

ArtsMarket

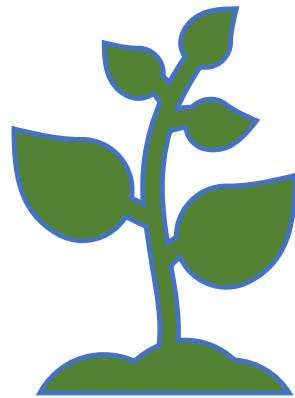
Presentation to the Domes Task Force

July 11, 2019

Recommendations Summary

1. Over the next ten years, implement a capital and operating approach that will be the foundation for a sustained, dynamic Mitchell Park and Domes for the next 50 years, placing it on par with important Milwaukee cultural destinations such as the Zoo and Milwaukee Public Museum.
2. Rehabilitate the historic Domes as architectural icons for Milwaukee, positioning the Domes, through its iconic architecture, to be on the National Historic Register.
3. Maintain the valued plant collection housed in the Domes as a foundation for animating the programming of the Domes, to make the experience relevant to today's Milwaukee community.
4. Build upon the Task Force's Phase 1's "eco-Dome" concept: expand this to three eco-domes that each become the context for telling multiple stories through changing exhibitions: The Deserts of the World Dome; Rainforests of the World Dome; and "Our World" Dome, which may also become the Wisconsin Center for Urban Horticulture. Use these changing, culturally relevant exhibitions to again make the Domes and Mitchell Park a place of wonder and fun, learning and exploration, involvement and community.
5. Re-envision all of Mitchell Park as closely linked to the Domes, shaping an urban horticultural destination. Making the Domes successful requires building the Park for success indoors and outdoors.
6. Adopt a Park and Domes mission that adds people to plants: "connecting and inspiring people through the world of plants."

Making this Possible:
Important Elements for the
Task Force to Discuss



1. The Success Model includes both “Targeted,” “Eco-Dome,” and More.

Targeted Investment

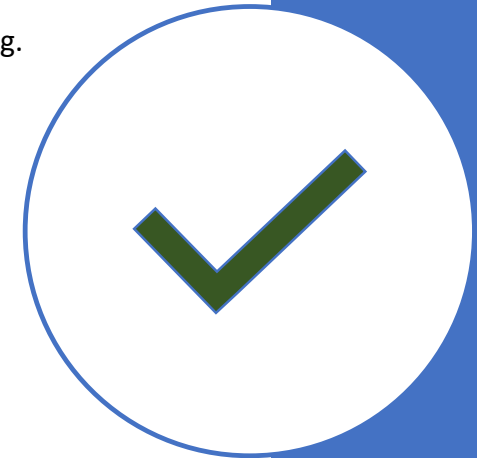
- Address deferred maintenance.
- Add key additions and new construction to increase the functionality of the Domes complex, including classrooms, offices, meeting space, storage, ADA.
- Improve/expand guest entrance, ticketing sequence and group arrival areas.
- Add improved retail space and food service with small seating area.
- Improve connections to Greenhouses and Annex. Enhance annex as a venue for facility rentals, add catering kitchen and air conditioning.
- Increase parking capacity and site wayfinding, improved connections to park and trail.
- Operating enhancements: staff, operations, programs, education, and partnership.
- Increased role for Friends of the Dome.

EcoDome Destination

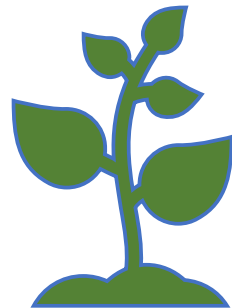
- Address deferred maintenance.
- Support targeted investments (per above)
- Add new immersive Ecological Habitat Zone and other enhancements
- Add exterior gardens and activity space.

