

**GREENSBORO PARKS AND RECREATION COMMISSION MEETING**  
**Wednesday, February 13, 2013 – 4 pm**  
**Simkins Pavilion, Barber Park, 1500 Dan's Road**

**PRESENT MEMBERS:** Matthew “Matt” Lojko, Jr. (Chair), Carl Brower, Jr., Christine “Chris” Cheek, Thomas Daniels, Zachary Crutchfield, Robert “Clay” Hassard, Decarlos Kinds

**ABSENT MEMBERS:** Robert Enochs (Vice-Chair)

**STAFF PRESENT:** Steve Branson, Kathy Cates, Mary Holloman, Dan Maxson, Ednasha McCray, Marcie Richardson, Wayne Simmons, Wade Walcutt, Chris Wilson

**OTHERS PRESENT:** Charles Brummit (Farmer’s Market, Inc.), Robert Capen, David Craft (Farmer’s Market, Inc), Roger Bardsley (Guilford County Parks & Open Space)

The regular meeting of the Greensboro Parks and Recreation Commission was held at the Parks and Recreation Administrative Building. Matthew Lojko, Jr., Chair, called the meeting to order at 4 pm.

**ANNOUNCEMENTS**

**New Parks & Recreation Director**

Lojko announced that Chris Wilson has been selected as the new Greensboro Parks & Recreation Director.

**Item C, New Business**

Lojko stated that Item C under New Business of the Commission Agenda is being dropped.

**Quorum**

Lojko announced that there is a quorum present.

**CONSENT ITEMS**

**Approval of Minutes**

A motion was made by Hassard and seconded by Brower to approve the minutes of the January 9, 2013 Commission meeting. A vote in favor was unanimous.

**RECOGNITIONS**

**Parks & Recreation Employee Retirement**

Wade Walcutt, Community Recreation Services Division Manager, stated that the retiree to be recognized was unable to attend.

**New Volunteer Coordinator**

Chris Wilson, Director, introduced Mary Holloman, new Parks & Recreation Volunteer Coordinator. Holloman previously worked with the Greensboro Youth Council section. This position is a collaborative approach and funded in part by the Field Operations and the Parks and Recreation Departments.

Holloman informed Members that this position is charged with developing a volunteer hub, work with and place internships, develop relationships with local organizations and colleges, create beneficial situations for interns, collaborate with Boys and Girls Scouts to assist with achievement of Scout projects, and more.

Lojko inquired if the city pays for internships.

Holloman replied that, yes, there are some paying positions. As part this development process, the department will acquire ways to be competitive within the market to gain the interest of interns and for them to receive the best quality of experience during their time interning.

### **OLD BUSINESS**

NONE

### **NEW BUSINESS**

#### **Greensboro Farmer's Market Annual Report**

Charles Brummit, Farmer's Market Co-Manager, distributed the Greensboro Farmer's Market Annual Report to the Greensboro Parks and Recreation Commission (attached). The report was given to City Council 6 months prior.

Brummit reported that the Farmer's Market prices have not increased since 2002 and an increase has taken place this year in 2013. The rules and appeals process remains the same. No vendors have been removed; however one vendor chose to leave. The Farmer's Market will begin this month participating in the Supplemental Nutrition Assistant Program (SNAP), formally known as food stamps. The Guilford County Health Department is assisting the Market with the roll-out of being able to offer this program.

The Market is working with the planning of War Memorial Stadium that may perhaps have plans that could benefit the Market.

Crutchfield inquired how many participate in the SNAP program at the Market.

Brummit replied that it is too soon to have the count of people and should have that information in a few months.

#### **Greensboro Beautiful, Inc.**

Robert Capen, Greensboro Beautiful Chair, shared the Greensboro Beautiful Long Range Plan (attached). The previous update was conducted in 2002. The decision to update the plan and restructure the new board member orientation is included in the plan. Elaine Stover was engaged to lead Greensboro Beautiful into the long range planning process. There were 38 participants.

#### **Commission Meeting Schedule** (not on agenda)

Daniels asked Members if 4 pm meeting times are working with their schedules and suggested that it would perhaps be advantageous to move the time for all Commission meetings to 6 pm or 6:30 pm.

