

CITY COMMISSION WORK SESSION
December 12, 2011

The work session was called to order by Vice Mayor Steven Leary at 2:00 p.m. in the Rachel D. Murrah Civic Center, 1050 West Morse Boulevard, Winter Park, Florida.

Members present:

Mayor Kenneth Bradley (arrived 2:04 p.m.)
Commissioner Steven Leary
Commissioner Sarah Sprinkel
Commissioner Carolyn Cooper (arrived 2:05)
Commissioner Tom McMacken

Also present:

City Manager Randy Knight
City Attorney Larry Brown (arrived 2:11 p.m.)
Deputy City Clerk Michelle Bernstein
Jeffrey Blydenburgh

This meeting was a work session with no public input.

Mead Garden Lease Agreement

This work session was to discuss the Mead Garden Lease Agreement with the City.

Executive Director Jeffrey Blydenburgh representing Mead Botanical Garden, Inc. provided a PowerPoint presentation titled "Business Plan - December 2011." He summarized their mission and vision, garden operations, organizational structure, operating policies, programs and events, partnerships and alliances, facility rentals, financials, project status, marketing and public relations and the chart of responsibilities from the lease agreement.

Mr. Blydenburgh spoke briefly about the operating and capital expenses in the FY2011-2012 budget that was presented. He mentioned that if they can raise \$500,000 in the next year they will have a balanced budget. He explained that the most important task is to raise awareness and funds and with focused marketing efforts, Mead Botanical Gardens, Inc.'s goal is to increase rental revenue for existing facilities by 15%. Mr. Blydenburgh also mentioned that rental customers will be required to provide proof of insurance, as currently required by the City's policies.

In summary, Mr. Blydenburgh indicated that they are looking to gain approval of the overall lease from the City so they can continue with their plans to operate and run the garden. He clarified that they are requesting that the lease be for the entire garden and not just the Environmental Learning Center.

Mr. Blydenburgh answered questions. Discussion ensued regarding educational programming, fundraising events, entire garden lease vs. partial garden lease, lease agreement for building and a separate agreement for operational use, length of lease, insurance and assignment of responsibilities listed in the lease agreement such as maintenance of the gardens, grounds, water, buildings, operations, etc. The Commission mentioned that there are two items that still need to be discussed #1) the definition of an overall successful relationship; and #2) the entire garden lease or not.

There was a question regarding the timeframe for a decision to be made which resulted in an agreement to have the Parks and Recreation Board review this item sometime in January 2012, followed by a public meeting with Mead Botanical Garden, Inc. and then bring forward to the City Commission for approval of a joint partnership with Mead Botanical Gardens, Inc. which requires a lease.

The meeting adjourned at 3:20 p.m.

A handwritten signature in cursive script that reads "Cynthia S. Bonham". The signature is written in black ink and is positioned above a horizontal line.

City Clerk Cynthia S. Bonham



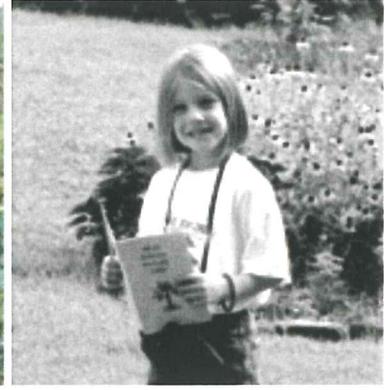
O-110—Waterfall in the Mead Botanical Garden,
Winter Park-Orlando, Fla.



Mead Botanical Garden

Challenge the intellect,
engage the imagination and
enrich the human spirit
through experiences with
nature and a full spectrum of
sciences and the cultural arts.

Business Plan - December, 2011



MEAD BOTANICAL GARDEN, INC., BUSINESS PLAN

December, 2011

A. INTRODUCTION & BACKGROUND

Since its inception 75 years ago, Mead Botanical Garden has benefitted from numerous public-private partnerships. Private and public land donations, public works grants, philanthropic gifts, municipal management and decades of volunteer service by gardeners and horticultural club members, bird lovers and civic, community and professional groups have made Mead Botanical Garden the urban oasis it is today.

Despite this care and attention, the Garden fell into disrepair. But that is no longer the case.

The Transition...

