

APPENDIX A: Fellows Survey 2022

1. **Thank you for taking this survey examining innovation, profitability, and mission alignment of earned revenue streams in public gardens. The Longwood Gardens Fellows will incorporate these survey findings into a larger project on innovation and financial resiliency that will be presented at the 2023 APGA Annual Conference. Please note that individual gardens will not be referenced in any report of survey results without permission from the respondent.**

This survey will ask you a series of questions about the profitability of your organization's revenue streams. There will be an opportunity for you to fill in and evaluate revenue streams that may be unique to your organization. We will also briefly ask you about the costs that factor into your organization's profitability calculations. Next, we will invite you to tell us about how these revenue streams align with your organization's mission. The survey will conclude with a short questionnaire about your garden (e.g., name, size, etc.). It should take about 15 minutes to complete this survey.

2. **In this section, select the profitability, ranging from *Loss* to *High profitability*, of each revenue stream. Also, for each revenue stream, select how significant that revenue is to your total institutional revenue. Selections range from *No significance* to *High significance*. For example, a small program may be highly profitable but not a significant contributor to your organization's total revenue.**

We will present you with a variety of categories (e.g., retail, food and beverage, etc.) and some common revenue streams associated with those categories (e.g., branded merchandise, fine dining, etc.). If a given common revenue stream does not apply to your organization, please select *Not applicable*.

Possible ratings of profitability: loss, break-even, low profitability, moderate profitability, high profitability, not applicable

Possible ratings of significance to total revenue: no significance, low significance, moderate significance, high significance, not applicable

3. **The following revenue streams are related to **Retail**. Again, please use the drop down menus to indicate their profitability and significance for total institutional revenue, selecting *Not applicable* for any streams that are not relevant to your garden.**

| Category | Profitability of Revenue Stream | | | | | | Significance of Stream to Total Institutional Revenue | | | | |
|-----------------------------|---------------------------------|------------|-----|----------|------|-----|---|-----|----------|------|-----|
| | Loss | Break-even | Low | Moderate | High | N/A | None | Low | Moderate | High | N/A |
| Branded merchandise | | | | | | | | | | | |
| Exclusive local merchandise | | | | | | | | | | | |
| Non-branded merchandise | | | | | | | | | | | |
| Plants | | | | | | | | | | | |

4. **The following revenue streams are related to **Food and Beverage**. Again, please use the drop down menus to indicate their profitability and significance for total institutional revenue, selecting *Not applicable* for any streams that are not relevant to your organization.**

| Category | Profitability of Revenue Stream | | | | | | Significance of Stream to Total Institutional Revenue | | | | |
|-----------------------------------|---------------------------------|------------|-----|----------|------|-----|---|-----|----------|------|-----|
| | Loss | Break-even | Low | Moderate | High | N/A | None | Low | Moderate | High | N/A |
| Fine/formal dining | | | | | | | | | | | |
| Casual dining | | | | | | | | | | | |
| Cafeteria-style dining | | | | | | | | | | | |
| Food trucks | | | | | | | | | | | |
| Concessions (carts, kiosks, etc.) | | | | | | | | | | | |
| Catering | | | | | | | | | | | |

5. The following revenue streams are related to **Facilities Rental**. Again, please use the drop down menus to indicate their profitability and significance for total institutional revenue, selecting *Not applicable* for any streams that are not relevant to your organization.

| Category | Profitability of Revenue Stream | | | | | | Significance of Stream to Total Institutional Revenue | | | | |
|------------------------------|---------------------------------|------------|-----|----------|------|-----|---|-----|----------|------|-----|
| | Loss | Break-even | Low | Moderate | High | N/A | None | Low | Moderate | High | N/A |
| Long-term leases | | | | | | | | | | | |
| Weddings | | | | | | | | | | | |
| Other private events | | | | | | | | | | | |
| Corporate events | | | | | | | | | | | |
| Commercial film/ photography | | | | | | | | | | | |

6. The following revenue streams are related to **Admissions and Membership**. Again, please use the drop down menus to indicate their profitability and significance for total institutional revenue, selecting *Not applicable* for any streams that are not relevant to your organization.

| Category | Profitability of Revenue Stream | | | | | | Significance of Stream to Total Institutional Revenue | | | | |
|---|---------------------------------|------------|-----|----------|------|-----|---|-----|----------|------|-----|
| | Loss | Break-even | Low | Moderate | High | N/A | None | Low | Moderate | High | N/A |
| Ticketed admission | | | | | | | | | | | |
| Membership | | | | | | | | | | | |
| Concerts, events, & other ticketed programs | | | | | | | | | | | |
| Education & school programs | | | | | | | | | | | |

