



**The Master Plan
for Robert W. Monk Gardens
Wausau, Wisconsin**

April 1, 2005

**Prepared by:
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ACKNOWLEDGEMENTS

This Master Plan reflects the input and contributions of many people from the community. The planning process was guided at every turn by the Board of Directors of Robert W. Monk Gardens, Inc. including: Wayne Guerink (President), Hooshang Zeyghami (Vice President), Dr. Paul Whitaker (Secretary), Vickie Richmond-Hawkins (Treasurer), Rita Crooks, Susan Ford-Hoffert, Dr. D.J. Freeman, Deborah Hale, Nancy Hessert, Paul Jones, Anne Kieffer, Stephen Roberts, Dr. Frank Rubino, and Daniel Rugar. In addition, approximately fifty people from the local community participated in an evening focus group meeting to share their thoughts on what Monk Gardens should be like. Glenn Spavacek of New Gardens in De Pere, Wisconsin, provided expert consultation. Project Coordinator Darla M. Zastrow was invaluable in providing background information of all kinds as well as expertly coordinating logistics.

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We thank everyone who has been involved in the creation of this Master Plan, which sets a path for the achievement of the Robert W. Monk Gardens' mission and the establishment of its place in the greater community.

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INTRODUCTION

Robert W. Monk Gardens is an approximately 20-acre property in Wausau, Wisconsin, named for the benefactor and prominent local businessman who donated the land for development of an outstanding public garden. Officially incorporated as a nonprofit institution in 2003, Robert W. Monk Gardens seeks to promote understanding of the aesthetic, economic, and ecological role of plants. The Master Plan for Monk Gardens serves as a guide for future development and the achievement of this mission.

The Master Plan document includes an analysis of current site conditions, a descriptive walk-through of the plan, a description of facilities required for Phase One, a master plan level opinion of probable construction cost, and a financial analysis of the first five years of operation.

ROBERT W. MONK GARDENS' MISSION, VISION & GOALS

Mission

Robert W. Monk Gardens, Inc. seeks to promote understanding of the aesthetic, economic, and ecological role of plants, both in gardens and in more natural settings. It supports the academic program of the University of Wisconsin Marathon County and provides educational opportunities for the general public, elementary and secondary schools, and persons with disabilities.

Vision

Robert W. Monk Gardens will be a unique resource in the region, and unique among botanical gardens because:

It is a place where families have fun.

As an outdoor museum, it will be a place that people come to be entertained by discovery of the botanical world. Every garden will have something that engages children. With its educational mission in mind, Monk Gardens will inspire discovery and creativity, because it makes learning exciting and enjoyable.

It highlights what is unique and beautiful about northern Wisconsin.

Including: **unique geology**, which produces some of the most beautiful building stone in the world. Monk Gardens will be the first place residents take their out-of-town guests to see in Wausau.

Including: **long, snowy winters**. For most botanical gardens, winter is the slow season. Monk Gardens will celebrate winter with indoor and outdoor events and activities throughout the cold season, from hot cider by the fireside to winter plant identification hikes. People will come here in every season of the year because there will always be something new to do or see.

It is part of a happy, healthy lifestyle.

Monk Gardens will be a place that local residents return to on a weekly basis, not just once a year. The Garden will promote activities such as gardening for exercise and walking on its trails, and will have programming on preparing healthy fresh food.

Goals

Future plans for Monk Gardens developed from Mr. Monk's original vision through input from the community, input from the Gardens' Board of Directors, and experts of many disciplines. Several important goals have guided the development of the Master Plan:

Monk Gardens will provide opportunities for learning about plants, nature, and healthy living. It will:

- incorporate educational opportunities into all garden displays;
- show how plants and gardening can contribute to a healthy lifestyle;
- have displays, exhibits, and educational programs that explore the relationships and interdependencies of people, plants, and the land;
- showcase the natural communities of the region, including the unique geology of Marathon County;
- develop informal and formal educational programs for various segments of the population, including elementary through University students, casual visitors, home gardeners, and people with disabilities;
- provide places for creation and appreciation of art in the landscape.

Monk Gardens will be an example of horticultural excellence and land stewardship. It will:

- be an outstanding resource for horticultural information for Central Wisconsin, evaluating and displaying a diversity of plants that grow well in the region;
- inspire individuals to recognize, appreciate and create well-designed landscapes and gardens;
- foster an understanding of basic botany and ecology;
- demonstrate the appropriate use of native plants in garden settings;
- manage the land wisely and be a good steward of its unique characteristics; and
- have gardens that require varying levels of care, from carefully tended to low maintenance.

Monk Gardens will serve a diverse community, offering places for relaxation, beauty, discovery, creativity and social interaction. It will:

- serve the traditional botanical garden audience well;
- incorporate features in every garden setting that appeal to people of all ages;
- accommodate the needs of senior citizens and those with physical limitations;
- provide places for people of all abilities to engage in gardening and appreciate the beauty of plants; and
- develop programs and exhibits that appeal to people of all levels of gardening knowledge, including non-gardeners.

Monk Gardens will be a place for gatherings, activities, and celebrations. It will:

- provide places for events and activities of various sizes;
- have gathering spaces that will be beautiful and comfortable in all seasons;
- offer unique exhibits that complement, rather than duplicate, other local offerings; and,
- be the location for community-wide events that strengthen local ties.

Monk Gardens will be a financially stable institution, bringing economic benefits to the region. It will:

- draw tourists to the Wausau area;
- effectively phase development to meet fundraising abilities and generate additional visitation and earnings;
- efficiently arrange higher maintenance areas to reduce operational costs;
- employ full-time and seasonal workers;
- actively promote and provide opportunities for garden rentals, gift sales, and income-generating events;
- boost property values in Wausau and surrounding communities;
- be self-supporting, with memberships, annual giving, endowment income, fund-raising events, and earned income sufficient to cover operating costs;
- as a green industry advocate, generate consumer demand for horticultural goods and services throughout the region.

MASTER PLANNING PROCESS

A focus group meeting and four-day design charrette were the first steps in the development of the Master Plan for Robert W. Monk Gardens. Over the course of a week spent in Wausau, Marshall · Tyler · Rausch compiled information on the Garden site, interviewed appropriate experts and regulatory authorities, and gathered public input. Over 45 people attended a focus group meeting to give their opinions on what kind of place Monk Gardens should be. With continual input from the Board of Directors of Monk Gardens, MTR developed the conceptual master plan design. The Site Analysis and Conceptual Master Plan (see Appendix) reproduced in this report are the original drawings created during this intensive kick-off charrette.

The Master Plan reflects the next level of refinement of the design for Monk Gardens, showing a greater level of detail and sophistication than the Conceptual Master Plan. It was developed after the initial charrette, and reflects subsequent comments from the Board of Directors.

THE SITE AND ITS CONTEXT

Robert W. Monk Gardens is an approximately 20-acre property located in Wausau, Wisconsin, in the north-central part of the state. It is at approximately the same latitude as Minneapolis, MN and Green Bay, WI. Nearby cities include Green Bay (93 miles away), Eau Claire (99 miles), Minneapolis/St. Paul (144 miles), Madison (140 miles), and Milwaukee (181 miles). With a population of 38,426, the City of Wausau is the largest municipality in Marathon County.