In 2003, the Friends of Mead Garden (now Mead Botanical Garden, Inc.) was founded to restore and revitalize the Garden in partnership with the City. This active group of volunteer citizens worked with other vital partners to embrace the Garden's history and look anew at possibilities for the Garden. The volunteer community leaders' commitment and focused application of their professional skills have resulted in on-going horticultural improvements, educational programming, community vegetable gardens and family-oriented events in the Garden.

Currently, Winter Park's Parks and Recreation Department manages and maintains Mead Botanical Garden. It also rents and schedules venues within the Garden other than the two garden club buildings.

In 2007, the City Commission accepted a Mead Garden Master Plan developed by PBS&J in contract with the city. With a common goal of revitalizing the Garden, in November, 2010 the City Commission approved increased annual funding for the Garden and began discussions of a lease agreement.

Ensuing research and talks about how to optimize resources and ensure sustainable success led to the development of a proposed multi-year lease agreement between the City and Mead Botanical Garden, Inc. Upon execution of the agreement, Winter Park residents will benefit from a well-defined partnership between the City and Mead Botanical Garden, Inc. This partnership will combine and leverage each organization's resources and expertise for the good and success of the garden. In its new role, MBG, Inc. will plan, organize and coordinate management and restoration of the Garden. It will develop a year-round calendar of events and programs, while maintaining close communication with the City's Parks and Recreation department.



B. MISSION & VISION OF MEAD BOTANICAL GARDEN, INC.

Mead Botanical Garden is a public place where people of all backgrounds and ages come to discover and enjoy nature, horticulture, wildlife, education and the arts.

Mead Botanical Garden, Inc. has developed precise mission, vision and core value statements related to the Garden and its use. These statements are more than words on paper. They serve to guide the plans, decisions and actions made by MBG trustees and staff.

MISSION: To challenge the intellect, engage the imagination and celebrate the human spirit through experiences with nature and a full spectrum of sciences and the cultural arts.

VISION: To be a developing botanical garden, a sustainable center for the scientific, environmental and cultural life of the central Florida community.

Core Values that Drive Plans, Decisions and Actions

- Engage all stakeholders in the community
- Consider the interests and needs of all members and the broader community
- Balance accessibility with the need to develop and preserve habitat
- Advocate for "Nature" and its impact on individual and community well being
- Provide multiple formats for learning and enjoying the Garden
- Maximize the synergies among the public, private, and not for profit sectors
- Ensure sustainability (social, biological, financial) for future generations
- Perform all functions and duties without regard to race, color, creed, marital status, sex or age





C. GARDEN OPERATIONS

Under a proposed lease agreement, Mead Botanical Garden, Inc. will assume managerial, administrative and operational responsibility for the Garden; the City of Winter Park will own the land and structures. A chart showing the detailed delineation of assigned responsibilities is presented in the Addendum to the lease. What the chart can't reflect is the commitment, knowledge, skills and abilities MBG, Inc. and the City are willing to put forth on behalf of the Garden. The generous time and valuable expertise by the Board and MBG volunteers represent hundreds of thousands of dollars in annual contribution to the Garden. Frequent, open and organized communication between the MBG staff and the city will be key to the successful leveraging of this time and talent on behalf of the Garden. All actions and decisions will be made in accordance with provisions of the lease agreement and deed restrictions on the Garden property.

Under the new lease agreement with the City, MBG's responsibilities will include:

- Long and short range planning
- Management of the grounds and facilities
- General and financial administration
- Board and donor development
- City relations and communication
- Program, event and facility planning, marketing and implementation
- Community partnerships
- Project management

The City will be responsible for:

- heavier grounds maintenance including fencing, tree mowing, irrigation, pruning, vine control, spraying and mulching
- storm water sites, water treatment and creek edge maintenance
- the restrooms and utilities
- security
- property insurance

Mead Botanical Garden, Inc., will be responsible for:

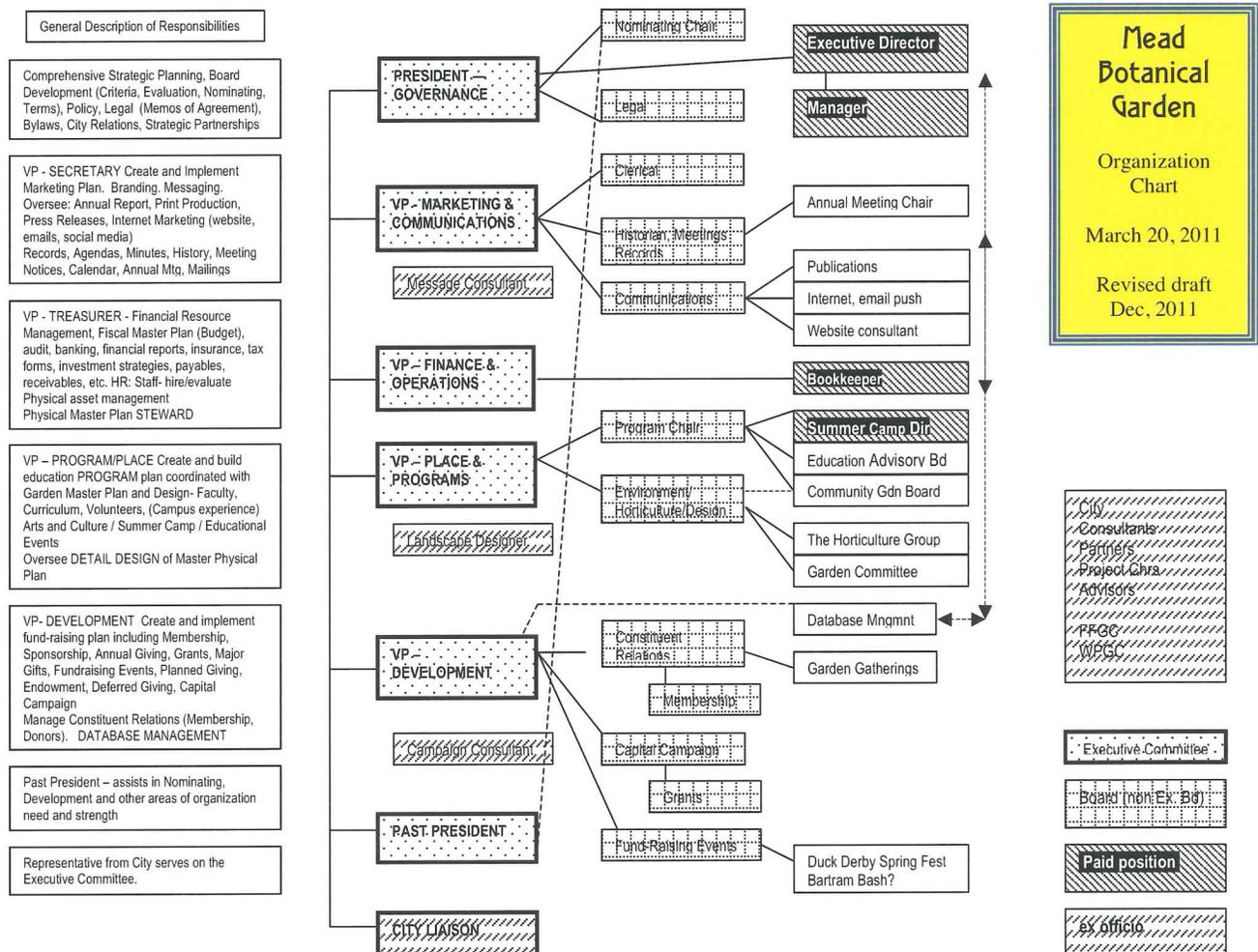
- improvement, maintenance and scheduled use of buildings within the Garden, other than the WP Garden Club building and the Florida Federation building.
- grounds maintenance including planting, pruning, weeding and mulching of beds
- development, marketing and scheduling of programs and events
- event insurance



C (I) Organizational Structure, Leadership, Staff and Key Advisors

Mead Botanical Garden, Inc. is guided by a 12-member Board of Trustees who operate under specific organizational by-laws. The trustees are responsible for strategic planning and implementation, fund development, donor relations, program design and special events. All board members have a good understanding of the community and are actively involved in fund-raising and implementing plans.

The Trustees plan to expand the board to include a representative from the City as an additional member of the Board. Ideally, the Director of Parks and Recreation or a designee would fill this position. Additional board development, increasing the board to 15+ members, will occur in the coming months and years as the operation expands.



