

MITCHELL PARK HORTICULTURAL CONSERVATORY

**Future Path and Feasibility Study
Domes Task Force Meeting
October 10, 2017**

Presented By:

HGA, Inc. and ConsultEcon, Inc.



ConsultEcon, Inc.

MITCHELL PARK HORTICULTURAL CONSERVATORY



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Goals of Study

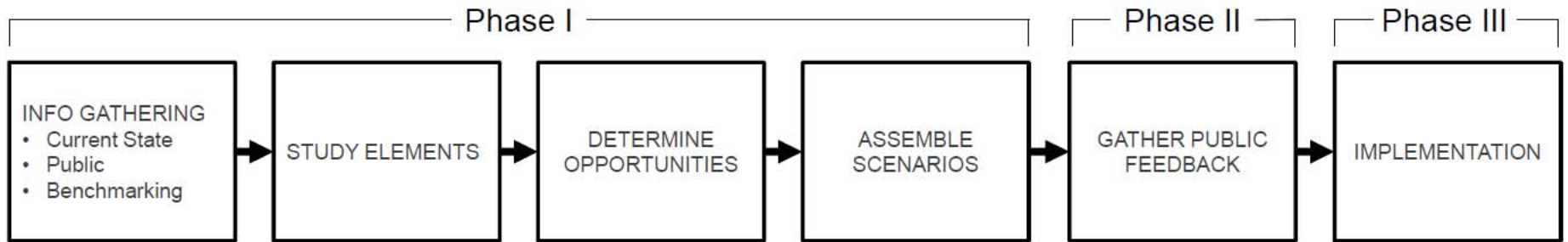
From RFP:

“Milwaukee County Department of Administrative Services along with the Milwaukee County Task Force on the Mitchell Park Conservatory Domes is requesting proposals for professional consulting services to help develop a vision for the future of the Mitchell Park Horticultural Conservatory. The Conservatory building complex includes three 50+ year old display domes, a greenhouse and annex complex added in 2015, as well as support and educational structures. The display Domes are in need of extensive rehabilitation along with repairs and updates needed for many support spaces. Planning is underway for the next phase of this long-time Milwaukee attraction. Here at a crossroad, there is an opportunity to review the services that the Conservatory provides to the community, as well as provide for a sustainable facility and operating model. Multiple aspects of future planning are in need of refinement and study in order to determine the most appropriate path for the future of the Conservatory.”

8/8/2017

Phase I - Feasibility Study: to study elements of the facility (i.e. programs offered, structure, facility operations, and financial plans needed to sustain and invigorate this facility for the future).

MITCHELL PARK HORTICULTURAL CONSERVATORY



| 2017 | | | | | | 2018 | | | | | | |
|---|-----|-----|-----|-----|-----|------|-----|-----|-----|-----|-----|-----|
| July | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | Jul |
| Info Study Opportunities Scenarios | | | | | | | | | | | | |
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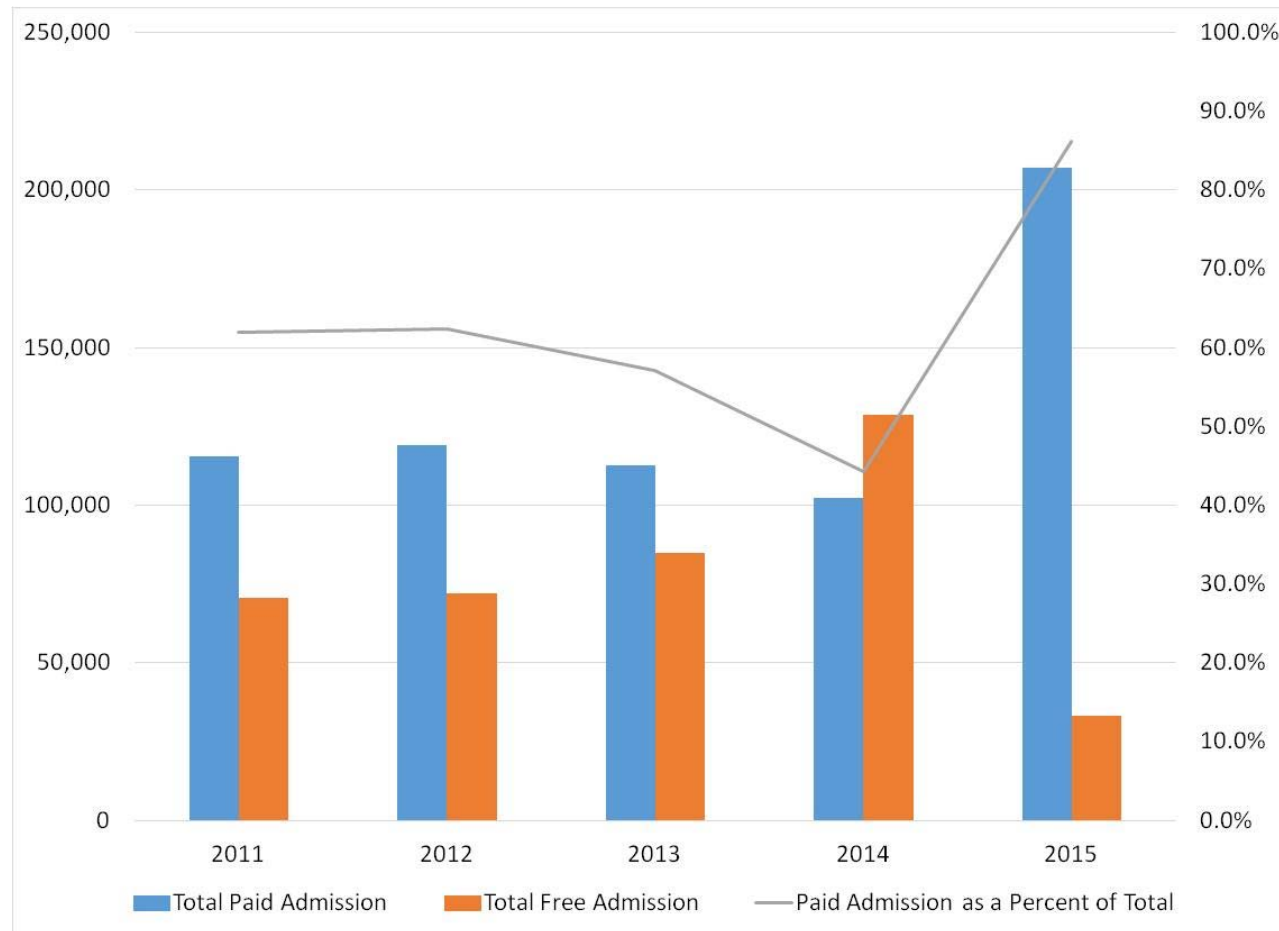
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◆ Progress to Date

- Review and Annotate Previous Studies
- Tour Domes and Greenhouses
- Conduct Interviews – Milwaukee Domes, County Parks, Milwaukee City
- Market Research
 - Location / Site Evaluation
 - Resident Market Profile
 - Milwaukee Attractions and Events
 - Benchmark Conservatories and Botanical Gardens

MITCHELL PARK HORTICULTURAL CONSERVATORY

◆ Attendance Pattern



MITCHELL PARK HORTICULTURAL CONSERVATORY

◆ Attendance By Type

| | Percent to Total |
|---------------------------------------|------------------|
| Paid Admission by Type | |
| Adult | 47.6% |
| Child | 21.4% |
| Milwaukee County Senior | 3.1% |
| Disabled | 1.3% |
| Student | 8.7% |
| Total Paid Admission | 82.2% |
| Free Admission by Type | |
| Free Monday Milwaukee County Adult | 3.5% |
| Free Monday Milwaukee County Child | 0.3% |
| Free Monday Milwaukee County Senior | 0.4% |
| Free Monday Milwaukee County Disabled | 0.3% |
| Free Monday Milwaukee County Student | 0.2% |
| Free Monday | 4.6% |
| Free Child (5 & Under) | 0.4% |
| Free Teacher (Ed. Tour) | 0.1% |
| Friend of the Domes (Includes Events) | 3.0% |
| Veteran | 0.1% |
| Other Free | 0.1% |
| Volunteer | 0.2% |
| 1 Free Guest with Performer | 0.2% |
| Reciprocal Members | 0.4% |
| Rental Attendance (Free) | 0.9% |
| Free Winter Farmers Market | 3.2% |
| Other Free Admission | 8.6% |
| Total Admission | 100.0% |

Source: Mitchell Park Conservatory Domes Task Force; ConsultEcon, Inc.

