

**MINUTES OF THE REGULAR MEETING OF THE BOARD OF THE  
METROPOLITAN ZOOLOGICAL PARK AND MUSEUM DISTRICT**

St. Louis, Missouri  
April 25, 2023

A regular meeting of the Board of Directors of the Metropolitan Zoological Park and Museum District was held at 4344 Shaw Blvd., on Tuesday, April 25, at 12:00 p.m. The primary purpose of the meeting was to review and discuss the 2023 budget and 2022 financial statements presented by the Missouri Botanical Garden Subdistrict and the Missouri Botanical Garden (the “Garden”).

Darnetta Clinkscale, Chair of the Metropolitan Zoological Park and Museum District (“District”), called the meeting to order. Upon roll call, the following Board Members were present:

|                       |                     |
|-----------------------|---------------------|
| Jill Nowak            | Darnetta Clinkscale |
| Christine A. Chadwick | Sheila Hudson       |
| Thomas C. Mummert     | Bradley Bakker      |

Michelle Harris joined the meeting after roll call. Kenneth Powell was absent. Other persons attending the meeting included Michael A. Chivell from Armstrong Teasdale LLP, the District’s legal counsel, and District employees: Adrienne Mack, Matthew Pollock, and Florette Hampton

Public Comments: The Chair asked for public comments from those in attendance; no comments resulted.

Missouri Botanical Garden Subdistrict and Missouri Botanical Garden Budget Presentation: The Chair welcomed the Missouri Botanical Garden Subdistrict Commissioners, Missouri Botanical Garden Trustees, the Garden’s Management Team, and other guests.

Dr. Michael Stern, Chair of the Missouri Botanical Garden Board of Trustees, stated The Jack C. Taylor Visitor Center has been open for eight months and was funded entirely with private donations and thanked Ms. Clinkscale, ZMD Chair, for speaking at the opening ceremony. He discussed the ZMD Day held on October 16, 2022, celebrating the 50<sup>th</sup> Anniversary of the ZMD, the upward trajectory of the 2023 attendance, education work on site and community outreach, the continuing development of the Garden’s Diversity, Equity, Inclusion (DEI) efforts, and the impending opening of the Bayer Event Center. He concluded with how grateful the Garden is for the support of the St. Louis City and County taxpayers.

Lydia Padilla, Chair, Botanical Garden Subdistrict Board of Commissioners, stated that the members of the subdistrict are proud that the Jack C. Taylor Visitor Center opened on time and on budget and is welcoming for all visitors with an emphasis on sustainability, service, and inclusivity. Ms. Padilla shared that the Center is a critical component to the revitalization of our community. She concluded that the Garden is well run and fiscally sound, growing attendance is of great importance and the Board is satisfied with the trajectory the Garden is on. The Board is looking forward to the opening of the Bayer Center.

Dr. Peter Wyse Jackson, President Missouri Botanical Garden, thanked those in attendance for joining the meeting. He stated the Garden is focused on creating an outstanding visitor experience. Dr. Jackson shared visitor data attendance in 2022 was 830,000 visitors across all Garden sites, 68% non-ZMD, 32% ZMD which was lower than 2021 due to inclement weather. However, 2023 attendance is off to a record year.

Carrie Richter, Controller, Missouri Botanical Garden opened her presentation with ZMD revenue being 20%-30% of their Total Operating Revenue for the last 10 years. She shared that 2021, the percentage of ZMD revenue was less than previous years due to Employee Retention credits. Ms. Richter stated that the ZMD Tax support from St. Louis City and St. Louis County is used to pay employee salaries, benefits, and the Garden's utilities and without the ZMD support, the Garden services would be radically different. She highlighted the Garden's diverse sources of revenue, lowered endowment spend rate to ensure long term sustainability, visitor related revenue will grow in 2023 with the opening of the Bayer Event Center and the Chihuly Garden Event. ZMD revenue in dollar terms has increased each year, of which the Garden is appreciative. Ms. Richter concluded with the Garden's 61% of planned spending is for program services, meaning that nearly two-thirds of every dollar spent is an investment in the Garden. The endowment portfolio value decreased in 2022 due to unrealized losses during the market's downturn but has seen some recovery in early 2023. For 2023, the Garden reduced the endowment allocation to operations to 4.4% of the endowment market value which kept the dollar level consistent with 2022. They hope to incrementally reduce the allocation to operations each year Ms. Richter paused for questions. A discussion ensued.

Dr. Wyse Jackson continued the presentation with highlighted achievements in 2022; Grand Opening of Jack C Taylor Visitor Center, Japanese Festival, Best of Missouri Market, Garden Glow, November opening of Emerson Conservatory and the return Whitaker Music Festival. He shared Horticulture's numbers positive impact on the environment, Science and Conservation milestones (featured on *48 Hours* "The Tree that Helped Solve a Murder") new leadership and Sophia M. Sachs Butterfly House taking care of 98 endangered Antilles pink toe tarantulas. Dr. Jackson paused for questions. No questions.

