



Red Butte Garden
THE UNIVERSITY OF UTAH
Red Butte Garden Advisory Board Meeting
Wednesday February 10, 2016, 3:30 PM
Classroom

Present: Greg Lee, Tom Ramsey, Tim Welsh, Cathy Angstman, Byron Barkley, Sandi Behnken, Thomas Brickey, David Classen, Fred Esplin, Chuck Horman, Cindy Kindred, Kristy Larsen, Tori Magleby, Nancy Martin, Michele Mattsson, Kevin Murphy, Chris Satovick, Henry Wurts, Zeke Dumke.

Absent: Gayle Everest, Rich Lambert, Michael Perez, Susan Speer, Stephen Urquhart
Angie Welling.

Staff in Attendance: Derrek Hanson, Yasmine Jarvis, Kevin Jensen, Roxanne Kulakowski, Wendy Loyning, Elisa Pierce.

- I. Approval of Advisory Board minutes from November 11, 2015
A motion was made, seconded, and passed to approve the minutes.
- II. Announcements
The 20 year old terrazzo paving of the Visitor's Center entrance drive was in poor condition. It's being replaced this week, which has forced us to redirect all visitors to enter through a side door. The work will be finished soon, after which foot traffic to the front door can resume. After 30 days of curing time, vehicles will be allowed to drive up to the front door under the Porte Cochere.
- III. Welcome New Members
Lucinda (Cindy) Kindred and Kristy Larsen were welcomed to the Board. Ms. Larsen is an attorney at Ray, Quinney & Nebeker and Ms. Kindred is an independent consultant.
- IV. Finance Committee Report
 - a. Audit Report
Eide Bailley representative Ross Youngberg briefed the Board on this year's independent audit. The packet from Eide Bailley, which was distributed to the Board prior to the meeting, contains the audit report, financial statements with auditor notes, and MD&A (managements, discussion and analysis).

The following details what has happened since July 1, 2014. Operating revenue, which includes program activities, contracts and grants, ZAP payments, merchandise sales, and admissions, is just over \$7 million. Expenses total about \$8.5 million which appears to show a loss of \$1.5

million. However, gifts, state appropriation, and University support total \$2.6 million which brings the Garden's income over expenses for 2014-15 to just over \$1 million. Since the Garden spent \$416,000 on capital improvement projects in 2014-15, which are accounted for by the University, the Garden's had an increase in net assets of \$667,966 for fiscal year 2014-15.

Included in the report are also notes which explain management cooperation, which the auditors found to be satisfactory. As of this meeting, the documents presented by the auditors are still in final draft form, so some very small changes may still be made, but there have been no significant audit findings.

Greg and the Board thanked the Garden's accountant, Elisa Pierce, for her excellence in accounting which makes this process run smoothly.

b. Budget Report

Quarter 2 revenue from last year has increased \$111,000 from \$5.76 million to \$5.87 million. Other than this, there is very little change from Quarter 2 of last year.

V. Overview of Red Butte Garden

Greg presented a short history of the Garden, recent and current financial trends, as well as plans for the future.

Operating revenue and expense, starting in 2007, have been increasing steadily. This is due in large part to our Amphitheatre remodel and expansion completed at that time.

Operating net revenue took a hit during the economic crisis, but increased with the Amphitheatre expansion. It is leveling out due to our facilities being used at close to their full capacity. With the Water Conservation Garden expected to cost \$210,000 yearly to operate, including staff compensation, maintenance, plantings and more, and our plans for a Sculptured Garden, Shade Woodland Garden, Adventure Garden, Native Plant Garden, and Rock Garden as well developing the "Freedom Lawn" into a formal garden, an expanded tram route, and an ADA accessible path to connect the upper and lower gardens and projects already underway such as the Horticulture Compound, eventually the Garden's expenses will soon exceed our current structured revenue surpluses. This points to the need in the long-term for a larger endowment. In terms of the size of our endowment compared to other large gardens nationwide, we are at the bottom. As a Board, the biggest contribution you can make to the long-term viability of the Garden is to help us increase our planned gifts. Tom Ramsey challenged the Board to bring members of the community to Red Butte so that Greg may give them a tour and hopefully create a lasting connection with them.

VI. Projects Update

a. Water Conservation Garden

The walls of this garden continue to be built. There is a tent onsite under which wall work is being done as it is usually too cold outdoors. One of the showcased walls is composed of Heber red stone, with horizontal banding. Contrasting with that is another wall of Heber red stone in an asymmetrical pattern. Both of these walls are located in the lower portion of the garden. As you move up the hillside, the stone changes to a mountain valley flagstone in a lighter color. Further up the site, the fourth wall type is a stacked boulder wall. As of this meeting, the walls are about 80% completed. As early as May, some plantings will go into and around the walls.

The trellises are being installed and are currently white in color. Before the plantings are brought in, the trellises will be painted a dark bronze color.