MITCHELL PARK HORTICULTURAL CONSERVATORY

◆ Visitor Origin

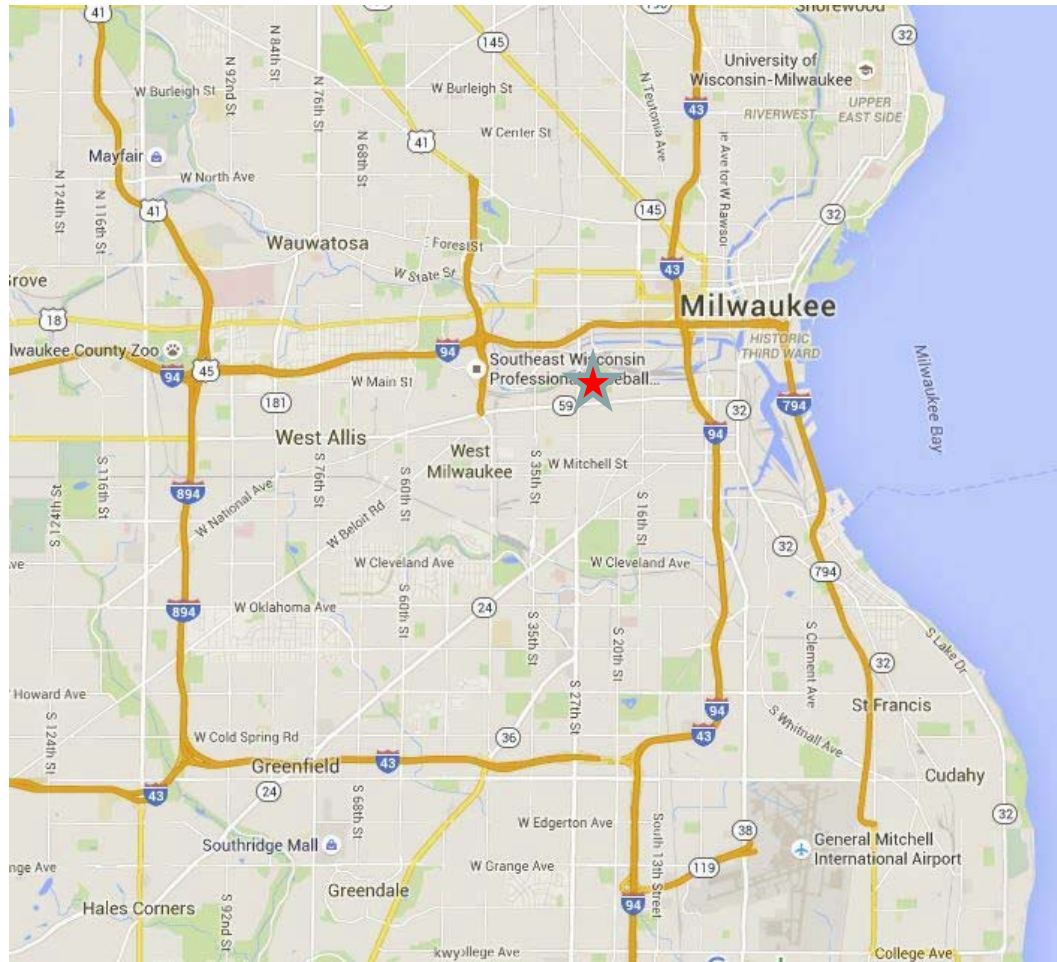
| Domes Attendees | Percent to Total |
|--------------------------|---------------------|
| Wisconsin | 81.2% |
| Illinois | 7.6% |
| Minnesota | 1.5% |
| Michigan | 1.1% |
| California | 1.0% |
| Iowa | 0.6% |
| Indiana | 0.6% |
| Other (All other States) | 6.3% |
| | 100.0% |

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◆ Market Definition

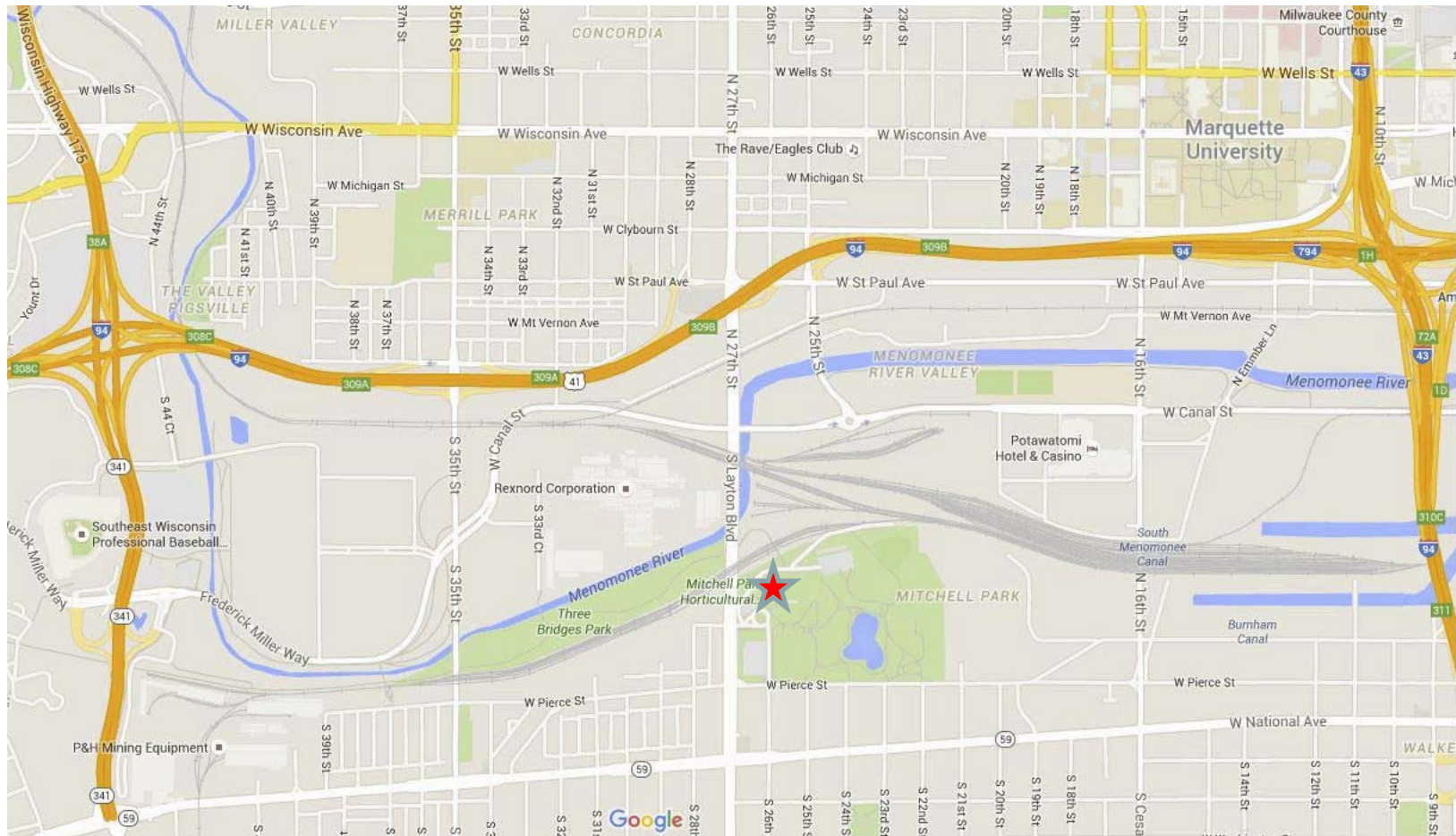
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◆ Regional Accessibility