Leadership & Staff

Collectively, the Trustees possess a wide range of professional and civic experience and put it to use on behalf of the Garden. The current Board of Trustees include:

- **Bill Weir, President** — Retired manufacturer and community leader. Bill has been interested in Mead Garden since he was a young boy.
- **Sue Foreman, Vice President, Programs & Place** — Community volunteer, retired science educator, knowledgeworker, tech hobbyist. Sue is a charter member of the Friends of Mead Garden. She leads educational program planning for the Garden, including the Summer Nature Camp.
- **Marcia Frey, Vice President, Message & Records** — Community leader, past-president of the Winter Park Garden Club. Marcia is a charter member and has served on the FMG Board since its inception.
- **Beverly Lassiter, Vice President, Development** — As Founding President, Bev led the formation of the Friends of Mead Garden in 2003, and served as president until 2007. Professionally, her work included community relations, special events planning, fundraising, and advocacy liaison with statewide women's organizations. She served as President of the Winter Park Garden Club, 2001-2003.
- **Stephanie Dang Murphy, Vice President, Treasurer** — Stephanie is a managing director at SunGate Capital, a private equity firm. Prior to joining SunGate, she served as a national security specialist in the Office of the US Secretary of Defense.
- **Beachy Harrell** — Duck Derby and Spring Fest Chair, community volunteer Emily "Beachy" Harrell joined the board in 2009. Beachy is working to expand the event to include more gardening experiences and plant sales.
- **James Johnston** — Attorney, Shutts & Bowen. James joined the board in 2010. He helps guide the organization in review of contracts and agreements.
- **Susan League** — Susan joined the board earlier this year. She brings extensive experience in the arts business. She has served on the Board of Visitors of the Cornell Fine Art Museum, and currently is a volunteer for the Atlantic Center for the Arts.
- **Dori Madison** — Past President, 2008-2010 and charter member, Dori led the Trustees through major organizational transitions, important next steps in the Master Plan and initial planning stages for the Environmental Learning Center. Dori is Director of Business Development for Vaneasse Hangen Brustlin (VHB), a transportation, land planning and environmental engineering firm.
- **Beverly McNeil** — Beverly is MBG, Inc.'s newest board member. Beverly is responsible for commercial real estate at Rollins College.
- **Alice Mikkleson** — Master Gardener and Community Leader, Alice and the late Rene Kelly were honored in 2009 by the City of Winter Park for their diligence and determination in cleaning up Mead Garden. With horticulturalists Randy Knight and Ann Clement, Alice leads a weekly group of volunteers doing "whatever it takes."

Currently, Mead Botanical Garden employs **two staff members**: an executive director and a manager of operations who operate under direction of the of executive board.

Jeffrey Blydenburgh, Executive Director — Jeffrey was Board President in 2010. He is a charter member of FMG and served on the board continuously since 2004. Jeffrey's professional experience as an architect includes over 30 years of managing projects in the US and internationally.

Cynthia Hasenau, Manager of Operations — Cynthia joined the staff this fall. Previously, at Rollins College she held positions as Director of Executive Education and Director of the Corporate Learning Institute. Her department also managed the Rollins Summer Day Camp. At The Orlando Sentinel, she was responsible for Employee Relations & Training, Environmental Health & Safety and Security.

The board will launch a search for an Executive Director in early 2012 to ensure successful operation of the Garden and execution of its strategic and master plans. Selection criteria will include experience overseeing a botanical garden, donor development and program development.

Two City of Winter Park employees are assigned to oversee the grounds maintenance of the Garden.

Board of Advisors

MBG, Inc. benefits from experienced and expert Advisors who provide valuable expertise in the following areas:

- horticulture, forestry and gardening
- environmental resources, including lakes and waterways
- land planning and landscape architecture
- parks and recreation
- fundraising and donor development
- childhood and adult education
- cultural arts
- communications, branding



C (2) Operating Policies

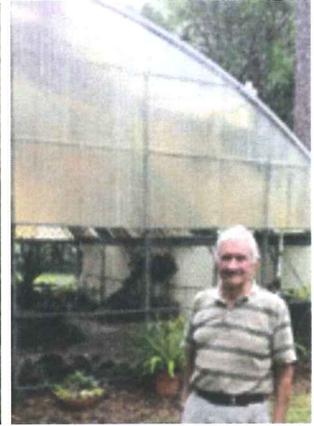
In operating the Garden, MBG, Inc. will comply precisely with all terms of the lease agreement. Following approval of the lease, MBG, Inc., will rely on the City's current Parks and Recreation Department Mead Garden Rules and Standards for Use. Should the need for revision arise in the future, MBG, Inc. will confer with the City before making any adjustments.