This spring, we will proceed with concrete pouring in the lower garden, irrigation installation and some initial plantings. The stairs have been poured, the stair walls have been cast and the gravity walls are in place. Gramoll, the contracting company, believes that the work will be complete in October of 2016, after which we can have a soft opening.

b. Horticulture Facility

Schematic design is well underway for the Horticulture Facility and Compound. Phase 1 consists of rerouting the entrance drive to allow concert buses and other large vehicles to enter more easily. Phase 2 is the addition of the first Horticulture building, which houses offices and workspace. Phases 1 and 2 should will be planned this spring with construction beginning shortly after. We anticipate beginning construction on the entrance drive as early as June 1. Hopefully construction on Phase 2 can begin in August. Phase 3 will be a Horticulture storage and maintenance facility, but will not be constructed until Phases 1 and 2 are complete.

The Horticulture building will be adjacent to the Sponsor Parking lot. It will be made of a stone similar to that in the Amphitheatre. The building sits on a grade change, so both stories are ground level: the upper level is level with the sponsor parking lot and the lower level can be accessed from the Horticulture compound. This building will house offices, a multipurpose space, lab stations, storage, a service bay and a covered outdoor work area. If everything goes according to plan, Phase 2 can be completed in August of 2017.

- c. Rose Garden Sculpture and Trellis
There will be an arbor spanning the distance between two stone columns. Flanking the path there will be a rose swag for climbing roses to grow on made of posts and chains. In the center of the Ring Garden will be a millstone fountain.
- d. Amphitheatre Front of House Mix Position
Currently, the sound board is located on a concrete pad between the general admission lawn and the Sponsor Terrace. Sometimes the artist will require a tent to cover the sound board equipment due to inclement weather. This tent will obstruct the view for certain Terrace seats. We decided to create several different mock ups to see if we can change the position of the sound board for better viewing.

The first requirement is that the sound board be located 90' to 105' from the stage and elevated 2'. It's currently located 105' from the stage. We looked into moving the soundboard closer to the stage, however it would obstruct more views and take up space in the lawn and remove seats.

We also researched the possibility of raising the elevation of the Sponsor Terrace by as much as one foot. Certain areas, such as the sponsor concession area, would be affected by this change as well and would need a step to be accessible, which is a trip hazard. That would also increase the grade of the ADA path to the terrace from its present 5% which would necessitate a whole remodel of the path extending it much further east, which would reduce the seating area. Finally, the grass seating area would need to be raised to meet the one foot difference, which would make the guard wall at the front of the terrace more than 30" high and thereby necessitating the installation of a sight-blocking guard rail.

Finally, we looked into raising the stage. Again, this creates several other problems which would need to be addressed. The loading dock would need to be changed and the ramp, which currently sits at the required 5% would need to be redone, making it longer in order to achieve that grade, creating problems for the back of house area. The bridge from the Rose House to the stage would also need to be redone, to keep it at a 5% grade. In addition, the roof over the stage currently sits at the minimum clearance for lighting and speaker safety, so it would need to be raised as well.

Other options such as moving the soundboard off-center, moving it to the sponsor concession stand roof, lowering the tent above the soundboard, or using a flat-roofed tent are not viable due to the restraints put in place by the artist contracts. However, one thing we can do is to notify sponsors whenever we know the tent will be up.

We also can move some of the seats whenever we know inclement weather will lead to keeping the tent up so that they have clear sightlines. We have already purchased slightly higher lawn chairs. These are things that the Development team implemented last concert season and will continue to do this year. So far, this seems to be a viable solution that keeps our sponsors reasonably happy.

VII. Development Update

a. Concert Sponsorship Program

After careful evaluation, the Development Department has decided to discontinue the wildcard option for sponsor packages. This is due to the accounting discrepancies created by complications in processing wildcard tickets, which need to be run through two separate ticketing systems, Altru and Ticketfly. The wildcard program alone required 159 hours of staff time to administer during our busiest season. This resulted in the Development staff not being able to give our sponsors their full attention, which is our number one goal. The new format will consist of 22 concerts in the full-season packages, which are selected based on several criteria, including whether or not the artist has played here recently, if the concert is in a sequence of 2 or 3 in a row, balancing ticket prices and artist popularity. There are also options for sponsors to have all the concerts in their packages, not just 22, and to purchase extra tickets to concerts not in packages.

b. Special Events

We are currently working with the Natural History Museum of Utah (NHMU) to put together a joint Gala, probably for September 2017 after our concert season has ended. We had thought about trying to do it this year, but with the almost-complete turnover in our Development department staff and the onset of our spring membership renewals and the concert season, we realized we would not have the staff time to do it. And on the Museum's side, this fall marks the 5th anniversary of NHMU's new building, so they have lots of special programs already planned. We are now considering having a Grand Opening party for the Water Conservation Garden in spring 2017 and a joint Gala with the Museum that fall.

VIII. Staff Report

There were no questions on the Staff Report.

Adjournment 5:10 pm