



(LOGO HERE)

# BUILDING FOR THE FUTURE

A PROPOSAL FOR THE ABC FOUNDATION

CEO NAME

XYZ

ORG ADDRESS

Modern botanical gardens are global treasures in an age of ecological crisis. Throughout history, botanical gardens have evolved from places of healing and destinations for pleasure, expanding to include plant collections with scientific and ecological importance. Combined with recreational activities offered in many gardens today, these spaces have become a community resource, attracting tourists and continually adapting and serving the needs of their communities. As noted by the American Institute of Biological Science, numbering more than 2000 gardens worldwide, botanical gardens are places devoted to the culture, study, and exhibition of documented collections of living plants. Further, they are more than places to visit; they are centers of research and conservation.<sup>1</sup> Critical to preserving the world around us, botanical gardens have become key players in both the conservation of plants and in the education of the people who come to see them.

**XYZ** (“*the Garden*”) has experienced significant growth since its founding in 1988. Located in Huntsville, Alabama – predicted to become the state’s largest city within a decade -- it is literally next door to Redstone Arsenal, location of NASA’s Marshall Space Flight Center and the US Army and Aviation Missile Command.<sup>2</sup> Huntsville is home to Cummings Research Park, the second-largest in the nation, boasting more than 25 state-of-the-art biotech firms. In this population that strives not to *keep up* with technological, space, health, economic, and urban planning advancements, but to literally *invent* them, the Garden has successfully remained relevant to the community it serves. As “the community’s garden,” XYZ has taken a leadership role in mission-oriented issues such as education and conservation, engaging older and younger generations alike for both current preservation and future sustainability.

As the Garden has grown, so has its need to fund expansion of programs, services and infrastructure. Being good stewards of resources, the Garden’s management team has approached each phase of growth responsibly by assessing their ability to appropriately operate. As the Garden “funds the growth,” they have endeavored to maintain the high standards set for day-to-day operations, while preparing to move forward on the next great initiative.

Since its inception 28 years ago, the Garden has grown in all aspects, developing into a world-class botanical garden and true asset to the community. However, the infrastructure of the Garden has not kept pace. The physical growth of the Garden, programs and

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<sup>1</sup> Rinker, H. Bruce. “The Weight of a Petal: The Value of Botanical Gardens.” Action Bioscience. American Institute of Biological Science. February 2002.

<http://www.actionbioscience.org/biodiversity/rinker2.html>. Accessed April 4, 2016.

<sup>2</sup> Stephens, Challan. “Huntsville projected to be largest city in Alabama in less than a decade.” Al.com November 29, 2015.

[http://www.al.com/news/index.ssf/2015/11/huntsville\\_projected\\_to\\_become.html](http://www.al.com/news/index.ssf/2015/11/huntsville_projected_to_become.html) Accessed April 4, 2016.

events have plateaued and will remain so without the next strategic step to move into the future.

*Focus V* is a five-project plan that addresses the Garden's most crucial needs and offers answers to many of its growth-related challenges. As seen on Attachment 1, five major projects are included in this plan. Each project is prioritized and will be completed prior to beginning another project, and each will be addressed only as funding allows, so that nothing is built that cannot be funded or maintained. Our overall strategy is to sequentially fund this phase of the Garden Core Master Plan.

The Plan includes a new Guest Welcome Center to offer enhanced visitor amenities and services. The iconic building will host programs, exhibits and functions; an event hall, gift shop and café create opportunities for generating on-site revenue through retail and rentals.

Most notably, throughout this expansion the Garden will endeavor to remain debt-free, conscious of its economic environment, and it will remain dedicated to its mission and vision, aware of its responsibility to the community.

## **Organization Overview**

Widespread community support and a spirit of volunteerism originally organized the Garden in 1981, before it became open to the public as a non-profit, 501(c)3 organization in 1988. Since that time it has grown into a world-class botanical garden with 16 unique gardens throughout its 112 acres. Evidence of the Garden's non-profit status is found in Attachment 2. As a non-profit nature museum and an educational institution, the Garden hosts approximately 247,000 visitors annually. Currently more than 7,600 member households are a part of the Garden family. Passionate individuals have continued to contribute hundreds of thousands of hours to its growth, increasing volunteerism to its current annual 1,990 volunteers.

