



# Domes Task Force, June 13, 2019

Task 1 Summary Recommendations & Update from May 7 Presentation

## 1. RECAP FROM MAY 7

### Scope of Work From the RFP

“This study intends to build on the conclusions of the first two phases to develop a sustainable business plan for this unique cultural asset known as the Domes.

There is an opportunity to review the services that the Conservatory provides to the community, how the governance of the Conservatory is structured by Milwaukee County, as well as looking for partnering and funding opportunities.

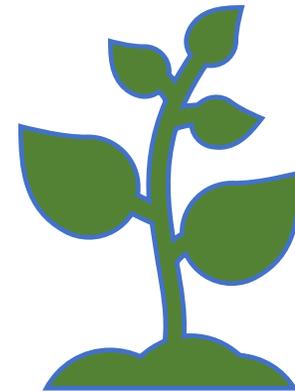
Multiple aspects of future planning are in need of refinement and study in order to determine the most appropriate path for the future of the Conservatory.”

## 2. Recap Vision/Mission from May 7

- Re-envision Mitchell Park as a Contemporary, World-Leading Urban Horticultural Destination.

Plan for the whole Park, not just the Domes.

Making the Domes successful requires making Mitchell Park successful.



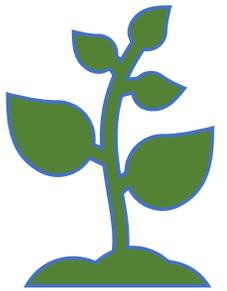
Mission:

Connecting and  
inspiring people  
through the world of  
plants.

# Mitchell Park & Domes Campus.

A place for wonder and fun,  
learning and exploration,  
involvement and community.

# 3. Task One Summary Recommendations: Partnership and Operating Model Analysis, and commitment by key partners to a new, viable operating model.



May 7 and  
Subsequent  
Testing

- A. What does it take to establish multi-generational year-round, repeat visitation?
- B. Will the community be excited by the elements of the new vision?
- C. Is a revenue mix from earned and contributed income necessary?
- D. Do the Domes and Mitchel Park require the attractive presence of a year-round restaurant, event, and learning center to create capital and operating revenue streams?

May-June  
Testing

- E. Is a strong, sustainable operating entity with significant programming and education capacity necessary?
- E. Are tax credits and Opportunity Zone (and other) investments viable to make the restoration and redevelopment financially achievable?
- F. Will there be the need for major naming gifts to meet the capital and endowment needs?

# 4. Task One Questions and Consultant Recommendations

Questions Informing Model Recommendations	Partnership and Operating Requirements, <u>Consultant Recommendations.</u>
What does it take to establish multi-generational year-round, repeat visitation?	<p><u>Programming Capacity.</u>            Program all three Domes as if programming a museum. Program Mitchell Park with additional gardens and centers highly appealing to community, to education, to all visitors. We also recommend creating “centers” for learning and community.</p>
Will the community be excited by the elements of the new vision?	<p><u>Partnership Commitment.</u>            Task Force enthusiasm at the May T.F. meeting has been matched by enthusiasm from those we have met. We recommend continuing with the concepts as presented on May 7.</p>
Is a revenue mix from earned and contributed income necessary?	<p><u>Yes. And doable.</u>            We see numerous new and sustainable revenue opportunities and recommend an operating model that includes these.</p>
Do the Domes and Mitchel Park require the attractive presence of a year-round	<p><u>Yes. These are essential for the mix of capital investment required. We recommend developing MP&amp;D to take advantage of these.</u></p>

# Programming, Partnerships, Community, Revenue Streams

- On May 7 we spoke of establishing both themed exhibitions and a series of “zones” or learning centers in both the Domes and the Park: Children’s and Family Garden, Teens and Adults, Health/Healing and Wellness.
- ✓ We recommend working with Partners to make these Zones exciting, sustainable, economically viable.