Required Additional Success Elements

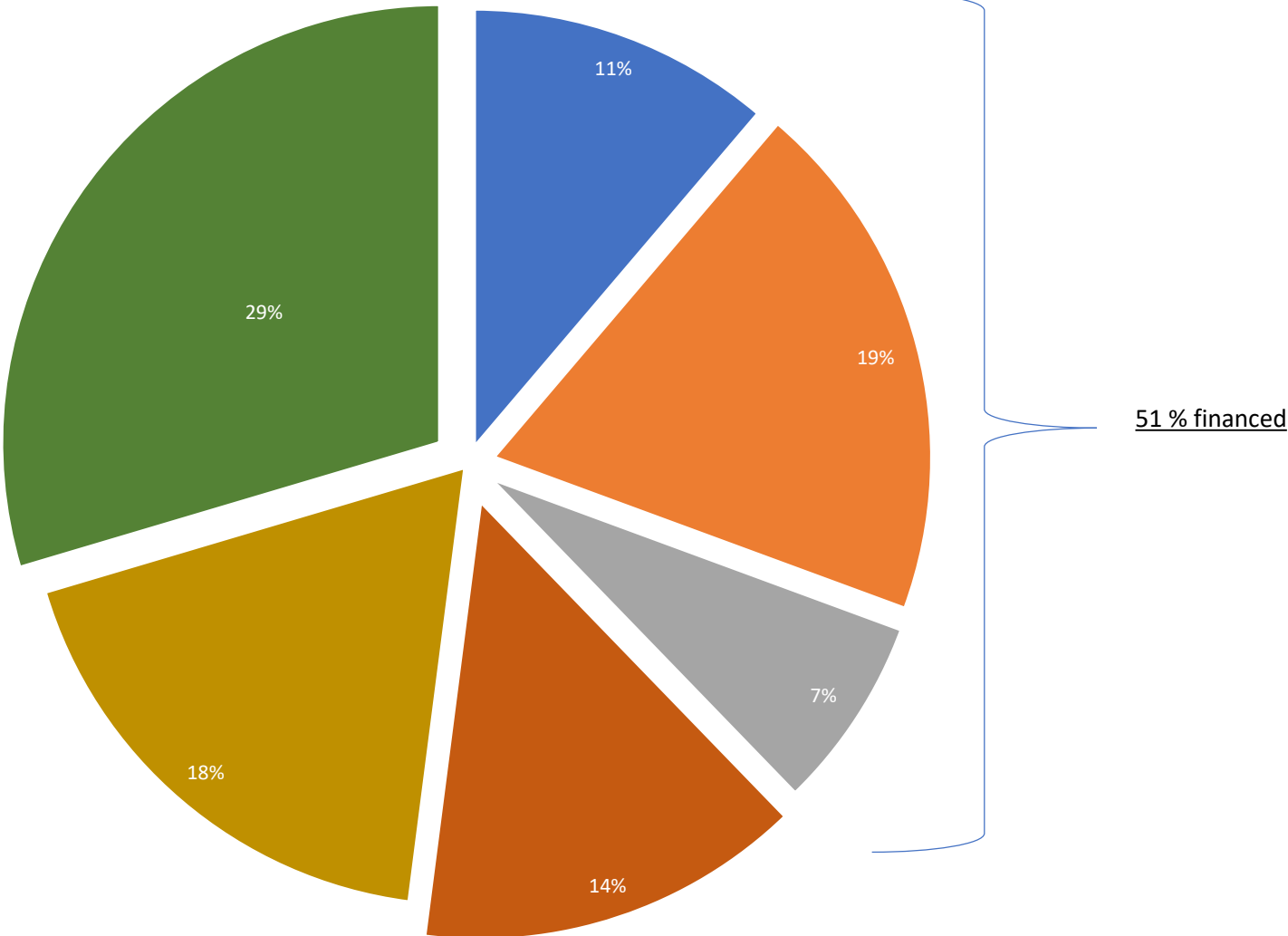
- Partnerships for deep and constant programming and service
- Restaurant, Pavilion Event Venue, Wedding Garden, Children’s Garden, Centers for Health & Learning, additional gardens, roadways.
- Operating and revenue model that pays down up-front financing from non-traditional capital plan
- Utilizing most of the Park as an urban horticultural center while providing community park elements.
- Being a provider of workforce development education, community involvement and education, an economic hub and a provider of increased quality jobs.



2. Capitalizing the Domes and Park with limited Milwaukee County funding requires a whole new way of thinking.

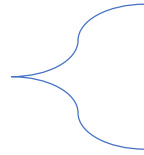


Capitalizing Mitchell Park & its Domes

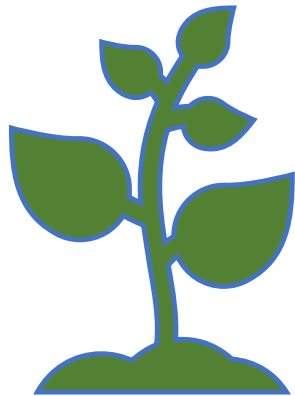


■ Historic Tax Credits ■ New Market Tax Credits ■ PACE Tax Credits ■ Opportunity Zone Investment ■ Private Sector Giving ■ Start up grants ■ Milwaukee County

Carries many responsibilities



Revenue Item	Pro Forma Estimate
HTC	\$ 6,500,000
NMTC	\$11,000,000
OZ Investment	\$ 8,000,000
PACE	\$ 4,000,000
Private Sector Capital Campaign	\$14,500,000
Start up Grants	\$ 1,000,000
County/Other	\$17,900,000
TOTAL	\$62,900,000



Expense Item	Pro Forma Estimate
Domes rehabilitation	\$30,000,000
New buildings, additions, spaces	\$ 12,500,000
Landscape/Gardens and installation	\$ 3,500,000
Professional fees	\$ 6,000,000
Temporary facilities and moving costs	\$ 900,000
Exhibits build out/indoors and out	\$ 3,000,000
Infrastructure and green Park Conservation	\$ 2,500,000
FF&E	\$ 600,000
Soft costs	\$ 900,000
Ramp up Operations, Domes and Park	\$ 2,000,000
Owner's Contingency	\$ 1,000,000
TOTAL	\$62,900,000

^[1] This does not include reinstalling the tennis courts or a soccer field. It only addresses the Domes and gardens.