MITCHELL PARK HORTICULTURAL CONSERVATORY

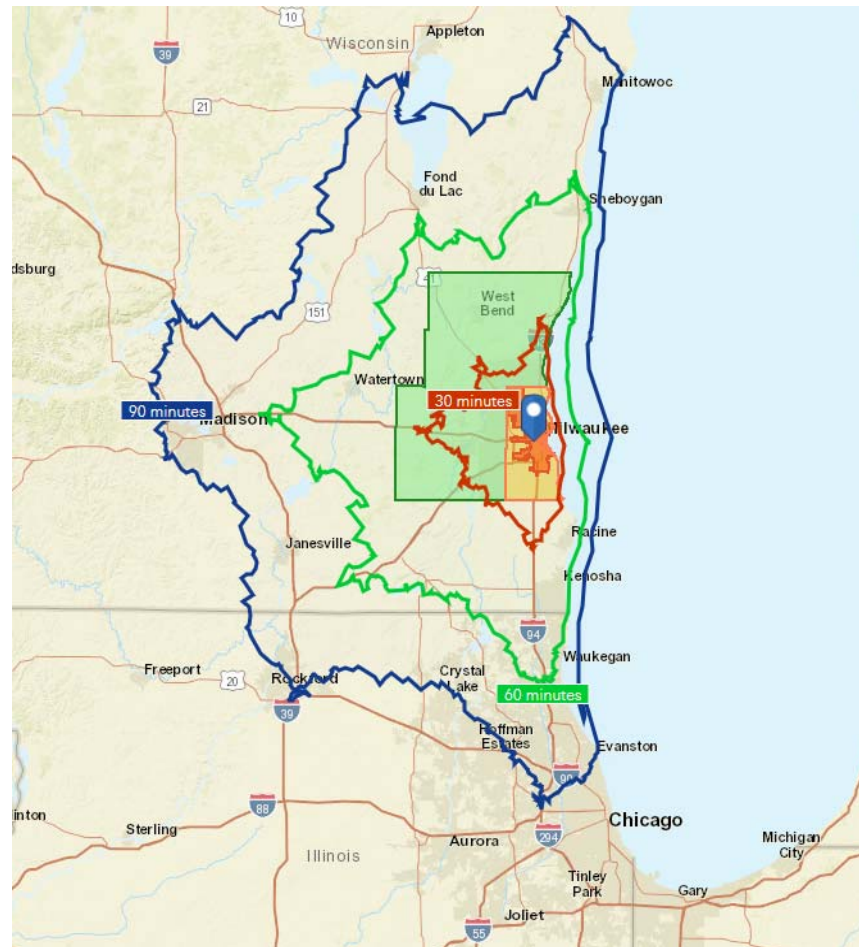
◆ Local Accessibility



MITCHELL PARK HORTICULTURAL CONSERVATORY

◆ Resident Market with Regional Drive-times Overlay

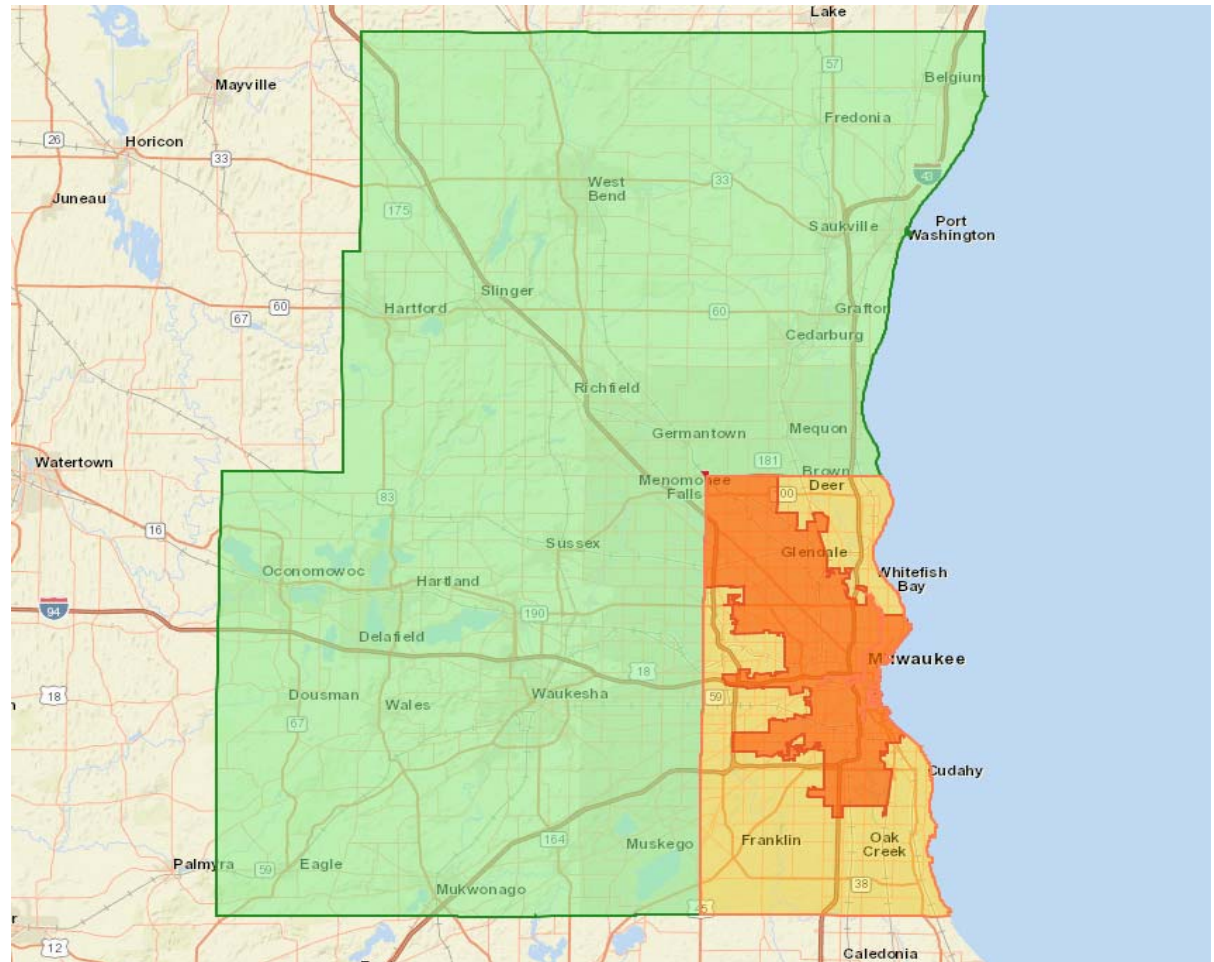
- ◆ 30 Minute Drive
- ◆ 60 Minute Drive
- ◆ 90 Minute Drive