Hassard stated that it is difficult for him to attend 4 pm meetings.

Brower stated that historically a 4 pm meeting time allowed an alternate time for citizens.

Cheek stated that the current schedule is fine with her.

Kinds stated that she has to alternate her schedule in order to attend 4 pm meetings.

Crutchfield stated that he is flexible.

A motion was made by Daniels to move the Commission meeting start time to 6:30 pm.

Crutchfield inquired the reason for 6:30 pm.

Daniels stated that 6 pm would be fine.

Hassard seconded the motion.

Brower and Cheek opposed the motion.

Brower stated that the Commission recently voted on the current meeting schedule and questioned why the schedule is proposed to be changed.

Kinds inquired what the time preference of the majority of citizens.

Wilson reported that other Greensboro boards and commissions meet a later time. This Commission serves many families with children who participate in child care and perhaps a later time would be more accommodating. Ultimately the decision should be made at what is most convenient for citizens; however staff will serve at the will of the Commission.

Brower inquired when the schedule change would begin.

Lojko stated that perhaps in May.

Wilson stated that staff would need time for publication reasons.

Brower recommended postponing any changes until publications can be changed.

Wilson stated that staff will research Parks and Recreation publication end dates and return to the Commission with this information and perhaps a recommendation.

*The motion on the table failed.*

## **STAFF REPORT**

### **Budget Process**

Dan Maxson, Administrative Services Division Manager, reported that there is a shortfall of \$6-\$6.5 million for the next fiscal year. The Parks and Recreation Department recently submitted its

budget request which includes maintaining its maintenance and operations and benefits. The Budget and Evaluation Department will have a better understanding of what the budget gap will be and will notify departments within the next few weeks if any funds need to be cut to meet the city's shortfall. Staff will return to the Commission with the information as to what this will mean to our citizens and department.

Wilson added that a previous request from the Commission was made for the department to once again pursue the Gold Medal Award. In order to do so, the department needs to have a current updated master plan. The previous master plan was conducted in 2000 with an updated plan conducted in 2005. The need for an updated plan is overdue. Staff has in the past requested funding for an update process to take place and funds were not received. Staff envisions incorporating funding within the budget to complete a new master plan if the budget does not suffer too much of a reduction.

Wilson reported that public budget meetings will begin in March.

Brower inquired if a lap in salaries can be utilized as the department desires.

Maxson replied that the city budgets on 98% with the understanding that there are going to be vacancies. Funding leftover from these vacancies does not benefit departments and will be used in the general funding account. The city will often roll over any leftover funds to the next year's budget.

#### **SPEAKERS FROM THE FLOOR**

NONE

#### **INTERIM DIRECTOR'S COMMENTS**

Wilson thanked the Board for their kind words and respect for him being selected as the Director. This is his 21<sup>st</sup> year with the department and will be a great honor to serve in this role. Wilson stated that he is proud of the staff and proud to be associated with the Commission. Over the past 9 months during his role as Interim Director, the War Memorial Stadium continues to move forward as well as the Battleground Parks District concept. Wilson encouraged Members to participate in the public budget meetings.

#### **COMMISSIONER'S COMMENTS**

Lojko reported that the Bryan Park Golf property and Enrichment Center is under contract with the City of Greensboro. These facilities had a better year in 2012 than in 2011 (due to the nice weather conditions in 2012) with a net profit of \$72,000. The Champions Course will be closed due to green conversion, which will be funded by the Bryan Foundation. One tournament will be impacted and will be played on the Player's Course. A losing of 5,000 rounds of golf is anticipated due to the closing of the Champions Course. Green fees will increase \$1.

Brower encouraged Members to participate in the public budget meetings and stressed the importance of being advocates for this department. Brower also expressed the importance of being up front in the community as citizens do not realize what it takes to operate parks and recreation.

All Members congratulated Wilson on being selected as the Director of Greensboro Parks and Recreation.

With no further business, Lojko adjourned the meeting at 4:53 pm.