Michelle Martin Bonner, Director, Diversity, Equity, Inclusion shared the Garden is making a difference through its Diversity, Inclusion and Belongings efforts through significant engagements with the community. She stated that they are actively inviting more diverse groups to the Garden. Ms. Bonner discussed creating a welcoming environment and enhancing cultural competency. She shared ways to create more opportunities to highlight events which observe diversity via communications, social media, and public relations. Ms. Martin Bonner paused for questions. A discussion ensued.

Dr. Sean Doherty, Vice President, Education provided an update about learning as it relates to the Education division. The goal of the education program is to deepen understanding, empower learners, and educate the diverse population about the importance of plants. He noted the expansion of the high school student internship programs and increased efforts to increase collaboration across other ZMD institutions and the community. Dr. Doherty shared that 2022 education programs reached nearly 30,000 learners, school programs reached 13,000 students which included access to tours and other offerings. He paused for questions. A discussion ensued.

Dr. Monica Carlsen-Krause, Assistant Scientist, Education Coordinator presented an overview of the most recent initiative of the Science, Education Division, the Research Experience for Undergraduates Program, funded by grants from the prestigious National Science Foundation. She shared that for the past 5 years the Garden has provided semester long internship training to 24 students at 6 local universities and colleges. Dr. Carlsen-Krause concluded that it is the Garden's hope to train the next generation of Botanist in the St. Louis region. Dr. Carlsen-Krause paused for questions. A discussion ensued.

Keith Archer, Chief Operation Officer discussed upcoming capital projects, which include the completion of the Jack C. Taylor Visitor Center, Family Hardy Plant Nursery, Schomburg House, the Linnean House, and permanent accessibility to the Lehmann Rose Garden. He stated that the current strategic plan, adopted in 2015, was extended due to pandemic, focused on plant conservation, cultural institution, organizational capability, and financial planning/continuity. Once the Bayer Event Center is completed, the leaders will focus on a new strategic planning process. Mr. Archer paused for questions. A discussion ensued.

Dr. Wyse Jackson provided a 2023 Preview. He stated that the Garden is now open 7 days a week, and noted the upcoming soft opening of the Bayer Center, the Chihuly in the Garden 2023 exhibition and thanked everyone for attending.

At the conclusion of the presentation, the Chair opened the meeting to questions and/or comments from the District Board Members. Discussions followed. The Chair thanked and complimented the Garden's management for their presentation. The Chair also opened the floor for feedback on the Garden. Discussions followed.

Result of Presentation: The Chair asked for feedback. The Board members discussed the Garden's use of technology, internship programs, financial stability, and suggested the District receive updates on the upcoming strategic planning process as well as the evolution of the DEI efforts, including development of internal policies and organizational cultural literacy.

Approval of Minutes: The Chair called for the approval of the minutes from the March 28, 2023, regular Board meeting. Ms. Nowak moved that the minutes be approved. Ms. Chadwick seconded the motion. The Chair asked for discussion; no discussion ensued. The minutes were approved with all present members voting "Aye".

Executive Director's Report: Mr. Pollock had nothing to report.

Personnel Committee Report: Ms. Clinkscale had nothing to report. The committee will meet on May 3, 2023.

Communications Committee Report: Mr. Pollock shared the committee had nothing to report. The committee will meet on May 3, 2023.

Audit Committee Report: Mr. Mummert had nothing to report.

Diversity, Equity, Inclusion Committee Report: Ms. Clinkscale discussed the scheduling of a meeting.

Report of Legal Counsel: Mr. Chivell had nothing to report. He shared that, due to his upcoming retirement, a colleague from Armstrong Teasdale will be assigned as legal counsel to the ZMD.

Old Business: No old business.

New Business: Mr. Pollock will sit on a Forest Park Forever panel Thursday, April 27, 2023, explaining the Zoo Museum District and how it works to Greater Huntsville, a community development group from Huntsville, AL.

The Chair asked for a motion to go into a Closed Session; pursuant to Section 610.021 (12) the Revised Statutes of Missouri to discuss negotiation of a contract. Mr. Mummert moved to close the meeting. Ms. Chadwick seconded the motion. The Chair asked for discussion; no discussion ensued.

The Board went into closed session at 01:22 pm.

The closed session of the meeting adjourned, and the regular meeting was reopened to the public at 01:29 p.m., and immediately adjourned upon motion by Ms. Nowak and seconded by Ms. Chadwick. Minutes from the Closed Session of the meeting will be prepared by Ms. Hampton and filed at the office of Armstrong Teasdale, LLP.

Respectfully submitted,

*Jill Nowak*

---

Jill Nowak

Secretary