

# MEMORANDUM

Agenda Item No. 5(E)

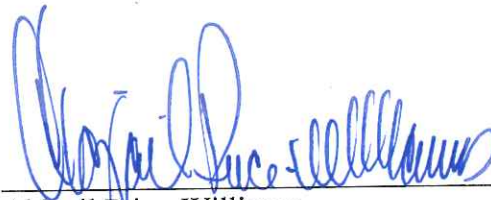
**TO:** Honorable Chairman Esteban L. Bovo, Jr.  
and Members, Board of County Commissioners

**DATE:** July 6, 2017

**FROM:** Abigail Price-Williams  
County Attorney

**SUBJECT:** Resolution approving the Vizcaya Museum and Gardens Master Plan in accordance with the Vizcaya Museum and Gardens Trust Transition Plan and Implementation Guidelines adopted pursuant to Resolution No. R-649-00; after a public hearing, approving Significant Modification to Building Better Communities General Obligation Bond Program Project No. 290 – "Vizcaya's Restoration of Main House and Gardens and Creation of New Educational Center at Vizcaya's Village" to modify project description

The accompanying resolution was prepared and placed on the agenda at the request of Co-Prime Sponsors Commissioner Xavier L. Suarez and Senator Javier D. Souto, and Co-Sponsors Commissioner Daniella Levine Cava, Commissioner Sally A. Heyman and Commissioner Jean Monestime.



Abigail Price-Williams  
County Attorney

APW/smm



# MEMORANDUM

(Revised)

**TO:** Honorable Chairman Esteban L. Bovo, Jr.  
and Members, Board of County Commissioners

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County Attorney

**SUBJECT:** Agenda Item No. 5(E)

Please note any items checked.

- ☐ "3-Day Rule" for committees applicable if raised
- ☐ 6 weeks required between first reading and public hearing
- ☐ 4 weeks notification to municipal officials required prior to public hearing
- ☐ Decreases revenues or increases expenditures without balancing budget
- ☐ Budget required
- ☐ Statement of fiscal impact required
- ☐ Statement of social equity required
- ☐ Ordinance creating a new board requires detailed County Mayor's report for public hearing
- ☐ No committee review
- ☐ Applicable legislation requires more than a majority vote (i.e., 2/3's \_\_\_\_, 3/5's \_\_\_\_, unanimous \_\_\_\_ ) to approve
- ☐ Current information regarding funding source, index code and available balance, and available capacity (if debt is contemplated) required

Approved \_\_\_\_\_ Mayor  
Veto \_\_\_\_\_  
Override \_\_\_\_\_

Agenda Item No. 5(E)

7-6-17

RESOLUTION NO. \_\_\_\_\_

RESOLUTION APPROVING THE VIZCAYA MUSEUM AND GARDENS MASTER PLAN IN ACCORDANCE WITH THE VIZCAYA MUSEUM AND GARDENS TRUST TRANSITION PLAN AND IMPLEMENTATION GUIDELINES ADOPTED PURSUANT TO RESOLUTION NO. R-649-00; AFTER A PUBLIC HEARING, APPROVING SIGNIFICANT MODIFICATION TO BUILDING BETTER COMMUNITIES GENERAL OBLIGATION BOND PROGRAM PROJECT NO. 290 – “VIZCAYA’S RESTORATION OF MAIN HOUSE AND GARDENS AND CREATION OF NEW EDUCATIONAL CENTER AT VIZCAYA’S VILLAGE” TO MODIFY PROJECT DESCRIPTION

**WHEREAS**, James Deering’s heirs conveyed the Vizcaya Museums and Gardens (“Vizcaya”) to the County, and the County accepted Vizcaya, by Warranty Deeds that expressed the intent to preserve the cultural and artistic characteristics of the estate; and

**WHEREAS**, Vizcaya is composed of the following lands: 1) that certain real property acquired by the County on November 1, 1952 by Warranty Deed, recorded in the public records of Miami-Dade County at Book 3673, Pages 64-69 (main house and surrounding gardens), subject to certain restrictive covenants; and 2) that certain real property acquired by the County on November 9, 1955 by Warranty Deed, recorded in the public records of Miami-Dade County at Book 4193, Pages 345-351 (Vizcaya Village and surrounding property), subject to certain restrictive covenants; and includes the main house, the gardens and the property across South Miami Avenue on which both historic structures and the non-historic building long occupied by the science museum are located; and

**WHEREAS**, in 1994, Vizcaya was designated a National Historic Landmark, the highest distinction granted by the U.S. Secretary of the Interior to historic properties for their exceptional value or quality in interpreting the heritage of the United States; and

**WHEREAS**, in 1998, this Board adopted Article LXXXI of the County Code in order to establish the Vizcaya Museum and Gardens Trust (“Trust”) to oversee Vizcaya; and

**WHEREAS**, in 2000, pursuant to Resolution No. R-649-00, this Board adopted the Vizcaya Museum and Gardens Trust Transition Plan and Implementation Guidelines, which guidelines specify in Article VII that the Board must approve development plans for Vizcaya; and

**WHEREAS**, in 2005, this Board approved, pursuant to Resolution No. R-1157-05, a Short Term Development Plan for Vizcaya (“2005 Master Plan”) to restore, enhance, and establish a program of adaptive re-use for the site; and

