library, bookshop, teaching, presentation space and retail services. The garden's internal projections show an increase in attendance to over 200,000 by 2009.

Palms and tropical fruits form our defining collections. The opening of the William F. Whitman Tropical Fruit Pavilion, the annual International Mango Festival, and demonstration fruit garden have created a public window into the world of tropical fruit.

The garden collections are fully documented in a dedicated database (the professional standard BG-Base) that allows our collections to function as a global resource for science and horticulture. We maintain approximately 650 species of palms with a parallel DNA library to support research and conservation. Our living collections are a scientific resource and a delight to the eye, being set in the historic landscape designed by William Lyman Phillips.

Southern Florida is a world center for the horticultural industry. Fairchild is proud of the links with this multi-million dollar industry and the tens of thousands of home gardeners as well as our more than 20,000 committed members. We host over a dozen horticultural society shows each year and on a weekly basis host society lectures and meetings.

FAIRCHILD AS CONSERVATION CENTER

Fairchild is a founding member of the Center for Plant Conservation (CPC), the U.S. national network of facilities supporting the conservation of our nation's most threatened plant species. Fairchild is a member of Botanic Garden Conservation International (BGCI), the world network for conservation and education orientated botanic gardens. Our staff is active in the highest levels of international plant conservation policy, including representation in the World Conservation Union (IUCN). In recent years Fairchild has won many national and international awards, including the Botanical Society of America medal for outstanding contributions to botany in 2003.

Fairchild manages one of the largest and most dynamic plant conservation programs of any U.S. botanic garden. Working with Miami-Dade Natural Areas Management (NAM) we are conserving more than 20 species of locally threatened plant species, this work includes ecological and genetic research, propagation and reintroduction. With nine Ph.D. staff members (2004), and active partnerships with area colleges (including Florida International University, University of Miami, Miami Dade College, and University of Florida) we train graduate and postdoctoral students. We are uniquely positioned to provide innovative educational experiences and deliver top quality science. This work is paralleled by work in the Caribbean, South East Asia and Africa where we are working with botanic gardens and in-country conservation teams to ensure the survival of species and habitats. We host the Caribbean Botanic Gardens for Conservation Network and partner with the African Botanic Garden Network.

Fairchild has one of the few molecular laboratories in a botanic garden, a joint facility with Florida International University that researches the evolutionary origins of tropical plants and the conservation genetics of threatened species. The Fairchild Herbarium contains one of the most important regional plant collections, with 165,000 specimens (2004) from Florida and the Caribbean. We are projecting a planned growth to over 250,000 specimens over the next five years. Associated with the Herbarium is an innovative program to display electronic images of herbarium specimens, the virtual herbarium www.virtualherbarium.org, a resource used by researchers and students from all over the world. In addition we have a strong commitment to ecological and anatomical research, which generates invaluable data that supports our understanding of plant function and process.



Medinilla sp.

II. STRATEGY 2005-2009

MISSION STATEMENT 2005-2009

We save tropical plant diversity by exploring, explaining and conserving the world of tropical plants; fundamental to this task is inspiring a greater knowledge of and love for plants and gardening so that all can enjoy the beauty and bounty of the tropical world.

SUMMARY MISSION

Exploring, explaining and conserving the world of tropical plants

INSTITUTIONAL STRATEGY

The following changes to institutional strategy will allow the development of Fairchild as a leading U.S. and international botanical institution:

Adopting the conservation of tropical plant diversity as the major mission objective; this creates a sense of identity and urgency, utilizes existing skills and resources, is fully compatible with the existing identity and allows for the expansion of the support base.

Modifying the institutional identity from the “garden” towards developing FTBG’s image as an institution that delivers relevant services in conservation, education and horticulture.

Increasing the research emphasis on the science of plant conservation for the tropics. This to be paralleled with a continued push to improve both the quality and relevance of our science.

“We are the generation for whom the only message for a tropical biologist is: Set aside your random research and devote your life to activities that will bring the world to understand that tropical nature is an integral part of human life. If our generation does not do it, it won’t be there for the next”

Dan Janzen,
Tropical Ecologist

Measuring conservation achievement not by numbers of threatened species cultivated in the garden but by populations recovered, habitats restored and areas of important habitat that we have helped conserve.

Establishing innovative and socially inclusive education and outreach activities with every constituency and community in Miami-Dade.