MBG's Board of Trustees operate under specific and detailed organizational by-laws. The organization also complies with all regulations and IRS codes required to run a 501(c)3 non-profit organization.

C (3) Programs and Events

Programming is an essential ingredient in the viability of Mead Botanical Garden. To insure open access to most of the garden, we will develop, market and conduct mission-driven programs. These programs will build a family of supporters for the Garden that will lead to increased financial investment by the community. This support will then be used to develop more programs.

Planned programs and events will include offerings for people of differing ages, demographics, interests and income levels. The focus, schedule and duration of these programs will vary to attract the widest and greatest number of participants while leaving no damage to the natural and restored garden. In fact, most programming includes elements of participant service to make the garden better while they learn.



Programs

MBG, Inc. plans to develop and operate a vibrant year-round catalog of programs based on the mission, vision and values of the organization. These educational and cultural programs will center on:

- horticulture and gardening
- nature and environment
- wildlife
- wetlands
- the arts
- healthy, fun living

Interest in these types of programs is strong among Winter Park residents, according to the City's *Strategic Recreation Facilities Programming Plan of July 2011*. One purpose for this report was to determine the recreational programming of greatest interest in the community. Survey and focus groups results indicate the programs with the highest interest and likely participation are:

- Cultural and Performing Arts (89%)
- Health/Wellness (85%)
- Nature and Environmental (82%)
- Historical/Cultural/Education/Preservation (81%)

Botanical gardens across the country have successful educational offerings that attract children and adults of all ages. These provide a strong model for MBG, Inc. to emulate. **A key priority in 2012:** research the most successful of these programs. Examine the topics, marketing efforts and development processes behind the programs.

Pricing for programs will vary based on length and program expenses. Discounts will be offered to those who hold MBG membership.





Summer Camps and Year Round Learning

Programs for children and youth hold a high priority for MBG, Inc. The extraordinary environment at Mead Botanical Garden makes for an irresistible and splendid outdoor classroom. The garden, Howell Creek community garden and wetland areas, combined with activity-based curriculum and gifted science teachers, ensure meaningful, memorable and fun learning experiences.

The community's interest in programs for youngsters was supported in the city's *Strategic Recreation Facilities Programming Plan*:

"Nature & Environmental programs were especially popular among households with children under five, 70 percent of whom state they would participate... Among households with school-age children, Nature & Environmental programs would be attended by adults (57%) and children (51%) evenly."

Educators and environmental experts have designed programs for the Garden and are eager to expand the offerings, always keeping in mind that participants should leave the natural setting in better condition than they find it. The seven goals listed in the document, "**Education Goals in Mead Garden**, Synthesis from Friends of Mead Garden Work Session," created April 19, 2007, continues to inform program decisions:

- ❖ Create environmentally sensitive and responsible citizens by laying the environmental blueprint for future generations.
- ❖ Teach value of eco-systems, stormwater, pollution, technical knowledge about flora and fauna, unique environment to Florida, birding, and how these impact everyday life.
- ❖ Use innovative and creative teaching methods such as eco-tours, nature camps, hands on learning, technology and storytelling year-round by the "garden becoming the teacher."
- ❖ Recognize Mead Garden's historical importance while creating an environmental center where scientist, artist, community, educators, and families learn together.
- ❖ Emphasize importance of waterway education and value and importance of healthy waterways, discovery, personal development and replenishment.
- ❖ Restore sense of adventure and exploration -- regain wildness while emphasizing conservation and sustainability.
- ❖ Maximize educational capacity, which may include relocation of city space so that everything is educational.

Successful programs will be expanded and new programs will be developed. Plans are already underway for MBG's Summer Day Camp for elementary, middle and high schoolers. Experience tells us this will be a highly popular and successful learning experience. Year-round children's activities tested last year will be launched in full as the Mead team jells and capacity grows:

- Children's book club in the Garden
- Guided nature hikes and scavenger hunts
- Nature Ranger Mobile Arts & Crafts Cart
- Young Naturalists Club
- School field trips





Concerts, Lectures, Cultural Performances and Classes

A variety of outdoor performances and lectures can be offered year-round. Among the 47.5 acres, several venues are available:

- the Greenhouse - in final stages of restoration with collections and propagation under way
- the Discovery Barn - repurposed in the spring of 2011 and used for summer camp and meetings
- the Pole Barn
- the Community Garden - with a vital organization of gardeners
- the covered picnic pavilion
- the (to be revitalized) Amphitheater
- The Grove and Pavilion - phase I will be complete in May 2012

MBG will actively market The Grove and Pavilion as an ideal location for outdoor concerts, performances, lectures and classes. The Florida Symphony Youth Orchestra has committed to perform up to six concerts per year starting in May 2012. As a central local management entity MBG can coordinate the use, improvement and maintenance for smooth operations.