7. The following revenue streams are related to **Contributed Revenue**. Again, please use the drop down menus to indicate their profitability and significance for total institutional revenue, selecting *Not applicable* for any streams that are not relevant to your organization.

| Category | Profitability of Revenue Stream | | | | | | Significance of Stream to Total Institutional Revenue | | | | |
|------------------------|---------------------------------|------------|-----|----------|------|-----|---|-----|----------|------|-----|
| | Loss | Break-even | Low | Moderate | High | N/A | None | Low | Moderate | High | N/A |
| Unrestricted donations | | | | | | | | | | | |
| Planned giving | | | | | | | | | | | |
| Capital campaign | | | | | | | | | | | |
| Grants | | | | | | | | | | | |

8. Your organization may have some revenue streams that were not included in prior questions. Using the form below, please add any revenue streams that we may have missed. If all of your organization's revenue streams were covered in prior questions, please skip this question.

| Category | Other Revenue Stream | Profitability of Revenue Stream | | | | | | Significance of Stream to Total Institutional Revenue | | | | |
|-------------------------|----------------------|---------------------------------|------------|-----|----------|------|-----|---|-----|----------|------|-----|
| | | Loss | Break-even | Low | Moderate | High | N/A | None | Low | Moderate | High | N/A |
| Retail | | | | | | | | | | | | |
| Food and Beverage | | | | | | | | | | | | |
| Facilities Rental | | | | | | | | | | | | |
| Admissions & Membership | | | | | | | | | | | | |
| Contributed Revenue | | | | | | | | | | | | |

9. Does your organization have an endowment?

- No
- Yes
- Unsure

10. Does your organization typically draw from the endowment every year?

- No
- Yes
- Unsure

11. What portion of institutional costs does the endowment cover in a typical year?

- A very small portion of costs
- A moderate portion of costs
- A significant portion of costs
- Almost all costs
- Not applicable

12. What factors do you include when calculating profitability? Please select all that apply, using *Other, please specify* to add any types of costs that are not listed.

- Equipment
- Facilities
- Loss of potential earned income
- Marketing/Promotion
- Materials
- Staff time
- Vendor fees
- Other, please specify: _____

13. In addition to profitability and revenue, mission alignment is a key factor when considering revenue streams. Below is a list of revenue streams that, according to your prior responses, apply to your organization. Using the options below, ranging from *Not Aligned With Mission* to *Strongly Aligned With Mission*, please indicate how each revenue stream relates to your mission. Select *Not Applicable* for any revenue streams that are not relevant to your organization.

| | Not Aligned With Mission | Weakly Aligned With Mission | Moderately Aligned With Mission | Strongly Aligned With Mission | Not Applicable |
|---|--------------------------|-----------------------------|---------------------------------|-------------------------------|-----------------------|
| Branded merchandise | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Exclusive local merchandise | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Non-branded merchandise | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Plants | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Fine/formal dining | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Casual dining | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Cafeteria-style dining | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Food trucks | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Concessions (carts, kiosks, etc.) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Catering | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Long-term leases | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Weddings | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Other private events | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Corporate events | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Commercial film/photography | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Ticketed admission | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Membership | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Concerts, events, & other ticketed programs | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Education & school programs | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Unrestricted donations | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Planned giving | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Capital campaign | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Grants | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

Note: Participants were only shown those streams that they did not respond "not applicable" to previously in questions regarding profitability

Please share some basic information about your organization.

1. What is the name of your organization?

2. What is the size of your organization based on the definitions provided by the American Public Gardens Association?

- Small (budget up to \$1 million)
- Medium (budget between \$1–3 million)
- Large (budget between \$3–10 million)
- Extra large (budget over \$10 million)

3. In which country is your garden located?

4. In which state or territory is your garden located?

5. In which type of community is your garden located?

- Rural
- Suburban
- Urban

6. If you have any additional thoughts or feedback about the profitability and mission impact of revenue streams at your organization, we invite you to share them below. We are especially interested in learning more about unique revenue streams at your organization.