MITCHELL PARK

HORTICULTURAL CONSERVATORY

- ◆ City of Milwaukee
- ◆ Remainder Milwaukee County
- ◆ Remainder Milwaukee Metro Area
(Ozaukee, Washington & Waukesha Counties)



MITCHELL PARK HORTICULTURAL CONSERVATORY

◆ Resident Market

Table 1
Population Trend in the Resident Market Area, 2010, 2017, 2022

| | 2010 | 2017 | 2021 | Percent Change, 2017 to 2021 |
|-----------------------------------|--------------------|--------------------|--------------------|------------------------------------|
| Primary Market Area | 594,700 | 591,900 | 593,400 | 0.3% |
| Secondary Market Area | 353,000 | 356,100 | 358,300 | 0.6% |
| Tertiary Market Area | 608,200 | 626,900 | 641,600 | 2.3% |
| Total Milwaukee Metro Area | 1,555,900 | 1,574,900 | 1,593,300 | 1.2% |
| <i>State of Wisconsin</i> | <i>5,687,000</i> | <i>5,824,500</i> | <i>5,934,500</i> | <i>1.9%</i> |
| <i>United States</i> | <i>308,745,500</i> | <i>327,514,300</i> | <i>341,323,600</i> | <i>4.2%</i> |

Note: Population numbers are rounded to nearest hundred.

Source: U.S. Census Bureau, Census 2010 Data; Esri forecasts for 2017 and 2022; and ConsultEcon, Inc.

MITCHELL PARK HORTICULTURAL CONSERVATORY

◆ Resident Market

Table 2
Median Age and Percent of Population by Age Group in the Resident Market Area, 2017

| | Median Age | 0 to 17 | 18 to 24 | 25 to 34 | 35 to 54 | 55 + |
|-----------------------------------|-------------|--------------|-------------|--------------|--------------|--------------|
| Primary Market Area | 31.4 | 26.2% | 13.0% | 16.2% | 23.4% | 21.2% |
| Secondary Market Area | 41.0 | 19.9% | 7.9% | 13.2% | 26.0% | 33.0% |
| Tertiary Market Area | 43.3 | 21.7% | 7.8% | 10.6% | 27.0% | 32.9% |
| Total Milwaukee Metro Area | 39.3 | 23.0% | 9.8% | 13.3% | 25.4% | 28.5% |
| <i>State of Wisconsin</i> | <i>39.6</i> | <i>21.9%</i> | <i>9.7%</i> | <i>12.8%</i> | <i>25.5%</i> | <i>30.1%</i> |
| <i>United States</i> | <i>38.2</i> | <i>22.5%</i> | <i>9.5%</i> | <i>13.8%</i> | <i>25.5%</i> | <i>28.5%</i> |

Source: ESRI and ConsultEcon, Inc.

MITCHELL PARK HORTICULTURAL CONSERVATORY

Table 3

Estimated Number of School Age Children in Resident Market Area, 2017 and 2022

◆ Resident Market

| | Ages 0-4 | Ages 5-9 | Ages 10-14 | Ages 15-17 | Total Ages 0-17 |
|-----------------------------------|-------------------|-------------------|-------------------|-------------------|--------------------|
| <u>2017</u> | | | | | |
| Primary Market Area | 45,336 | 42,755 | 40,050 | 24,030 | 152,171 |
| Secondary Market Area | 18,886 | 20,059 | 20,367 | 11,492 | 70,804 |
| Tertiary Market Area | 31,717 | 37,542 | 42,426 | 24,305 | 135,990 |
| Total Milwaukee Metro Area | 95,900 | 100,400 | 102,800 | 59,800 | 359,000 |
| State of Wisconsin | 336,300 | 352,800 | 363,200 | 225,800 | 1,278,100 |
| United States | 19,941,400 | 20,492,300 | 20,771,100 | 12,602,300 | 73,807,100 |
| <u>2022</u> | | | | | |
| Primary Market Area | 45,604 | 41,237 | 39,417 | 26,092 | 152,350 |
| Secondary Market Area | 18,868 | 19,137 | 20,443 | 11,478 | 69,926 |
| Tertiary Market Area | 31,946 | 35,427 | 40,781 | 24,272 | 132,426 |
| Total Milwaukee Metro Area | 96,400 | 95,800 | 100,600 | 61,800 | 354,700 |
| State of Wisconsin | 337,900 | 343,400 | 366,000 | 229,500 | 1,276,800 |
| United States | 20,663,600 | 20,576,200 | 21,418,600 | 12,947,000 | 75,605,400 |
| <u>% Change 2017-2022</u> | | | | | |
| Primary Market Area | 0.6% | -3.6% | -1.6% | 8.6% | 0.1% |
| Secondary Market Area | -0.1% | -4.6% | 0.4% | -0.1% | -1.2% |
| Tertiary Market Area | 0.7% | -5.6% | -3.9% | -0.1% | -2.6% |
| Total Milwaukee Metro Area | 0.5% | -4.6% | -2.1% | 3.3% | -1.2% |
| State of Wisconsin | 0.5% | -2.7% | 0.8% | 1.6% | -0.1% |
| United States | 3.6% | 0.4% | 3.1% | 2.7% | 2.4% |

Note: Total population numbers are rounded to nearest hundred.

Source: ESRI and ConsultEcon, Inc.

MITCHELL PARK HORTICULTURAL CONSERVATORY

◆ Resident Market

Table 4
Percent of Resident Market Area Households by Income Group, 2017

| | Median Household Income | Less than \$25,000 | \$25,000- \$49,999 | \$50,000- \$74,999 | \$75,000- \$99,999 | \$100,000+ |
|-----------------------------------|-------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|--------------|
| Primary Market Area | \$37,946 | 33.2% | 27.7% | 17.4% | 9.9% | 11.8% |
| Secondary Market Area | \$60,911 | 16.6% | 22.2% | 20.0% | 14.5% | 26.7% |
| Tertiary Market Area | \$78,341 | 10.9% | 18.2% | 18.1% | 16.1% | 36.7% |
| Total Milwaukee Metro Area | \$63,760 | 20.4% | 22.6% | 18.4% | 13.4% | 25.2% |
| <i>State of Wisconsin</i> | <i>\$56,369</i> | <i>19.5%</i> | <i>23.6%</i> | <i>20.0%</i> | <i>14.5%</i> | <i>22.3%</i> |
| <i>United States</i> | <i>\$56,124</i> | <i>21.5%</i> | <i>22.7%</i> | <i>17.8%</i> | <i>12.4%</i> | <i>25.6%</i> |

Source: ESRI and ConsultEcon, Inc.