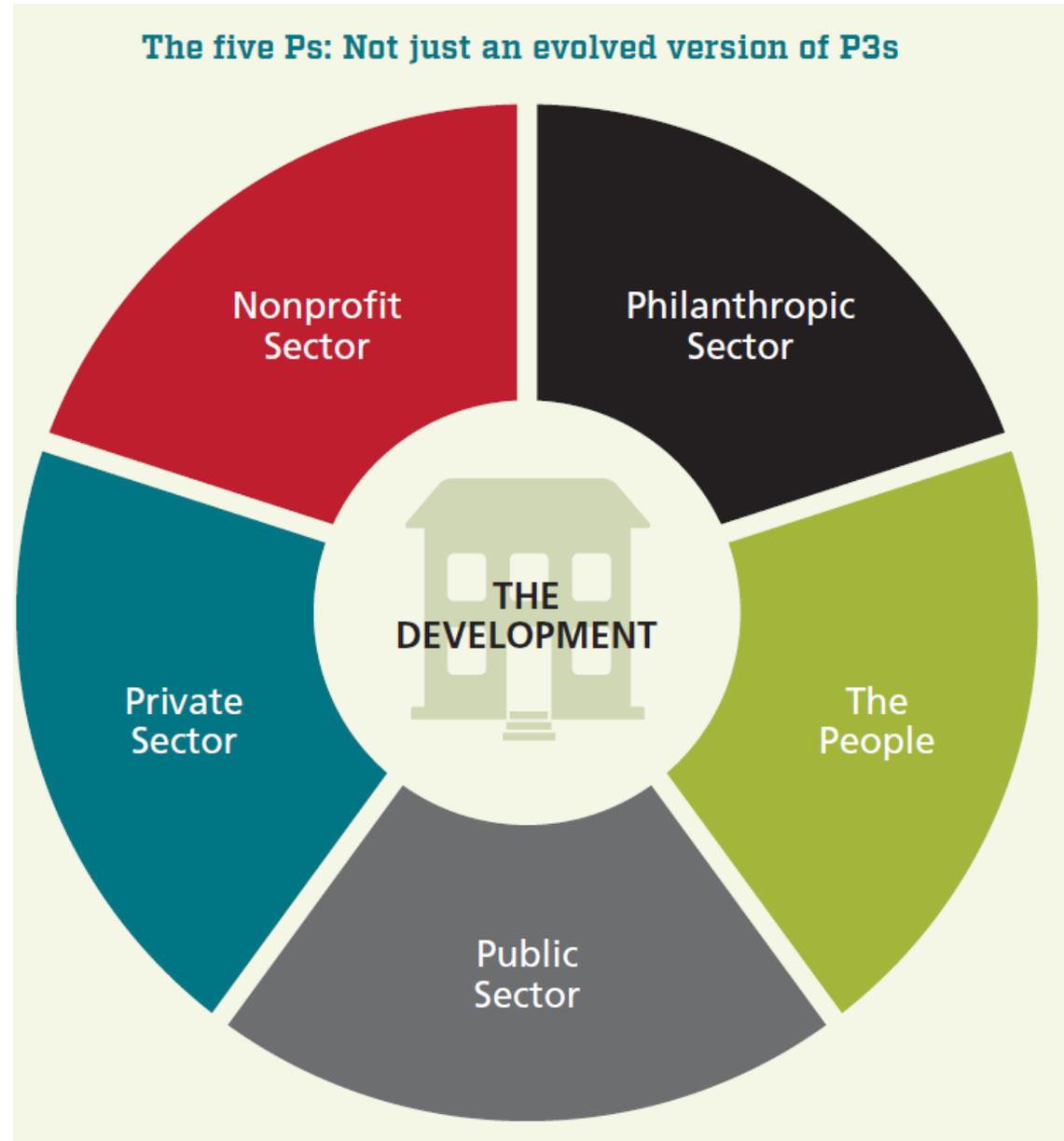
Recommendation:  
Develop multi-faceted, carefully designed  
public-private partnerships.