Selling the institution - the garden becomes the “shop window” to display and promote the work of the institution to visitors, for instance, moving key research facilities to the main site to allow for increased linkage between programs and to allow the public to see scientific work in progress.

Investing in growing a world-class tropical garden must continue, the quality and visual impact of our collections and landscapes must be enhanced and interpreted to the highest professional levels.

Developing collaborative linkages with the international agencies; this increases our status, increases funding opportunities and allows us to use our resources to the greatest benefit.

Furthering key strategic relationships with academic institutions, primarily Florida International University, University of Miami, University of Florida and Miami Dade College at the state level, and nationally with key universities and research facilities.

INSTITUTIONAL VALUES

- Fairchild Tropical Botanic Garden:
- Focuses its mission on the conservation of tropical* plants and habitats, recognizing that plants underpin life on earth and constantly enrich and sustain our lives.
- Recognizes as an imperative the need to work with local, national and international partners, and values members, donors, visitors, volunteers and community partners as fellow investors in Fairchild’s mission.
- Adheres to the terms and principles of the Convention on Biological Diversity (CBD), including the Global Strategy for Plant Conservation, recognizes our responsibility toward sustainable development and adopts the Millennium Development Goals as a guiding document.
- Provides an open arena for learning that inspires and excites a diverse audience of learners and empowers them to be positive stewards of the environment.
- Celebrates the natural and cultural heritages of Florida and the tropical world and is enriched by the lives of all South Florida communities.
- Preserves and promotes the botanical and agricultural legacy of Dr. David Fairchild and honors the historic William Lyman Phillips landscape plan.
- Ensures that our fiscal operations are fully accountable and transparent and that our assets are maintained to the highest possible standards, and in particular, promotes the effective, efficient and appropriate use of our institutional heritage and conserves and enhances our biological, library and electronic collections.



Pachypodium geayi

Is an equal opportunity employer that provides a safe and healthy workplace for all staff, invests in staff development, and applies environmentally sustainable practices, behaviors and standards.

Recognizes the imperative to address scientific, social, cultural and educational issues of relevance to society and to demonstrate effectively this relevance to our stakeholders.

* Tropical here refers to both sub-tropical and tropical, and includes southern Florida.

III. FAIRCHILD CORE MISSION AREAS

TROPICAL PLANT CONSERVATION

The Center for Tropical Plant Conservation is dedicated to conserving tropical plants (species, cultigens, habitats and ecosystems). Activities will be driven by the imperative to deliver measurable conservation benefits to FTBG's priority geographic investment regions (South Florida, Caribbean, oceanic islands, tropical Africa, and Madagascar) and plant groups (palms, cycads, tropical fruit and tropical trees). These areas have been selected because of conservation need (all are designated Biodiversity Hot-Spots *sensu* Conservation International), institutional expertise and history. Main activities will be field exploration of important plant areas, conservation assessments (systematic and habitat based), species recovery and direct support to *in situ* conservation. The institutional focus on key families will continue with the flagship groups of palms, cycads, and selected tropical tree groups, including tropical fruit. The tropical fruit program will focus on the conservation and utilization of tropical fruit species with a focus on the needs of the Florida home grower, support to rural growers and the conservation of genetic resources including wild relatives.

LIVING COLLECTIONS AND GARDEN LANDSCAPES

Cultivating and displaying the botanical diversity of the tropics and the horticultural heritage of South Florida and Miami. Main activities will focus on plant collection curation and the use of display horticulture to improve the visitor experience. Examples include the curation of world-class tropical garden and plant collection (e.g. palms, cycads, tropical trees), garden displays (e.g. Conservatory and Rainforest) and seasonal or temporary garden exhibits (e.g. color displays). The landscape heritage of William Lyman Phillips will be guarded and promoted. The Fairchild tradition of plant introduction

and release through plant sales, auctions and outreach will be maintained within contemporary legislative restrictions and conservation ethics.

FACILITIES, INFRASTRUCTURE AND SERVICES

Providing safe and efficient working conditions, facilities, services and infrastructure for FTBG. To provide efficient janitorial and facilities support to daily operations and special events and to take a lead role in implementing FTBG's energy and resource conservation initiatives.

TEACHING AND LEARNING

To develop and implement innovative and inclusive education programs that serve south Florida, schools, home gardeners, all communities and generations. FTBG programs and projects provide an arena that inspires and excites a diverse audience of learners and empowers them to chart new and optimistic futures.

