

6. CASE STUDIES: HOW DOES THE MITCHELL PARK HORTICULTURAL CONSERVATORY – DOMES COMPARE?

CASE STUDY RESEARCH

Context

- Population
- Median Income
- Climate

Finance

- Expenses
- Revenue
- Donations
- Fee

Operations

- Attendance
- Hours
- Ownership
- Site Control
- Size (acres)
- Value of Plant Collection
- Size of Staff
- Year Founded

Programming

Structure

- Year Built
- History of Conservatory Structures
- Architectural Style and Structure Type
- Construction Cost
- Architect
- Square Footage
- Historic Designations

MIDWEST

Chicago Botanic
Garden
(Chicago, IL)

Cincinnati Zoo &
Botanical Garden
(Cincinnati, OH)

Mitchell Park
Conservatory
(Milwaukee, WI)

Missouri Botanical
Garden
(St. Louis, MO)

Como Park Zoo &
Conservatory
(St. Paul, MN)

CONTEXT	City Population			
	City Median HH Income			
	Climate			
FINANCE	Expenses - FY 2014			
	Revenue - FY 2014			
	Net Revenue			
	Net assets at FYE 2014			
	Total Donations			
	Fee			
OPERATIONS	Attendance			
	Hours			
	Ownership			
	Year Founded			
PROGRAMMING	Programming / Activities			

**UNITED STATES &
INTERNATIONAL**

Brooklyn Botanic Garden
(Brooklyn Borough, Kings
County, New York)

Denver Botanic
Gardens
(Denver, CO)

San Diego Botanic
Garden
(San Diego, CA)

Royal Botanic
Gardens, Kew
(Surrey, London, UK)

Toronto Botanical
Garden
(Toronto, ON)

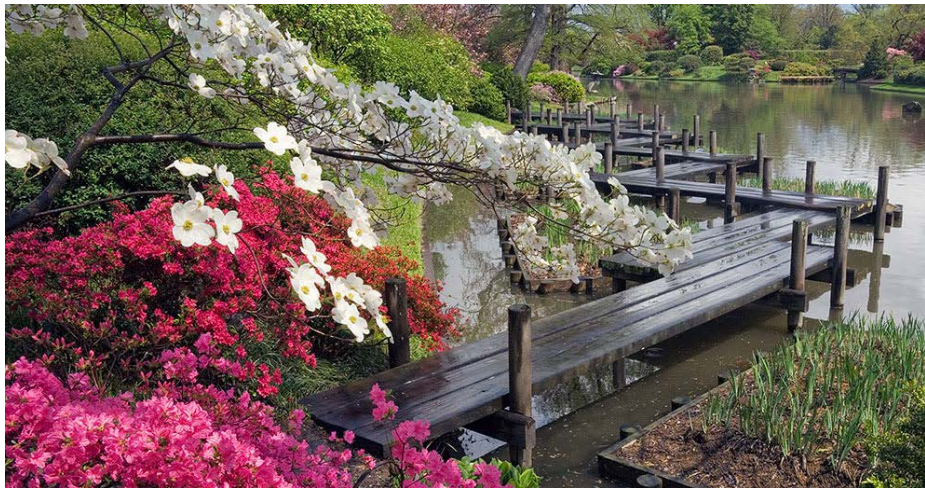
United States Botanic
Garden
(Washington, DC)

		Brooklyn Botanic Garden (Brooklyn Borough, Kings County, New York)	Denver Botanic Gardens (Denver, CO)	San Diego Botanic Garden (San Diego, CA)	Royal Botanic Gardens, Kew (Surrey, London, UK)	Toronto Botanical Garden (Toronto, ON)	United States Botanic Garden (Washington, DC)
CONTEXT	City Population						
	City Median HH Income						
	Climate						
FINANCE	Expenses - FY 2014						
	Revenue - FY 2014						
	Net Revenue						
	Net assets at FYE 2014						
	Total Donations Fee						
OPERATIONS	Attendance						
	Hours						
	Ownership						
	Year Founded						
PROGRAMMING	Programming / Activities						