- Public-Private Partnerships make it possible to launch and sustain strong programming; makes possible capital investment through tax credits and investments, joint fund development for capital and operations.



Recommendation:  
Allow time for  
multiple opportunities  
for community input  
into partnership  
design and planning.

---



# Recommendation: Develop a Program and Service Portfolio by Theme, as “Centers”

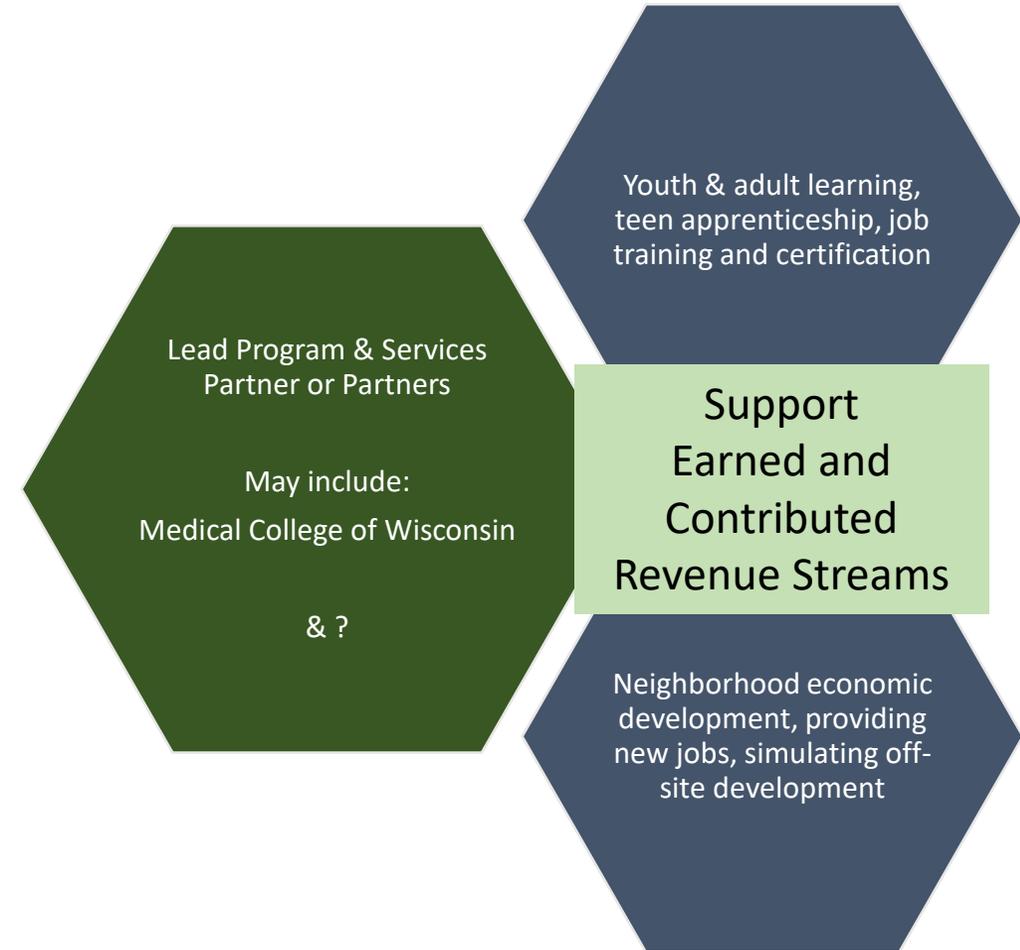


### Lead Partners Commit to:

- Risk and revenue sharing.
- Tax Credit partners for vestment/investors.
- Capital funding, joint campaign.
- Annual operating resources multi-year agreement.
- Lead space and program development.
- Applied/academic research.
- Constant presence.
- Degree and certification programs.