Horticultural, Nature, Wildlife and Wetlands Programs and Volunteers

MBG and the community benefit from volunteers and enthusiasts who are willing to share their expertise in horticulture, gardening, wildlife and the wetlands. We are purposefully expanding the number of relationships with local plant societies, wildlife & environmental groups and educators. These individuals and organizations are key to vibrant, relevant programs that attract new constituents and stakeholders to the Garden.

A team of dedicated volunteers, consultants and city employees work together tirelessly and with enthusiasm in various areas of the Garden: planning, planting, weeding, pruning and mulching, as well as teaching and leading tours. Four uniquely qualified resources are Forest Michael, Randy Knight, Ann Clement and Emily Ruff. These individuals bring differing but essential areas of expertise in landscape architecture, horticulture, gardening and herbs. They generously share their knowledge and skills with others, expanding the base of horticultural resources from which the Garden can draw. Orange Audubon Society members led weekly birding walks, and even loaned binoculars.



Periodic service projects performed by local civic organizations, churches, home schoolers and youth groups not only improve the Garden, but teach important lessons and spark interest in MBG programs.

Events: Sponsored by both MBG & by other community groups

Special events offer excitement and build community. MBG plans to host at least three public events per calendar year. The annual Duck Derby & Spring Fest not only raises funds for the Garden, but is a source of great family fun and business development. The Fall Harvest Festival and the Annual Camellia Society Show events came to Mead in 2011 using the garden as well as facilities of the Winter Park Garden Club. Attracting other appropriate externally sponsored events will continue to be a priority for MBG, Inc.

C (4) PARTNERSHIPS & ALLIANCES

Partnerships multiply the impact Mead Garden has on the community. Active relationships with Orange Audubon Society, Winter Park Rotary Breakfast Group, Kiwanis, Florida School for Holistic Living, Rollins College, the Camellia Society and the Florida Symphony Youth Orchestra are examples of how the community can benefit from purpose-driven alliances. All are key to bringing new expertise and constituents to the Garden.

Relationships with Winter Park's 9th Grade Center, the Foundation for Orange County Public Schools and other Central Florida educators are invaluable. They continue to open doors to talented teachers, appropriate educational programming and marketing opportunities.

MBG's partnership with the Florida Symphony Youth Orchestra is resulting in construction of The Grove, including a multi-purpose performance and educational pavilion...a vivid example of the power of the partnership between the city and the not for profit MBG.

In the design and construction arena, Winter Park Construction, TLC, Baker Barrios and CDM are all working partners who provide improvement to the Garden through generous in kind and donated service.

MBG, Inc. will be continuing while expanding the interactive relationship with the Winter Park Garden Club and the Florida Federation of Garden Clubs. We will explore ways to support their missions and to leverage the complimentary resources of these organizations for the good of all.



C (5) FACILITY RENTALS

Under the new management model, MBG, Inc. will be responsible for marketing, scheduling, renting and maintenance of all venues in the Garden. Our goal is to make Mead Botanical Garden a the top-of-mind choice for family gatherings...a premier destination for outdoor weddings, and special occasion receptions.

The centralized single source for marketing, scheduling and renting of the garden's venues will allow for ease of use by the public, clear branding, accurate evaluation and smooth coordination with construction and maintenance as well as public use. As mentioned above, a stronger affiliation with the WP Garden Club and Florida Federation of Garden Clubs will lead to additional revenue opportunities for them and for the garden.

A key priority for this winter is to develop internal event management operating and staffing procedures. MBG, Inc. plans to conduct a competitive pricing scan of the local area. This will ensure facility rentals are priced appropriately to attract business and maximize revenue.

Marketing initiatives will target:

- wedding and special event planners
- caterers
- horticultural societies and environmental groups
- corporate, non-profit and philanthropic organizations
- homeschool and private educational networks
- sporting event marketing groups
- church organizations

For the last three years, the rental revenue for Mead Garden has been in the \$18,000 to \$20,000 range. With focused marketing efforts, MBG, Inc.'s goal is to increase rental revenue for existing facilities by 15% year over year for five years. When complete, the Grove will be an additional source of annual revenue.