7. If you are willing to be contacted about your survey responses, please provide your email address below.

APPENDIX B: Survey Results

| Category | Revenue Stream | Profitability | | | | | | Total Responses |
|----------------------------------|---|--------------------|------------------------|-------------------|------------------------|------|----------------|-----------------|
| | | High profitability | Moderate profitability | Low profitability | Break-even (no profit) | Loss | Not applicable | |
| Retail | Branded merchandise | 2 | 3 | 7 | 3 | 0 | 4 | 19 |
| | Exclusive local merchandise | 3 | 6 | 3 | 1 | 1 | 5 | 19 |
| | Non-branded merchandise | 5 | 4 | 1 | 3 | 0 | 6 | 19 |
| | Plants | 4 | 6 | 5 | 1 | 1 | 1 | 18 |
| Food and Beverage | Fine/formal dining | 0 | 0 | 0 | 0 | 0 | 18 | 18 |
| | Casual dining | 0 | 0 | 2 | 2 | 0 | 14 | 18 |
| | Cafeteria-style dining | 1 | 2 | 1 | 0 | 0 | 14 | 18 |
| | Food trucks | 0 | 0 | 2 | 2 | 0 | 14 | 18 |
| | Concessions | 1 | 1 | 2 | 1 | 0 | 13 | 18 |
| | Catering | 3 | 2 | 1 | 2 | 0 | 10 | 18 |
| Facilities Rentals | Long-term leases | 1 | 0 | 2 | 2 | 1 | 12 | 18 |
| | Weddings | 11 | 2 | 1 | 0 | 0 | 5 | 19 |
| | Other private events | 6 | 5 | 3 | 1 | 1 | 3 | 19 |
| | Corporate events | 2 | 7 | 4 | 1 | 0 | 5 | 19 |
| | Commercial film/ photography | 3 | 2 | 6 | 2 | 0 | 5 | 18 |
| Admissions and Membership | Ticketed admission | 8 | 2 | 1 | 0 | 1 | 6 | 18 |
| | Membership | 7 | 8 | 3 | 0 | 0 | 1 | 19 |
| | Concerts, events, and other ticketed programs | 4 | 3 | 4 | 1 | 0 | 6 | 18 |
| | Education and school programs | 1 | 2 | 5 | 7 | 3 | 1 | 19 |
| Contributed Revenue | Unrestricted donations | 16 | 3 | 0 | 0 | 0 | 0 | 19 |
| | Planned giving | 11 | 3 | 3 | 0 | 0 | 1 | 18 |
| | Capital campaign | 6 | 1 | 1 | 4 | 0 | 7 | 19 |
| | Grants | 7 | 6 | 2 | 1 | 0 | 3 | 19 |

| Category | Revenue Stream | Budget Significance | | | | | Total |
|---------------------------|---|---------------------|-----------------------|------------------|-----------------|----------------|-------|
| | | High significance | Moderate significance | Low significance | No significance | Not applicable | |
| Retail | Branded merchandise | 2 | 0 | 11 | 2 | 4 | 19 |
| | Exclusive local merchandise | 2 | 0 | 9 | 0 | 5 | 16 |
| | Non-branded merchandise | 2 | 0 | 7 | 0 | 5 | 14 |
| | Plants | 5 | 0 | 9 | 2 | 1 | 17 |
| Food and Beverage | Fine/formal dining | 0 | 0 | 1 | 1 | 14 | 16 |
| | Casual dining | 0 | 0 | 2 | 0 | 11 | 13 |
| | Cafeteria-style dining | 0 | 0 | 1 | 1 | 12 | 14 |
| | Food trucks | 0 | 0 | 3 | 0 | 11 | 14 |
| | Concessions | 2 | 0 | 2 | 2 | 10 | 16 |
| | Catering | 3 | 0 | 3 | 1 | 6 | 13 |
| Facilities Rentals | Long-term leases | 2 | 0 | 2 | 1 | 7 | 12 |
| | Weddings | 8 | 0 | 2 | 0 | 4 | 14 |
| | Other private events | 2 | 0 | 9 | 0 | 2 | 13 |
| | Corporate events | 0 | 0 | 8 | 1 | 4 | 13 |
| | Commercial film/ photography | 1 | 0 | 9 | 2 | 4 | 16 |
| Admissions and Membership | Ticketed admission | 8 | 0 | 3 | 0 | 6 | 17 |
| | Membership | 11 | 0 | 2 | 0 | 0 | 13 |
| | Concerts, events, and other ticketed programs | 4 | 0 | 5 | 1 | 5 | 15 |
| | Education and school programs | 6 | 0 | 7 | 2 | 1 | 16 |
| Contributed Revenue | Unrestricted donations | 16 | 0 | 1 | 0 | 0 | 17 |
| | Planned giving | 5 | 0 | 8 | 0 | 1 | 14 |
| | Capital campaign | 7 | 0 | 3 | 5 | 0 | 15 |
| | Grants | 0 | 3 | 2 | 0 | 10 | 15 |