Respectfully Submitted,  
Marcie Richardson, Executive Assistant  
Greensboro Parks and Recreation

Greensboro Farmers Market, Inc.  
PO Box 2617  
Greensboro, NC 27402

February 13, 2013

Matthew A. Lojko, Jr.,  
Chair, Greensboro Parks and Recreation Commission  
Box 3162  
Greensboro, NC 27402

Dear Mr. Lojko,

In accordance with City Council's resolution of November 11, 2011, I am enclosing Greensboro Farmers Market, Inc.'s (GFM) report of Market activities for the first year of its management.

On behalf of the board and staff of GFM, please accept our thanks for the City's cooperation and support of our efforts.

Please let us know if you require additional information,

Sincerely,



David Craft, Board Chair

C: Chris Wilson via email  
Parks and Recreation Director

Dan Maxson via email  
Parks and Recreation Division Manager

GFM Board via email

Elizabeth Gibbs, GFM Executive Director via email

Enclosure

**Greensboro Farmers Market, Inc.**  
**Report to Parks and Recreation for year ending December 31, 2012**

- Council Requirements
  - Renew all existing vendors: One vendor moved from Greensboro, another went out of business, all others renewed.
  - City Board Representative: Dan Maxson serves as an *ex officio* board member. The GFM Board wishes a representative of Parks and Recreation to continue in the position Mr. Maxson currently occupies
  - Market continues as a principally farm related market with 80% of annual tables rented to farmers. Annual farmer vendors rented 130 of 162 tables or 80% of annual tables rented; thirteen annual prepared food vendors rent 22 tables or 14%; six annual craft vendors rent 8 tables or 5%. Nine tables are available for daily vendors
  - Rules and appeals process as adopted continue in force
  - No vendors have been removed although, this fall a vendor chose to leave rather than allow a visit as required by Market Guidelines
  - The firm of Apple, Koceja & Associates, PA executed GFM's financial review for fiscal year 2012
  - With the exception of extending Wednesday Market from 1:00 to 2:00 PM and a later starting time for the winter Market; operational hours, days of operation and fees remain the same as in GFM's contract with the City
  
- GFM's Key goals for the Market
  - Diversify and increase the customer base
    - Made presentations to over 500 citizens at civic and garden clubs
    - Held Healthy Heart Day to offer blood pressure and blood sugar tests
    - Held Chili Challenge, Great American Cookout, Strawberry Day, Blueberry Day and Farmer Appreciation Day special events
    - Approval of SNAP (electronic food stamps) authority granted in third quarter, implemented February 2013
    - Formed partnership with Guilford Health Department to promote healthy eating and SNAP
  
  - Further diversify product selection
    - Added new daily vendors including locally produced sauces and dressings
    - Added seafood from regional coasts
    - Working with community groups to add produce attractive to immigrant communities

**Greensboro Farmers Market, Inc.**  
**Report to Parks and Recreation for year ending December 31, 2012, Continued**

- Educate customers and the public on local food availability and preparation
  - Held local chef demonstration days
  - Conducted educational workshops for Leonard Center day campers
  - Weekly email newsletters promoting value and benefits of local food, and recipes for currently available items
  
- Provide market opportunities and business capacity building for producers
  - Focusing on building attendance at Market to support all vendors
  - Added new products and new daily vendors including two new minority vendors
  - Implementing SNAP as noted above
  - Working with War Memorial Stadium planning effort to enhance area surrounding Market
  
- Increase ways for more people and vendors to attend the market
  - Expanded advertising supported by foundation grant funding
  - Extended Wednesday hours as noted above
  - In partnership with Guilford Health Department, planned outreach for Farmers Market Nutrition Program WIC coupon and SNAP recipients
  - Initiated a nonprofit organization participation policy
  - With City assistance, added about 30 parking spaces and made other parking and traffic safety improvements
  
- Increase other uses of the market building
  - Working to create a new plant sale this spring and an International Food Festival later in 2013
  - Improved the former “Room 3” to become the “Harvest Room” for chef demonstrations and other Market events
  
- Other
  - Consulted with Warnersville and South Elm Urban markets
  - Evaluating “mobile market” possibilities with Guilford Health Department
  - Updated some Market signs and plan to update more
  - Granted nonprofit (501c3) status by Internal Revenue Service





## Long Range Planning Documentation

September 27, 2012

October 4, 2012

October 25, 2012

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[www.greenschemesnc.com](http://www.greenschemesnc.com)