IV. FAIRCHILD AREAS OF INVESTMENT

A. CORE RESEARCH COLLECTIONS

These collections are maintained as living germplasm (including seed), herbarium and carpological collections and DNA vouchers.

Palms

FTBG maintains the world's greatest botanic garden palm collection characterized by diversity, associated data and accessibility. This is a great historical investment and has supported our main area of research. Fairchild will highlight palms as flagships for the conservation of tropical plant diversity.

Tropical Fruit

FTBG has a unique and world-class collection of tropical fruit, both in off-site field gene banks and now exhibited in the Whitman Tropical Fruit Pavilion. This work links Fairchild to agricultural development and poverty alleviation issues and allows us to directly link with the crop resource community. Tropical fruits are a tangible manifestation of tropical diversity; and a potent educational resource that links Fairchild with every community in South Florida and beyond.

Cycads

FTBG has an internationally important cycad collection; this is being improved after a period of low investment. FTBG provides a unique opportunity to see an encyclopedic collection in a garden setting and has institutional expertise in cycad population genetics and phylogenetics.



Plants
Grown By
Fairchild

Florida and Caribbean Flora

FTBG has an historical role in the exploration and documentation of the Florida and Caribbean flora. The Fairchild herbarium will continue as a nationally and regionally important herbarium to support systematic research, evolutionary studies and conservation assessments for Florida and the Caribbean.

Display Collections

Plant collections are grown for garden display, educational, scientific and conservation value. The McLamore Arboretum and other garden plantings provide a unique opportunity to see a group of plants of immense ecological, economic and aesthetic value. Other important display collections include Bromeliads, Gingers, and Aquatics. Garden exhibits include the Rainforest, Conservatory and Jewels of the Caribbean, these will function as specific education vehicles that promote the work of FTBG.

B. CORE GEOGRAPHICAL AREAS

South Florida

FTBG has demonstrated a key role in supporting and delivering conservation work in South Florida; this work includes site assessments, invasives work, species recovery and applied conservation biology. This work will expand to include gene banking for the region.

Caribbean Islands

FTBG has an historical role in the area that should focus now on the direct implementation of conservation with an emphasis on working in Important Plant Areas (*sensu* Plant Life International) and Centers of Plant Diversity (*sensu* IUCN).

Oceanic Islands

The island floras of the world contain the highest proportions of endemics and critically endangered species.

Africa and Madagascar

Africa and Madagascar are areas of immense plant diversity; here FTBG can develop innovative plant conservation projects that work with local communities and conserve extensive habitat areas.

V. PROGRAM OBJECTIVES AND REPRESENTATIVE OUTPUTS

I. CENTER FOR TEACHING AND LEARNING “Explaining and Inspiring”

A. Objective: Miami-Dade K-12 schools participate in Fairchild’s education programs with FTBG actively working with poor-performing and under-resourced schools.

Output: A minimum of six Title 1 and/or poor-performing FCAT schools participating in each of the following: Fairchild Explorer Programs, the Fairchild Challenge for middle schools, and the Fairchild Challenge for high schools.

Output: Curricula for all school programs to be standards-based, ensuring that the Sunshine State Standards are met.

B. Objective: Maintain and grow FTBG’s extraordinary cadre of volunteers to enhance the ability of all departments to deliver Fairchild’s mission, programs, activities and events, and utilize the volunteer program to involve all segments of the community in the achievement of our mission.

Output: Expand pro-active PR/marketing campaigns recruiting a greater number of diverse and qualified volunteers.

Output: Quality of volunteer service enhanced.

C. Objective: Provide a wide range of courses that serve a diverse audience of adult learners, that generate income and drive forward the FTBG mission.

Output: Develop partnerships with universities to pilot for-credit courses at FTBG.

Output: Collaborate with HGI (Horticulture Gardening Institute) to design and pilot on-line courses.

Output: Explore the feasibility of offering a series of Certificate courses for horticulture and gardening enthusiasts.

D. Objective: Encourage all Miami-Dade communities to share, value and celebrate the uses of plants.

Output: FTBG to further develop partnerships with the Haitian American and Southwest Senior Centers, and seek



partnerships with additional senior centers to facilitate K-12 students learning about cultural uses of plants from elders in their communities.

Output: FTBG to provide public tours and garden interpretation in Spanish and other appropriate languages.

E. Objective: Establish collaborative relationships that allow Fairchild to serve the most disadvantaged sectors of the South Florida community.