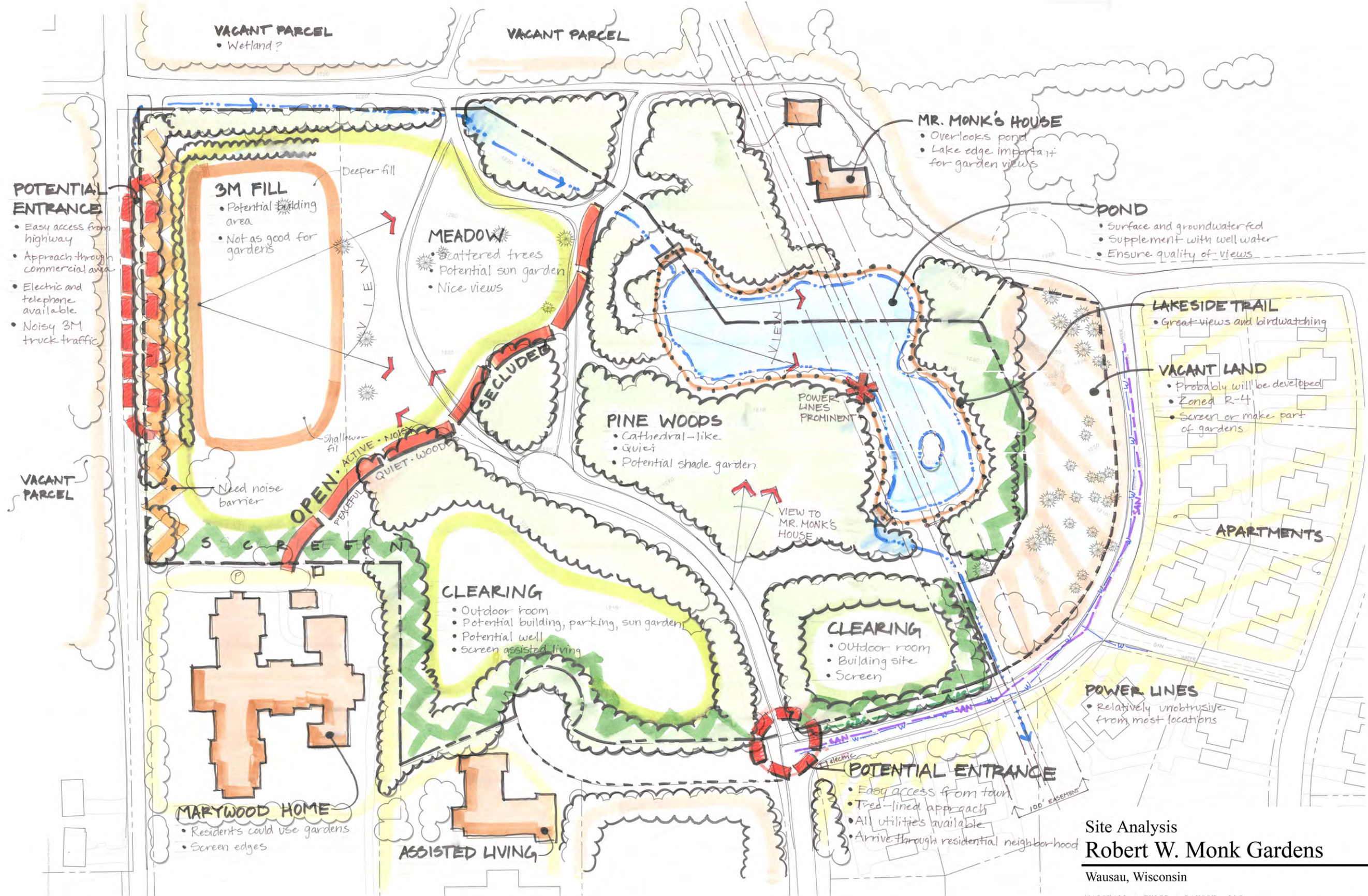
The site for Monk Gardens offers wonderful assets for the development of a public garden, with its lovely stands of pines, sunny open spaces, and a secluded pond. The Master Plan design responds directly to the opportunities and issues presented by the site and its surroundings.

Surrounding Land Use and Access

Monk Gardens is situated north of downtown Wausau, about three quarters of a mile west of the Wisconsin River. The property is bounded by North Fourth Avenue on the west, Belmont Road on the northwest, and Crabtree Drive on the south. Our House Assisted Living Center and the Marywood Convalescent Center border the property on the southwest, with entrances off of N. First Avenue and N. Fourth Avenue, respectively. A condominium development, Crabtree Park Town Houses, is adjacent to the Garden on the southeast and east side. Mr. Monk retains properties bordering the Garden site on the east and northeast, including his house, which overlooks the pond from the north. Development of the land adjacent to the Garden on the east, across N. Fourth Avenue to the west, and across Belmont Rd. to the North, will potentially affect views within the Garden and should be screened.

The Garden can be reached from other points in the City from either N. Fourth Avenue or N. First Avenue, both of which are easily reached from Highway 51 or from the east side of the city. The First Avenue approach has a more residential character; however, this portion of the site offers less room for buildings and parking than the western side of the property, unless many trees are cut down. Fourth Avenue offers more flexibility in terms of entrance location, building arrangement, and preservation of existing trees.

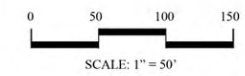
Utilities are available within a short distance of the site. Gas and electric lines run along the east side of North Fourth Avenue. An additional gas pipeline runs along the southern edge of the property where it meets Crabtree Drive. Water and sewer lines run under Crabtree Drive. The nearest storm sewer is located near Fourth Avenue and serves the convalescent care facility. Conversations with the Wausau Public Works Department indicate water, sewer, and storm service will be extended to the site, as it was recently annexed to the City. A high tension electric easement runs across the east side of the property, bisecting the pond. However, the lines are high enough and the trees surrounding the pond dense enough that they are fairly inconspicuous from most vantage points within the property.



Site Analysis
Robert W. Monk Gardens

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Climate

Wausau has a continental climate, with cold, snowy winters and warm summers. It is in USDA Hardiness Zone 4a, with average annual minimum temperatures of -25°F to -30°F. The frost free growing season is relatively short at 130-140 days, with the average first frost of the year in late September and the average last frost in mid-May. It receives 25 to 30 inches annual average precipitation. Prevailing winds are from the west and southwest.

With such long winters, it is crucial that Monk Gardens have activities and exhibits throughout the year that do not rely on flowers alone for their excitement. Wisconsinites are used to winter and find plenty of ways to enjoy the outdoors. Monk Gardens can take advantage of this by using plants that have winter interest, such as colorful bark, persistent fruit and seedheads, evergreen foliage, etc., to have botanical display even during the winter months. Indoor plant displays and events in climate-controlled buildings bring green relief to the muted colors of winter. Classes can be held year-round. Outdoor winter activities held at the garden, such as holiday festivals, activities and crafts, will bring people to the Garden at all times of year.

Topography & Soils

Located at the base of the hills that rise to the north, the Garden site is fairly flat. The highest elevation on the site is approximately 1222 feet above sea level at a high point near the northern edge of the property, while the lowest elevation is approximately 1215 feet above sea level, the elevation of the water level of the pond. While most of the site is flat or gently sloped, the land does slope sharply down at the edges of the pond due to the excavation carried out there.

Mr. Monk reports that the northwestern portion of the property was once a wetland, but was filled with waste rock dust fines from the Minnesota Mining and Manufacturing Company (3M) and soil that was excavated from the pond to the east. The excavated soil was placed on top of the 3M dust. According to Mr. Monk, the fill is deepest in the northwest corner and gets shallower as one moves south, returning to original soils at the southern property line.

According to the NRCS Soil Survey map for Marathon County, the southeastern, wooded portion of the property has Cheteck Sandy Loam soils, which are somewhat excessively drained sandy soils with low available water capacity. The northwest portion of the property is Plover Sandy Loam, a sandy soil that is moderately drained with a seasonal high water table. Soils in the region are generally acidic due to the granite bedrock.

Because the soils have been disturbed by earthmoving activities, further investigation will be necessary to determine which areas are best for planting or building and what kinds of amendments, if any, are needed. As structures in the local area have been built on 3M fill, and the fill areas on the site are growing trees now, it is assumed for master planning purposes that the fill will not pose a significant obstacle to garden development.

Water

Based on existing topographic maps, the Monk Gardens site receives little surface water from neighboring properties. Runoff from the hillside to the northeast of the site contributes to the pond on the property. Other runoff from outside the site is diverted to the ditch along N. Fourth Ave. and from there enters the City's stormwater system. A check dam and ditches dug by Mr. Monk may divert water from Fourth Ave. during large storm events, but according to the available topographic maps these ditches do not appear to be at a steep enough slope to carry water consistently. This channel should be abandoned. When levels in the pond rise, excess water flows overland through a surface channel, goes under Crabtree Drive through a culvert, and then enters the City storm system. According to Mr. Monk, the pond is lined, but when the lining developed bubbles, holes were cut in it. This suggests that there is some groundwater input to the pond, but its extent has not been confirmed.