MITCHELL PARK HORTICULTURAL CONSERVATORY

◆ Local Attractions

Market Capture Rates at Selected Local Attractions Ranked by Market Capture Rate

| Attraction | Location | Metro Pop | Attendance | Market Capture Rate |
|------------------------------------|-------------------|------------------|----------------|---------------------|
| Milwaukee County Zoological Garden | Milwaukee, WI | 1,572,482 | 1,300,000 | 82.7% |
| Milwaukee Public Museum | Milwaukee, WI | 1,572,482 | 411,000 | 26.1% |
| Discovery World | Milwaukee, WI | 1,572,482 | 400,000 | 25.4% |
| Milwaukee Art Museum | Milwaukee, WI | 1,572,482 | 400,000 | 25.4% |
| Mitchell Park Conservatory | Milwaukee, WI | 1,572,482 | 210,000 | 13.4% |
| Betty Brinn Children's Museum | Milwaukee, WI | 1,572,482 | 160,000 | 10.2% |
| Kenosha Public Museum | Kenosha WI | 1,572,482 | 130,151 | 8.3% |
| Boerner Botanical Gardens | Hales Corners, WI | 1,572,482 | 100,000 | 6.4% |
| Racine Zoological Society | Racine, WI | 1,572,482 | 100,000 | 6.4% |
| Old World Wisconsin | Eagle, WI | 1,572,482 | 75,000 | 4.8% |
| Milwaukee County History Museum | Milwaukee, WI | 1,572,482 | 65,000 | 4.1% |
| Racine Art Museum | Racine, WI | 1,572,482 | 56,617 | 3.6% |
| Dinosaur Discovery Museum | Kenosha WI | 1,572,482 | 42,699 | 2.7% |
| Lynden Sculpture Garden | Milwaukee, WI | 1,572,482 | 14,000 | 0.9% |
| Average | | 1,572,482 | 247,462 | 15.7% |
| Weighted Average | | | | 15.7% |
| Median | | 1,572,482 | 115,076 | 7.3% |

Source: Facilities listed, US Census, AAM Official Museum Directory, and ConsultEcon, Inc.

MITCHELL PARK HORTICULTURAL CONSERVATORY

◆ Local Attractions

Admission at Selected Local Attractions Ranked by Adult Ticket Price

| Attraction | Location | Attendance | Adult Admission | Child Admission | Household Membership |
|------------------------------------|-------------------|----------------|-----------------|-----------------|----------------------|
| Discovery World | Milwaukee, WI | 400,000 | \$19.00 | \$16.00 | \$115.00 |
| Old World Wisconsin | Eagle, WI | 75,000 | \$19.00 | \$10.00 | NA |
| Milwaukee Public Museum | Milwaukee, WI | 411,000 | \$18.00 | \$12.00 | \$115.00 |
| Milwaukee Art Museum | Milwaukee, WI | 400,000 | \$17.00 | \$0.00 | \$85.00 |
| Milwaukee County Zoological Garden | Milwaukee, WI | 1,300,000 | \$14.25 | \$11.25 | \$85.00 |
| Lynden Sculpture Garden | Milwaukee, WI | 14,000 | \$9.00 | \$7.00 | \$60.00 |
| Betty Brinn Children's Museum | Milwaukee, WI | 160,000 | \$8.00 | \$8.00 | \$75.00 |
| Racine Zoological Society | Racine, WI | 100,000 | \$8.00 | \$6.00 | \$60.00 |
| Mitchell Park Conservatory | Milwaukee, WI | 210,000 | \$7.00 | \$5.00 | \$50.00 |
| Milwaukee County History Museum | Milwaukee, WI | 65,000 | \$7.00 | \$0.00 | \$75.00 |
| Boerner Botanical Gardens | Hales Corners, WI | 100,000 | \$5.50 | \$3.50 | \$65.00 |
| Racine Art Museum | Racine, WI | 56,617 | \$5.00 | \$0.00 | \$75.00 |
| Dinosaur Discovery Museum | Kenosha WI | 42,699 | \$2.00 | \$2.00 | \$50.00 |
| Kenosha Public Museum | Kenosha WI | 130,151 | \$0.00 | \$0.00 | \$50.00 |
| Average | | 247,462 | \$9.91 | \$5.77 | \$73.85 |
| Median | | 115,076 | \$8.00 | \$5.50 | \$75.00 |

Source: Facilities listed, US Census, AAM Official Museum Directory, and ConsultEcon, Inc.

MITCHELL PARK HORTICULTURAL CONSERVATORY

◆ Local Attractions

Staffing at Selected Local Attractions - Ranked by Attendance per Attendee

| Attraction | Location | Attendance | Staffing | | | Attendees per FTE |
|------------------------------------|---------------|------------------|-------------|-----------|-----------|----------------------|
| | | | Full | Part | FTE | |
| Mitchell Park Conservatory | Milwaukee, WI | 210,000 | 9 | 8 | 13 | 16,154 |
| Betty Brinn Children's Museum | Milwaukee, WI | 160,000 | 17 | 18 | 26 | 6,154 |
| Discovery World | Milwaukee, WI | 400,000 | 75 | 10 | 80 | 5,000 |
| Kenosha Public Museum | Kenosha WI | 130,151 | 16 | 35 | 33.5 | 3,885 |
| Milwaukee County Zoological Garden | Milwaukee, WI | 1,300,000 | 125 | 450 | 350 | 3,714 |
| Milwaukee Public Museum | Milwaukee, WI | 411,000 | 81 | 71 | 117 | 3,528 |
| Racine Zoological Society | Racine, WI | 100,000 | 22 | 15 | 29.5 | 3,390 |
| Milwaukee Art Museum | Milwaukee, WI | 400,000 | 119 | 83 | 161 | 2,492 |
| Racine Art Museum | Racine, WI | 56,617 | 15 | 34 | 32 | 1,769 |
| Dinosaur Discovery Museum | Kenosha WI | 42,699 | 16 | 33 | 32.5 | 1,314 |
| Lynden Sculpture Garden | Milwaukee, WI | 14,000 | 10 | 4 | 12 | 1,167 |
| Milwaukee County History Museum | Milwaukee, WI | 65,000 | 0 | 2 | 1 | NA |
| Average | | 293,133 ↑ | 46 ↑ | 69 | 81 | 4,415 |
| Weighted Average | | | | | | 3,641 |
| Median | | 160,000 ↑ | 17 ↑ | 33 | 33 | 3,528 |

Source: Facilities listed, US Census, AAM Official Museum Directory, and ConsultEcon, Inc.

MITCHELL PARK HORTICULTURAL CONSERVATORY

◆ Benchmark Institutions

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◆ Benchmark Facilities

Size Benchmark Data for Mitchell Park Conservatory - Ranked By Conservatory Size

| Attraction | Location | Attendance | Floor Area covered by glass (sq.ft.) | Height (ft.) | Other Botanical Offerings | Attendance per Indoor Sq.Ft. |
|--|-------------------|----------------|--------------------------------------|--------------|-------------------------------|------------------------------|
| Mitchell Park Conservatory | Milwaukee, WI | 210,000 | 46,200 | 85 | | 4.5 |
| Phipps Conservatory | Pittsburgh, PA | 368,826 | 43,493 | 64 | Includes Gardens | 8.5 |
| Missouri Botanical Garden | St. Louis, MO | 1,133,484 | 24,300 | 70 | Includes Gardens | 46.6 |
| Cleveland Botanical Gardens | Cleveland, OH | 140,000 | 18,000 | NA | Includes Gardens | 7.8 |
| Greater Des Moines Botanical Garden | Des Moines, IA | 134,823 | 17,700 | 80 | Includes Gardens | 7.6 |
| Atlanta Botanical Gardens | Atlanta, GA | 525,000 | 16,400 | 65 | Includes Gardens | 32.0 |
| San Antonio Botanical Garden Conservatory | San Antonio, TX | 100,000 | 15,200 | 65 | Includes Gardens | 6.6 |
| Myriad Botanical Gardens | Oklahoma City, OK | 1,000,000 | 13,000 | 70 | Includes Free Gardens | 76.9 |
| Denver Botanic Gardens | Denver, CO | 1,042,763 | 12,800 | 51 | Includes Gardens | 81.5 |
| ABQ BioPark Botanic Garden | Albuquerque, NM | 390,000 | 10,000 | 60 | Includes Gardens and Aquarium | 39.0 |
| Olbrich Botanical Garden/Bolz Conservatory | Madison, WI | 250,000 | 10,000 | 50 | Includes Free Gardens | 25.0 |
| Average | | 481,354 | 20,645 | 66 | | 30.5 |
| Weighted Average | | | | | | 23.3 |
| Median | | 368,826 | 16,400 | 65 | | 25.0 |

Source: Facilities listed, US Census, AAM Official Museum Directory, and ConsultEcon, Inc.