Fiscal responsibility has been a part of the Garden since its inception. With an annual budget of \$3.1M, it has long ago achieved debt-free status, attractive to donors as they appreciate giving to direct, tangible and immediate results.

Continually recognized as one of the top tourist attractions in Alabama, in 2014-2015 the Garden received seven national, state and local awards, including a Certificate of Excellence in Hospitality by Trip Advisor, and a listing as one of the 10 Best Botanical Gardens for Families in the Nation by Vacation Idea Magazine. Locally, the Garden was voted as the favorite local attraction for toddlers and preschoolers by Rocket City Mom publication.

Many of the Garden's attractions, both seasonal and year-round, have been recognized for their excellence, including:

- Galaxy of Lights awarded 2015 and 2016 Top 100 Events and Festivals Awards by American Business Association
- Lewis Birding Trail named one of two best birding trails in the nation
- Scarecrow Trail voted as Top 20 Champion by Southeast Tourism Society
- Holmes Trillium Garden achieved National Accreditation through the National Association of Plant Collections Consortium (NAPCC) in 2014.

An air of Southern hospitality permeates the entire Garden. The Garden's basic framework is a series of large open spaces sitting within natural woodland areas and containing dispersed destinations, collections and attractions. The overall topography is gentle, but diverse enough to be engaging.

Developed display gardens, botanical collections and water features are nestled within the glades and woods. Plant collections focus on those native and adapted to the South. The majority of buildings sit on the edges of open spaces, helping to reinforce the sense of enclosure. Repetition of key architectural features unifies the Garden.

Water appears throughout the landscape from still bodies to energetic fountains and running streams. Larger ponds reflect the sky, enhancing the Garden's sense of spaciousness.

Dedicated to the highest standards of professionalism in its field, XYZ is a member of the American Public Gardens Association, the North American Plant Collections Consortium, and the American Horticultural Society.

#### *Mission Statement*

XYZ will achieve world-class recognition by balancing year-round botanical displays, strong educational programs and specialized research. The unique aspect of our Garden will be the blending of traditional botanical garden elements, the aesthetic heritage of our region, the conservation of our natural resources, and our thrust into the future.

#### *Vision Statement*

The XYZ is truly a community garden and resource with a Southern "can do" attitude. The Garden is intergenerational and welcomes everyone to become a part of its ongoing success and growth. Everything it offers draws new and repeat visitors. The Garden is a young garden but appears established; it is a large garden but contains human-scaled spaces and interest. XYZ commits itself to:

- Celebrating the possibilities of a Southern garden and all this entails – family-friendly charm, gracious hospitality, and regional heritage
- Remaining focused on people: the community, volunteers, members, visitors and staff

- Maintaining a peaceful, tranquil atmosphere conducive to spiritual and physical restoration
- Engaging people in a dynamic, exciting and interactive place
- Showcasing ever-changing creative displays and exhibits throughout the year
- Offering educational opportunities in diverse formats
- Providing venues for social activities and events
- Partnering with volunteers and continuing to cultivate their strong involvement
- Stewarding environmental resources in a sustainable manner

### **Staff and Governance**

Highly-qualified, dedicated staff members operate the Garden's programs, operations and grounds. There are 35 permanent full-time and part-time staff positions, divided equally between administrative and horticulture staff. Seasonal horticulture staff members are added during peak periods.

The elected Board of Directors is comprised of 26 community leaders who give generously of their time and money. It is a working board in the truest sense of the term. The Garden's Advisory Board is made of 30 members, and 12 individuals serve on the Garden's Foundation Board, whose purpose is to increase the Garden's endowment. Please see Attachment 3 for a complete listing of the Board of Directors and the Advisory Board.

Our loyal corps of volunteers is what separates us from many other organizations. A critical part of the operation of our seasonal events and daily operations, volunteerism is encouraged by all, starting with The Garden Gang, a volunteer group for 13-15 year olds. In total, 1,990 Garden volunteers of all ages participate in all aspects of programming and operations. These volunteers provide a valuable financial asset: contributing more than 53,000 hours annually, valued at more than \$1,000,000 in payroll hours, they offer a direct savings to the Garden.

### **Programs and Services**

Many of the Garden's programs and attractions are direct examples of how the Garden fulfills its mission to balance year-round botanical displays, strong educational programs and specialized research, with a goal of achieving world-class recognition.