Water levels in the pond appear to fluctuate, and may need to be supplemented. In the past, Mr. Monk pumped water into the pond from a well located on the property at the corner of N. First Ave. and Campus Drive. The best area for a new well on the Garden property would likely be along the edge where it meets Crabtree Drive.



Views & Vegetation

About half the site is wooded and half is open. Most of the wooded area is comprised of red pines planted by Mr. Monk for timber. These were planted in rows, but have been thinned several times and have taken on a more natural look. The tall trunks with a canopy high above the ground give a cathedral feeling to this part of the property. Much of the forested areas in this part of Wisconsin are made up of red and white pine, some naturally occurring and some planted as timber, with almost no understory. The pine woods at Monk Gardens would be the ideal place to demonstrate how to grow perennials and shrubs in this environment.

Pines border the eastern edge of the pond as well, with shrubs and trees such as ninebark (*Physocarpus opulifolius*) and crabapples (*Malus* spp.) near the very edge of the pond where there is more light. Because of the dense pines and the slope of the land down to the pond edge, this area of the property has an enclosed feeling. The best view across the water is from the western edge, looking east down the long side of the pond. This is the view of the pond in which the overhead wires intrude least.

The western side of the property is largely open, with scattered oaks and pines planted by Mr. Monk. This area has been maintained through annual mowing. A double row of pines and a single row of crabapples abutting N. Fourth Ave. and Belmont Ave. screen the open field from the road and adjacent properties. Large trucks periodically rumble down N. Fourth Ave. to and from a mining operation north of the site, making the western side of the property relatively noisy compared to the peaceful pond area. Buildings located on the western part of the property would help to shield the rest of the site from the sounds of traffic.

Visitation

Based on the population of the region and visitation to comparable local institutions, such as the Woodson Museum, Monk Gardens has the potential to attract 75,000 visitors annually. Facilities shown in the Master Plan have been sized to reflect this number of visitors.

ROBERT W. MONK GARDENS: A DETAILED WALK-THROUGH

The Entry Garden and Parking

The main entrance to Robert W. Monk Gardens will be located off of N. Fourth Avenue, just north of the Marywood Convalescent Center. Passing through the pines that line this road, visitors arrive in the first display garden at Monk Gardens before they even leave their cars. The entrance landscape is a four-season garden, with something special at every time of year. A grove of serviceberries (*Amelanchier sp.*) and river birches (*Betula nigra*) provide the framework, while perennials and shrubs add color and vertical contrast. The spring show is provided by the bright, fresh colors of daffodils and crocuses, the white and pink blooms of the serviceberry, and the yellow-green emerging leaves of the birches. The bright flowers of perennials, annuals and shrubs take over as summer matures. The maroon leaves of the serviceberries in fall contrast with the yellow leaves of the birches and the warm colors of ornamental grasses in the autumn. In winter there is still much to see, with the contrast of the dark, dappled bark of the serviceberries and apricot, peeling bark of the birches, the persistent fruit of winterberries (*Ilex verticillata*) and the seedheads of grasses and perennials lightly dusted with snow. It is a welcoming introduction to Monk Gardens.

A sweeping circle drive accommodates buses and cars that drop off passengers at the Visitor Center before proceeding on to park. Functional as well as beautiful, the center island is a rain garden and a planting bed, holding and filtering stormwater from the parking areas before discharging it to a larger detention basin or the municipal storm system. The Rain Garden is planted with flood tolerant species such as winterberries and red twig dogwood (*Cornus sericea*). The river birches, which grow in the floodplains of rivers in their natural habitat, love these conditions.

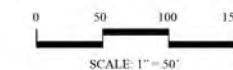
The parking lot has spaces for 75 cars and several buses to park. Wide medians between the parking bays are shaped to catch the runoff from the pavement, and planted with water tolerant perennials, grasses, shrubs and trees. Trees planted in these medians will cast shade over the cars. On schooldays, some of the spaces for cars can become parking for buses, while on weekends they will be restricted to cars. School buses can drop children off at the Children's Garden directly. For large summer events, up to 50 additional cars can park in the lawn areas adjacent to the entry drive and parking lot.



Master Plan Robert W. Monk Gardens

Wausau, Wisconsin

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The Visitor Center Complex

The Visitor Center Complex is the center of activity and the marketplace for the site: the place for classes, festivals, gift shop and plant sales, food, gatherings, concerts, art shows, and parties. It is composed of four separate buildings, linked by the Plant Gallery. These structures can be built in phases to accommodate increases in visitation and rentals over time. The entire building complex is an interconnected array of indoor and outdoor spaces, with displays of plants and wonderful discoveries throughout. Because of the long Wisconsin winters, indoor display areas will be particularly important to Monk Gardens' success.

The Visitor Center is the formal introduction to Monk Gardens, housing the ticketing desk, a gift shop, restrooms, coffee bar, and exhibit area. It is the hub of activity of the garden, where visitors orient themselves for the experience to come. Upon arrival, visitors purchase tickets or show their membership cards at the ticketing desk, pick up maps and literature, and begin their adventure. Located prominently within the Visitor Center, the gift shop is a must see for everyone who comes to the gardens, with unique gifts and plants to buy. The coffee bar offers drinks and snacks, and also perhaps boxed lunches catered by a local outfit. A large fireplace with comfy chairs is a great place to gather during the winter and have events such as a children's storytime. A large outdoor terrace with potted plants and views of the Fragrance Garden provides additional seating during the warm months.

North of the Visitor Center, the Orangery is a garden display, gathering, and rental place, with an event hall and catering staging area. Orangeries are traditional greenhouses designed to overwinter orange trees. They are the original passive solar structures, capturing winter sun through tall south-facing windows and storing heat in solid masonry north walls. Unlike a conservatory, it is not a fully glassed enclosure. Orangeries have the advantage of being run as cool greenhouses in the winter, cutting down on energy use. Because they lack a fully glassed roof, they are also easier to cool in the summer. This is a wonderful place for winter plant shows of forced bulbs and semitropical plants such as gardenias, jasmine, and palms. To serve the terrace in the Enabling Garden, the Orangery will have a set of doors on the north as well as the south. These doors are flung open in the summer, and potted plants are moved out onto both terraces, freeing the interior space for larger events. During evening events in the summer these terraces are a lovely place for cocktails and conversation before the party moves indoors for dinner.

A second indoor display space is the Orchid House. Like the Orangery, it is a partial-glass building, not a full conservatory, with rotating displays of orchids of all kinds. It is run at a cooler temperature than a tropical conservatory, but supports a wide range of orchids that thrive in these conditions. During the winter, when outdoor temperatures drop into the teens and below, walking into the Orchid House or Orangery will be like stepping into springtime a few months early, with all its fresh, green smells and colors. The Orchid House may also be rented for small events, such as a ladies' club tea or poetry reading. The Orchid House is directly connected via a passageway to the production center of the garden, so plants can be rotated in and out without having to brave the outdoors.

The Education Building offers additional space adjacent to the Visitor Center for many of Monk Gardens' programs. Many classes will have both indoor and outdoor components, using the gardens, classrooms, Orangery and Orchid House. A large classroom in this building can be used for a variety of classes, activities, and programs. It can also be used as a meeting room for local groups or for conferences.

All four buildings are connected by the Plant Gallery, a glass-roofed corridor that serves as a display area as well as a hallway. During the summer, the doors are opened up to the Café Terrace and the Fragrance Garden, welcoming the garden into the building; in the winter, the building becomes the garden, with displays of indoor plants, art, and perhaps even a string quartet as one moves between the Visitor Center, Orangery, and Education Building.

Getting Around the Garden

After passing through the Visitor Center, visitors find themselves on the main path that leads through the Sensory Gardens. Monk Gardens will have a hierarchy of paths linking its exhibits and structures, from the wider main paths to narrower side trails. Long and short loops allow one to spend an entire day touring everything Monk Gardens has to offer, or just a couple hours in the gardens closest to the buildings. The main path is wide enough for a service vehicle and has an all-weather surface. Paths will have a slope and a surface that can be negotiated by someone with mobility limitations.