Output: Pilot programs to be initiated with selected partners that serve children and their families in Overtown, Liberty City, Little Haiti, Lemon City and Hialeah.

Output: PlantMobile to be used to deliver Fairchild-designed curriculum to underserved schools and at community events.

F. Objective: Build a cadre of supportive educators in South Florida who value and use plant resources as teaching tools.

Output: Teacher training initiatives to include varied topics, course designs, locations, and time frames (two hour courses – two week courses) to appeal to a range of K-12 teachers with respect to need, interest and ability.

Output: Teachers involved in the Fairchild Explorer Program, the Fairchild Challenge for middle schools, and the Fairchild Challenge for high schools to be targeted as our primary stakeholders whose interests and needs will be attended to by education staff.

Output: Education staff to maintain close working relationship with M-DCPS supervisors and administrators, hosting meetings and workshops at FTBG.

G. Objective: Achieve, through advocacy and outreach, improved levels of botanical and environmental literacy and increased appreciation of the FTBG mission.

Output: The Fairchild landscapes and collections will be effectively interpreted through a variety of techniques and approaches, including a dedicated interpretive facility and gallery, temporary exhibits and existing garden features.

Output: Education Staff will pilot Science Saturdays for families and junior docent initiatives.

H. Objective: Improve ambassadorship and scholarship of Fairchild's staff and volunteers.

Output: All staff and volunteers to be trained in areas such as effective communication, use of technology, basic botany, and FTBG's history and mission.

I. Objective: Establish effective national and international collaborations to design, share and exchange initiatives.

Output: Develop and implement the Fairchild Challenge model with national and international partners.

J. Objective: To encourage the Fairchild education staff to attain the highest levels of professional effectiveness and external funding.

Output: FTBG education investments will result in measurable educational gain and social change.

Output: FTBG education team strategic publication and advisory work will contribute to and influence national and international education policy.

2. CENTER FOR TROPICAL PLANT CONSERVATION

“Conserving tropical plants and habitats”

A. Species and Habitat Conservation

Objective: To decrease the current rate of loss of tropical plants and habitats in selected high diversity areas through research and support to field conservation.

Output: An understanding of patterns of diversity for priority tropical plant groups and regions used to directly guide and influence conservation actions. E.g. Phylogenetic and conservation analyses used to identify priorities for conservation.

Output: The identification and inventory of important and priority plant sites (Important Plant Areas) in selected tropical regions (with a focus on areas of high endemism undergoing ecological change) to directly guide and influence conservation actions. e.g. Floristic inventory and exploration of Florida, Kenya and Jamaica.

Output: The recovery of tropical plant diversity, including plant genetic resources, through the drafting and implementation of recovery plans (*sensu lato*), mapping and monitoring of wild populations, genetics and ecological research, artificial propagation, storage, and reintroduction.

Output: The improvement of harvesting and cultivation regimes for tropical forest products through the application of FTBG's institutional expertise.

Output: FTBG increases and sustains capacity to conserve and manage the world's tropical plant resources. e.g. Expanded collaboration with Florida International



Mangifera indica

University through the creation of a joint research and training facility in tropical botany and conservation.

Output: FTBG establishes strategic partnerships in priority geographic areas to support plant conservation initiatives. e.g. Support to the Caribbean and African botanic garden networks and their activities.

Output: The FTBG Herbarium, DNA and germplasm collections, virtual herbarium, GIS facilities, databases, library and archives are managed, preserved and strategically enriched to support the FTBG conservation mission.

Output: Application of ecological restoration techniques in the high diversity tropics secures important biological sites.

Output: Support given to at least one habitat or landscape scale conservation initiative in the high diversity tropics.

Output: Establish conservation fund to support international projects.

B. Palm Conservation

Objective: The establishment of a center of expertise in palm conservation biology and systematics, with the development and application of practical models for tropical plant conservation.

Output: Systematic and structural study of selected genera undertaken, with priority given to those clades occurring in priority geographical regions, exhibiting interesting phylogenetic patterns, at high risk of extinction and represented in the Fairchild living collection.

Output: Global priorities for palm conservation identified, based on phylogenetic and ecoregion assessments.

Output: Financial and technical support to international palm conservation projects.

Output: Recovery and species management techniques for threatened palms advanced and implemented as models for tropical plant conservation.

Output: Palms promoted and celebrated as an integral part of the South Florida horticultural landscape.