#### Events

Recognizing the responsibility to meet the needs of the community of all ages and interests, the Garden endeavors to offer seasonal events and year-round programming to appeal to everyone, truly making it "the community's Garden."

*Seasonal events include:*

- **Beaks & Barks:** During the month of February, dogs are allowed to visit the garden. This month also offers the Great Back Yard Bird Count on the Lewis Birding Trail.
- **Huntsville Blooms:** This series of events in the spring celebrates new growth, flowering plants and trees. A Spring Plant Sale, the Night of a Thousand Flowers event, a Spring Luncheon and the Bunny Bonanza all take place during this period.
- **Scarecrow Trail:** More than 60 community groups create and decorate scarecrows for display in the Garden during September and October. A sorghum maze and hayrides add to the fall fun.
- **Galaxy of Lights:** The region's largest fundraiser, this festival of lights in November and December is a main visitor attraction for our state. Engaging more than 200 sponsors and 125,000 guests each year, the largely volunteer-run festival is a major contributor to the Garden's operating expenses, offering more than \$500,000 annually in proceeds.
- **Main Garden exhibit:** Each year the community highly anticipates the Garden's themed special exhibit. Last year the "Nature Connects Art with Lego Bricks" exhibit by renowned artist Sean Kinney featured 27 larger-than-life sculptures on display from April-July, resulting in a 66% increase in attendance and a 58% increase in new memberships. This summer's exhibition, "Houses, Huts & Habitats," boasts Fort Remington, the Sioux Lodge teepee, the mushROOM, and 13 other special structures tucked away in secret garden spots.

*Year round programs include:*

- The **Purdy Butterfly House** showcases an average of 2000 live native butterflies from nearly two dozen species in a natural habitat from April through October of each year, in addition to dozens of turtles and other critters. This 9,000 square foot netted structure is the largest open-aired seasonal butterfly house in the US. The adjoining **Anderson Nature Center** offers flexible indoor instructional space for children and adults.
- As a Certified Wildlife Habitat and an e-Bird hot spot, the Garden is home to the **Lewis Birding Trail**, a protected space devoted to conservation, education and enjoyment of birdlife. During winter, many bird species, some in large flocks of 30 to 200 birds, enter the natural environment along the Lewis Birding trail to find refuge in the garden for feeding and watering. The Trail transverses the Garden's ecosystem of meadows, wetland, upland and bottomland forest, and native wildflower and azalea gardens. Listed as a birding "hot spot" by the Cornell Lab of

Ornithology and National Audubon Society, it highlights a large diversity of local and migrating birds. As of December 2015 a total of 103 bird species have been recorded as visitors along the water channel that extends the entire length of the garden.

- The Garden believes in giving back to the community. Proudly, the Garden annually grows 2,000 pounds of fruits and vegetables in collaboration with the Master Gardeners in its **Community Garden** for donation to local non-profit group Care Assurance System for the Aging (CASA). Occurring quarterly during the year, **Garden Giveback Days** are a way for the Garden to support the community. Individuals may make tangible donations - canned food or toys, for example - in lieu of admission on these days. The Garden donates all collections to a pre-selected charitable organization. Additionally, the Garden collects hundreds of toys during its **toy drive** for Toys for Tots in conjunction with the annual Galaxy of Lights seasonal event. Various charities have benefitted from these events, weaving the Garden into the very fabric of local community service.

### Education

Families, school groups, home schools and adults attend a wide variety of specialized programs and classes in horticulture, botany and environmental sciences throughout the year.

Cooperative programs with local universities provide opportunities for research and internships. The Garden hosts teacher workshops to train area teachers in environmental and horticultural science. This connection and relationship to the local schools is paramount to our mission. Children's activities enrich educational opportunities and create an environment that inspires lifelong learning. Last year more than 11,000 children attended the garden for field trip programs, and 658 students, including pre-K and homeschoolers, attended camps, classes and programs. In addition to programs for children, 18 programs were offered to more than 700 adults.

The Garden is the only one of its kind in North Alabama, providing horticulture education to highly garden-conscious residents. We boast the first Master Gardener program in the state and an award-winning composting program that has been developed in coordination with the City of Huntsville.