CASE STUDY RESEARCH

- Missouri Botanical Garden
(St. Louis, MO)
- Phipps Conservatory and Botanical Gardens
(Pittsburgh, PA)
- Lucile Halsell Conservatory
at the San Antonio Botanical Garden
(San Antonio, TX)

MISSOURI BOTANICAL GARDEN



MISSOURI BOTANICAL GARDEN

FACILITY

- Climatron dome (geodesic) built in 1960 (23K sf)
- Victorian District garden and Tower Grove House date to 1849
- Additional facilities include 380K sf of exhibitions, research, and offices
- Founded in 1859

PROGRAMMING

- Teacher Professional Development
- Therapeutic Horticulture
- Master Gardeners
- Community Gardening
- Center for Conservation and Sustainable Development & William L. Brown Center
- Cafés

MISSOURI BOTANICAL GARDEN

FINANCING

- Exp: \$43MM; Rev: \$45MM
- Net Rev: \$2.6MM
- Metropolitan Zoological Park and Museum District provide tax-based revenue
- Corporate sponsors with naming rights
- Donations: \$8MM

OPERATING & LEGAL

- Attend: 1.04MM
- Owned by Missouri Botanical Garden (not-for-profit trust; independent of local gov't)
- 79 acres
- 435 staff
- National Historic Landmark; National Register of Historic Places

PHIPPS CONSERVATORY & BOTANICAL GARDENS



PHIPPS CONSERVATORY & BOTANICAL GARDENS

FACILITY

- Original Victorian-style conservatory built in 1983 (43.5K sf)
- Additional 229K sf: Welcome Center, Production Greenhouse, Tropical Conservatory, Lecture Hall, & special education spaces
- Founded in 1893

PROGRAMMING

- Monthly programming and specialty shows
- Art collections, certificate classes, seasonal camps, internships
- Teacher Advisory Committee
- Homegrown healthy food initiative
- Phipps Research Institute for Biophilia and Science Engagement
- Café

PHIPPS CONSERVATORY & BOTANICAL GARDENS

FINANCING

- Exp: \$9.5MM; Rev: \$10.1MM
- Net Rev: \$642K
- Grants & donations: \$6.5MM
- Program revenues: \$2.3MM

OPERATING & LEGAL

- Non-profit organization manages ongoing operations
- 199 staff
- National Register of Historic Places; local historic designation

LUCILE HALSELL CONSERVATORY



LUCILE HALSELL CONSERVATORY

FACILITY

- Conservatory located within San Antonio Botanical Garden
- Opened in 1988
- Features five rooms and pavilions with 40K sf of space
- Additional facilities supplemented by Daniel J. Sullivan Carriage House (dated to 1896)

PROGRAMMING

- Exhibitions and special programming
- Classes: flower arranging, photography, rainwater harvesting, waterwise gardening
- Children's Vegetable Garden Program, Nature Camp, Animal Botanical Classes
- WaterSaver Garden and Lane