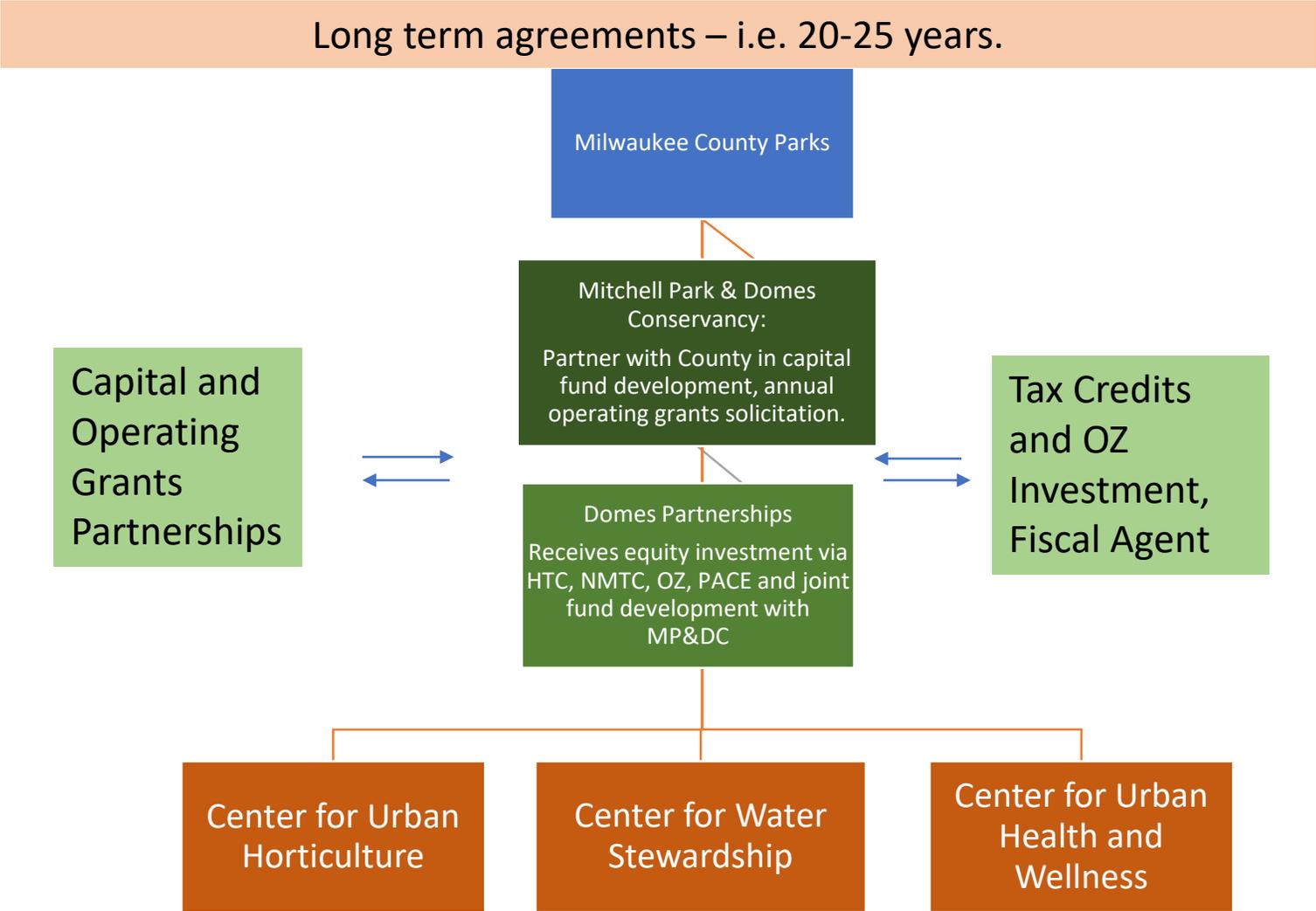
### Supporting Partners Commit to:

- Annual operating resources multi-year agreement.
- Shared vision, values, mission for Park-based services.
- Complimentary suite of programs, shared service meeting unique niche/non-competitive.
- Joint services – working with other residents to expand on service capacity.
- Additional space and program development



Recommendation: Use Criteria for Program Partnership Structure and Programming

# Recommendation: Establish a partnerships capital and operating system that can grow over time.



# 5. Additional Task One Questions and Consultant Recommendations

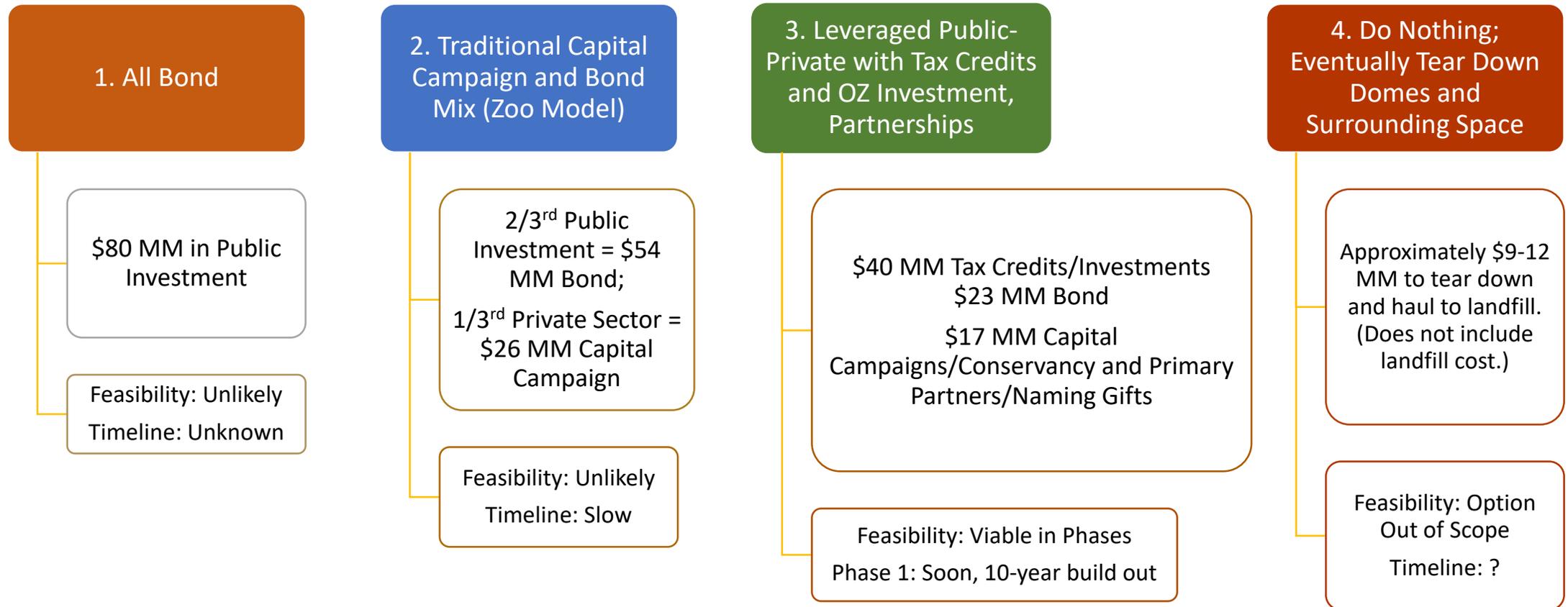
Questions Informing Model Recommendations	Partnership and Operating Requirements and <u>Consultant Recommendations</u>
Are tax credits and Opportunity Zone (and other) investments viable to make the restoration and redevelopment financially viable?	<p><u>Yes. We recommend these as essential for the mix of capital investment required.</u></p> <p>And they make possible NMT, HTC, PACE, Opportunity Zone and more.</p>
Is a strong, sustainable operating entity with significant programming and funding capacity necessary?	<p><u>Yes. We recommend creating a strong conservancy organization.</u></p> <p>Not only viable, but virtually essential for the needed capitalization and sustainable operations.</p>
Do the Domes and Mitchel Park require the attractive presence of a year-round restaurant, event, and learning center to create capital and operating revenue streams?	<p><u>Yes. Partnerships eliminate redundancy and strengthen community access and use of the Domes and Park.</u></p> <p>In today’s world of public-private fiscally responsible partnerships and sustainable, non-duplicative and community-first operating models, think in new partnership mechanisms for service delivery.</p>