## INTRODUCTION

In the fall of 2012, Greensboro Beautiful, Inc. hosted a series of Long Range Planning Workshops to review our 40+ year history; identify major challenges; create a practical vision; and identify strategic directions for the organization. These workshops provided a participatory process by which the Board of Directors, Advisory Board members, and key stakeholders could craft our Long Range Plan. 38 individuals participated in one or more of the workshops. The following pages document those sessions and the outcomes produced from each. This document will guide the direction of our organization for the next 5-10 years; and will be reviewed annually by the Board to determine feasibility and ongoing strategies. With everyone's involvement, we can accomplish much more in our community as we further develop projects and programs in the areas of Public Gardens, Urban Forestry, and Clean Community.

Greensboro Beautiful's Long-Range Plan is truly a gift to the community of Greensboro, and an important step in our development as a vital non-profit, volunteer organization. We thank everyone involved for their input, and for their willingness to assume a role in meeting Greensboro Beautiful's goals. We look forward to working with the Board, Advisory Board, Staff, and the community at large in the coming years, as we work together to fulfill the mission of Greensboro Beautiful, Inc.

Sincerely,



Robert Capen  
2012-2014 Chair  
Greensboro Beautiful, Inc.



Kathy Cates  
City Beautiful Director  
Greensboro Parks & Recreation Department

## GBI Long-Range Planning Format

<b>Historical Scan and Major Challenges</b>	<b>Mapping out a Practical Vision</b>	<b>Setting the Strategic Directions</b>
<p><b>Introduction to Long-Range Planning</b> Participatory methods Different kinds of thinking Valuable products</p> <p><b>Historical Scan</b></p> <ul style="list-style-type: none"> <li>• Recollect the events and accomplishments of GBI over the years</li> <li>• Describe what changes there have been – internally &amp; externally</li> <li>• Discern and name the chapters of the history</li> </ul> <p><b>Major Challenges Workshop</b></p> <ul style="list-style-type: none"> <li>• In light of the assessment we just participated in, "What are the major challenges that GBI faces over the next 5-10 years?"</li> <li>• Brainstorm/Cluster/Name</li> <li>• Review the product</li> </ul>	<p><b>Introduction to Practical Vision</b> What it is; what it isn't. Give examples. Visionary thinking – Asks "What do you see?"</p> <p><b>Practical Vision Workshop</b></p> <ul style="list-style-type: none"> <li>• Visioning Context</li> <li>• Vision Workshop Question: "What do we want to see in place in five years as a result of our actions?"</li> <li>• Brainstorm/Cluster/Name</li> <li>• Confirm the Resolve</li> </ul>	<p><b>Strategic Directions Context</b> Review products of previous sessions. Strategic thinking – Asks, "How do we get there?"</p> <p><b>Strategic Directions Workshop</b></p> <ul style="list-style-type: none"> <li>• Strategic Directions Workshop Question: "What innovative, substantial actions will deal with the challenges and move us toward our vision?"</li> <li>• Brainstorm/Cluster/Name</li> <li>• Confirm Priorities</li> </ul>
<p><b>Reflection on the Historical Scan and Major Challenges Session</b></p>	<p><b>Grounding the Vision</b></p> <ul style="list-style-type: none"> <li>• Groups further describe the components of the vision</li> <li>• Plenary - building a common picture and understanding of the vision</li> </ul>	<p><b>Describing the Strategic Directions</b></p> <ul style="list-style-type: none"> <li>• Discern categories of activities that indicate strategic directions.</li> <li>• Create clarity of purpose and direction that can easily be communicated to the outside world</li> </ul>
<p><b>Reflection on the Strategic Directions and the Long-Range Planning Process – Next Steps</b></p>	<p><b>Reflection on the Practical Vision Session</b></p>	

## **Greensboro Beautiful Long-Range Planning**

### **-Summary of the Process-**

#### **Historical Scan**

This workshop provided the group with an enlarged perspective from which to examine its current situation. It served as a contextual session for the entire planning.

The Historical Scan created a visual representation of the journey of GBI and the larger system within which it operates.