**WHEREAS**, in 2015, after a decade of substantially advancing the 2005 Master Plan and given the imminent departure of the science museum from Vizcaya, the Trust engaged architects to develop and provide an updated Master Plan (“Master Plan”) to strengthen Vizcaya’s capacity to meet the evolving needs of our community; and

**WHEREAS**, the planning process included public workshops for neighbors and the community at large and focus groups with local educators, farmers and recreation advocates to solicit and incorporate community feedback; and

**WHEREAS**, the objectives of the Master Plan are to: 1) restore and provide free public access to the beautiful Village campus of historic architecture and native landscapes; 2) share the story of Vizcaya’s farming past and of Bahamians and other workers; 3) establish more robust offering of educational programs, including urban farming activities, to strengthen Vizcaya’s standing as a cultural hub for Miami-Dade residents of all ages; 4) respond sensitively to the needs



and opportunities of the surrounding north Coconut Grove/Roads area, including enhanced links to public transit and green space; 5) enhance visitor experience and site safety for Vizcaya's dramatically increased visitorship; 6) provide much-needed work space for Vizcaya's professional functions and share these with the public; and 7) revitalize the Village in a way that is financially attainable and sustainable; and

**WHEREAS**, the Trust took the preliminary step of approving the Master Plan on July 14, 2016, and recommended that it be submitted to the Board for approval in accordance with Resolution No. R-649-00; and

**WHEREAS**, the Master Plan would supersede all plans for Vizcaya previously approved by this Board; and

**WHEREAS**, both the 2005 Master Plan and the updated Master Plan recommend that Vizcaya could best serve our community by rehabilitating and re-using the entire site, including removal, rather than renovation, of the deteriorated and obsolete non-historic former museum of science building; and

**WHEREAS**, this Board desires to approve and adopt the Master Plan attached hereto as Exhibit "A" and made a part hereof; and

**WHEREAS**, further, this Board desires to utilize all of the funding sources available for and allocated to Vizcaya, including but not limited to the Building Better Communities General Obligation Bond Program ("Bond Program") funds, in furtherance of the Master Plan; and

**WHEREAS**, pursuant to Resolution No. R-919-04 (the "Cultural Facilities Resolution"), the voters of Miami-Dade County approved the issuance of general obligation bonds in a principal amount not to exceed \$552,692,000.00 to construct and improve libraries, cultural facilities, and Head Start learning centers for pre-school children to offer multicultural educational opportunities and activities; and

**WHEREAS**, Appendix A to the Cultural Facilities Resolution list projects eligible for funding from the Bond Program by project number, municipal project location, Commission district, project name, project description, street address and allocation; and

**WHEREAS**, one of the projects listed in Appendix A to the Cultural Facilities Resolution is Bond Program Project No. 290 - “Vizcaya’s Restoration of Main House and Gardens and Creation of New Educational Center at Vizcaya’s Village,” with a municipal project location and Commission project location of “countywide,” an initial allocation of \$50,000,000.00 and a project description as follows: “Restore and improve its historically landmarked main house and gardens to make them more accessible and enjoyable for future generations. Vizcaya will restore the nine endangered historic buildings of the Vizcaya Village and open them to the public for the first time, creating an extraordinary new cultural and educational center for Miami-Dade residents and visitors. Vizcaya will renovate the space to be vacated by the Museum of Science for necessary staff offices, collections storage, exhibition galleries, and an auditorium.” (“Project No. 290”); and

**WHEREAS**, as the Master Plan calls for the removal, rather than the renovation, of the non-historic former museum of science building, it is necessary to modify the project description of Project No. 290; and

**WHEREAS**, this Board desires to approve a significant modification to the project description of Project No. 290 so that it now will read as follows: “Restore and improve its historically landmarked main house and gardens to make them more accessible and enjoyable for future generations. Vizcaya will restore the endangered historic buildings of the Vizcaya Village and open them to the public for the first time, creating an extraordinary new cultural and educational center for Miami-Dade residents and visitors. Vizcaya will demolish the non-historic building to be vacated by the Museum of Science and utilize the site to advance the estate as a public asset consistent with the restrictions contained in the Warranty Deeds.”,

**NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF COUNTY COMMISSIONERS OF MIAMI-DADE COUNTY, FLORIDA,** that this Board:

**Section 1.** Approves and adopts the foregoing recitals as if fully set forth herein.

**Section 2.** Approves the Master Plan in substantially the form attached hereto as Exhibit "A" and made a part hereof.

**Section 3.** After a public hearing, approves a significant modification to Project No. 290 to modify the project description so that it reads as follows: "Restore and improve its historically landmarked main house and gardens to make them more accessible and enjoyable for future generations. Vizcaya will restore the endangered historic buildings of the Vizcaya Village and open them to the public for the first time, creating an extraordinary new cultural and educational center for Miami-Dade residents and visitors. Vizcaya will demolish the non-historic building to be vacated by the Museum of Science and utilize the site to advance the estate as a public asset consistent with the restrictions contained in the Warranty Deeds." The balance of Project No. 290 remains the same.