## 6. Do MP & D Require Tax Credit Investment?

We recommend actively working to achieve this type of equity investment, even though it is challenging.

- The answer depends on the extent of public financing deemed viable.
- We have used a pro forma of \$79-\$81 million Domes restoration and full Park development plan, including most features we presented in May. (Does not include a Visitor Center or significant/large amphitheater.)
- Using Tax Credits and OZ as well as private sector capital fund development, it is possible to lower bond financing requirement for Milwaukee County Citizens to about 28% of the total cost, if phasing is used.

# 6.A. Scenarios with/without tax credit investment.



If leveraged approach (3) is used, what will it take to be viable for tax credit investment and capital support?

Being Eligible

“Likely”

**HTC could = \$10/5-\$11 MM in investment.**

- Supports public access to Domes.
- Requires public-private operating approach and long term commitment. “Build for 50 years.”

Winning  
“Competitive”

**NMTC, OZ Investment, PACE and Other Investment could = \$28 MM investment.**

- Supports “Back Office” for the Domes, Restaurant and Retail, Education and “Center” spaces, buildings and grounds throughout the Park.
- Requires public-private and partnership operating approach and long-term commitment. May be phased.

Securing  
“Viable, With  
Established  
Partners and  
Strong  
Leadership”

**Capital development could = \$17 MM +.**

- Supports ramp-up and new building, grounds (i.e. Children’s Garden) and other buildings, “centers .”
- Requires shared ventures with partners around essential vision and themes, long term commitment.
- May be in a series of campaigns over 10+ years.

## 7. If leveraged approach is used, is a strong, sustainable operating entity with significant programming and funding capacity necessary?

Recommendation: A very strong and experienced fund development, fiscal management and operations entity is virtually essential for the needed capitalization, tax credits and sustainable operations.