C. Tropical Fruit Resources

Objective: To establish a global center for the study and conservation of tropical fruit resources, through applied research and training to improve sustainable fruit production and improve quality of life in Florida and the tropical regions.

Output: Develop and maintain FTBG fruit germplasm collections by selective and planned acquisition, including exchanges and field expeditions. e.g. priority crops: mango and avocado, with secondary collections of sapodilla, jackfruit, mamey, sapote, canistel, lychee, longan, abrico, guava, tamarind and Spanish lime.

Output: To improve horticultural expertise in key crops through the collection, publication and synthesis of original research data.

Output: To advance the conservation of tropical fruit resources through close project based collaboration with USDA, IPGRI (International Plant Genetic Resources Institute) and CGIAR (Consultative Group on International Agricultural Research).

Output: To use FTBG expertise in fruit horticulture to support sustainable livelihoods and landscape conservation in the tropics. e.g. Demonstrate the role of tropical fruit tree crops in sustainable agriculture and agroforestry as a contribution to poverty alleviation in the tropics.

Output: To use tropical fruit as a flagship for the conservation of plant genetic resources (including crop wild relatives) and tropical habitats. e.g. Develop flagship projects identifying conservation priorities for conserving wild fruit species and crop relatives in selected tropical areas.

Output: Explore options for expanding field gene bank facilities within Florida and overseas.

Output: Opening of the William's Grove as a teaching and research facility for tropical fruit.

D. Scientific Staff Development

Objective: To encourage the Fairchild scientific staff to attain the highest levels of conservation effectiveness, research quality and external funding

Output: FTBG conservation investments are resulting in measurable conservation gain. e.g. Measured in terms of species recovered (change in status), improvement to degraded habitat (area, composition, ecological change), important habitats and ecoregions conserved, people trained, etc.

Output: FTBG scientists, through strategic publication and advisory work are contributing to and influencing national and international policy (emphasis on peer reviewed quality publications).



Musa sp.

Output: External financial support to the Center for Tropical Plant Conservation provides at least 60% of the annual running costs by 2006.

3. LIVING COLLECTIONS AND GARDEN LANDSCAPES

“Curating plant collections and enhancing one of the world’s most beautiful tropical gardens”

A. Objective: Strategic development of the FTBG priority plant collections.

Output: Improved horticultural practice as measured through improved documentation, cultivation/mortality indices, display and utilization of collections.

Output: Production of detailed curatorial strategies for priority plant collections to drive targeted collection development. e.g. Production and implementation of curatorial strategy for palms and cycads, outlining taxonomic and genetic representation, modes of collection management and documentation.

Output: Initiate FTBG horticultural publications for key South Florida garden plants e.g. flowering trees, bromeliads, gingers, etc.

B. Objective: To establish garden landscapes, plantings and displays that serve mission needs, notably to promote the conservation and understanding of tropical plant diversity and cultures.

Output: To develop a site-specific landscape master plan to maintain and further develop the status of FTBG as a leading tropical botanic garden and historical landscape.

Output: Produce detailed curatorial strategies for plant displays (e.g. Rainforest, Conservatory, Succulent Gardens, Jewels of the Caribbean, Vine Pergola, etc) to specify taxonomic representation, modes and schedule of cultivation and display, taxonomic representation, and links to research, education and in situ conservation.

Output: Revise and update the garden landscape master plan to ensure protection of Philips’ landscape legacy. Upgrade garden displays, facilities and infrastructure, and to include plans and budgets for proposed new exhibits (Economic Garden, Mangrove Walk, Florida Ecology (incl. Pollinator Garden), Spiny Forest of Madagascar Display, Garden Isles of the Far East and Hibiscus Garden.

Output: Renovate and upgrade conservatory display to provide a dramatic public display of tropical plant

diversity with emphasis on showcasing FTBG’s mission and work.

Output: Upgrade and improve horticultural infrastructure to ensure appropriate facilities for the successful management of the collections and gardens with priority to revising garden irrigation, propagation and nursery facilities, drainage, lighting and storage/workshop areas.

C. Objective: FTBG is committed to the legal and ethical collection, documentation and careful maintenance of our plant collections, ensuring that all requisite permits have been obtained, and best practices, including and emphasizing Convention on Biological Diversity (CBD) protocols, are adhered to.

Output: To develop a revised living collections policy document ensuring appropriate levels of documentation, effective accessions policy and CBD adherence.