From the inception of GBI in 1968, to the present, workshop participants recollected the Events and Major Accomplishments, discerned the Shifts or Changes (internally and externally) and the listed the People and Partners who have played significant roles over this time.

They then divided the timeline into "chapters", titled the chapters, from the earliest to the most recent, and gave a title to the whole timeline that described their experience with the organization.

**Historical Scan**

*"People, Plants and Partnerships"*

	1968-1980 <i>Inception</i>	1981-1990 <i>Taking Root</i>	1991-2000 <i>Build It</i>	2001 - 2010 <i>And They Will Come</i>	2011-Present <i>Branching Out</i>	
<b>Events</b>	<ul style="list-style-type: none"> <li>Memorial and Honor Tree Program Begins</li> </ul>	<ul style="list-style-type: none"> <li>Bog Garden Development</li> <li>Tree Giveaways Started</li> <li>1st Wreath Sale</li> </ul>	<ul style="list-style-type: none"> <li>Litter Cleanups Began</li> <li>Garden Events</li> <li>Curbside Recycling Pilot Program</li> <li>Gateway Neighborhood Meetings</li> <li>Green Hill Art @ Arboretum</li> </ul>	<ul style="list-style-type: none"> <li>David Caldwell Historical Center Opening</li> <li>Caldwell Park Reforestation</li> <li>Archeology at Caldwell Park</li> <li>Tree Giveaways ended</li> </ul>	<ul style="list-style-type: none"> <li>City of Greensboro Bicentennial Torch Run ends at Bicentennial Garden</li> <li>35th Anniversary Celebration</li> </ul>	<ul style="list-style-type: none"> <li>Gateway Gardens Grand Opening</li> </ul>
<b>Major Accomplishments</b>	<ul style="list-style-type: none"> <li>GSO's First Recycling Center</li> <li>Bicentennial Garden Development</li> <li>GBI Incorporated</li> <li>\$18,000 raised for 1<sup>st</sup> bronze sculpture in Bicentennial Garden – "The Student"</li> </ul>	<ul style="list-style-type: none"> <li>Bog Development</li> <li>Arboretum Development</li> <li>Business Landscape Award</li> <li>Formalized Fundraising Strategies</li> <li>School Tree Seedling Program</li> </ul>	<ul style="list-style-type: none"> <li>Bog Wins National Arbor Day Foundation Award</li> <li>School Grants</li> <li>Stream Restoration</li> <li>Certified as KAB Affiliate</li> <li>Added Advisory Board with Individuals, Civic &amp; Business Representatives</li> <li>Tree City USA Certification</li> <li>Tree Preservation Ordinance and Urban Forestry</li> <li>GBI Endowment Established</li> <li>Bicentennial Garden Renovation</li> </ul>	<ul style="list-style-type: none"> <li>Tanger Gifts &amp; Multi-Million \$ Pledges</li> <li>Website Launched</li> <li>Sills \$\$\$ for Caldwell Park</li> <li>Camberly's Garden</li> <li>Donor Cultivation</li> <li>NeighborWoods</li> <li>Caldwell Historical Center</li> <li>SmartX disposal</li> <li>Circle of Caring</li> <li>Serenity Falls @ Bog Garden</li> <li>Fundraising for Gateway Gardens (Winslow Group)</li> </ul>	<ul style="list-style-type: none"> <li>Novartis/Syngenta grants and plantings</li> <li>Annual Budget \$100,000 +</li> <li>GBI Endowment Fund \$100,000 +</li> <li>GBI Public Gardens Endowment Established</li> <li>GBI wins national NRPA Award</li> <li>Dr. Christian statue at Bog Garden</li> <li>\$5 million campaign for Gateway Gardens</li> <li>Forever Green Society</li> <li>GBI newsletter goes online</li> </ul>	<ul style="list-style-type: none"> <li>Gateway Phase 1</li> <li>Gateway Visitors Center</li> <li>New logo</li> </ul>
<b>Shifts or Changes</b> (Internal and External)	<ul style="list-style-type: none"> <li>Lady Bird Johnson's National Beautification Push</li> <li>First City Beautiful full time staff (Boots Hinkle)</li> </ul>	<ul style="list-style-type: none"> <li>Shift in CB Directors</li> <li>Botanical Garden staff shifted from Parks and Rec Maintenance</li> </ul>	<ul style="list-style-type: none"> <li>Environmental/Ecology Emphasis</li> <li>Diverse board with community reps</li> <li>4 program areas developed</li> </ul>	<ul style="list-style-type: none"> <li>Keeley Nursery closed</li> <li>Clean Campus Program ends</li> <li>4<sup>th</sup> CB Staff position eliminated</li> <li>Long-Time P&amp;R Director Bonnie Kuester retires</li> </ul>	<ul style="list-style-type: none"> <li>Major turnover of Senior City Staff (City Manager's Office; Department Directors)</li> </ul>	