MITCHELL PARK HORTICULTURAL CONSERVATORY

◆ Benchmark Facilities

Admission Fees at Selected Benchmark Facilities - Ranked By Adult Admission Price

| Attraction | Location | Attendance | 2017 Median HH Income | Admission Includes | Adult Admission | Child Admission | Household Membership |
|--|-------------------|----------------|--------------------------|--|--------------------|--------------------|-------------------------|
| Atlanta Botanical Gardens | Atlanta, GA | 525,000 | \$59,802 | Fee to Garden includes conservatory | \$21.95 | \$15.95 | \$109.00 |
| Phipps Conservatory | Pittsburgh, PA | 368,826 | \$54,129 | Fee to Garden includes conservatory | \$17.95 | \$11.95 | \$99.00 |
| ABQ BioPark Botanic Garden | Albuquerque, NM | 390,000 | \$50,294 | Fee includes Aquarium, Botanic Garden and conservatory | \$14.50 | \$7.50 | \$99.00 |
| Denver Botanic Gardens | Denver, CO | 1,042,763 | \$70,077 | Fee to Garden includes conservatory | \$12.50 | \$9.00 | \$90.00 |
| Missouri Botanical Garden | St. Louis, MO | 1,133,484 | \$57,690 | Fee to Garden includes conservatories | \$12.00 | \$0.00 | \$115.00 |
| Cleveland Botanical Gardens | Cleveland, OH | 140,000 | \$52,902 | Fee to Garden includes conservatory | \$12.00 | \$8.00 | \$85.00 |
| San Antonio Botanical Garden Conservatory | San Antonio, TX | 100,000 | \$56,143 | Fee to Garden includes conservatory | \$12.00 | \$9.00 | \$75.00 |
| Myriad Botanical Gardens | Oklahoma City, OK | 1,000,000 | \$53,289 | Outdoor Garden is free; fee to enter conservatory | \$8.00 | \$7.00 | \$65.00 |
| Greater Des Moines Botanical Garden | Des Moines, IA | 134,823 | \$63,991 | Fee to Garden includes conservatory | \$8.00 | \$6.00 | \$100.00 |
| Mitchell Park Conservatory | Milwaukee, WI | 210,000 | \$57,345 | Park is free; fee to enter Domes | \$7.00 | \$5.00 | \$50.00 |
| Olbrich Botanical Garden/Bolz Conservatory | Madison, WI | 250,000 | \$64,498 | Outdoor Garden is free; fee to enter conservatory | \$2.00 | \$0.00 | \$55.00 |
| Average | | 481,354 | \$58,196 | | \$11.63 | \$7.22 | \$85.64 |
| Median | | 368,826 | \$57,345 | | \$12.00 | \$7.50 | \$90.00 |

Source: Facilities listed, US Census, AAM Official Museum Directory, and ConsultEcon, Inc.

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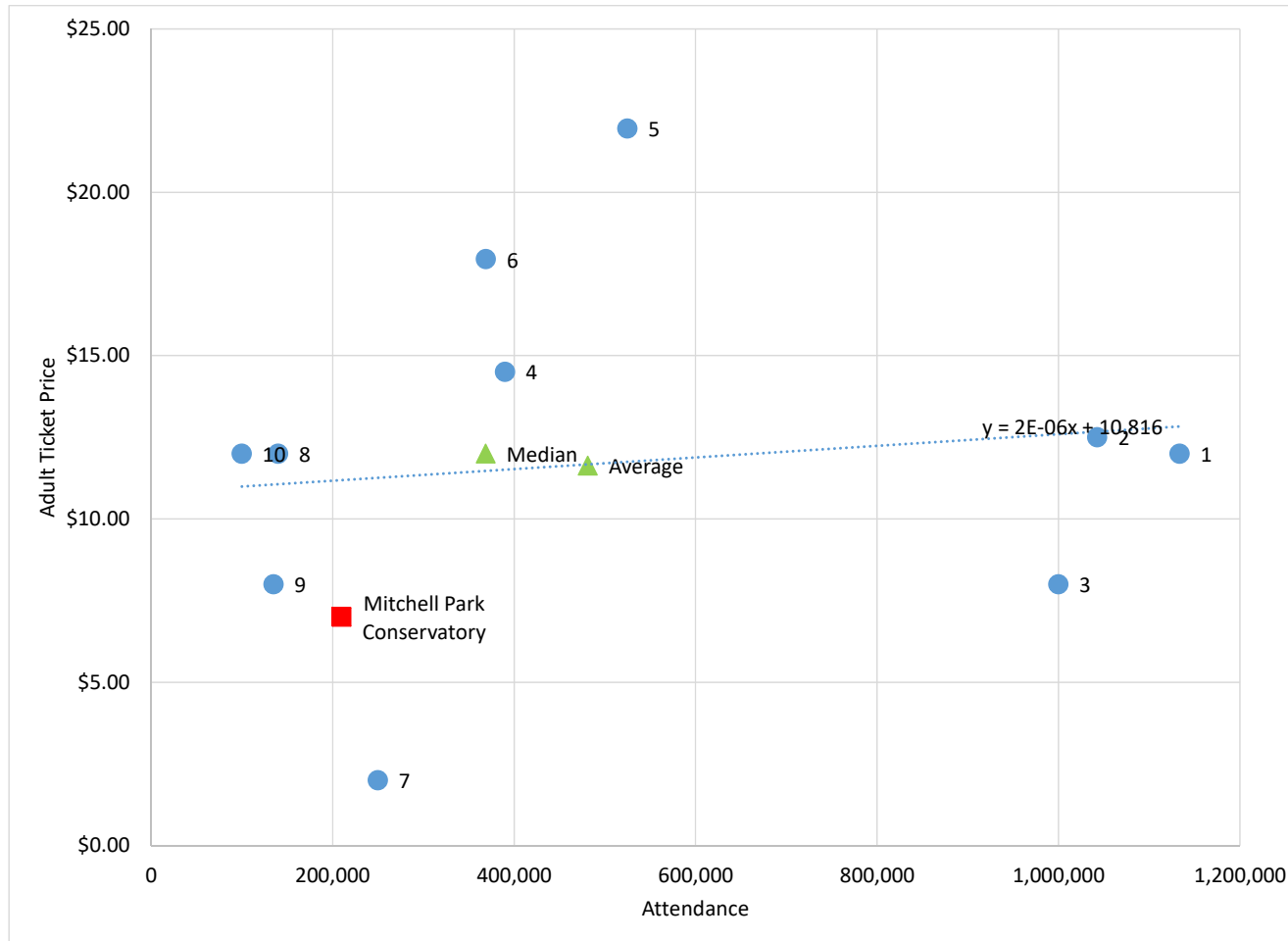
◆ Benchmark Facilities