| Category | Revenue Stream | Mission Alignment | | | | Total |
|----------------------------------|---|-------------------|--------------------|----------------|-------------|-------|
| | | Strongly Aligned | Moderately Aligned | Weakly Aligned | Not Aligned | |
| Retail | Branded merchandise | 4 | 8 | 4 | 0 | 16 |
| | Exclusive local merchandise | 4 | 8 | 3 | 0 | 15 |
| | Non-branded merchandise | 2 | 7 | 4 | 1 | 14 |
| | Plants | 14 | 3 | 0 | 0 | 17 |
| Food and Beverage | Fine/formal dining | 0 | 1 | 1 | 0 | 2 |
| | Casual dining | 0 | 1 | 4 | 0 | 5 |
| | Cafeteria-style dining | 0 | 1 | 2 | 0 | 3 |
| | Food trucks | 0 | 2 | 1 | 2 | 5 |
| | Concessions | 0 | 4 | 3 | 0 | 7 |
| | Catering | 1 | 2 | 4 | 2 | 9 |
| Facilities Rentals | Long-term leases | 2 | 2 | 1 | 1 | 6 |
| | Weddings | 2 | 6 | 5 | 2 | 15 |
| | Other private events | 2 | 8 | 6 | 1 | 17 |
| | Corporate events | 1 | 5 | 7 | 1 | 14 |
| | Commercial film/ photography | 3 | 4 | 5 | 2 | 14 |
| Admissions and Membership | Ticketed admission | 12 | 1 | 0 | 0 | 13 |
| | Membership | 18 | 1 | 0 | 0 | 19 |
| | Concerts, events, and other ticketed programs | 6 | 7 | 0 | 0 | 13 |
| | Education and school programs | 18 | 1 | 0 | 0 | 19 |
| Contributed Revenue | Unrestricted donations | 16 | 3 | 0 | 0 | 19 |
| | Planned giving | 15 | 2 | 0 | 0 | 17 |
| | Capital campaign | 11 | 1 | 0 | 0 | 12 |
| | Grants | 16 | 0 | 0 | 0 | 16 |

Survey results for contributed revenue:

| | Do you have an endowment? | If yes, do you draw from it annually? |
|--------|---------------------------|---------------------------------------|
| Yes | 16 | 11 |
| No | 3 | 5 |
| Unsure | 1 | 0 |

| Portion of annual costs covered by endowment | # Respondents |
|--|---------------|
| Very small | 6 |
| Moderate | 2 |
| Significant | 3 |
| Almost all | 0 |
| Not applicable | 0 |

| Factors in Calculating Profitability | # Respondents | % Respondents |
|--------------------------------------|---------------|---------------|
| Staff time | 20 | 100% |
| Materials | 19 | 95% |
| Marketing/promotion | 18 | 90% |
| Equipment | 14 | 70% |
| Facilities | 13 | 65% |
| Vendor fees | 12 | 60% |
| Opportunity cost | 6 | 30% |

| | Rural | Suburban | Urban |
|-----------------------------|-------|----------|-------|
| Small (budget <\$1 million) | 2 | 3 | 2 |
| Medium (\$1-3 million) | 0 | 3 | 2 |
| Large (\$3-10 million) | 1 | 1 | 3 |
| Extra-large (>\$10 million) | 0 | 2 | 1 |

APPENDIX C: Case Study Interview Questions

PROFITABILITY

1. **What are your most profitable earned revenue streams? What portion (*percent estimate*) of your budget do they account for?**

2. **How important to your overall budget (*percent estimate*) is profitability from earned revenue to your organization?**

– If profitability from earned revenue is not important, why?

– Was there a time when it became more or less important for your organization?

INNOVATION

1. **Do you have a tactical example of cutting costs to increase the profitability of a particular revenue stream?**

2. **Do you have a tactical example of adding value to an earned revenue stream that resulted in increased profitability?**

3. Are you developing any entirely new earned revenue streams that reflect a unique attribute of your garden and/or community?

If yes:

- Where did this innovative idea come from?
- What motivated you to pursue this innovation?
- How did you pursue and implement this innovation? Or how are you planning to pursue this innovation? *i.e., Did you develop a business plan?*
- Did you predict this was an innovation while you were doing it? If so, how did you predict this was an innovation?
- How much (*percent increase estimate*) did this innovation increase the profitability of your organization?
 - How did you evaluate this? *Example: Financial Tools*
- Did this innovation increase your mission impact?
 - How so?
- How did you evaluate this? *Example: Mission Impact Matrix/tools*

4. Were there other earned revenue ideas that you have considered in the past and not pursued? If not, what steered you away from pursuing them?

INNOVATION PROCESS

1. How is risk-taking and failure viewed in your organization?

2. Do staff seek inspiration from inside your institution?

- Is there a formal process in your institution to cultivate innovation?

- Is there an informal process in your institution to cultivate innovation? *Example: peer conversations, 1:1's, etc.*

3. Has anything inspired your staff from outside your institution?

- Where does your staff seek inspiration? *For example, other gardens, cultural institutions, conferences like APGA, business articles, industry journals, etc.*

4. If you have pursued an innovation process (culture) at your organization, what are your key take-aways?

- Was there anything you didn't expect from this process/outcome?

- Are there any metrics you use to measure the success of this process?