The Co-Prime Sponsors of the foregoing resolution are Commissioner Xavier L. Suarez and Senator Javier D. Souto, and the Co-Sponsors are Commissioner Daniella Levine Cava, Commissioner Sally A. Heyman and Commissioner Jean Monestime. It was offered by Commissioner \_\_\_\_\_, who moved its adoption. The motion was seconded by Commissioner \_\_\_\_\_ and upon being put to a vote, the vote was as follows:

|                                   |                      |
|-----------------------------------|----------------------|
| Esteban L. Bovo, Jr., Chairman    |                      |
| Audrey M. Edmonson, Vice Chairman |                      |
| Bruno A. Barreiro                 | Daniella Levine Cava |
| Jose "Pepe" Diaz                  | Sally A. Heyman      |
| Barbara J. Jordan                 | Joe A. Martinez      |
| Jean Monestime                    | Dennis C. Moss       |
| Rebeca Sosa                       | Sen. Javier D. Souto |
| Xavier L. Suarez                  |                      |

The Chairperson thereupon declared the resolution duly passed and adopted this 6<sup>th</sup> day of July, 2017. This resolution shall become effective upon the earlier of (1) 10 days after the date of its adoption unless vetoed by the County Mayor, and if vetoed, shall become effective only upon an override by this Board, or (2) approval by the County Mayor of this Resolution and the filing of this approval with the Clerk of the Board.

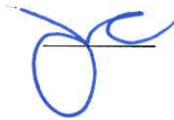
MIAMI-DADE COUNTY, FLORIDA  
BY ITS BOARD OF  
COUNTY COMMISSIONERS

HARVEY RUVIN, CLERK

By: \_\_\_\_\_  
Deputy Clerk

Approved by County Attorney as  
to form and legal sufficiency.

Jorge Martinez-Esteve  
Monica Rizo Perez





# Exhibit A

## Vizcaya Master Plan



# VIZCAYA MASTER PLAN RESTORING THE VILLAGE



Rooted in Miami's History,  
Reinventing Its Future



M.C. Harry  
Associates



Quinn Evans  
Architects

## VIZCAYA IS MIAMI'S ORIGINAL HOTSPOT





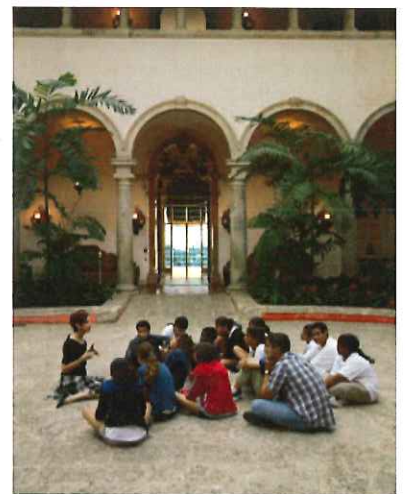
## THE LEGACY OF VISIONARIES



Vizcaya was built 100 years ago by James Deering, who shaped the future of Miami. He defined waterfront living, introduced art and internationalism to our community and launched a spirited social scene.



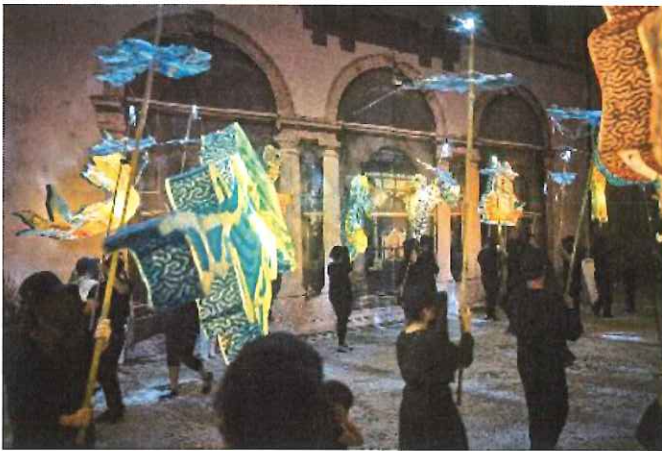
Deering's nieces, County officials and private citizens have been responsible for Vizcaya's success as a public resource since 1952.



Now a National Historic Landmark and accredited museum, Vizcaya has become our community's place to come together for social activity, learning and inspiration in the arts, history and the environment.