### Conservation

The particular combination of biodiversity and ecosystems lends itself to the Garden's critical role in conservation. According to Botanical Gardens Conservation International, botanical gardens are uniquely positioned to help address the issues relevant to restoring ecosystems. They provide knowledge and expertise in plant taxonomy, horticulture, biodiversity inventory, conservation biology, and restoration ecology— all key elements for

achieving successful restoration. Botanical gardens also collectively serve as a global repository for documented plant material, with at least one-third of all flowering plants maintained in living collections or seed banks. Botanical gardens can therefore restore diverse and ecologically resilient places, avoiding the dangers and pitfalls associated with growing inappropriate plants in the wrong environment.<sup>3</sup> In response to this important role, XYZ understands that plants are essential to a stable and productive planet. Public gardens have a responsibility to educate, display, protect, manage and advocate for plants and all aspects of their habitats while exemplifying high standards for sustainable gardening practices and conducting daily business.

The Garden is committed to improving methods, standards, collections, programs, techniques and practices to elevate plant advocacy. The core of our program is conservation, education and collaboration. Boasting the largest trillium collection in the US, the Garden has a special emphasis on native trillium, clematis and other endangered or threatened species of special concern and their habitats in the Tennessee Valley region. We will continue to keep our efforts focused and within our resources.

The 11-member Conservation Committee at the Garden has implemented a 5-year timeline with three phases of implementation, including partnerships with other organizations and utilization of national and regional resources and advisors. Current sustainability practices are in place to include conservation and education in 11 different objective areas.

The Garden's Education Department has collaborated with the Alabama Wildlife Federation to form the Tennessee Valley Environmental Educators (TVEE), with a mission to enhance and support formal and informal environmental education. The Garden strives to improve its sustainability effort by serving as an example to our community, offering continuous education opportunities for individuals and companies to learn about sustainable practices. An integral part of the City of Huntsville's Energy Initiative, the Garden hosts an impressive array of solar panels, recycling programs and many sustainable business and gardening practices. The Garden is a strong role model of good stewardship for our community, helping to focus the economic and workforce development within the green sector.

### **Statement of Need and Expected Impact**

The Garden is now at a crossroads. We can no longer defer several major capital improvements without sacrificing the quality of experience for our members and visitors. This is the best possible challenge to face as several growth-related issues now must be addressed. Current infrastructure cannot keep pace with the increased visitors and technology requirements for a garden its size.

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<sup>3</sup> Botanical Gardens Conservation International. <https://www.bgci.org>. Accessed April 4, 2016.

Focus V lays the foundation and provides the structure for the evolution of the Garden through a systematic approach. Issues that were a hindrance to growth were identified and translated into the following proposed improvements:

- Create a sense of arrival with an enhanced entrance
- Improve the ability to accommodate increased attendance and the ease of visitor check-in and orientation for a quality guest experience
- Maximize revenue opportunities to provide resources for continued growth

A new Guest Welcome Center (GWC) emerged as a solution to many of these needed improvements. It will feature three new premiere rental facilities, a gift shop and café, meeting rooms and additional visitor amenities. The Guest Welcome Center brochure in Attachment 4 fully details how this facility will meet these needs. This improvement will:

- Create a strong sense of arrival with a welcoming entrance
- Improve the ability to accommodate increased attendance and the ease of visitor check-in and orientation for a quality guest experience
- Maximize revenue opportunities through rentals and retail, providing resources for continued growth
- Add personnel offices advantageous to programming expansion
- Improve ease of visitor check-in and orientation point for an extraordinary guest experience
- Improve technology for increased operational efficiency
- Enhance existing garden landscape, hardscape, lighting interpretation and way-finding

The new building will provide a strong sense of arrival, expedite guest check-in and improve orientation to the Garden. A larger shop and café will provide great shopping and casual dining. The GWC offers three magnificent rental facilities for the most formal events to informal or casual events. The Grand Hall will seat up to 350 guests, the Carriage House will entertain up to 150 guests, and the gorgeous Glass Conservatory will host up to 40 guests.

The benefits are numerous, both to the Garden and the community: as a tourist attraction, the Garden generates revenue to community. The expansion will generate revenue for future programs, multiplying its impact as a destination. Education creates excitement and engages people with the environment, planting seeds to further the legacy of the future of the garden.