Rental customers will be required to provide proof of insurance, as currently required by the City's policies.

D. THE FINANCIALS

A number of revenue sources will provide for the overall operation of and capital improvements to the Garden:

- annual commitment from the City of Winter Park
- program fees and tuitions
- grants and gifts
- membership dues and donations
- fees and income from facility rentals
- food and drink sales from select events
- special event fundraisers (such as the annual Duck Derby)
- plant sales

The projected donated and earned revenue for 2012 is \$1.14 million. This includes \$750,000 from philanthropic foundations and designated gifts for The Pavilion.

In 2012, the operating expenses are projected at \$152,000 and capital expenses at \$990,000. The Garden will receive approximately \$300,000 for operating and capital expenses budget from the City.

Mead Botanical Gardens Budget FY 2011 and 2012

	2011 Budget	2012 Budget	Notes
OPERATING EXPENSES			
GENERAL ADMINISTRATIVE			
Insurance	\$1,118	\$1,200	1
Postage and ship	\$938	\$1,000	
Office supplies	\$779	\$1,000	
Telephone	\$482	\$500	
Accounting Svcs	\$4,900	\$4,900	2
Bank Charges	\$200	\$200	
Trailer	\$2,513	\$0	3
Misc	\$117	\$120	
Marketing	\$896	\$1,000	4
Wages, Taxes, Benefits			
			5
			6
			6
TOTAL GENERAL ADMINISTRATIVE	\$43,993	\$94,920	
PROGRAMS			
Summer Camp	\$6,429	\$8,675	7
Camp Personnel	\$7,694	\$19,250	
Promotion and Publicity	\$896	\$1,516	
TOTAL PROGRAMS	\$15,019	\$29,441	
DEVELOPMENT			
Consultant	\$4,000	\$4,000	
Printing	\$0	\$3,000	
Events (Duck Derby, Salons, etc)	\$3,846	\$4,000	
Capital Campaign	\$1,500	\$3,000	
Membership Drive	\$1,000	\$0	
Annual Fund (Letters)	\$0	\$2,500	
FR Data Base Expense software	\$500	\$500	
FR Foundation/Development Exp	\$224	\$0	
TOTAL DEVELOPMENT	\$11,070	\$17,000	
PROPERTY (BUILDINGS AND GARDENS)			
Michael Planning	\$4,000	\$10,000	
Tree Replanting	\$198	\$200	
Repairs & Maintenance	\$96	\$100	
TOTAL PROPERTY	\$4,295	\$10,300	
TOTAL OPERATING EXPENSES	\$74,377	\$151,661	
CAPITAL EXPENSES			
Discovery Barn	\$45,000	\$0	
Stage /Learning Pavilion	\$75,000	\$575,000	8
Lawn and Terracing	\$0	\$250,000	
Entry and fence	\$0	\$30,000	
Upper Terrace	\$5,000	\$30,000	

Existing Amphitheater	\$0	\$20,000	
New Garden Road	\$0	\$65,000	
Parking	\$0	\$0	
Greenhouse at Entry	\$505	\$15,102	9
Community Garden	\$15,000	\$5,000	
TOTAL CAPITAL COSTS	\$140,505	\$990,102	
TOTAL FUNDS REQUIRED	\$214,882	\$1,141,763	
REVENUES			
City Revenue	\$0	\$200,000	
Program Revenue	\$600	\$600	
Duck Derby	\$12,874	\$13,000	
Board Contributions	\$28,500	\$6,000	
Summer Camp	\$12,639	\$33,950	
Memberships	\$2,685	\$2,700	
Special Events	\$0	\$5,000	
Grant Revenue	\$0	\$0	
Foundations or private	\$0	\$575,000	10
FYSO - Stage/Pavilion	\$75,000	\$175,000	
In-Kind Greenhouse Contributions	\$0	\$15,000	
Winderweedle	\$35,000	\$115,000	
Discovery Barn	\$45,000	\$0	
TOTAL PROJECTED REVENUES	\$212,298	\$1,141,250	
Balance	(\$2,584)	(\$513)	

1. D&O does not increase for MBG Inc
2. Audit \$3900 plus monthly accounting
3. Trailer has been towed away
4. Marketing expenses per specific activity
5. Full Time Executive Director
6. Camp personnel in Programs section of budget
7. Uses Sue's Scenario A for camp
8. This is based on the \$650K WPCOnstruction estimate
9. Based on Sue's Estimates
10. Development Team's Goal