The Sensory Gardens

As one steps outside the Visitor Center, a collection of gardens that stimulate the senses unfold. Planting design is most commonly thought of from the perspective of what we see, but plants have plenty to offer to our other four senses. The Sensory Gardens include the **Event Lawn and Fragrance Garden, the Sound and Texture Garden, the Pattern Garden, and the Kitchen Garden**. They are a series of spaces that explore the beauty and delight of plants to the sense of sight, touch, sound, smell, and taste. On one level, they are beautiful strolling gardens that form the core of Monk Gardens' formal displays. On another level, the sensory gardens have much more to offer. Someone who has lost their sense of sight, for example, can still enjoy the smells of the Fragrance Garden and the sounds of cascading water and rustling leaves in the Sound and Texture Garden. These are also teaching gardens for young children, who can learn about the five senses through plants.

The Event Lawn and Fragrance Garden

The first of the Sensory Gardens one encounters from the Visitor Center is the Event Lawn and Fragrance Garden. A clipped green lawn panel is surrounded by multi-level, colorful plantings of roses, lilacs, salvias, and other plants with fragrant flowers and foliage. The formal structure of the beds complements the L-shape of the buildings and is framed by them. The formal arrangement provides structure to the space as viewed in the winter as well. The center of the visitor center aligns with a long view across the lawn and the gardens to glimpse the Summer House, framed by trees. This long axis and glimpsed attraction will draw visitors out to explore the gardens.

One of the prime functions of the Event Lawn and Fragrance Garden is to host outdoor events. In conjunction with the Orangery and the indoor exhibit space in the Visitor Center, the Event Lawn will be used for yearly garden events such as a show of locally-designed birdhouses, seasonal plant sales, or a display of garden benches designed by local artists or students. These events may draw even more visitors if



they are coordinated with annual Wausau events such as the Fourth of July Celebration, Artrageous Weekend, Fall Festival, or holiday festivities. Partnerships with the University of Wisconsin Marathon County, the Master Gardeners, Garden Clubs, and local businesses, among others, can play an integral role in making these events a success.

In the evenings, when Monk Gardens is closed, the Event Lawn and Fragrance Garden can be rented for private gatherings and parties such as weddings. As the ground reradiates the heat of the day, the sweet perfume of the flowers is lifted into the air. With a connection to the facilities in the Orangery, as well as additional space for a 60' x 80' tent on the lawn, this area can accommodate gatherings of various sizes. Special landscape lighting makes this a romantic and intriguing place to stroll.

The Sound and Texture Garden

Continuing straight from the Fragrance Garden, the path is embraced by a grove of quaking aspen. The sight and sound of their fluttering leaves is the introduction to the Sound and Texture Garden. The focal point of this display, however, is the Rock Fountain: carefully arranged natural stones with water cascading down their faces. Carved channels guide the water as it falls, producing a variety of different sounds. Adults and children can get right up next to the fountain and touch the water as it falls and pools, interrupting the flow to see how the sounds change. As one sits in the dappled shade of the aspens, the soothing sound of water and rustling leaves creates a sense of peace. At other times, this garden is a hubbub of activity as children play in the fountain. During the winter it will freeze to become a spectacular ice sculpture. Planting beds surrounding the fountain exhibit texture in both senses of the word, with touchable plants and plants with contrasting visual textures.

The Pattern Garden and the Summer House

From the Sound and Texture Garden one continues toward the Summer House, entering the Pattern Garden. This is the part of the Sensory Gardens especially concerned with sight. From the inception of gardening, people have been fascinated with geometry and patterns. The Pattern

garden is formal in that it has a definite geometric pattern, but also contemporary in its asymmetry and variety. It is a modern parterre, with bands of informal hedges that provide year-round structure and the backdrop for bands of colorful perennials and annuals. Texture pools—smooth ground planes with shallow films of water that run over and around raised shapes on the bottom—guide one from the Rock Fountain toward the Summer House and the pond. Side paths wind their way through the beds, some dead-ending at interactive sculptures that can be moved and rearranged, or that spit water when a button is pushed. As one walks farther along, the water, hidden before by the curve of the land, comes into view.

The Pattern Garden culminates at the Summer House, a large pavilion overlooking the pond. It is a halfway point to stop, rest, and enjoy the view of the water. A kinetic sculpture jutting out of the pond moves with the wind, making one aware of the strength and direction of the breeze. This is the best view of the pond, looking down its long axis toward the planting at the far side. It could also be the place to view water events, such as a model sailboat race on the pond. The Summer House is large enough to be rented for small events such as a waterside wedding.

The Rock Garden

The main path wraps around the Summer House, heading north and south. To the north, it drops down into the Rock Garden. The Rock Garden is the main perennial and bulb display at Monk Gardens, and also displays the unique local geology. Marathon County is known for its large number of distinctive indigenous rocks, many of which are commercially valuable, such as red granite, the official state rock of Wisconsin. The Rock Garden displays the Rocks of Marathon County in a naturalistic setting, along with plants adapted to rocky environments. Ledges of carefully placed rocks form low walls that enclose a long valley. Through this valley winds a babbling stream that tumbles over stones, revealing their colors. The stream appears to flow into the pond but is actually recirculating. Entering the rock garden, visitors find themselves on an adventure, exploring the many side paths to examine tiny plants growing in crevices, and winding their way up to find the source of the stream.

The main path starts at the lower end of the valley, along the stream. Crossing over a bridge, one comes upon a grotto—a small cave about three feet high from which a side stream flows. The valley floor is carpeted in water-loving, streamside plants. A side path leads up and around the grotto, then rejoins the main path. The main path crosses the stream again, then begins to climb.

The Rock Garden is a stylized, smaller scale representation of the intersection of two environments—the lowland stream environment and the upland environment. Whereas the beginning of the journey was in the valley bottom, the second part is in the upland. Dwarf conifers grow in the nooks and crannies in the rocks, along with sun-loving, drought tolerant perennials, including ornamental grasses that along with the evergreens offer something to see during the winter months. Side paths wind down from the main path into the upper valley, allowing closer investigation. As the path rounds the corner the Twig House comes into view. This rustic pavilion is made of native red cedar logs. It overlooks a woodland pool that visitors discover to be the “source” of the stream. From here one look back down the valley and view the path just traveled.

The Children's Garden

Although all of the exhibits at Monk Gardens have something children can enjoy, the Children's Garden is a place specifically designed for children and their families to learn about plants and their importance to people and other creatures, in a way that is fun for everyone.

The Children's Garden experience begins at the Entry Court, a large open space with a colorful mosaic of a frog in the paving at the center, directly accessible from the parking lot. School groups will be dropped off here by their buses and stop first at the Entry Court to get organized for their tour. Regular visitors to the Garden can enter the Children's Garden through the Children's Garden Pavilion. Because the corner of the site where the Children's Garden is used to be a wetland before it was filled, this exhibit uses the wetland environment theme to learn about plants, with Mr. Frog as a guide along the way.

Next to the Entry Court is the Rolling Mound and Rock Hop. It is conveniently located next to the entrance to allow kids to "blow off steam" before they explore the rest of the Children's Garden. Kids can roll down this shaped hill, and climb on a group of boulders at the top (these could be real or manmade depending on safety concerns). A digging area next to the entry court has large pebbles like those used in the frog mosaic, so children can build their own mosaics or pebble sculptures.

At the center of the Children's Garden is Farmer Frog's Veggie Patch. It's a kid-sized vegetable garden where children can learn where our food comes from. For example, a teacher or volunteer leading the activity could lead a scavenger hunt to find the plant that cornflakes come from, the plant that pizza sauce comes from, etc. They can learn how eating fresh fruits and vegetables is good for you. As in the larger Vegetable Quilt in the Kitchen Gardens, this display can change every year to have different themes. Schoolchildren can be a part of planting and tending these gardens and watching them grow over the summer. A separate area adjacent to the Veggie Patch has a permanent woodland garden that shows some of the plants that the Native Americans of north central Wisconsin used prior to the arrival of European settlers.