LUCILE HALSELL CONSERVATORY

FINANCING

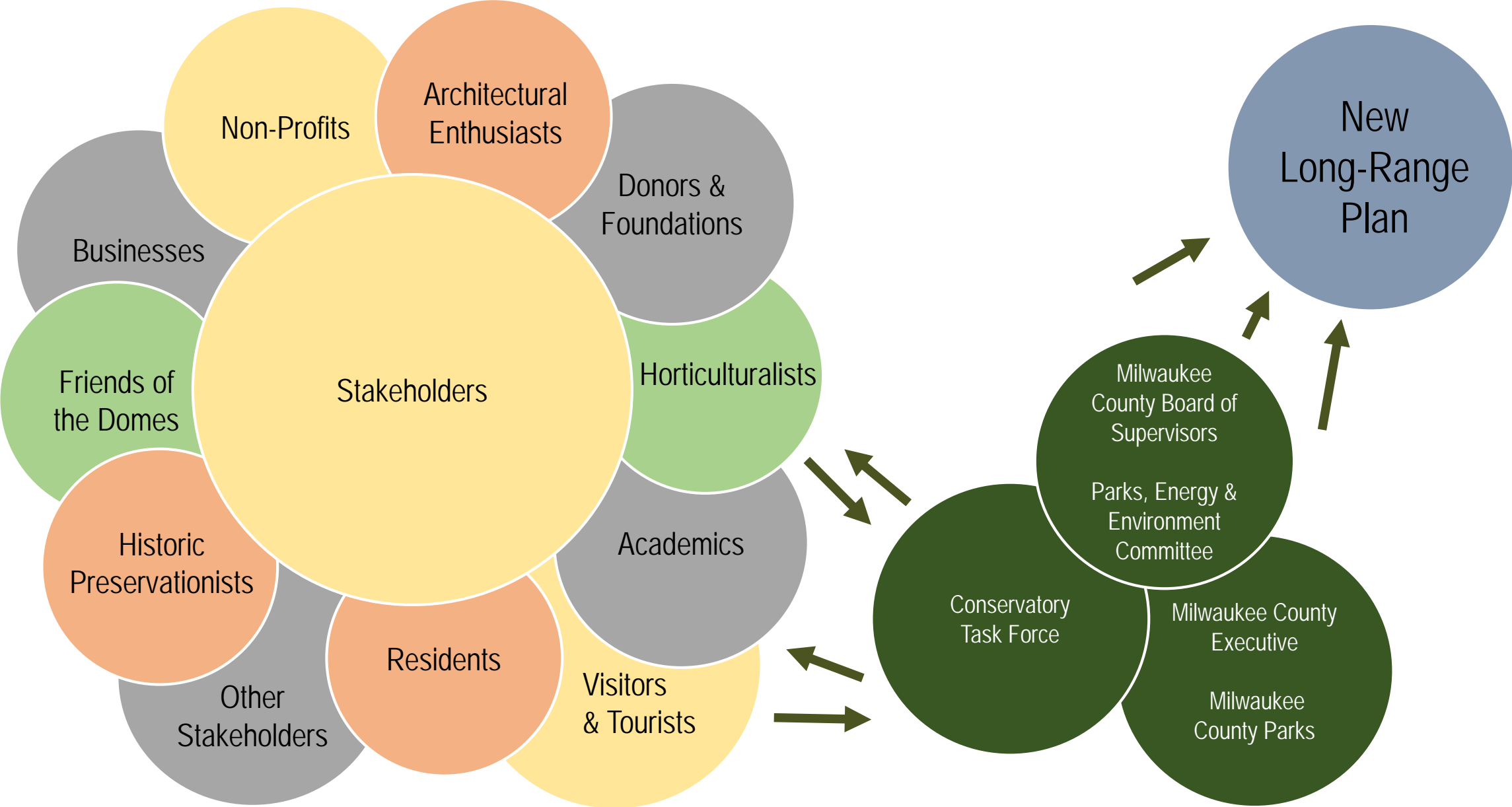
- Exp: \$1.2MM; Rev: \$5.1MM
- Net Rev: \$3.4MM
- Program Revenues: \$769K

OPERATING & LEGAL

- Non-profit organization manages ongoing operations
- 39 acres
- 31 staff, 1,000 volunteers

7. DEVELOP, DISCUSS & ADOPT A COMMUNITY ENGAGEMENT PLAN

KEY ELEMENTS OF COMMUNITY ENGAGEMENT



ENGAGEMENT WORK TO DATE

- Website: <http://county.milwaukee.gov/Domes>
- Open House at Show Dome Opening (April 30)
- Meetings with Friends of the Domes (May 14 & June 12)
- Public Discussion at NEWaukee Night Market (September 14)
- Community Survey (ongoing)
<http://county.milwaukee.gov/DomesSurvey>

Upcoming:

- Domes Grand Re-Opening (tomorrow)
- “Meeting in a Box” Presentations by County staff
- Community Open House & Hearing

Join the Conversation!

Milwaukee County is developing a long-term plan for the Conservatory at Mitchell Park, known as “The Domes,” and wants to hear from you. Now that short-term work is underway to safely re-open the Domes, we are soliciting your ideas for the future.

To learn more and to express your ideas:

- Complete the online survey at <http://county.milwaukee.gov/DomesSurvey>, or
- Call the Parks Department at (414) 257-PARKS to offer comments or request a paper survey

You can find general updates on the Domes at <http://county.milwaukee.gov/Domes>.