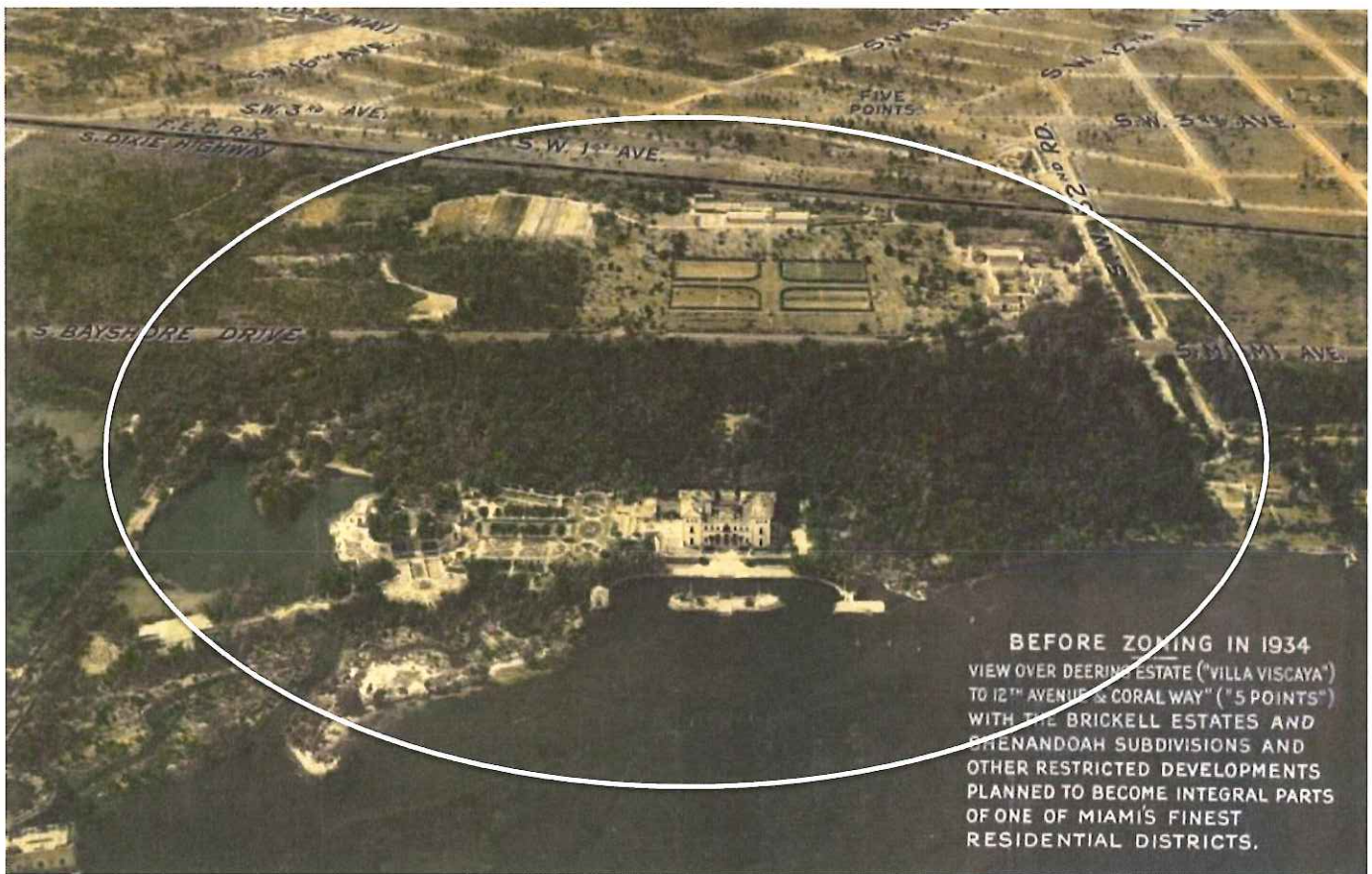
# VIZCAYA IS EVER EVOLVING



- Vizcaya became a freestanding County agency in 2000.
- Dramatically grew visitation in last 10 years to **275,000**.
- Contributes economic impact of **\$87.4 million** annually.
- Programs for locals of all ages have repositioned Vizcaya as a cultural hub.
- Capital improvements of \$30+ million have transformed the site.
- Research has yielded new ideas and experiences.
- Vizcaya's future centers on restoration and utilization of the Village.

## VIZCAYA THEN

Vizcaya was originally a multi-faceted place of work and leisure, with the house, gardens and Village on the two sides of South Miami Avenue integrally connected.



## VIZCAYA THEN



James Deering built his bayfront house and gardens as a place of **leisure**—where he could relax and entertain guests.



Deering built the Village at the same time to make Vizcaya self-sufficient. It was all about **work**. The Village housed staff quarters, a garage, workshops, barns, and greenhouses and fields that supplied fresh flowers, fruits and vegetables. The Village included the property on which Bay Heights and the science museum were later developed.



## VIZCAYA NOW



In the 1940s, Deering's heirs conveyed about 130 acres of the Vizcaya property to religious charities. Then, in the 1950s, they conveyed about 50 of the remaining acres to the County to preserve the cultural and artistic character of the estate.

For the past 65 years, Vizcaya's activities have been centered on the **east side of the property**, which tells only part of the story and does not provide space to meet community needs. There are no classrooms, income-generating rentals conflict with public programs, and parking and ticketing facilities are inadequate for dramatically increased visitorship.



Vizcaya's Master Plan includes ongoing restoration and enhancement of the east property house, gardens and grounds using Building Better Communities General Obligation Bond funds on hand.





## VIZCAYA NOW



The **Village** is part of Vizcaya's National Historic Landmark designation. For decades it was used by other agencies; today, the historic buildings and landscapes are deteriorated and the site is compromised by the non-historic museum building (earliest portions dating to 1960).

With the science museum's departure to new facilities, the Village needs to be reclaimed, restored and reunited with the east property for Vizcaya to realize its full potential as a cultural hub.