The GWC project is in line with “Live, Work, Play,” Huntsville Mayor Tommy Battle’s initiative for our city. The Garden offers quality of life for the community. Corporations will benefit from additional meeting space with audio-visual capacity, catering and choices of venue sizes. Best of all, parking and location will be amenable to all. An investment in the Garden is an investment in the future: truly “paying it forward” to ensure a long-lasting legacy of education, conservation and beauty for years to come. Judy Ryals, CEO, Huntsville/Madison County Convention & Visitors Bureau says, “This beautiful facility will not only welcome visitors to one of the top attractions in the state, it will also feature event and meeting space which will further enhance the use of XYZ for conference attendees and local residents alike. I can’t wait for the Convention and Visitor’s Bureau to host our own hospitality industry appreciation at this new venue and to continue to partner with the Garden in the future.”

*This beautiful facility will not only welcome visitors to one of the top attractions in the state, it will also feature event and meeting space which will further enhance the use of XYZ for conference attendees and local residents alike.*

*--Judy Ryals  
CEO, Huntsville/Madison County  
Convention and Visitors Bureau*

Notably, the project plan encompasses input from many aspects of the community. Garden CEO Paula Steigerwald is proud of the way the GWC project came together with the input of caterers, photographers, corporate administrators, tenants from nearby

*I cannot even imagine a project that the XYZ would bring to me to endorse that I wouldn't do so. The Garden is a model organization for the community.*

*--City Councilman  
Richard Showers*

Research Park, neighbors from the Redstone Arsenal and Space and Rocket Center (literally next door to the Garden), brides, restaurateurs, sound technicians, and many many volunteers. This project plan incorporates ideas from garden members, a staff planning committee and the community. The eager acceptance of this enhancement has been embraced fully by our community, evident by early financial support. Steigerwald notes that “as a non-profit, we are proud to be good stewards of the resources entrusted to us and are most cautious as we move into another growth phase.” She points out that the Garden has moved forward on plans only after the assurance that “there was a good business model and return on investment. Being resoundingly reassured after doing the homework, we moved forward.” Our local legislators have endorsed

this sentiment, with City Councilman Richard Showers saying, “I cannot even imagine a project that the XYZ would bring to me to endorse that I wouldn’t do so. The Garden is a model organization for the community.”

## Project Impact

Southern charm is the heart of the XYZ. The GWC project plan focuses on extending a warm welcome by enhancing the Garden's visibility and curb appeal. Arrival is critical to letting people know they have arrived at a unique horticultural destination.

The 3,500 square foot **atrium center** check-in is a thoughtfully planned space with state-of-the-art resources that will improve visitor check-in and orientation, streamline the ticketing process and provide appropriate gathering space. Currently guests arrive at the Visitors Center and check in at the front desk. This desk also serves as the Gift Shop Sales area and Garden Information Center. On good weather days and during special events 1,000 visitors may funnel through this 1,500 square feet of space in a single day. The lobby can quickly become severely congested. Visitors with wheelchairs or strollers become confined and frustrated, amplifying the condition. This can be especially frustrating for parents with both large strollers and children in tow. Streamlining the ticketing process and providing thoughtfully planned space with state-of-the-art resources will ensure a safe and exceptional guest experience. This space, combined with gracious hospitality, will set the tone for the rest of the visit. It demonstrates our focus on people – the community, visitors, volunteers, members and staff.

The **café** provides casual dining and becomes a destination café as guests can enjoy dining without paying admission. Our current restaurant, a small tea room with limited serving and seating capacity is overwhelmed on a busy day, as restaurant guests are backed out down the hallway into the Visitors Center and Gift Shop areas. Because the current restaurant is also an adjacent entryway to the Garden, some revenue is lost when restaurant visitors enter the Garden through the restaurant exit door. The new café will serve fresh meals and snacks with both interior and patio seating, and will solve space and locational problems with the current restaurant.

The café is strategically located across from **the Gift Shop**, which more than doubles its current size and will offer a broad special assortment of merchandise tailored to the Garden visitor. With increased attendance, the Gift Shop has the potential to generate significant revenue for the Garden. The shopping experience is currently diminished when the lobby and desk are crowded. The Garden Gift Shop revenue contributed significantly to our income in FY2014 but has the potential to significantly generate more revenue, which will protect our fiscal resources and expand our growth.