### Draft Governance Structure, Mitchell Park & Domes Conservancy 501(c)3:

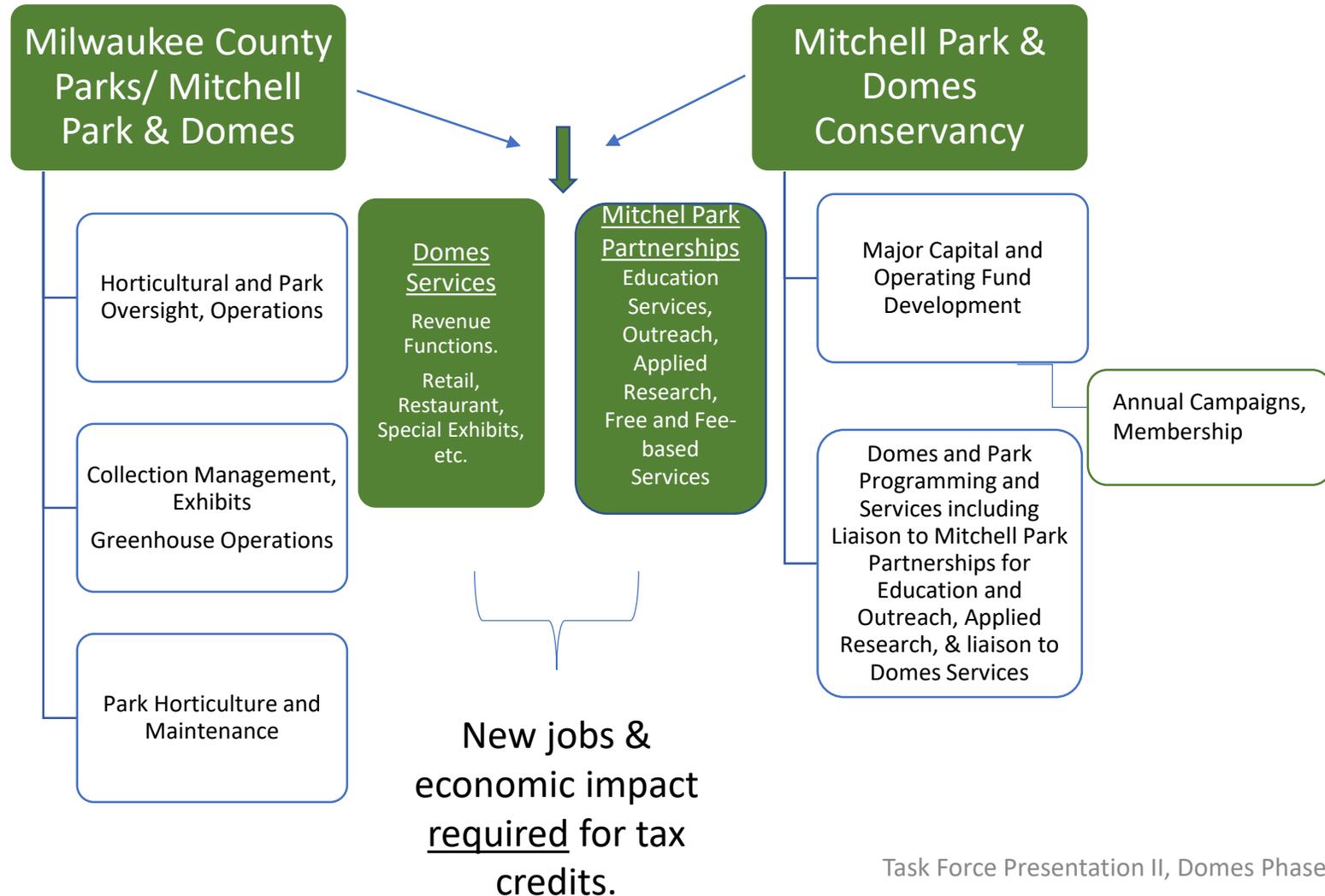
- 2 Seats, County Supervisors Appointed
- 5 Seats, Conservancy Elected
- 3 Seats, Equity Investors and Team (HTC, OZ, NMTC)
- 3 Seats, Domes Partners
- 1 Seat, Domes Services (i.e. restaurant)
- 15 TOTAL
- Plus ex officio

#### Draft Governance Structure, Mitchell Park Partnerships:

- 2 seats MP&D Conservancy
- 1 seat CDE (Equity, Tax Credits)
- 1 seat, Milwaukee County
- 1 seat each Primary Partner
- 3 seats elected from Supporting Partners

8. If leveraged public private approach is used, do the Domes and Mitchel Park require the attractive presence of a year-round restaurant, event, and learning center to create capital and operating revenue streams? And if so, how would these be best established?

Recommendation:  
Create an operating plan and partnership agreements that can grow and yet remain flexible over time.



## 9. Thinking Ahead: Timing, Moving Forward Recommendations

1. Continue in-depth, repeat, regular partnership discussions to be inclusive of all those who are able to make the vision – an entirely new type of urban botanical center for Milwaukee – to come alive.
2. Begin working, now, on the establishment of an exemplary leadership transition advisory committee so it is ready to begin work in August.
3. Identify and bring on board a full time senior staff person within Milwaukee County who can work full time on bringing this all together.
4. Plan for additional planning and consulting work to follow the August 1 report.
  - Working toward Tax Credits applications
  - Partnership development
  - Organizational development