We look forward to hearing from you!



SHOW DOME OPENING: April 30



COMMENTS & FEEDBACK

SHORT-TERM ACTIONS

Will the Protective Netting Work Fix the Domes?

No. This is a short-term project to ensure public safety; it does not fix the core problem at the Domes. The window system covering the Domes is now over 50 years old – and window systems such as the Domes system typically last 20 to 30 years. In fact, in 1994 engineers informed the County that the window system at the Domes needed to be replaced.

Today, the window system at the Domes has reached the end of its useful life and no longer protects the structure – or visitors to the facility. The current project to catch falling concrete should add another five years or so to give the County time to determine how to address the long-term issues.

Can the Concrete Structures of the Domes be Removed & Replaced?

The Domes are pre-cast reinforced concrete that holds the windows in place. The concrete cannot be removed without replacing the entire dome structure and temporarily relocating all plants. While the structure is not falling, the surface is aging, as occurs with all buildings.

How Much Would it Cost to Actually Fix the Domes?

We do not have current estimates, but in 2008 engineers examined several options including replacing glass, restoring the current Domes, and constructing new Domes with modern technology.

The most expensive option was to restore the existing structure, estimated at \$15 million to \$18 million for one Dome. Constructing a new dome-type structure was estimated at \$8.5 million to \$10.5 million.

Updating the costs for a possible 2019 construction timeline, the restoration of all three Domes could cost from \$60 million to \$71 million – not including costs for accessibility upgrades (the Domes do not currently comply with Federal accessibility requirements) and other needed repairs.

Where the \$60 million - \$71 million estimates come from:

1. Full Restoration of Show Dome in 2008 \$15M-\$18M (1 Dome)
2. Adjusted to 2016 Costs Using RSMeans Construction Cost Index
3. Factor for 3 Domes
4. Add in facade costs and aerial lift support
5. Add Construction Management oversight (Safety, QC, Schedule, Cost Mgt)
6. Total Range \$60M - \$71M for Full Rehabilitation Option***

***Still does not include code required upgrades throughout.

The County is updating the cost estimates related to Dome restoration and code/accessibility upgrades in the coming months.

WHAT OPTIONS SHOULD WE CONSIDER?

R1 Repair All 3 Domes Structures with Current Use as a Horticultural Conservatory

Repair all three Domes in their current locations and continue all ongoing horticultural and educational activities.

The character of each Dome would be preserved with the continued scheduling of regular, special, and private events.

R2 Repair All 3 Domes Structures with New Uses

Repair all three Domes in their current locations and use the structures for new purposes.

The Domes would be used as a different indoor, recreational space managed by Milwaukee County Parks, while the greenhouses would continue horticulture operations to support the Boerner Botanical Gardens.

R3 Repair All 3 Domes Structures & Your Input Here!

Repair all three Domes in their current locations and use the structures for new purposes.

The Domes would be used as a different indoor, recreational space managed by Milwaukee County Parks, while the greenhouses would continue horticulture operations to support the Boerner Botanical Gardens.

Significant Considerations for these Options:

- Historic & Cultural Icon + Legacy
- High Cost of Restoration & Maintenance
- Revenue Generation
- Heating, Cooling & Water Costs

Current & Potential Activities:

- Guided and self-guided tours
- School field trips
- "Under Glass" events
- Private events
- Shows & special events
- Indoor playground or splash pad
- Special event or meeting space
- Restaurant
- Museum
- Other ideas?

WHAT OPTIONS SHOULD WE CONSIDER?

B1 Remove & Build New Domes On-Site with Current & Expanded Uses

The three Domes of the Conservatory would be demolished, while the Annex and greenhouses would remain. New domes would be constructed in their place with restored connections to the Annex and greenhouses for continued horticultural and educational activities, events, and other complementary uses.

B2 Remove & Build New Conservatory at Mitchell Park with Current & Expanded Uses

The three Domes would be demolished. A new conservatory would be built in Mitchell Park for horticultural, research, and educational facilities. The Annex and greenhouses could continue to operate during demolition.

