

City Council Agenda



COUNCIL ACTION: Approved on 11/15/2016 - Ordinance No. 22501-11-2016

DATE:	11/15/2016	REFERENCE NO.:	G-18885	LOG NAME:	80BGSTRATEGICPLAN
CODE:	G	TYPE:	NON-CONSENT	PUBLIC HEARING:	NO

SUBJECT: Accept Receipt of the Fort Worth Botanic Garden Strategic Plan from EMD Consulting Group, LLC, Refer the Strategic Plan to the City Manager and Staff for Further Review and Evaluation to Develop Strategies and Policies for the Implementation of the Strategic Plan, Authorize Amendment to the Fiscal Year 2017 General Capital Improvement Plan to Increase Appropriations in the Amount of \$350,000.00 and Adopt Appropriation Ordinance (ALL COUNCIL DISTRICTS)

RECOMMENDATION:

It is recommended that the City Council:

1. Accept receipt of the Fort Worth Botanic Garden Strategic Plan from EMD Consulting Group, LLC;
2. Refer the Fort Worth Botanic Garden Strategic Plan to the City Manager and Staff for further review and evaluation to develop strategies and policies for the implementation of the Fort Worth Botanic Garden Strategic Plan;
3. Authorize an amendment to the Fiscal Year 2017 General Capital Improvement Plan to increase appropriations in the amount of \$350,000.00 from available funds; and
4. Adopt the attached appropriation ordinance increasing appropriations in the Parks Gas Lease Capital Project Fund in the amount of \$350,000.00 for the Botanic Garden Strategic Plan project for a facilities assessment.

DISCUSSION:

The purpose of this Mayor and Council Communication (M&C) is to accept the completed Fort Worth Botanic Garden Strategic Plan (Plan) and refer the Plan to the City Manager and Staff for further review and evaluation to develop strategies and policies for the implementation of the Plan. On March 29, 2016, the City Council authorized the execution of a professional services contract with EMD Consulting Group, LLC (EMD) in the amount of \$97,925.00 for a Strategic Planning Study for the Fort Worth Botanic Garden (FWBG), of which \$66,000.00 was funded through contributions from the Fort Worth Botanical Society, Inc. (FWBS) and the Fort Worth Garden Club, Inc. (FWGC) (M&C C-27658).

The Plan was developed collaboratively with representatives of the FWBS and its Garden Center Committee (FWGC), Botanical Research Institute of Texas (BRIT) and Texas Garden Clubs (TGC). The two primary support organizations, the FWBS and FWGC are of great value to the FWBG. Both groups have a long history of dedication and commitment to the FWBG, having provided significant revenues and volunteer support along with support for certain capital projects. Additionally, numerous opportunities

were provided for the public to receive updates and provide input, including three public meetings.

The purpose of the Plan was to:

1. Prepare baseline information for the FWBG's current operations, including benchmarking with comparable institutions;
2. Conduct an organizational analysis of strengths and challenges;
3. Reconsider the FWBG's mission;
4. Create a unified vision in cooperation with support groups;
5. Review and provide steps for implementing the adopted 2010 FWBG Master Plan;
6. Set goals and develop objectives and timelines for achieving them; and
7. Provide a financial analysis plan to assure current and future operating needs are met.

As a result of the work conducted by EMD, transformative goals were developed. These goals are the broad, institution-wide goals that will serve to drive the FWBG in its future. The following guiding principles, which will serve to guide future decisions and operations, have been established: create a culture of collaboration, accountability, creativity and innovation; reach full potential as a botanic garden; and be affordable to all citizens. The five key goals developed from the Strategic Plan include:

1. Transform the guest experience;
2. Expand public programs;
3. Implement key parts of the 2010 Master Plan;
4. Repair, renovate and improve gardens, features and facilities; and
5. Reorganize support groups and increase private support.

The Plan also provides broad comparisons to other successful gardens around the country and includes recommendations to make the governance more effective in concert with the support groups, consider financial changes such as a general admission fee to ensure sustainability, improve customer experience and validates the relevancy of the 2010 Master Plan.

The City Manager and Staff will begin the process of further reviewing and evaluating the Plan to develop strategies and policies for its implementation, which will include discussions and actions for realigning governance and existing financial resources. Staff will also begin the process of conducting a facilities assessment for an anticipated amount of up to \$350,000.00. The FWBS and FWGC will directly fund and conduct visitor intercept surveys and provide them to the City upon completion.

Actions for the Next 12 Months

1. Resolve governance issues
2. Identify needed capital infrastructure costs

3. Assemble more visitor information

No action will be taken regarding entrance fees and additional capital improvements at this time. Receipt of the plan does not imply plan acceptance of all of the recommendations. Any further consideration related to fees, governance and capital improvements will be part of a public process including the Park Board for recommendation and City Council for final consideration.

The Park and Recreation Advisory Board (Park Board) conducted a Work Session on July 27, 2016 to receive detailed information and recommendations that are included in the Plan. On August 24, 2016, the Park Board endorsed Staff's recommendation to the City Council to accept and refer the Plan to the City Manager. On September 20, 2016, the City Council received a briefing on the Plan.

A copy of the Plan is available on the City's website.

The Fort Worth Botanic Garden serves the entire City of Fort Worth.

This M&C does not request approval of a contract with a business entity.

FISCAL INFORMATION/CERTIFICATION:

The Director of Finance certifies that upon approval of the above recommendations and adoption of the attached appropriation ordinance, funds will be available in the Parks Gas Lease Capital Project Fund for the Botanic Garden Strategic Plan Project, in the Fiscal Year 2017 General-Capital Improvement Plan.

TO
Fund **Department** **Account** **Project** **Program** **Activity** **Budget Reference #** **Amount**
ID **ID** **ID** **Year (Chartfield 2)**

FROM
Fund **Department** **Account** **Project** **Program** **Activity** **Budget Reference #** **Amount**
ID **ID** **ID** **Year (Chartfield 2)**

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ATTACHMENTS

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