To the north of the Veggie Patch is the Discovery Maze. It is a maze with walls created from a mix of hedges, fences, and vertical planters, creating opportunities to place interpretive signs or show plants on the walls of the maze themselves. As they work their way through the maze, kids learn about the different ways that animals use plants. For example, they can learn about how



hummingbirds drink nectar from trumpet creeper flowers, and touch an actual trumpet creeper plant climbing up the wall of the maze. The maze has three central gathering areas where docents can get a group of children together to learn. In combination, the Discovery Maze and the Veggie Patch enable kids to learn a larger lesson about the similarities and differences in how humans and other animals use plants for food. A story ring shaded by trees at the west end of the discovery maze lets teachers bring children together in a group to talk about what they've learned or to hear a story that relates to the themes explored in the Children's Garden.

The culminating experience of the Children's Garden is the Lily Pond. It takes what they have learned about food plants in the other parts of the Garden and brings in more information about ecological relationships, such as where soil comes from, why certain plants grow in wet places, how the water cycle works, what food chains are, etc. This part of the Children's Garden is a kid-sized pond with real wetland plants. From the upper path, kids cross the Lily Pad Bridge, which looks like giant lily pads floating in the water. Surprise!—Suddenly, the frog fountain to the right spits water in an arc over the bridge! This is a lot of fun but is also a good segue to talking about the real frogs that live in ponds, what they eat and their life cycle. On the other side of the bridge, a dock is the staging area for hands-on activities, such as gathering water bugs in nets or identifying wetland plants. Returning back along the south side of the Lily Pond, the path turns into a boardwalk that runs through a mini-marsh. A dragonfly fountain, partly hidden in the cattails, shoots water over the boardwalk.



After leaving the Children's Garden, taking the main path south will lead to the Enabling Garden, which also has much to offer for kids and families.

The Enabling Garden

The Enabling Garden is a multipurpose space that can be used in many different ways. Its primary function is to teach people with disabilities and their caregivers, but it is also a beautiful garden in its own right, a place to relax and enjoy the surroundings, and a place for events and gatherings.

In the Enabling Garden, people with physical limitations that prevent them from gardening



the traditional way can learn about alternative designs and special gardening tools to enable them to pursue this healthy avocation. Studies have shown that not only is gardening good exercise, but that working with plants can reduce stress. One of the most common difficulties that people with mobility limitations experience with gardening is the inability to bend over or squat to reach plants at ground level. The Enabling Garden showcases several ways to overcome this challenge. The formal geometric layout of the garden is created by a series of raised planting beds at different levels, some with cantilevered trays that one can slide a wheelchair underneath to garden comfortably, some high enough to reach while standing. Plants in pots and containers of all shapes and sizes are scattered throughout the garden, also allowing access to plants at different heights. At the far end is an arbor with hanging baskets that can be raised and lowered on pulleys. The low walls that encircle the Enabling Garden not only give it an intimate feel, but can be planted as well.

The Caregivers Grove is a part of the Enabling Garden specifically designed for caregivers of people with disabilities to interact with other caregivers as well as those they care for. It is a restful, peaceful space, enclosed on all sides by raised planting beds and walls, focused on a smooth plane of water cascading down the wall into a pool. The stream is close enough to the pavement that one can reach in and touch it, even from a wheelchair. Children, especially, love to put their hands in the water. The sound of the water falling creates pleasant



white noise and encourages quiet conversation. Caregivers (or anyone, really) can sit on a bench here in the shade and chat or contemplate in a comforting and stimulating environment.

In addition to all of the educational possibilities of the Enabling Garden, it is also a terrific place for events and gatherings. The walls that surround it make it an outdoor room that can be closed off for private parties and/or used in conjunction with the Orangery. Planting in the raised beds will be colorful in the summer, with evergreen accents to provide structure in the winter.

The Kitchen Gardens

The Kitchen Gardens, located to the south of the Event Lawn and Fragrance Garden, are really the part of the Sensory Gardens representing the sense of taste. A series of gardens featuring food plants lie to the east from a central walkway aligned with the Orangery. The Orchard, a long double row of apple trees, shades the walkway and screens the production houses to the west. The first of the Kitchen Gardens is the Herb Garden, an appropriate transition from the Fragrance Garden to the north, since herbs can be both fragrant and culinary. Rows of raspberries and blueberries frame the entrance to the Herb Garden, whose geometric shape is a circle inscribed in a square. At the center is a traditional parterre of clipped herbs planted in a pattern, with a walkway encircling it. The outer beds are of mixed herbs and flowers, with evergreens forming

the backdrop and structure for the other plantings. This garden is beautiful and fragrant, and offers many opportunities for fun educational activities such as learning how to make homemade herbal teas or potpourri.

To the south of the Herb Garden is the Vegetable Quilt. With a strong underlying geometry of inscribed squares, reminiscent of a country quilt, this garden can otherwise change every year to reflect different themes, one year being the Rainbow Vegetable Garden, the next year the Rustic French Garden, and so forth. The corner triangles can be plant mazes that change every year—corn mazes one year, sunflower or oat mazes the next.

Adjacent to the Vegetable Garden is the Cooking Pavilion and Amphitheater. On busy summer weekends, local chefs will demonstrate how to use the fresh produce of the Vegetable Garden to make healthy and tasty meals. Melon or squash patches flank the cooking pavilion. This display can also change yearly—pumpkins one year, watermelons the next. The changeability of the Kitchen Gardens means that there is always something new for people to see every year, and they are likely to come back. There are especially wonderful opportunities for harvest events in conjunction with the annual Wausau Fall Festival.



A backdrop of Native Fruits encloses the Cooking Amphitheater, with a selection of edible plants of Wisconsin, including serviceberries, cranberrybush viburnum, gooseberries, elderberries, blueberries, native raspberries and blackberries, chokecherries, and more.

The Bird Garden

To the east of the Kitchen Gardens are a suite of naturalistic, informal environments that diverge from the geometric, formal character of the Sensory Gardens. The Bird Garden is the first of these. Tucked into the edge of the pine woods and visually separate from the Kitchen Gardens, the Bird Garden provides food, shelter, and water for a variety of bird species, and gives people the chance to observe them.

A side trail off the main path that passes by the Kitchen Gardens leads through a dense group of shrubs and evergreens. This outer border of plants, such as yews and hemlocks, provide protection from predators and the elements for birds. Emerging from the cover border, one passes through a border of shrubs chosen for their value to fruit-eating birds. Shrubs that hold their berries into winter are especially prized, attracting winter birds such as cardinals and chickadees. Plants used in the border include bayberry (*Myrica pennsylvanica*), chokeberry (*Aronia spp.*), dogwoods (*Cornus spp.*), elderberry (*Sambucus canadensis*), and native viburnums

(*Viburnum spp.*). Bird feeders are scattered throughout—it's quite a smorgasbord for our feathered friends!

As one rounds the corner, the Bird Blind comes into view. This structure is camouflaged on three sides with a small opening, so that visitors can see the birds, but are unlikely to be seen themselves. The bird blind looks over a small mowed area, with a pond in the center. A small rock fountain trickles water over other stones into the pond, providing places for birds to drink and take a bath. Surrounding the patch of lawn is the hummingbird border, with flowering shrubs, vines and perennials that produce the nectar that hummingbirds drink. These include coralberry (*Symphoricarpos orbiculatus*), trumpetvine (*Campsis radicans*), bergamots (*Monarda spp.*), butterfly weed (*Asclepius tuberosa*), lilacs (*Syringa spp.*), butterfly bush (*Buddleja davidii*), and a host of annual flowers. The addition of hummingbird feeders increases the chances of seeing one of these tiny creatures.

Beyond the circle of mowed turf, the meadow begins. A slot through the trees allows a glimpse of the grassland beyond.