Number Key for Scatter Plots

| Organization | |
|--------------|--|
| | Mitchell Park Conservatory |
| 1 | Missouri Botanical Garden |
| 2 | Denver Botanic Gardens |
| 3 | Myriad Botanical Gardens |
| 4 | ABQ BioPark Botanic Garden |
| 5 | Atlanta Botanical Gardens |
| 6 | Phipps Conservatory |
| 7 | Olbrich Botanical Garden/Bolz Conservatory |
| 8 | Cleveland Botanical Gardens |
| 9 | Greater Des Moines Botanical Garden |
| 10 | San Antonio Botanical Garden Conservatory |

MITCHELL PARK HORTICULTURAL CONSERVATORY

◆ Benchmark Facilities



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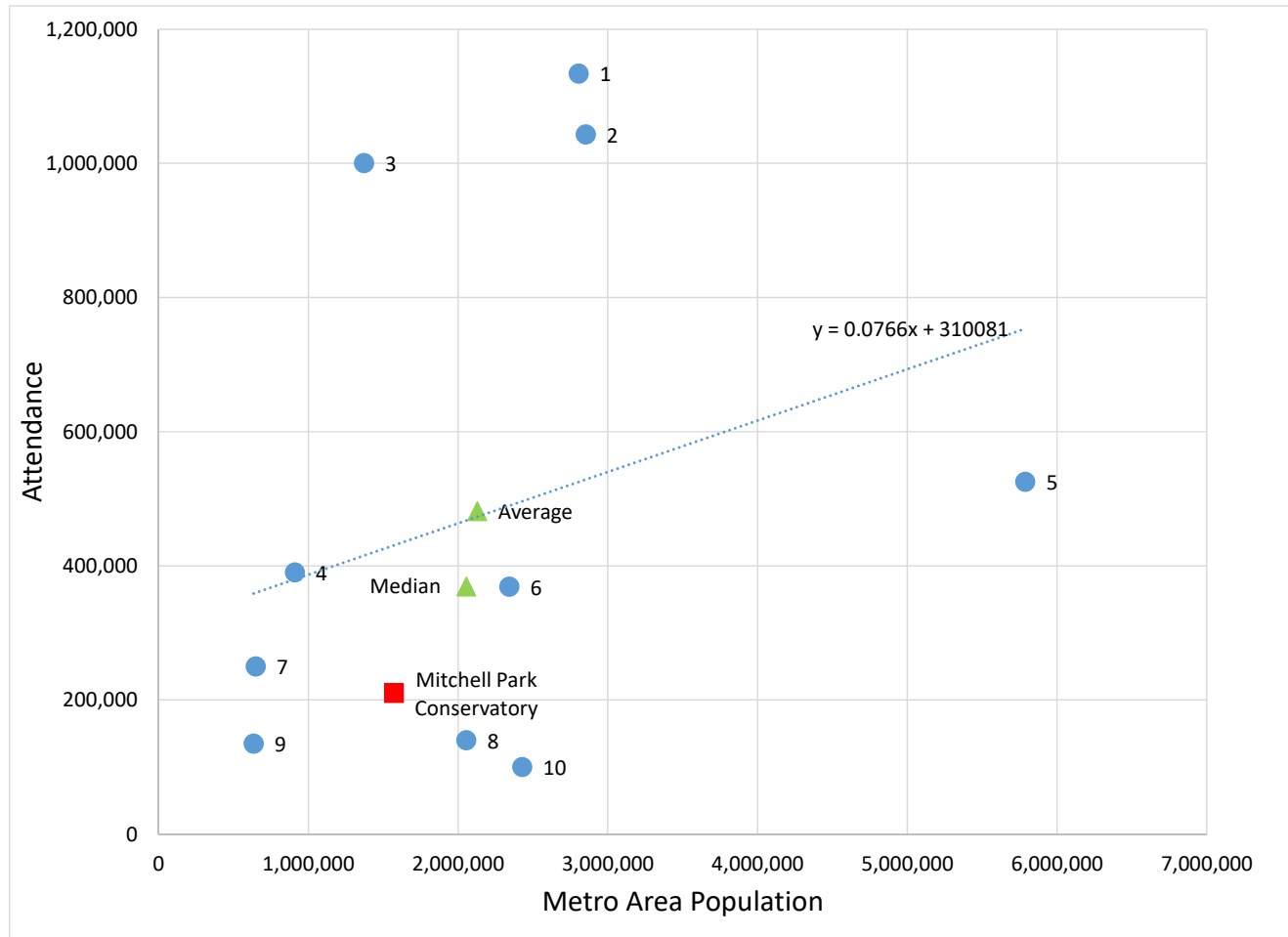
Market Capture Rates at Selected Benchmark Facilities - Ranked by Capture Rates

| Attraction | Location | Metro Pop | Attendance | Market Capture Rate |
|--|-------------------|------------------|----------------|---------------------|
| Myriad Botanical Gardens | Oklahoma City, OK | 1,373,211 | 1,000,000 | 72.8% |
| ABQ BioPark Botanic Garden | Albuquerque, NM | 909,906 | 390,000 | 42.9% |
| Missouri Botanical Garden | St. Louis, MO | 2,807,002 | 1,133,484 | 40.4% |
| Olbrich Botanical Garden/Bolz Conservatory | Madison, WI | 648,929 | 250,000 | 38.5% |
| Denver Botanic Gardens | Denver, CO | 2,853,077 | 1,042,763 | 36.5% |
| Greater Des Moines Botanical Garden | Des Moines, IA | 634,725 | 134,823 | 21.2% |
| Phipps Conservatory | Pittsburgh, PA | 2,342,299 | 368,826 | 15.7% |
| Mitchell Park Conservatory | Milwaukee, WI | 1,572,482 | 210,000 | 13.4% |
| Atlanta Botanical Gardens | Atlanta, GA | 5,789,700 | 525,000 | 9.1% |
| Cleveland Botanical Gardens | Cleveland, OH | 2,055,612 | 140,000 | 6.8% |
| San Antonio Botanical Garden Conservatory | San Antonio, TX | 2,429,609 | 100,000 | 4.1% |
| Average | | 2,128,777 | 481,354 | 27.4% |
| Weighted Average | | | | 22.6% |
| Median | | 2,055,612 | 368,826 | 21.2% |

Source: Facilities listed, US Census, AAM Official Museum Directory, and ConsultEcon, Inc.