	<b>1968-1980 Inception</b>	<b>1981-1990 Taking Root</b>	<b>1991-2000 Build It</b>	<b>2001 - 2010 And They Will Come</b>	<b>2011-Present Branching Out</b>
<b>People and Partners</b>	<ul style="list-style-type: none"> <li>• Parks and Rec Collaboration</li> <li>• Council Garden Clubs, Sears, Chamber of Commerce</li> <li>• Rose Marie Ponton</li> <li>• John Beaman, ASLA designed Bicentennial Garden</li> </ul>	<ul style="list-style-type: none"> <li>• Mrs. McIver</li> <li>• Dr. Christian</li> <li>• Botanical Gardens Staff</li> <li>• Arboretum Staff</li> <li>• Boots Hinkle retires; Kathy Cates assumes CB Director position</li> <li>• Robert McDuffie completes landscape design for Arboretum</li> <li>• Lynne Leonard joins CB staff</li> <li>• Girl Scouts involved</li> </ul>	<ul style="list-style-type: none"> <li>• Edith McNeal joins CB Staff</li> <li>• 4th CB Staff hired</li> <li>• Pam Allen</li> <li>• Cooperative Extension Partnership</li> <li>• New City Urban Forester</li> </ul>	<ul style="list-style-type: none"> <li>• Added new corporate representatives to Advisory Board (American Express, Duke Energy, UPS, etc.)</li> <li>• Rotary Clubs &amp; Realtors Association tapped as Clean-Up sponsors</li> </ul>	<ul style="list-style-type: none"> <li>• Gateway Gardens Staff added</li> <li>• Local Artists @ Gateway Gardens</li> </ul>
<b>Your Arrival at GBI</b>	Bettie Grubbs (1966)	Betty Potter (1983), Johnny Galbreath (1985), Darryl Holsey (1985), Gail Murphy (1986), Cla udel Lassiter (1987), Gail Hill (1988), Kathy Cates (1988), Lynne Leonard (1990); Lee B. (1980)	Elaine Stover (1992), Randal (1992), Carolyn Allen (1992), Celine Sprague (1993), Sherry Duvall Ford (2000), Sylvia Bray (2000), Robert Capen (2006); Edith McNeal (1994)	Mary P. (2001), Bob Morgan (2002), Ellen A (2005), Paul Greiwe (2010)	Beverly Cooper (2011)

### Major Challenges

With the Historical Scan as a backdrop, the workshop participants then engaged in a workshop which posed the question:

***“In light of the current situation, what are the Major Challenges GBI faces?”***

Participants addressed this question by brainstorming, individually, and then in groups. Their responses were posted on the sticky wall. They then clustered them by “similar challenges” and named the clusters – the Major Challenges.

**Long Range Planning**

**What are the Major Challenges GBI Faces?**

<b>Leadership Development</b>	<b>Remaining Relevant to the Next Generation</b>	<b>New Staff Development</b>	<b>Ensuring a Constant Stream of Revenue \$</b>	<b>Increasing Public Awareness &amp; Involvement</b>	<b>Using Assets for Education</b>
Demographic shift Diverse and involved Board Board involvement Make GBI relevant to ethnicities Active volunteers Leadership Board(s) more involved	Make relevant for the next generation Younger volunteers and leadership Recruiting/retaining volunteers Limited youth involvement	Maintenance of existing projects Staff turnover Limited staff and money to do projects Staff succession planning	Money (federal, state, local) New funding partners How we cultivate and maintain partnerships Raise more money	Defining the GBI brand Increase community involvement Make GBI more known to all citizens Marketing – keeping up with communication technology Image, identity, branding GBI App	Develop educational opportunities (hort/garden/etc) Tree canopy Education



## Practical Vision

The ToP (Technology of Participation) strategic planning process begins by asking:

***“What do we want to see in place in 5 years as a result of our actions?”***

Participants responded to this question, first individually, then as groups. Vision elements were written and posted. The vision elements were then clustered and the clusters given a title. Through the integration of the elements, a common picture of the vision was built and new understanding was experienced.

