



Integration of Cape Cod Horticultural Society & Armstrong-Kelley Park

FAQs - July 2020

What is Armstrong-Kelley Park?

Armstrong-Kelley Park in Osterville is Cape Cod's oldest and largest privately-owned park—open free to the public. Situated in Osterville Village Center, the park is 8.5 acres of open field, garden rooms, and woodlands that have been maintained and cared for by the Cape Cod Horticultural Society (CCHS) since the organization received the donation of the property in 1930.

Who is the Cape Cod Horticultural Society (CCHS)?

The CCHS is a non-profit 501(c)(3) organization established in 1928 and run by an engaged group of volunteers. It has never had any paid staff and any money the organization raised went into creating the master plan of 1992 for Armstrong-Kelley Park, and then to subsequent buildout of that design. CCHS' financial situation, though, has never allowed them to fund the stewardship support needed for their cadre of volunteers—a base that is largely made up of senior citizens.

What are The Trustees and CCHS planning to do together?

CCHS and The Trustees have entered into an agreement to integrate the two organizations, which will bring the care and ownership of Armstrong-Kelley Park to The Trustees in perpetuity. This requires a commitment the two organizations have made to work together, including critical fundraising, legal due diligence, and support for the CCHS members' approval of necessary changes to their bylaws.

What do these two organizations have in common?

CCHS's mission includes the celebration and sharing of horticulture with the public, which has been part of their work at Armstrong-Kelley Park for almost a century. The Trustees has long focused on connecting people to nature and culture, which includes managing a network of public gardens across the state. Both organizations have worked for many decades engaging the public in enjoyment of plants, community gathering places, and the refreshing power of the outdoors.

Why do CCHS and Trustees want to enter into a partnership?

CCHS's Board of Directors believes that with current resources and volunteer base, the enterprise could collapse in 3-5 years if they fail to take action. Fiduciary responsibility spurred the CCHS Board to take action as soon as possible. After strategic planning, an effort was

launched to find partners to help secure their financial future and protect the land from development.

Simultaneously, The Trustees had made a strategic decision to expand its properties on Cape Cod. At present, Trustees has only three properties on the Cape itself, with eight properties on Martha's Vineyard and one on Nantucket. In addition to expanding on the Cape, Trustees were interested in building its public garden presence, which is an organizational strength.

Through the process of both organizations looking for new opportunity, happenstance brought their searches to an end when discussions regarding Armstrong-Kelley Park's future began in earnest between Trustees and CCHS in October 2019.

Why the Trustees and not another organization?

As CCHS reviewed the potential partners that would help to secure Armstrong-Kelley Park's future, the Society identified Trustees as a partner that shares their expertise in horticulture and landscape care, as well as a commitment to sharing open space with the public. When CCHS received the property in 1930, it was designated for use as a public garden and the Trustees ability to commit to that long-term use makes them a good match for CCHS' goals for the park.

What will be necessary in order to complete the integration?

The Trustees and CCHS are currently engaged in a \$2.25 million fundraising campaign to a) build a larger endowment for the Park's future and b) to support master planning and a 'refreshed design' that inspires public access, elevates horticultural design features, and adds much needed operations elements. In addition to raising funds for the park, there are a number of legal due diligence items in review.

What is the timing of the integration between Trustees and CCHS?

Assuming we reach the required milestones, integration of the two organizations and then implementation of the full transfer of assets from CCHS to The Trustees will take place on or before December 20, 2020.

What will The Trustees and CCHS's public process be?

Both Trustees and CCHS are committed to engaging the public in the planning for Armstrong-Kelley Park's future. Together, the two organizations will be organizing a series of forums and open work days on-site this summer where members of the public will be invited to share their ideas for and stories of the park. Details on how you can get engaged will be posted on both the Trustees and CCHS's websites.

Is The Trustees buying the park from CCHS?

No. The plan is for CCHS and The Trustees to merge, which will bring the park, its endowment, and the responsibility for its long-term care under the responsibility of The Trustees.

Armstrong-Kelley Park is the only land asset owned by CCHS, and, once the two organizations have merged, CCHS will likely be terminated as an organization.

Will volunteers still be able to help in the garden?

Yes, The Trustees welcomes volunteers at all of its properties and CCHS has a long history of volunteer involvement in park care that Trustees hopes to continue. Trustees horticulture and stewardship staff will oversee and manage the work that is done at Armstrong-Kelley Park's gardens, in concert with interested volunteers.

How will The Trustees fund the care of the park going forward?

The Trustees plans to conduct a fundraising campaign to raise the money needed to build an endowment dedicated to the stewardship of Armstrong-Kelley Park. It is estimated that roughly \$1M of the funds raised in this campaign would support the Park endowment, which would generate foundational funding for ongoing maintenance costs on the property. In addition, The Trustees will look to public programs and private events on-site to supplement park stewardship costs.

Will The Trustees be making changes to the Park?

Yes. The plan is for The Trustees and CCHS to engage in a master planning process for the site, inviting the community to take part in the process. A professional landscape architect will be engaged to work with the two organizations to develop plans to expand and enhance the gardens, improve circulation and parking and create ways to highlight the memorials and special features that currently exist in the garden. Both organizations look forward to inviting the community to participate in the process.

Will the community be able to provide input during the park design process?

Yes. CCHS will be holding community meetings where people can ask questions and share ideas. The Trustees and CCHS are excited to hear the community's perspectives on and interests in the park since the goal is to ensure that the site continues to evolve as a beautiful, accessible, relevant and fun destination for everyone.

Will there be community programs at the Park?

Yes. A major aspect of the Trustees mission is to not only protect land but to invite and welcome the public to enjoy the outdoors and all that horticulture, open space, and fresh air has to offer. Trustees has had great success in reaching new and broader audiences through thoughtful and educational programming. At the outset, Trustees plans to devote seasonal staff to create programs at Armstrong-Kelley Park to welcome neighbors and visitors and provide an enriching experience.