Improvements to the campus offer several new opportunities for **Facility Rental**. Nearly 10% of the Garden's operating revenue is generated by facility rental with the potential to become significantly higher. The Garden hosts an average of one wedding every Saturday throughout the year, primarily in the arbor, which can seat 160. Last year, the Garden hosted 56 business meetings, 140 society and club meetings, 42 parties and 35 picnics. The Garden is also a popular location for photo shoots. A new facility would

enable us to expand revenue from facility rentals, which have the potential to increase annual admission, rental sales and gift shop revenue by an additional \$1M.

The project plan allows for expanded space for **rental facilities** as follows:

- The *Grand Hall* is well-positioned to be a premiere rental hall. With an exquisite garden view, it can accommodate meetings, receptions, weddings or other special events for up to 350 seated guests. It features a catering kitchen with separate entrance, a library, groom's room, bride's room, coatroom, restrooms and a covered drop-off area. This magnificent space will be one of the largest private rental facilities in our area and will attract many events to our region.
- The elegant glass **Conservatory** is the quintessential space for a small wedding, luncheon or other memorable event for up to 40 guests. This space can be reserved independently or with Grand Hall.
- The uniquely designed **Carriage House** has the capability to open along the east and west side of the building, allowing more than 200 guests to experience the beauty of the garden. Its festive yet casual feel is supported by a catering kitchen, storage area, restrooms, and a side entrance.

In addition to these rental spaces, the **Mezzanine** around the second level of the main GWC is open to Atrium. It includes offices, restrooms, storage, and a conference room with a balcony overlooking the garden below. This expansion is critically needed, as the Garden has long outgrown office space and storage. Currently archived records are housed in a truck trailer in the maintenance area of the garden, a less than ideal location. Conference room space has given way to three employees and a volunteer work station. Difficulties of finding adequate volunteer workspace and meeting space will be solved with the Mezzanine addition, as it houses offices, storage and meeting areas to accommodate growth.

The project plan emphasizes pedestrians and removes vehicular traffic from the visitor experience. Enhancements clarify path systems throughout the property, adding better navigation and clearly defined areas throughout. Visitor information, signage, and technology are updated within the project plan to allow visitors access to user-friendly maps and points of interest. Interactive kiosks and flat screens appear throughout the center with appropriate messaging, along with other technology advancements.

Additional amenities provide indoor and outdoor facilities throughout the property, making the entire garden a place to celebrate the patterns of the seasons and the cycles of community life, including the Entry Garden, Celebration Garden, and Column Courtyard. Seating plazas located at convenient intervals provide additional comfort.

The plan concentrates on horticultural displays, features and exhibits along major walks to immerse visitors in a multi-sensory, year-round oasis within the heart of the property.

Detail-oriented plantings such as the Floral Walk and Meadow Walk appeal to the perspective and speed of walkers.

Additional gardens and features carefully integrate with the existing gardens, increasing connections between existing areas. Plant displays and collections augment and diversify existing ones. The masterpiece is a majestic circle of historic Courthouse Columns, seemingly floating on a rectangular lawn within a small lake, an ideal location for events of all types. Collectively the year-round fragrance, flower and texture are the perfect conclusion to the Garden Core.

### **Timeline**

Necessary improvements became Focus V, part of the Garden Core Master Plan. Project I, the sustainable Parking Garden and Enhanced Entrance, was proudly completed in Fall 2013 followed by completion of the Lower Lake in 2014. The next step, Project II, incorporates the development of the Guest Welcome Center, technology enhancements, a new roundabout in the Events Meadow, and a renovation and repurposing of the existing Visitors Center.

As a result of an in-depth needs assessment, Matheny-Goldmon architectural firm was hired to design the stunning Guest Welcome Center. As seen in Attachment 5, the design encompasses growth projections while providing visual expectation for what lies beyond in the Garden. Fundraising for Focus V: Project I was successfully completed without any incurred debt and with more than \$1M remaining in reserves, reflecting the Garden's commitment to fiscal stewardship.

The Garden began a \$16M Capital Campaign in 2012, raising \$7.6M towards the project in FY 2014-15 alone. Groundbreaking began on the Guest Welcome Center on January 20, 2016, with projected completion to be ready for use in Spring 2017.