The Practical Vision remains latent in the imagination of members until it is called forth and objectified in the workshop.

- A Practical Vision is evolutionary and dynamic,
- It needs to be constantly reviewed and renewed,
- It is founded on learning that takes place while doing the mission and
- It is changed by both accomplishment and failure

**What do we want to see in place in 5-10 years as a result of our actions?**

**Practical Vision**

10.04.12

City of Gardens	Trees for Life	Plentiful Passionate Staff	Money Matters	Youth is Our Future	Plentiful Passionate Volunteers	Validation
<p>Gateway Garden completed (all phases)</p> <p>Indoor butterfly garden</p> <p>5<sup>th</sup> Garden groundwork in south Greensboro (south of I-40)</p> <p>Creation of a more Zen-like feeling for the entire city</p> <p>Rebuild/revisit old mill water project</p> <p>Healthy, full lake at Bog Garden</p> <p>SW garden built</p> <p>Gardens used as hub of activity</p>	<p>Increase tree canopy to 48% (from 38%)</p> <p>50% + tree canopy in Greensboro</p> <p>Evergreen trees as memorials</p> <p>New dogwood tree program (giveaway?)</p> <p>Proactive dedicated advocacy group for tree management</p> <p>Tree planting programs and administration for residents</p> <p>GBI involved in beautifying blighted areas</p>	<p>Full-time staff to program the gardens</p> <p>Expanded City Beautiful garden staff</p> <p>Happy staff</p> <p>Volunteer Coordinator reinstated</p> <p>City Beautiful staff of 5</p>	<p>Secured GBI (project) endowments</p> <p>GBI has two \$1 million endowment funds</p> <p>A city tax \$1 per person per year to GBI</p> <p>New and exciting fundraisers (reaching beyond GBI base)</p> <p>"Forever Green Society" has 25 members</p> <p>"Friend of the Gardens" helps raise money</p> <p>On-going grants and sponsors</p> <p>Replace wreath sale with mission-relevant fundraiser</p> <p>Donor parties</p> <p>30 corporate partners</p> <p>Expanded corporate partnerships</p> <p>Evaluate, prioritize projects</p>	<p>School-age nature education</p> <p>More young people</p> <p>Scout badges for GBI programs (education, activism)</p> <p>Expanded use of university partnerships</p> <p>Fundraising event for GBI for youth</p> <p>Partner with housing authority</p> <p>Children's Day event</p> <p>Use of internet and expand youth base</p> <p>Strong sustainable recycling program for elementary school and home school</p> <p>Interactive youth programs</p> <p>Education programs lined to 2-3 GBI areas (UF, etc.)</p> <p>Hands-on education</p>	<p>Board member mentors</p> <p>Board members 20-30 years old</p> <p>Require new members to volunteer minimum of 3 times per year (clean-up, garden events, tree planting, etc.)</p> <p>Plentiful volunteers for all needs</p> <p>Expanded volunteer base with all diversity areas</p>	<p>Event in every garden every year</p> <p>Exciting celebration for 50<sup>th</sup> anniversary in 2018 (not 45<sup>th</sup>)</p> <p>Economic Development recognizes GBI's contribution to GSO's quality of life</p> <p>Strong brand marketing</p> <p>GSO ranked "best place to live" due to GBI's work and influence</p> <p>Excitement, pride and gratitude for GBI among Triad residents</p> <p>48%-75% of city know about GBI</p> <p>Gardens are called <b>gardens</b>, not parks</p> <p>Clarity/no confusion about City vs GBI roles</p>

### Strategic Directions

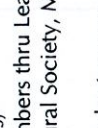
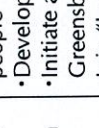
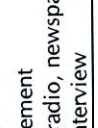

The fourth step in the process asked:

***“What innovative, substantial actions will address the challenges and move us toward our vision?”***

Participants responded to the question and repeated the same procedure as in previous workshops. Whereas the Practical Vision addresses “What do we want to see in place?”, this workshop discerned the categories of activities that indicate strategic directions. It gave a clarity of purpose and direction that can now be communicated to the greater community.