# THE VILLAGE IS THE KEY TO VIZCAYA'S FUTURE





# ENHANCING VIZCAYA'S PLACE AS A CULTURAL HUB

## OUR GOAL

Vizcaya will restore historic Village buildings and landscapes to create new spaces, stories and programs for the benefit and enjoyment of our community.

## OUR APPROACH

Vizcaya's future will be rooted in its history, but directed toward the demands of 21<sup>st</sup>-century Miami.



# OUR OBJECTIVES

**OBJECTIVE 1:** Restore and Provide Free Public Access to the Beautiful Village Campus of Historic Architecture and Native Landscapes

**OBJECTIVE 2:** Share the Stories of Vizcaya's Farming Past and of Bahamians and Other Workers Who Made the Estate Possible

**OBJECTIVE 3:** Expand Educational Programs, Including New Urban Farming Activities, to Strengthen Vizcaya's Position as a Cultural Hub for Miami-Dade Residents of All Ages

**OBJECTIVE 4:** Respond Sensitively to the Needs and Opportunities of the Neighboring North Grove/Roads Area, Including Enhanced Links to Public Transit and Green Space

**OBJECTIVE 5:** Enhance Visitor Experience and Site Safety for Vizcaya's Dramatically Increased Visitorship

**OBJECTIVE 6:** Provide Much-Needed Work Space for Vizcaya's Professional Functions and Share These with the Public

**OBJECTIVE 7:** Revitalize the Village in a Way That Is Financially Attainable and Sustainable



## OBJECTIVE 1 – PUBLIC ACCESS

Restore and Provide Free Public Access to the Beautiful Village Campus of Historic Architecture and Native Landscapes



## OBJECTIVE 1 – PUBLIC ACCESS

### STRATEGIES

- Restore Village structures that are part of Vizcaya's National Historic Landmark designation: Superintendent's House, Staff Residence, Mule Stables, Wagon Shed, Dairy Barn, Poultry Barn; adaptively re-use Garage and Paint Shop.
- Continue restoring rockland hammock and Dade County pine groves throughout the Village; preserve historic banyans and other trees; create additional green space.
- Provide free access to Village exteriors and landscapes for community enjoyment; ticket only selected programs and exhibitions and possibly parking to control crowds.



## OBJECTIVE 1 – PUBLIC ACCESS

### STRATEGIES (continued)

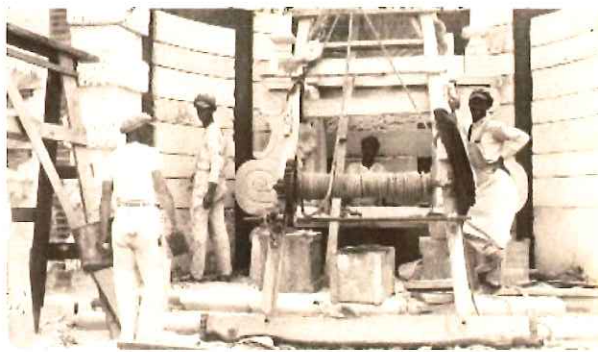
- Establish an informal neighborhood café in the restored Superintendent's House at the 32<sup>nd</sup> Road gateway for the enjoyment of neighbors and passersby.
- Remove non-historic museum building that is in deteriorated condition and incompatible with Vizcaya's historic architecture and visitor needs.





## OBJECTIVE 2 – SHARING HISTORIES

Share the Stories of Vizcaya's Farming Past and of Bahamians and Other Workers Who Made the Estate Possible



## OBJECTIVE 2 – SHARING HISTORIES

### STRATEGIES

- Reunify restored Village buildings and landscapes with the experience of house and gardens to engage visitors in Vizcaya's social history and its connections to Miami.
- Establish an interactive exhibition in the Village Garage that features information on the history of farming at Vizcaya (linking to Deering's International Harvester firm and to Miami-Dade's agricultural community) and on the history of staff, including the Bahamians who are central to the development of Coconut Grove.
- Establish new Caribbean-based farm plots that speak to Vizcaya's agricultural and staff histories and engage our community in active learning.
- Once new structures can accommodate staff functions now in the Main House, refurbish and open selected staff quarters in Main House for public enjoyment.





## OBJECTIVE 3 – EDUCATIONAL PROGRAMMING

Expand Educational Programs, Including New Urban Farming Activities, to Strengthen Vizcaya's Position as a Cultural Hub for Miami-Dade Residents of All Ages



## OBJECTIVE 3 – EDUCATIONAL PROGRAMMING STRATEGIES

- Use renovated interiors and courtyard in “Learning Quadrangle” (Diary Barn, Mule Stables and Wagon Shed) to accommodate educational programs, including:
  - Hands-on artmaking and science activities for school group and families.
  - University-level seminars on art, history and environmental science.
  - Community dialogue on preservation, sustainability and neighborhood enhancement.
- Use same “Learning Quadrangle” interiors to provide covered lunch space for school groups in the event of inclement weather.



## OBJECTIVE 3 – EDUCATIONAL PROGRAMMING

### STRATEGIES (continued)

- Establish farm plots throughout the Village in partnership with schools, universities and community-based organizations. Such plots will enable:
  - Living displays and programs on the food and traditions of the Bahamas, Cuba, Haiti and other cultures prominent in our community.
  - Agricultural research and deeper school and community programming with repeat visits to plant, cultivate and harvest fruits and vegetables.
  - Relationships with farmers in south Miami-Dade and elsewhere in the County.
- Provide demonstration kitchen equipment in the “Learning Quadrangle” to support farm-to-table activities for schools and other groups.