This project directly supports the Garden's long term goals:

- Updated master plan in 2012
- Parking Gardens Entrance completed
- Guest Welcome Center
- Enhance existing garden
- Column Courtyard
- Education Complex

## Project Budget

Each of the following Focus V projects will need to be completed:

- I. Entrance Parking Garden and Parking Lot (COMPLETED - \$1.3M)
- II. Guest Welcome Center Development (Estimated Cost \$16M)
- III. Enhancement of Existing Gardens (Ongoing)
- IV. Column Courtyard Development (Future)
- V. Education Center (Future)

Currently the Garden is funding Focus V: Project II, focusing on the Guest Welcome Center Development. We are in the public phase of a \$16M campaign. As evidence of resounding support from the community, as of April 2016 more than \$12 million has been raised towards this project. A project cost estimate follows, which has been used for budgeting purposes. Please see Attachment 6 for a list of Major Contributors to date. This list includes 100% financial participation from the Board of Directors.

<b>GWC Project Cost Estimate</b>	
Architect & Professional Fees	<b>\$715,000</b>
Construction of GWC	
Direct Work	\$11,401,879
Permits, Fees, Insurance, etc.	<u>\$1,533,121</u>
<b>CONSTRUCTION TOTAL</b>	<b>\$12,935,000</b>
Allowances	
Landscaping	\$800,000
Furniture, Fixtures & Equipment	\$541,500
Technology	\$125,000
Campaign Costs/Events/Marketing	\$247,500
Donor Recognition	\$110,000
Visitor Center Renovation	\$160,000
Horticulture/Site Maintenance	\$96,000
Project/Campaign Staff Allocation	\$175,000
Miscellaneous (unidentified) Expenses	<u>\$95,000</u>
<b>ALLOWANCES TOTAL</b>	<b>\$2,350,000</b>
<b>PROJECT TOTAL (excluding financing costs)</b>	<b><u>\$16,000,000</u></b>

Operating and Revenue expenses are detailed in Attachment 7. Because the Garden is raising all necessary funds for the project as a separate capital campaign, no operating funds will be accessed for the expansion project. Furthermore, the expected increase in both participation and facility rentals will increase the Garden's budget to allow for expansion of programs as well as increases in maintenance costs. We need your support in our community garden. Through your investment, we anticipate to gain an additional revenue of \$1.5 million in Facility Rentals, through the Gift Shop sales, and through increased memberships and sponsorships.

### **Funding Requested**

Your support is vital to maintain the Garden's programming and events and to allow continued growth with unique horticulture features. **XYZ formally requests a Tier I grant in the amount of \$100,000 from the ABC Foundation for this phase of the Focus V Project Plan.** *Should a Tier I grant not be available, we would appreciate your consideration of a gift in any amount.* Your gift will help bring to fruition XYZ's longtime goal to provide this world-class facility through the generosity of donors in the community.

We welcome the opportunity to partner with the ABC Foundation in establishing a new legacy for our region through this important expansion. In appreciation for this gift, we would be honored to offer a significant and meaningful naming opportunity in recognition of your gift. We would enjoy meeting with you to discuss facility design, floor plans and to discuss naming opportunities with you, at your convenience.

### **Summary**

As we have prepared for the next stage in our development we have engaged the feedback of hundreds of people. Our direction and priorities were determined by those who are engaged and committed to our mission. This physical master plan is focused on providing a memorable experience with the visitor in mind. The mission of the Garden is further solidified by a timeline for further facilities for classes.

Completion of the Guest Welcome Center will provide new resources that will allow the Garden to grow, remain relevant and become an even better place for the community and future generations. It will offer a tangible reminder of our commitment to our members and our mission. With consideration for our rich biodiversity and our leadership role with conservation and education, *and with your help*, this project will exemplify how our community can garden in harmony with nature while championing great things for our world at large.

**Attachment 1:**

Garden Core Master Plan (Summary Sheet)

**Attachment 2:**

501(c) Non-Profit Determination Letter from the IRS

**Attachment 3:**

2015-2016  
XYZ  
Board Members

**Attachment 4:**

Guest Welcome Center Brochure

**Attachment 5:**

Architectural Renderings

**Attachment 6:**

Major Contributors

**Attachment 7:**

Operating Revenue and Expenses shown in Annual Report