B3 Remove & Build New Conservatory at Another Location with Current & Expanded Uses

The three Domes would be demolished. Related activities would cease at Mitchell Park, but horticultural operations would continue in the greenhouses and Annex to support Boerner Botanical Garden. The conservatory and related activities would be moved to another location in the county.

B4 Remove & Build New Conservatory & Your Input Here!

We need your ideas!

Significant Considerations for these Options:

- Historic Cultural Icon + Legacy
- Long-Term Legacy & New Cultural Icon
- Modernized Maintenance
- Revenue Generation
- Energy & Water Efficiency

Potential Activities:

- Guided and self-guided tours
- School field trips
- Education programs
- "Under Glass" events
- Private events
- Shows & special events
- Scientific research
- Indoor playground or splash pad
- Special event or meeting space
- Restaurant
- Beer garden
- Commercial kitchen
- Other ideas?

WHAT OPTIONS SHOULD WE CONSIDER?

O1 Remove & Reinvest in Another Asset with Current & Expanded Uses

The three Domes would be demolished and related activities would cease at Mitchell Park.

Horticultural operations would continue in the greenhouses to support the Boerner Botanical Garden in Hales Corners.

The money that would be used to rebuild or relocate the Domes would be invested in an existing or new County community asset.

O2 Remove & Your Input Here!

We need your ideas!

O3 Partial Removal & Partial New Facility with Current & Expanded Uses

1-2 Domes would be restored.

The Domes could be used for horticultural purposes or as a different indoor, recreational space managed by Milwaukee County Parks.

A facility would be built along side the existing greenhouses and Annex to expand programming opportunities.

O4 Your Input Here!

We need your ideas!

Significant Considerations for these Options:

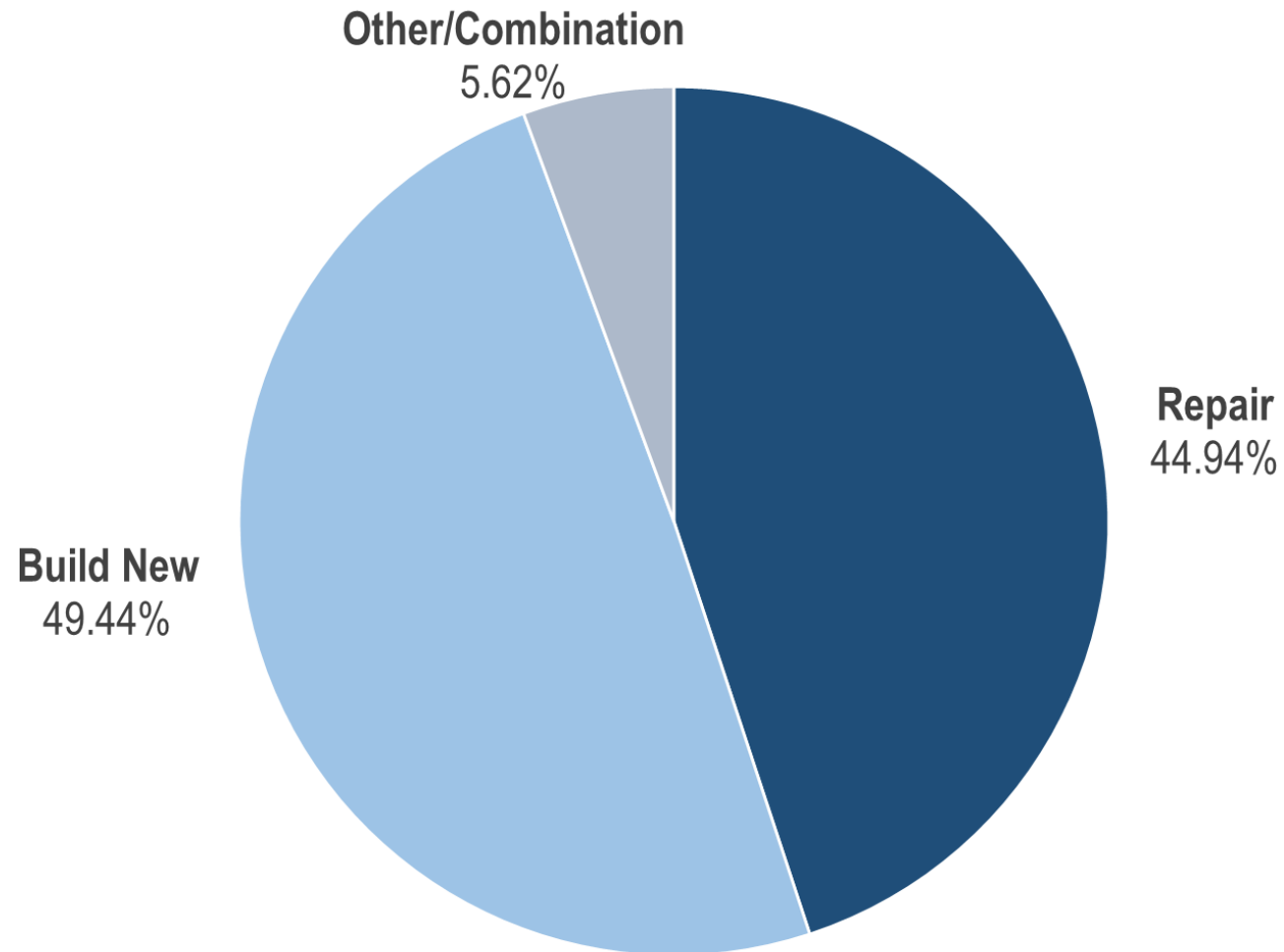
- Historic Cultural Icon + Legacy
- Long-Term Legacy & New Cultural Icon
- Modernized Maintenance
- Revenue Generation
- Energy & Water Efficiency