## OBJECTIVE 3 – EDUCATIONAL PROGRAMMING

### STRATEGIES (continued)

- Build a new “Community Courtyard” with amenities that encourage regular use of Vizcaya by locals, including:
  - A flexible auditorium that can accommodate performances, films, talks and receptions with dignitaries.
  - A gallery for rotating exhibitions on themes related to Vizcaya but of contemporary relevance and interest.
  - Better ticketing facilities, public restrooms and a group gathering point.



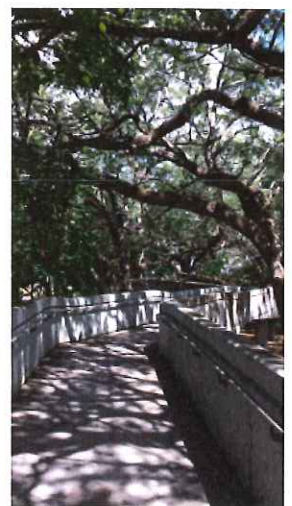
## OBJECTIVE 4 – NEIGHBORHOOD ENHANCEMENT

Respond Sensitively to the Needs and Opportunities  
of the Neighboring North Grove/Roads Area,  
Including Enhanced Links to Public Transit and Green Space



## OBJECTIVE 4 – NEIGHBORHOOD ENHANCEMENT STRATEGIES

- Improve connections to and through the Village to capitalize on Vizcaya's central location.
  - Work with other County agencies to beautify and otherwise enhance the Route 1 pedestrian bridge at the Vizcaya Metrorail station.
  - Open 32<sup>nd</sup> Road access point (at pedestrian bridge ramp and Superintendent's House) as the Village's new gateway for pedestrians, bicyclists and Metrorail/Underline users.
  - Create a scenic pedestrian pathway with a native pine grove along southern edge.





## OBJECTIVE 4 – NEIGHBORHOOD ENHANCEMENT

### STRATEGIES (continued)

- Respect and improve the quality of life for adjacent residential neighborhoods.
  - Remove unsightly back-of-house equipment at southern boundary.
  - Construct a privacy wall and plant a lush pine grove at Bay Heights boundary.
  - Create publicly accessible green spaces and a neighborhood Café.
  - Ensure that outdoor programs respect and preserve the quality of life for neighbors.
  - Keep new structures at a height and scale that is compatible with the area—no bridges or multi-story parking structures are included in this plan.



## OBJECTIVE 5 – VISITOR EXPERIENCE

Enhance Visitor Experience and Site Safety  
for Vizcaya's Dramatically Increased Visitorship



## OBJECTIVE 5 – VISITOR EXPERIENCE

### STRATEGIES

- Provide a single point of arrival for Vizcaya's dramatically increased daytime visitorship (250,000) in the Village.
  - Reconfigure the Village entrance and exit along South Miami Avenue, pending necessary regulatory agency approvals.
  - Establish ticketing facilities to meet current demand, first in Garage with above-referenced exhibition and eventually in new "Community Courtyard."
  - Create enhanced orientation, food service and museum shop facilities in new "Community Courtyard."





## OBJECTIVE 5 – VISITOR EXPERIENCE

### STRATEGIES (continued)

- Ensure safety of South Miami Avenue crossings while reunifying the estate.
  - Work with regulatory agencies on traffic-calming measures and bicycle lanes along South Miami Ave.
  - Establish a shuttle to move visitors from the Village to the house and gardens.
- Modify east property entrance and egress.
  - Reconfigure scenic entry road to accommodate only pedestrians and shuttles.
  - Use the existing east property parking lot for evening events, group tour bus standing and pick up, visitors with disabilities, photo clients and overflow.
  - Establish a new, safer entrance and exit to the east property parking lot at the existing Samana Drive traffic signal pending regulatory approvals.



## OBJECTIVE 6 – PROFESSIONAL NEEDS

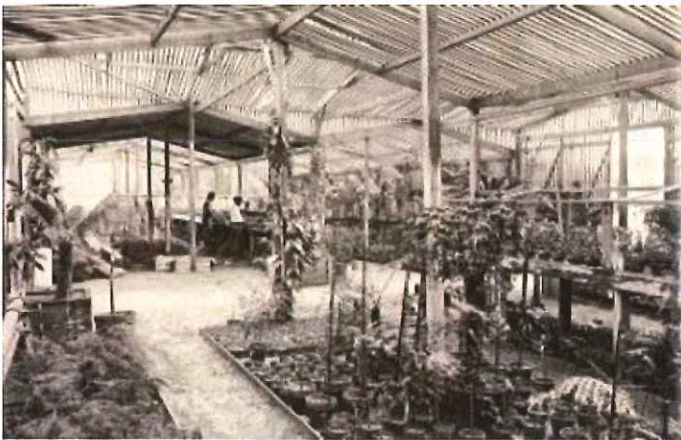
Provide Much-Needed Work Space  
for Vizcaya's Professional Functions  
and Share These with the Public



## OBJECTIVE 6 – PROFESSIONAL NEEDS

### STRATEGIES

- Construct one or more greenhouses on the west side of the Village to allow for cultivation and display of plants used throughout the property.
  - Design such greenhouse(s) with respect for functionality, cost and the site's history; if feasible, create an architecturally prominent greenhouse evocative of the original parallel to Route 1.
  - Provide public access to such greenhouse(s) in conjunction with educational and research programs on horticulture and farming.