MITCHELL PARK HORTICULTURAL CONSERVATORY

◆ Benchmark Facilities



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◆ Benchmark Facilities

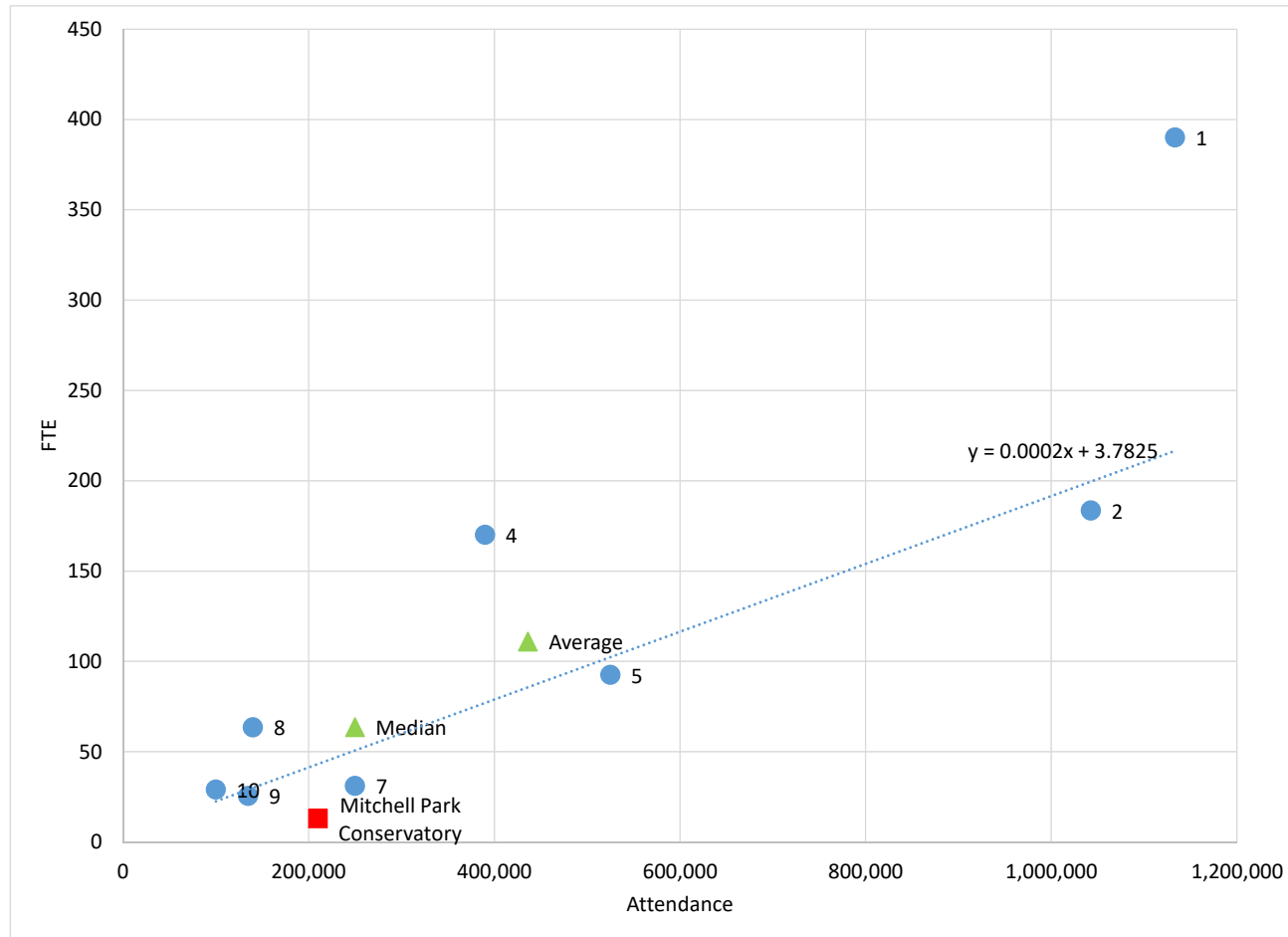
Staffing at Selected Benchmark Facilities - Ranked by Attendees per FTE

| Attraction | Location | Attendance | Staffing | | | Attendees per FTE |
|--|-------------------|----------------|------------|-----------|------------|----------------------|
| | | | Full | Part | FTE | |
| Mitchell Park Conservatory | Milwaukee, WI | 210,000 | 9 | 8 | 13 | 16,154 |
| Olbrich Botanical Garden/Bolz Conservatory | Madison, WI | 250,000 | 23 | 16 | 31 | 8,065 |
| ABQ BioPark Botanic Garden | Albuquerque, NM | 390,000 | 160 | 20 | 170 | 2,294 |
| Denver Botanic Gardens | Denver, CO | 1,042,763 | 140 | 87 | 183.5 | 5,683 |
| Atlanta Botanical Gardens | Atlanta, GA | 525,000 | 80 | 25 | 92.5 | 5,676 |
| Greater Des Moines Botanical Garden | Des Moines, IA | 134,823 | 23 | 5 | 25.5 | 5,287 |
| San Antonio Botanical Garden Conservatory | San Antonio, TX | 100,000 | 28 | 2 | 29 | 3,448 |
| Missouri Botanical Garden | St. Louis, MO | 1,133,484 | 390 | 0 | 390 | 2,906 |
| Cleveland Botanical Gardens | Cleveland, OH | 140,000 | 49 | 29 | 63.5 | 2,205 |
| Myriad Botanical Gardens | Oklahoma City, OK | 1,000,000 | NA | NA | NA | NA |
| Phipps Conservatory | Pittsburgh, PA | 368,826 | NA | NA | NA | NA |
| Average | | 436,230 | 100 | 21 | 111 | 5,746 |
| Median | | 250,000 | 49 | 16 | 64 | 5,287 |

Source: Facilities listed, AAM Official Museum Directory, and ConsultEcon, Inc.

MITCHELL PARK HORTICULTURAL CONSERVATORY

◆ Benchmark Facilities



MITCHELL PARK HORTICULTURAL CONSERVATORY

◆ Benchmark Facilities

Governance at Selected Benchmark Facilities - Ranked by Extent of Private Not-For-Profit Participation

| Attraction | Location | Ownership / Governance | |
|--|-------------------|---|--|
| Missouri Botanical Garden | St. Louis, MO | Private Non-Profit | Nonprofit organization. Tax-exempt. |
| Denver Botanic Gardens | Denver, CO | Private Non-Profit | Nonprofit organization. Tax-exempt. |
| Cleveland Botanical Gardens | Cleveland, OH | Private Non-Profit | Nonprofit organization. Tax-exempt. |
| Atlanta Botanical Gardens | Atlanta, GA | Private Non-Profit | Nonprofit organization. Tax-exempt. |
| Phipps Conservatory | Pittsburgh, PA | Private Operations, Govt Support | Municipal; Nonprofit organization. Tax-exempt. |
| Myriad Botanical Gardens | Oklahoma City, OK | Private Operations, Govt Support | Municipal. City of Oklahoma City Parks & Recreation Dept. |
| San Antonio Botanical Garden Conservatory | San Antonio, TX | Gov. Operated / Society Support / Society to Operate in 3 years | Municipal. City of San Antonio. Subsidiary Institution: San Antonio Botanical Center Society. Tax-exempt |
| Olbrich Botanical Garden/ Bolz Conservatory | Madison, WI | Joint Operations / Funding | Municipal. City of Madison. Nonprofit organization. Tax-exempt. |
| Greater Des Moines Botanical Garden | Des Moines, IA | Joint Operations / Funding | Municipal. Department of Parks & Recreation. Nonprofit organization. Tax-exempt. |
| ABQ BioPark Botanic Garden | Albuquerque, NM | Gov. Operated / Friends Funding Support for Capital & Positions, Volunteers | Municipal. Nonprofit organization. Tax-exempt. |
| Mitchell Park conservatory | Milwaukee, WI | Gov. Operated / Friends Funding Support, Volunteers | County. Parent Institution: Milwaukee County Park System. Tax-exempt Friends Group. |

Source: Facilities listed, AAM Official Museum Directory, and ConsultEcon, Inc.

MITCHELL PARK HORTICULTURAL CONSERVATORY

◆ Preliminary Findings

1. Most attendance is Local and Metro Area residents
2. Identify Trends in Botanical Gardens
3. Evaluate Current Operations
4. Socio-Economic Impacts Analysis
5. Develop Future Scenarios for the Domes

MITCHELL PARK HORTICULTURAL CONSERVATORY

◆ Next Steps

1. Continue Interviews
2. Identify Trends in Botanical Gardens
3. Evaluate Current Operations
4. Socio-Economic Impacts Analysis
5. Develop Future Scenarios for the Domes

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