Potential Activities:

- Guided and self-guided tours
- School field trips
- Education programs
- "Under Glass" events
- Private events
- Shows & special events
- Scientific research
- Indoor playground or splash pad
- Special event or meeting space
- Restaurant
- Beer garden
- Commercial kitchen
- Museum
- Other ideas?

SURVEY

Respondents selected their preferred option for the Conservatory:



SURVEY

"I love the domes, but if a different glass structure is more practical and easier to maintain, then that sounds viable to me."

"These are my domes don't destroy them."

"The Domes are iconic and a one of a kind cultural amenity that is enjoyed by many."

"...All done with green intentions and energy efficiency."

MEETING IN A BOX PRESENTATION

Note: different file

ENGAGEMENT: working draft of potential groups

Community – for Open Houses & Hearings

Adjacent Neighborhood Groups

- Clarke Square Neighborhood Initiative / Journey House
- Layton Boulevard West Neighbors
- Silver City District (National Avenue businesses)
- Sixteenth Street Community Health Centers
- Southside Organizing Committee
- 27th Street BID
- Walker's Point Youth & Family Center

Commerce & Tourism

- African American Chamber of Commerce
- Greater Milwaukee Committee
- Hispanic Chamber of Commerce
- Hmong Wisconsin Chamber of Commerce
- Metropolitan Milwaukee Association of Commerce
- Potawatami Casino
- Public Policy Forum
- Rotary Club
- Visit Milwaukee

ENGAGEMENT: working draft of potential groups

Education & Youth

- Journey House
- Milwaukee Public Schools
- Urban Ecology Center
- Green Schools Consortium of Milwaukee
- Kids, teachers, parents

General Community & Civic Groups

- Neighborhood Leadership Institute
- Neighborhoods funded by:
 - Greater Milwaukee Foundation
 - Zilber Family Foundation
 - Northwestern Mutual Foundation
- NEWaukee
- County Board
- City Alderman

ENGAGEMENT: working draft of potential groups

Health

- Aurora Health Care
- Froedtert & the Medical College
- Sixteenth Street Community Health Centers
- Wheaton Franciscan Healthcare

Historic Preservation

- Historic Milwaukee, Inc.
- Milwaukee County Historical Society
- Milwaukee Preservation Alliance
- Wisconsin Historical Society

Park & Horticultural Groups

- Friends of the Domes
- MATC
- UW-Extension Master Gardeners
- Preserve Our Parks
- Park People
- Rotary Club Environment & Ecology Committee