## OBJECTIVE 6 – PROFESSIONAL NEEDS

### STRATEGIES (continued)

- Establish a reading room for archival and other research in the Staff Residence.
  - Exhibit archival materials, host seminars and support public research on art, history, horticulture and agriculture.
- Establish a conservation laboratory and visible collections storage in the Poultry Barn.
  - Provide public access for programs on conservation and art objects.
  - Augment conservation training and research initiatives.
  - Expand the back of the Poultry Barn to accommodate conservation and storage.



## OBJECTIVE 6 – PROFESSIONAL NEEDS

### STRATEGIES (continued)

- Use less central portions of existing buildings and create new buildings along Route 1 to house professional functions that are less appropriate for the public.
  - Use second floor spaces in Staff Residence, Dairy Barn and Mule Stable for Learning and Curatorial staff.
  - Use lateral ends of Superintendent's House to accommodate Facilities and Security staff operations.
  - Adaptively re-use historic Paint/Carpenter's Shop along Route 1 to house Horticulture operations.
  - As funding permits, construct new buildings for Maintenance, Horticulture and Collections storage functions near the Route 1 edge of the Village.



## OBJECTIVE 7 – FINANCIAL VIABILITY

Revitalize the Village in a Way That Is  
Financially Attainable and Sustainable





## OBJECTIVE 7 – FINANCIAL VIABILITY

### STRATEGIES

- Focus investments on Vizcaya's core, irreplaceable assets.
  - Initial phases preserve and re-use historic structures and native landscapes.
  - No funds are invested in renovating the dilapidated, non-historic museum building.
  - New structures are built only after historic structures have been preserved.
- Phase plans to maximize impact and minimize risk.
  - Phase 1 is funded through balance of GOB allocation and proprietary fund reserve.
  - Individual elements present plausible fundraising and recognition opportunities.
  - Phasing allows work to be completed as funds are raised and for incremental operating growth and assessment/adjustment.