**Strategic Directions**

Encourage New and Diverse Leadership	Engage Youth	Inspire Participation	Expand Volunteers and Opportunities	Inspiring Participation
<ul style="list-style-type: none"> <li>Collaborate with other organizations to create diversity in our leadership</li> <li>Increase esprit de corps at board meetings by wearing nametags, arranging seating in a smaller area, etc.</li> <li>Train people within committees for future chairmanships</li> <li>Utilize advisory board members more effectively. How?</li> </ul>	<ul style="list-style-type: none"> <li>Connect youth and education goals through targeted groups/school with added city staff</li> <li>Develop GYC partnership</li> <li>Develop solid partnerships with colleges/universities through pertinent avenues (i.e., internships)</li> <li>Broaden Growing the Green Way to include youth education</li> </ul>	<ul style="list-style-type: none"> <li>Activate a <b>working</b> marketing/communications committee</li> <li>Dogwood sales for 50<sup>th</sup> Anniversary</li> <li>Promote use of gardens for public and private events</li> <li>Do informational sessions for realtors</li> <li>Create PR/marketing campaign to raise awareness of and attract citizens to gardens</li> <li>Involve kids by asking feedback "Like Us" on Facebook</li> </ul> <p><b>Create a Memorable Brand</b></p> <ul style="list-style-type: none"> <li>Join "Love Greensboro" movement</li> <li>Create new sense of pride in Greensboro (a well-kept secret)</li> <li>Develop a city-wide communication strategy to reach all Greensboro citizens</li> <li>Get national recognition for our gardens</li> <li>Create 5-6 education/awareness programs to air on GCTV continuously (awareness)</li> <li>Sync branding with mission statement</li> <li>Expand marketing efforts – TV, radio, newspaper coverage, i.e., circle of caring interview</li> </ul>	<ul style="list-style-type: none"> <li>Recruit volunteers at <u>all</u> garden related events (symposium, master gardener classes, horticultural society meetings, park events)</li> <li>Recruit new committee members thru Leadership Greensboro, JC's, Horticultural Society, Master Gardeners, Newcomers</li> <li>Create new and additional volunteer opportunities in the garden (education, youth)</li> </ul>	
			<p><b>Connect with New Partners</b></p> <ul style="list-style-type: none"> <li>Connect with Greensboro economic development people</li> <li>Develop vehicle to connect with community</li> <li>Initiate a "City of Gardens" idea with Action Greensboro and city council Greensboro Partnership</li> <li>Join "Love Greensboro" movement</li> <li>Identify which businesses benefit from GBI</li> <li>Do informational session for realtors</li> </ul>	
			<p><b>Fill the Coffers</b></p> <ul style="list-style-type: none"> <li>Develop new and <b>relevant</b> fundraiser</li> <li>Create "Walk for Green" in the gardens (fundraiser, youth, awareness)</li> <li>Plan for Phase 2 capital campaign for Gateway Gardens</li> <li>\$1 contribution box on water bill to benefit gardens and parks</li> <li>Require board members to purchase 2 wreaths</li> <li>Develop tactical program to grow and expand corporate and/or individual contributions</li> </ul>	
			<p><b>Green Greensboro</b></p> <ul style="list-style-type: none"> <li>Create comprehensive tree ordinance to fuel tree planting/distribution program</li> <li>Create dogwood program to commemorate 50<sup>th</sup> anniversary (awareness, canopy)</li> <li>Increase number and frequency of tree plantings (canopy, youth)</li> </ul>	

## Long Range Planning Workshop Participants

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Mebane Ham	Celine Sprague
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Darryl Holsey	Marty Stover
Claudell Lassiter	Cilie Sutton



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Turning Green Dreams into Green Schemes

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