The Meadow Opening

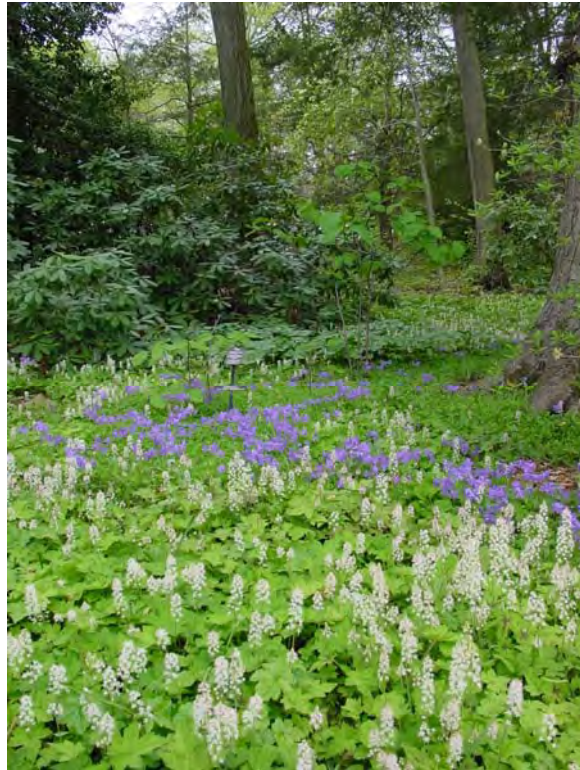
The Meadow Opening gives visitors the opportunity to experience a grassland environment. Although Wausau is too far north to have had extensive prairies, there are many native grasses and forbs that exist in forest openings. This small prairie opening allows visitors to explore this native environment and the wildlife that it attracts, especially butterflies. Flowers such as bee balm, milkweed, and bright blue native lupines attract butterflies galore. The Meadow Opening also has a constructed stormwater wetland that treats the runoff from the impervious surfaces of the Visitor Center. The meadow garden offers numerous opportunities for environmental education about forest succession, native plants and insects, and hydrology. Maintained through prescribed burning or mowing, it will be different in every season as the grasses regenerate every year. At the edge of the meadow, the path enters a living willow tunnel, which is not only fun but also creates a defined edge for the prairie and screens views to the townhouses nearby.

The Members' Gate

Before becoming Monk Gardens, the site was viewed by many residents of the neighborhood as a kind of park. They enjoyed walking their dogs around its edges and occasionally got permission from Mr. Monk to have picnics or to walk on the property. In the spirit of welcoming neighbors into the Garden, the Members' Gate will be a special entrance for Monk Garden members who live nearby. Members can purchase a key card that will allow them to open this gate during the Garden's hours of operation, entering whenever they choose, without having to drive and park in the parking lot. The gate would be programmed so that it would not open after dark or whenever else the Garden is closed for business.

The Wildflower Woods and Memorial Grove

To the east of the Meadow Opening is the Wildflower Woods. Currently, the site for Monk Gardens has many existing conifers, but few deciduous trees. This area would be planted with deciduous trees such as sugar maples that provide good habitat for woodland wildflowers and shade plants such as trillium, solomon's seal, ladyslippers, columbines, astilbes, hostas, and coralbells. Flowering understory trees and shrubs would be planted here as well.



From the main path, the trail through the Wildflower Woods will first pass through the Memorial Grove and Fern Opening. The trees part here to form a clearing. Scattered in the clearing among many varieties of woodland ferns are several carved granite piers, with the names of memorial donors inscribed in them. As the demand for memorial gifts to Monk Gardens grows, the Memorial Grove will provide an appropriate and elegant way to commemorate loved ones.

A second trail through this environment winds through the Fairy Woods. As the name implies, the Fairy Woods is geared toward children and anyone else with a sense of whimsy and imagination. Scattered throughout the forest floor are “fairy houses”—miniature structures made out of the natural debris of the forest: twigs, pine cones, bark, flowers, feathers, etc. Some of these will be built by Garden staff as a way of starting the process, but visitors are encouraged to make their own fairy houses from materials they find along the way. This area allows children to learn about nature and explore on their own, adding an element of creative play to the more formal learning opportunities available in the rest of Monk Gardens.

The Pine Woods

North of the Wildflower Woods, the Pine Woods use the existing red pines planted by Mr. Monk to create a place of learning and discovery. The main lesson to be learned by gardeners is how to grow anything under pines, which tend to create a dry, acidic soil environment underneath them. The fun part is learning this kind of thing while sitting in a tree house high above the forest floor! A series of ramps lead up into the Tree House Complex. Although not actually supported by the trees, they will appear to be part of the forest. They can be added to and changed over time, providing an experience that is different with every visit. Sitting in one of the treehouses, you can really feel the breeze rustling the branches above your head, see a woodpecker close up as it taps away on a pine trunk, and get a glimpse of the pond in the distance. The treehouses will be fully accessible to someone using a wheelchair via a ramp at one end, but will also have a spiral

staircase at the other end for a different experience. A ground level path that parallels the tree house complex lets one get both the bird's and worm's eye view of the Pine Woods and allows a closer view of the understory planting.

The Meditation Garden

Wrapping around the end of the pond at the far eastern edge of Monk Gardens, the Meditation Garden is an Eastern-style strolling garden that takes advantage of its proximity to the water. Coming from the Wildflower Woods, one first crosses a small bridge, passing through a thicket of shrubs, then emerges into the Ginkgo Grove. These trees have distinctive fan-shaped leaves that turn brilliant yellow in the fall. Beds of reeds and irises flank the water's edge, while mosses, ferns, and carefully placed stones border the path. A bank of artistically-branched doublefile viburnum forms the eastern side of the Meditation



Garden. Rounding the corner, visitors find themselves transported to the gardens of the Orient as they glimpse the Viewing Pavilion. It is an Asian style structure that extends out into the water, shaded by a vine-covered arbor. Next to the Pavilion, a beach made of polished black cobbles extends from the path into the water. From here one can examine the center island in the pond, a miniature Japanese Garden with clipped pines and artistically placed rocks at the water's edge. Additional clipped pines arch over the water on the east side of the pond. An Oriental arched bridge, flanked by two large weeping willows, brings one back to the opposite shore. A side path leading from the Viewing Pavilion back up to the main path displays the intricate stone paving typical of Japanese gardens.

A second path on the opposite side of the pond completes the loop around the end of the pond. This is the Azalea bank, with a variety of hardy azaleas that, along with the Viburnum border, provide a spectacular show in the Spring, with their blooms reflected in the water.

From the Meditation Garden, the main path heads back through the Pine Woods, following the edge of the pond. Visitors can follow this path back to the Visitor Center, perhaps stopping in the gift shop or getting refreshment at the coffee bar to complete a satisfying and enlightening tour of Monk Gardens.

PHASING

Construction of the gardens cannot happen all at once. Visitation and funding will build gradually as Monk Gardens expands, in turn allowing future expansion. Described below is the minimum amount of construction necessary to spur an increase in visitation, as well an opinion of probable construction cost for this first phase of development.

Phase One of the development of Monk Gardens provides the necessary infrastructure to accommodate visitors as well as providing them something exciting to see for which they will be willing to pay admission.

One of the first steps toward major expansion of the gardens is the extension of utilities to the site for the Visitor Center Complex, including water, sewer, natural gas, and electricity. The entry drive will be built, with a small paved parking area suitable for 30 cars. The Entry Garden will be planted. The service area for the Visitor Center will be built and screened on one side with a fence until the Orangery and Plant Gallery are built.

At first, only part of the Visitor Center will be constructed, with plans for additions as needed in the future. What is built immediately will have a room large enough for an indoor dinner reception with 150 people. A small terrace will lead into the Event Lawn and Fragrance Garden, where a 60' x 80' tent can be set up on the lawn. Providing pleasant spaces for weddings and other events will immediately increase the revenue stream to Monk Gardens.

The Enabling Garden will be the most intense display for Phase One, and the main attraction. It will be built as shown on the Master Plan, except for the beds immediately adjacent to where the Orangery will be, to allow room for the eventual construction of that building. A temporary fence and planting between the Fragrance Garden and the Enabling Garden will provide a sense of enclosure and screen the Visitor Center service area.

The Texture Garden will be planted to provide another display of plants, but the Rock Fountain will be built as a later phase.

The maintenance facilities will begin to take shape, starting with the construction of the service drive and a maintenance garage.

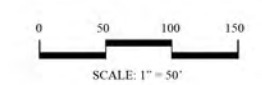
Most of the rest of the site will be left as it is, but will begin to show the structure of what is to come. Decomposed granite trails that follow the eventual alignment of the main path will allow visitors to explore the rest of the property and to visualize the exhibits that will be built in the future. The entire site will be fenced to keep out deer and to make sure visitors pay admission.