Grants/major gifts received in 2011 to date include :

- \$30,600 remaining of the \$150,000 gift from Winderweedle, Ward, Haines and Woodman
- \$250,000 to design and construct The Grove/Pavilion

MBG Trustees actively pursue grants and capital gifts. Development professionals (Cynthia Wood and Bob Kovacevich) are engaged with the board in this process. Bob Kovacevich conducted a formal development audit in summer 2011. This revealed areas of strength and areas for additional progress. Formal actions were designed and implemented for each element needed to develop and maintain a strong fund-raising/development initiative.

E. PROJECTS STATUS

The Master Plan guides MBG, Inc. in its decisions about special efforts and improvements to the Garden. The following projects support the Master Plan.

Projects	Funding Source(s)	2011 Expenditure	2012 Expenditure
Discovery Barn	WHWW Gift	\$45,000	\$0
The Grove (Terracing) & Pavilion	Gifts, Grants, FSYO	\$75,000	\$575,000 \$250,000
Pole Barn	Grant for materials pending - Home Depot	\$0	\$2,650
Greenhouse Restoration	Operating Expense	\$6,500	\$15,000
Lake Lillian Wetlands Restoration	St Johns River Water Mmt District, Fish and Wildlife Commission, City of WP		TBD
Entryway	WHWW Gift	\$0	\$30,000
Amphitheater Restoration	WHWW Gift	\$0	\$20,000
Community Garden	WPHF Grant - reapplication pending	\$8,000	\$5,000
Rain Garden near Clay Pit	City Funded with "Horticulture Group" volunteers		
Pocket Park by Community Garden	Keep Winter Park Beautiful (KWPB)		\$8,000

E. MARKETING & PUBLIC RELATIONS

To increase community awareness of Mead Botanical Garden and all it has to offer, MBG will develop a comprehensive marketing and public relations plan, with a core marketing message. This is a 2012 priority. MBG, Inc. intends to engage Rollins students at the Crummer Graduate School of Business to help develop a marketing plan for the Garden, its venues and programs.

A greater share of the operating budget will be allocated for marketing in 2012 and 2013 as programs and venues mature. We expect that income from those programs will justify this increase.

Public relations initiatives will correspond with the phased completion of The Grove, the Florida Symphony Youth Orchestra Concerts in May, various plant society activities, the seasonal return of the migratory birds, and MBG-sponsored events such as the Duck Derby and Summer Camp. Increased public interest/awareness generated by well-placed articles in local and statewide publications (i.e. Florida Travel and Leisure) will draw new visitors to the Garden.

F. SUMMARY

In summary, Mead Botanical Garden, Inc. recognizes the significant responsibility that comes with being a steward of the City's resources. Collaboration with the City, especially with the City Manager's office and the Parks and Recreation department, has been positive and productive. Together they have worked to improve, preserve and beautify Mead Botanical Garden. A committed, lasting partnership is needed to ensure a sustainable, successful Garden. This agreement will truly maximize the contributions, financial and otherwise, of all who care about this unique, historic garden.

MBG, Inc. is dedicated to this enterprise, just as the City is. Together we can and will expand the Community's enjoyment and exploration of the Garden and all it has to offer. .



G. ADDENDUM

Chart of Responsibilities (from the Lease Agreement)

ASSIGNMENT OF RESPONSIBILITIES

	MBG Inc	CITY
MAINTENANCE		
GROUNDS		
Tree Pruning		
Tree Planting		
Vine Control		
Vine Spraying		
Fencing		
Mowing		
Pruning		
Weeding		
Mulch		
Plant Beds		
WATER		
Stormwater sites		
Water Treatment		
Creek Edge		
Irrigation		
BUILDINGS		
Picnic shelters		
Environmental Center		
Amphitheater		
Boardwalk		
Discovery Barn		
Entry Building		
Restrooms		
Landscape Department		
Pole Barn		
Learning Pavilion		
Garden Club (NIL)		
Federation (NIL)		
OPERATIONS		
Security		
Administration		
Programming		
Scheduling		
Utilities		
Insurance (property)		
Insurance (events)		
PROGRAMS AND EVENTS		
Special events		
Picnic		
Weddings		
Performances		
Camps		
Markets		
Classes		