Phase 1



Phase 2



Phase 3

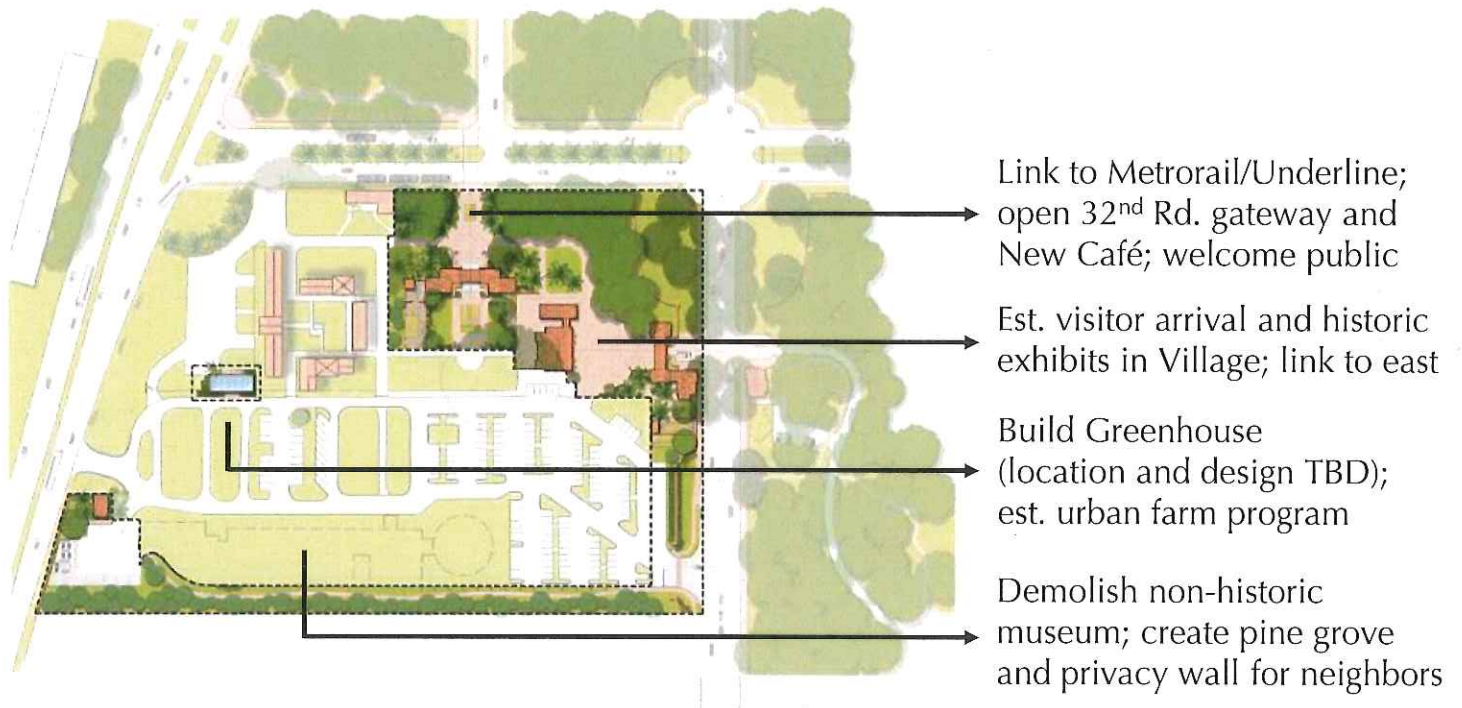
## OBJECTIVE 7 – FINANCIAL VIABILITY

### STRATEGIES (continued)

- Generate income from increased visitation, special exhibitions and programs, food services and merchandise sales.
- Capitalize upon cost-neutral or cost-saving efficiencies.
  - Greenhouses will permit more plants to be grown on site in lieu of purchase.
  - Conservation laboratory will allow more work to be done by staff and interns rather than by costly contracted conservators.
  - On-site collections storage will eventually eliminate costly off-site storage.
  - New facilities will utilize “green” building technologies.



# PHASE 1: REVITALIZING THE VILLAGE



Est. cost \$5 million; funds are in hand



## PHASE 2: BALANCE OF HISTORIC CORE

Rehab. Staff Residence  
and Poultry Barn for  
publicly accessible  
Collections Facilities

Rehab. three farm  
buildings into active  
Learning Quadrangle



Estimated cost \$9 million; to be raised

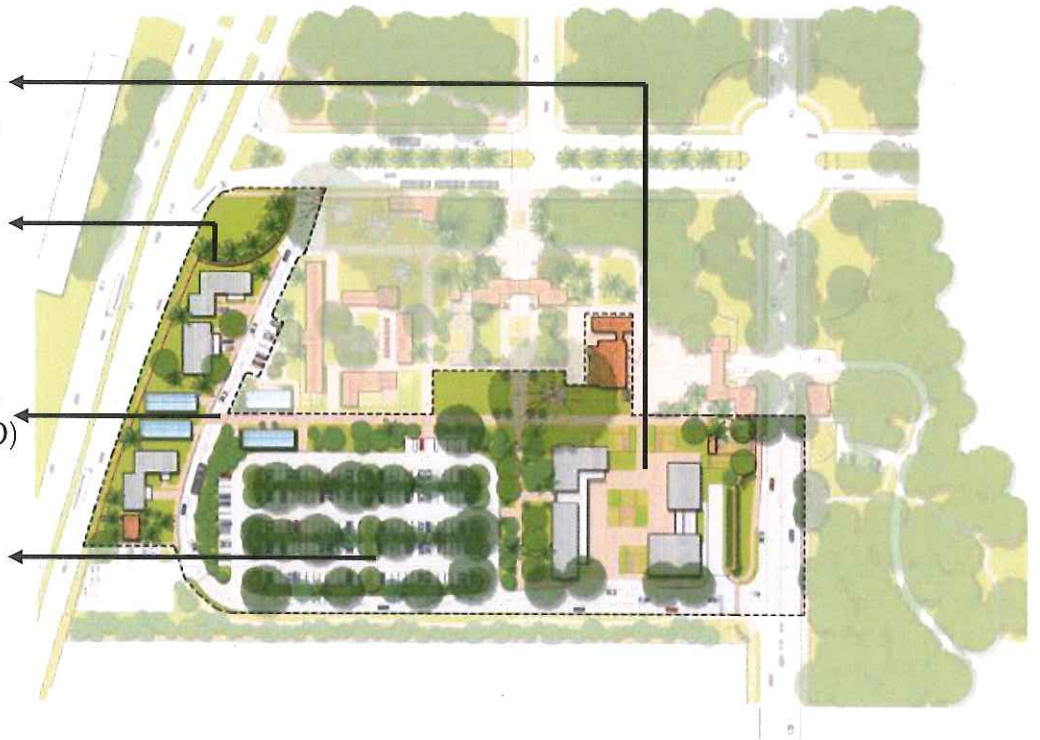
## PHASE 3: NEW FACILITIES

Build new "Community Courtyard" with visitor amenities near east edge

Build Work Spaces along west edge

Build addl. Greenhouses (location and design TBD)

Refurbish parking lot



Estimated cost \$21 million; to be raised

## SELECTED DATA

### **Number of Daytime Visitors 2006**

114,000 Visitors

### **Village Buildings Already Renovated**

West Gate Lodge, Garage, Mechanic's Shop, Blacksmith's Shop, Paint/Carpentry Building

### **Area Accessible to Visitors (Now)**

36 Acres

### **Visitor Parking Spaces East Property (Now)**

128 Spaces

### **Number of Daytime Visitors 2016**

250,000 Visitors

### **Village Buildings in Need of Renovation**

Superintendent's House, Staff Residence, Dairy Barn, Poultry Barn, Mule Stables, Wagon Shed

### **Area Accessible to Visitors (Proposed)**

48 Acres

### **Visitor Parking Spaces Village (Proposed)**

175 Spaces

5/16/17