The improvements listed above are the basic facilities needed to get people coming to Monk Gardens. They are estimated to cost approximately \$2.37 million. However, Monk Gardens will benefit from building a few additional facilities earlier, rather than later, if adequate funding can be obtained. Getting a head start on these improvements will give visitors more to see outside the immediate vicinity of the Visitor Center, and will allow later phases to be built more quickly. For example, planting the framework of deciduous trees that will become the Wildflower Woodland will ensure that the trees are mature when the rest of the garden is planted, and will allow memorial donations to begin. Seeding the Meadow Opening and building the Willow Tunnel will give visitors more to see and do in these areas. A tree house will enliven the Pine Woods and



Master Plan - Phase One
Robert W. Monk Gardens
 Wausau, Wisconsin

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April 1, 2005



provide an overlook to the pond. Some of these improvements, such as building the willow tunnel, may be accomplished inexpensively with the help of volunteers from the community.

In addition to the improvements listed above, Monk Gardens will find it much easier to stay afloat in its first years of operation if it starts an endowment fund right away, while fundraising for capital improvements. Finding donations for endowment funds can be difficult, but even an endowment of \$300,000 or so could provide a steady source of interest income to bolster earned revenue, as shown in the Five Year Operating Budget.

Phase One Extra facilities are estimated to cost approximately \$98,500 in addition to the Phase One Basic and endowment fundraising needs, bringing the total to approximately \$2.77 million.

OPINION OF PROBABLE CONSTRUCTION COST

Robert W. Monk Gardens - Phase I
Master Plan Level

Assumptions:
Costs are estimated in 2005 dollars.

Notes:
Items not included:
Extension of public storm, sanitary, and water lines to the site.

Phase One Basic

Visitor Center - 3000 sf	\$1,000,000
Entry Road , Parking & Service Drive	\$110,000
Utilities & Stormwater	\$95,000
Event Lawn & Fragrance Garden	\$200,000
Enabling Garden	\$600,000
Entry Garden	\$48,000
Texture Garden (without Fountain)	\$57,000
Trails	\$6,000
Well & Irrigation	\$28,000
Fencing & Gates	\$157,000
Maintenance Garage	\$66,000
Seeding	\$4,500

\$2,371,500

Endowment **\$300,000**

Phase One Extra

Tree House (partial)	\$22,000
Tree Framework - Deciduous	\$37,000
Meadow Planting	\$32,000
Willow Tunnel	\$7,500

\$98,500

TOTAL **\$2,770,000**

APPENDIX: FIVE YEAR OPERATING BUDGET

ASSUMPTIONS OF THE MODEL

The financial analysis models Monk Gardens' operating budget for the first five years after Phase One is constructed.

GENERAL:

1. Phase One Improvements for Monk Gardens were estimated to cost \$2.77 million and assumed to include:
 - a. Visitor Center
 - b. Entry Road, Parking, and Service Drive
 - c. Utilities & Stormwater Management
 - d. Event Lawn
 - e. Enabling Garden
 - f. Entry Garden
 - g. Texture Garden (without Fountain)
 - h. Tree House (Partial)
 - i. Willow Tunnel
 - j. Meadow Planting
 - k. Trails
 - l. Well & Irrigation
 - m. Fencing and Gates
 - n. Maintenance Garage
 - o. Seeding & Tree Framework
 - p. Endowment

2. Monk Gardens will become an established visitor attraction in FY3. We have modeled the Operating Budget for FY3. Historically, after FY3, visitation and revenues do not increase proportionately to handle inflation and other rising costs of operating the Garden. Superb programming and events will have to be planned to entice more people to come, more endowment sought, or a new garden or attraction will have to be built. Monk Gardens may need to begin planning their next capital campaign in FY4 or FY5 so that by FY8 or so, you have opened a new garden or attraction to increase revenues.

3. FY1 is shown in 2005 dollars. Inflation rate is assumed to be 3% per year.

REVENUE:

1. Admissions assume 6% capture of population in Marathon and Lincoln counties (20 mile radius) and 2% capture for the remainder of the population base within a 50-mile radius. This is aggressive for a facility that does not have a long growing season. Achieving these visitation numbers will require a successful marketing effort.

4. Admission fees are \$5.50 for adults, \$2.50 for children. Sixty percent of visitors are expected to be adults. Of total visitation, approximately 60% will pay admission. The remaining 40% will use membership admission benefits, promotional coupons, Senior Citizen Days, etc.

5. Most of Monk Gardens Earned Revenue will stem from Meeting and Event rentals, primarily weddings. We have assumed that Monk Gardens will be able to charge similar rental rates as other event facilities in Wausau (\$1500 for a weekend night). We have assumed that weddings and receptions are booked every Friday evening, Saturday and Sunday from April through October, and one weekday wedding during that time per week. Meeting and Event Revenue also assumes a 12% catering commission. In addition to weddings, corporate functions, affinity group events and community events are schedule to occur much less frequently.
6. An active and aggressive membership drive is needed to not only increase revenue from membership dues, but to be able to depend on a large base of members to support Monk Gardens annual drive. We have assumed that by FY3, Monk Gardens has 1,000 members paying an average \$40 per member. Annual giving is based on \$10/member. In comparison, the Western Pennsylvania Horticultural Society has 2,500 members with no garden to visit. Green Bay Botanical Garden has 2,100 members currently.
7. Gift shop sales are based one dollar per visitor.
8. Education Revenue assumes that 10% of K-5 school age children in the Marathon and Lincoln County districts attend field trips to Monk Gardens. Fee is \$3.00 per student. In addition, it is assumed that 5 youth classes, 7 adult classes, and 3 assisted living classes are held per year. Pricing for the classes is based on that of comparable institutions such as UWMC Continuing Education and Green Bay Botanical Garden.

EXPENSES:

1. In the beginning, Monk Gardens will not be able to afford to pay a large staff. Staff must wear several hats; this is not unusual in start-up organizations. Green Bay Botanical Garden started with four full time staff. The staff for FY1 is assumed to be:
 - a. Executive Director who also performs Development Director, Marketing, and Public Relations duties.
 - b. Administrative Assistant who also coordinates Events and Volunteers. Since weddings and garden rentals are projected to be the prime source of income, this is a key position.
 - c. Horticulturist and Educational Programming are performed by one person.
 - d. One full time Gardener who is also the Operations Manager who takes care of the facilities (one full-time gardener per acre of intense garden).
 - e. One part time or seasonal Laborer (one part-time laborer per acre of intense garden)
 - f. Visitor Services Technician to set up and break down events, coordinate cleaning crew, troubleshoot during events, etc.

2. There is an active and large volunteer base of 100 people by FY3 to help the Garden get established and offset personnel costs. A successful volunteer program at Monk Gardens will require commitment from a Volunteer Coordinator for training, scheduling, etc. We have assumed that the following positions will be filled by volunteers:
 - a. Receptionist/Clerk and Bookkeeper
 - b. Some volunteer help with planting maintenance such as yearly planting of bulbs and annuals, mowing, etc..
 - c. Gift shop buyer, gift shop sales attendants, ticketing, etc.
 - d. Additional volunteer and fundraising events coordination.
 - e. Marketing – design of brochures, newsletter, etc.

3. Administrative Costs and Operating Costs are a portion of those required for larger gardens. Educational expenses are based on the salary for the teacher plus a per person materials cost. Creating a fund for capital expenditures for future equipment replacement, building repair, etc is in Operating Costs.

4. Marketing is critical to Monk Gardens' success! We can't stress this enough. We have assumed that \$50,000 in FY3 for marketing will be needed for radio spots, television spots, aggressive mailings, etc. This still assumes that much of the design and development of a marketing strategy is done pro-bono. Phipps Conservatory in Pittsburgh spends \$200,000 per year on marketing; Western PA Botanic Garden is planning to spend \$300,000 per year to get their garden up and running.

5. Openings Expense covers your opening galas and Friends luncheon to thank and honor donors. We have assumed 50 attendees at the Opening Gala, and 250 Friends will attend the luncheon.