Output: To review all accession and documentation systems to develop and implement a new curatorial system that ensures all material is screened before incorporation within the FTBG collections and that all relevant access and benefit sharing agreements are recorded.

Output: Install and use a plant information system that links garden and map data with scientific records.

Output: Develop and implement full institutional invasives policy including continued removal of potential invasives from collections and screening of new accessions.

D. Objective: Improving the garden as a visitor and tourist destination, increasing visitor numbers.

Output: To establish regular temporary garden displays and exhibits to encourage both repeat and low season visiting and directly interpret and support FTBG mission themes e.g. conservation, educational and outreach activities.

Output: Establish color and display focal points in the landscape.

Output: Establish innovative and effective interpretation programs with education team.

E. Objective: Improving the indigenous wildlife value of the Fairchild garden and landscapes.

Output: Assess and actively improve the wildlife value of the garden (identifying and utilizing relevant indicator groups such as lepidoptera, odonata and birds).



Dioon edule var.

F. Objective: Further FTBG's tradition of enriching horticulture and home gardening in South Florida.

Output: Continue the Fairchild tradition of introducing and assessing new plants to Florida horticulture e.g. Fairchild Plants of the Year.

Output: Consolidate and improve collaborations with Florida horticultural societies and continue to host horticultural events and society shows.

G. Objective: To encourage the Fairchild's horticultural staff to attain the highest levels of professional effectiveness and external funding

Output: FTBG horticultural staff is recognized internationally as authorities in their selected fields.

Output: Increased display, fund-raising and communication skills established in the FTBG horticultural staff as a result of a staff development plan.

Output: Increased publication from the FTBG horticultural team in horticultural press, books and peer-reviewed journals.

Output: Key horticultural positions are endowed.

4. FACILITIES, INFRASTRUCTURE AND SERVICES
"Establishing an efficient institutional infrastructure"

A. Objective: Establish an effective preventative maintenance program for all equipment, tools, buildings and vehicles.

Output: Produce annual inventory of all equipment and initiate planned replacement program.

Output: Improve FTBG workshop and garage facilities to allow for more on-site repairs.

Output: Establish annual maintenance and replacement schedule for all buildings, vehicles and important equipment.

Output: Undertake annual review and update of hurricane protection actions.

B. Objective: Ensure the safe and legal storage, management and documentation for all chemicals and toxic materials used at FTBG

Output: Undertake annual inventory of all hazardous and toxic chemicals.

C. Objective: To improve security procedures at all FTBG sites.

Output: Establish security lighting on all sites, particularly around offices.

Output: Establish photo identity badges for all staff and registered students.

D. Objective: To improve cost-savings through co-ordinated purchasing for communications, furniture, vendor services, maintenance and janitorial services.

E. Objective: Ensure that all FTBG facilities are up to code, which would include but not be limited to updating restrooms and installing ADA restrooms.

F. Objective: Improve working conditions and safety for all FTBG employees.

Output: Provide relevant instruction to staff as required. e.g. CPR and First Aid instruction

G. Objective: To attain the maximum levels of fuel, water and resource efficiency.

Output: Initiate water harvesting from all major buildings and glasshouses.

Output: Actively reduce electricity and fuel consumption by using energy efficient technologies (10% reduction by 2006).

Output: Initiate and manage a Fairchild wide recycling initiative.

H. Objective: To coordinate and manage the successful completion of the FTBG capital projects and renovations

Output: Successful, timely and on-budget completion of new horticultural facilities, upgraded Conservatory, new Education facilities and upgrading of institutional infrastructure.

I. Facilities Staff Development

Objective: To encourage the Fairchild facilities staff to attain the highest levels of professional effectiveness and external funding

Output: Increased skills base established in the FTBG facilities staff as a result of a staff development plan.



Heliconia sp.

Claudia Cebrian

OUR MISSION IS TO
SAVE TROPICAL PLANT
DIVERSITY BY EXPLORING,
EXPLAINING AND CONSERVING
THE WORLD OF TROPICAL
PLANTS; FUNDAMENTAL TO THIS
TASK IS INSPIRING A GREATER
KNOWLEDGE AND LOVE FOR
PLANTS AND GARDENING SO
THAT ALL CAN ENJOY THE
BEAUTY AND BOUNTY OF THE
TROPICAL WORLD.

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10901 Old Cutler Road, Coral Gables, Florida 33156 305.667.1651 www.fairchildgarden.org

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