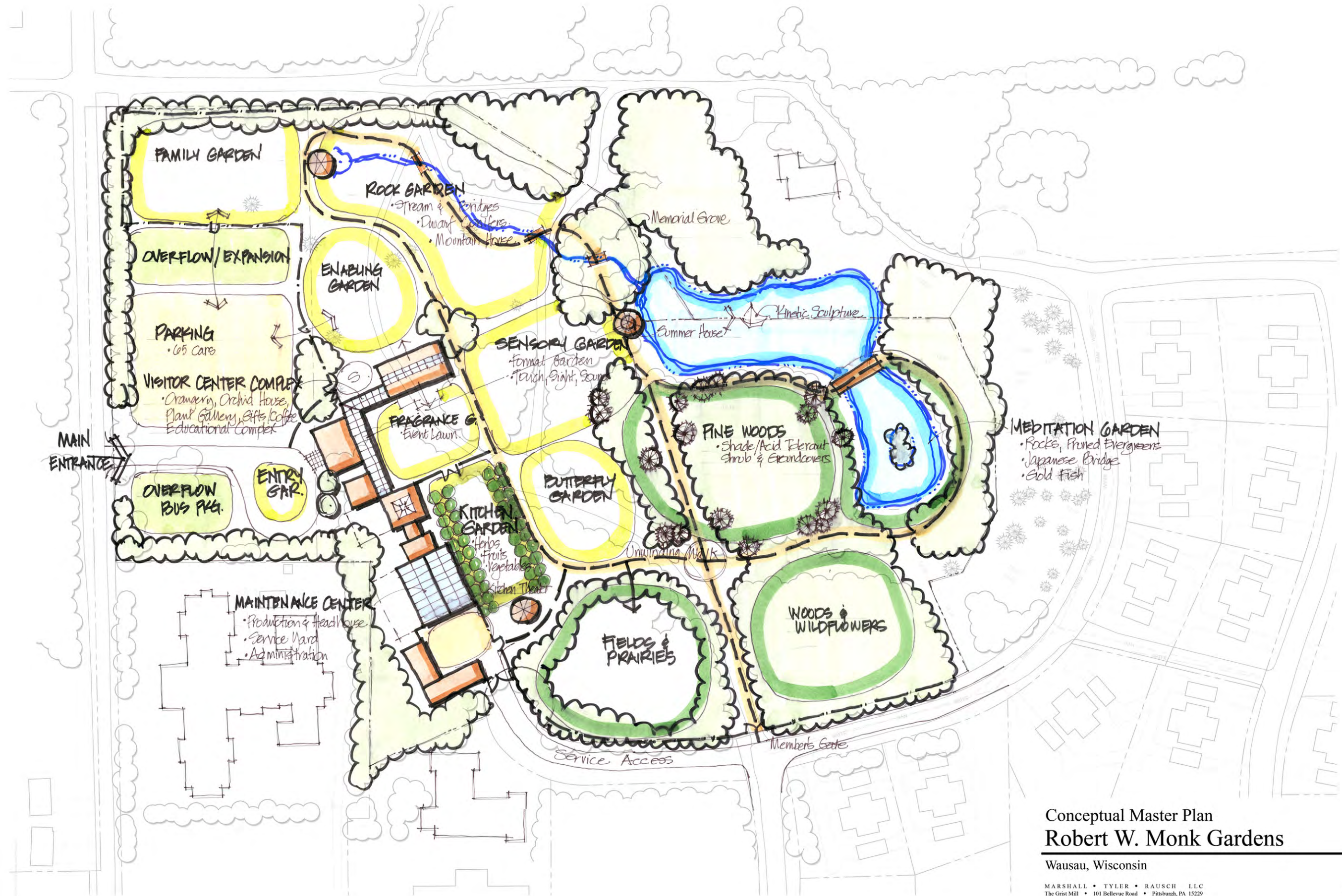
6. Retail Gift Shop Costs are assumed to be 65% Income.

SUPPLEMENTAL REVENUE:

1. Monk Gardens will not operate solely on the basis of its Earned Revenue. Operating costs must be supported in part by Supplemental Revenue, such as tax dollars, an endowment fund, or a “sugardaddy”. For the purposes of this exercise, we have assumed that an endowment of \$300,000 is available in FY1 and provides 4% interest income per year. It is essential that Monk Gardens aggressively seek endowment or other Supplemental Revenue sources to bolster their income during the first few years.
2. Annual Giving is assumed to be \$10 per Member.
3. Grants for operating costs are sought and awarded at 55% of 10% of annual Operating Expenses.
4. Fundraising Events assumed to include a dinner and plant auction, and to generate income similar to SAMA in Western PA.

FIVE YEAR OPERATING BUDGET

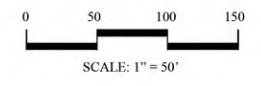
FISCAL YEAR 1 through 5 (FY1-FY5)									
<i>Earned Revenue</i>	<i>FY1</i>	<i>% increase</i>	<i>FY2</i>	<i>% increase</i>	<i>FY3</i>	<i>% increase</i>	<i>FY4</i>	<i>% increase</i>	<i>FY5</i>
Admissions	\$32,800	10%	\$36,100	10%	\$39,700	3%	\$40,900	2%	\$41,700
Meeting and Event Revenue	\$192,400	10%	\$211,600	10%	\$232,750	3%	\$239,700	2%	\$244,500
Membership	\$21,300	50%	\$32,000	25%	\$40,000	3%	\$41,200	2%	\$42,000
Retail Gift Shop Sales	\$12,700	10%	\$14,000	10%	\$15,400	5%	\$16,200	5%	\$17,000
Education Revenue	\$2,900	50%	\$4,300	67%	\$7,110	3%	\$7,300	2%	\$7,400
Total Earned Revenue	\$262,100		\$298,000		\$334,960		\$345,300		\$352,600
<i>Expenses</i>	<i>FY1</i>	<i>% increase</i>	<i>FY2</i>	<i>% increase</i>	<i>FY3</i>	<i>% increase</i>	<i>FY4</i>	<i>% increase</i>	<i>FY5</i>
Staff and Benefits	\$198,100	5%	\$208,000	5%	\$218,400	5%	\$229,300	5%	\$240,800
Administrative costs	\$52,700	3%	\$54,300	3%	\$55,960	3%	\$57,600	3%	\$59,300
Operations costs	\$21,800	3%	\$22,500	3%	\$23,200	3%	\$23,900	3%	\$24,600
Sales and Marketing	\$47,100	3%	\$48,500	3%	\$50,000	3%	\$51,500	3%	\$53,000
Openings (unsponsored)	\$6,300	NA	\$0	NA	\$0	NA	\$0	NA	\$0
Retail Gift Shop Costs	\$8,300	10%	\$9,100	10%	\$10,010	5%	\$8,100	5%	\$8,500
Contingency (5% Expenses)	\$16,700	NA	\$17,100	NA	\$17,900	NA	\$18,500	NA	\$19,300
Total Expenses	\$351,000		\$359,500		\$375,470		\$388,900		\$405,500
<i>Supplemental Revenue</i>	<i>FY1</i>	<i>% increase</i>	<i>FY2</i>	<i>% increase</i>	<i>FY3</i>	<i>% increase</i>	<i>FY4</i>	<i>% increase</i>	<i>FY5</i>
Annual giving	\$8,300	10%	\$9,100	10%	\$10,000	3%	\$10,300	3%	\$10,600
Donations	\$6,000	33%	\$8,000	25%	\$10,000	5%	\$10,500	3%	\$10,800
Program Sponsorship	\$3,500	30%	\$4,500	10%	\$5,000	3%	\$5,200	3%	\$5,400
Grants	\$8,900	50%	\$13,300	50%	\$20,000	3%	\$20,600	3%	\$21,200
Fundraising Events	\$8,000	50%	\$12,000	25%	\$15,000	3%	\$15,500	3%	\$16,000
Endowment Interest Income	\$12,000	0%	\$12,000	0%	\$12,000	0%	\$12,000	0%	\$12,000
Total Supplemental Revenue	\$46,700		\$58,900		\$72,000		\$74,100		\$76,000
Net Operating Revenue	(\$42,200)		(\$2,600)		\$31,490		\$30,500		\$23,100
Retained net	(\$42,200)		(\$44,800)		(\$13,310)		\$17,190		\$40,290



Conceptual Master Plan
Robert W. Monk Gardens

Wausau, Wisconsin

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