The Rewards and Realities of Capital Financing.

- HTC. \$6.5 Million

- Direct Investment into Project.
- But, only comes in when Building placed “in service” so a short-term loan will be required.
- Project sells the HTC at a discount.
- HTC requires a legal flow-through model.
- Only the “architecturally significant” Domes building eligible.

- NMTC. \$11 Million

- Partial investment (39%); balance is loan that has to be repaid in 10 years.
- Requires an operating plan that addresses community needs: workforce development, quality jobs, economic advantages.

- Opportunity Zone (OZ Investment) \$8 Million

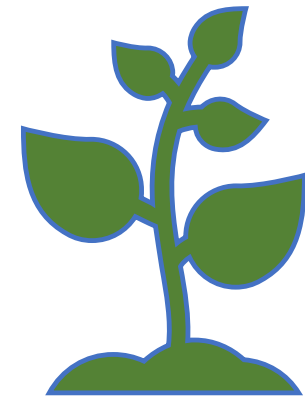
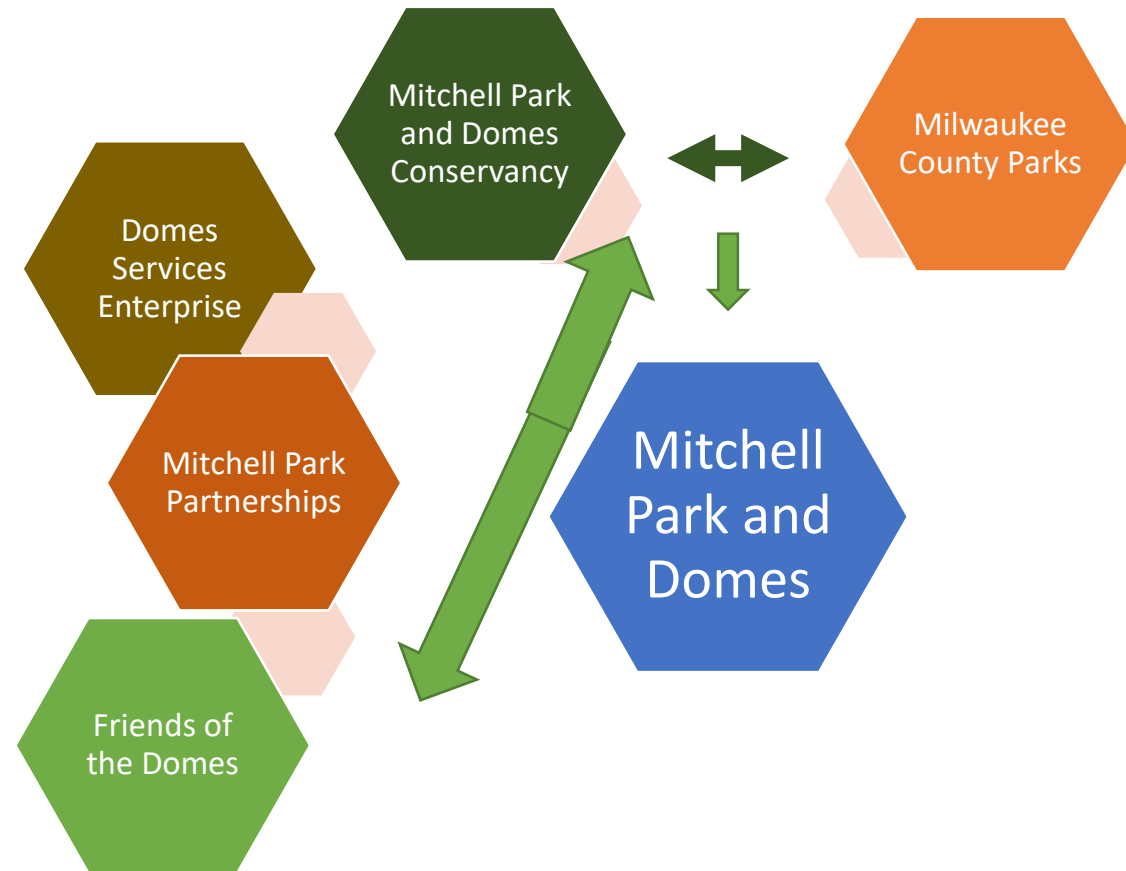
- Requires repayment within 10 years.



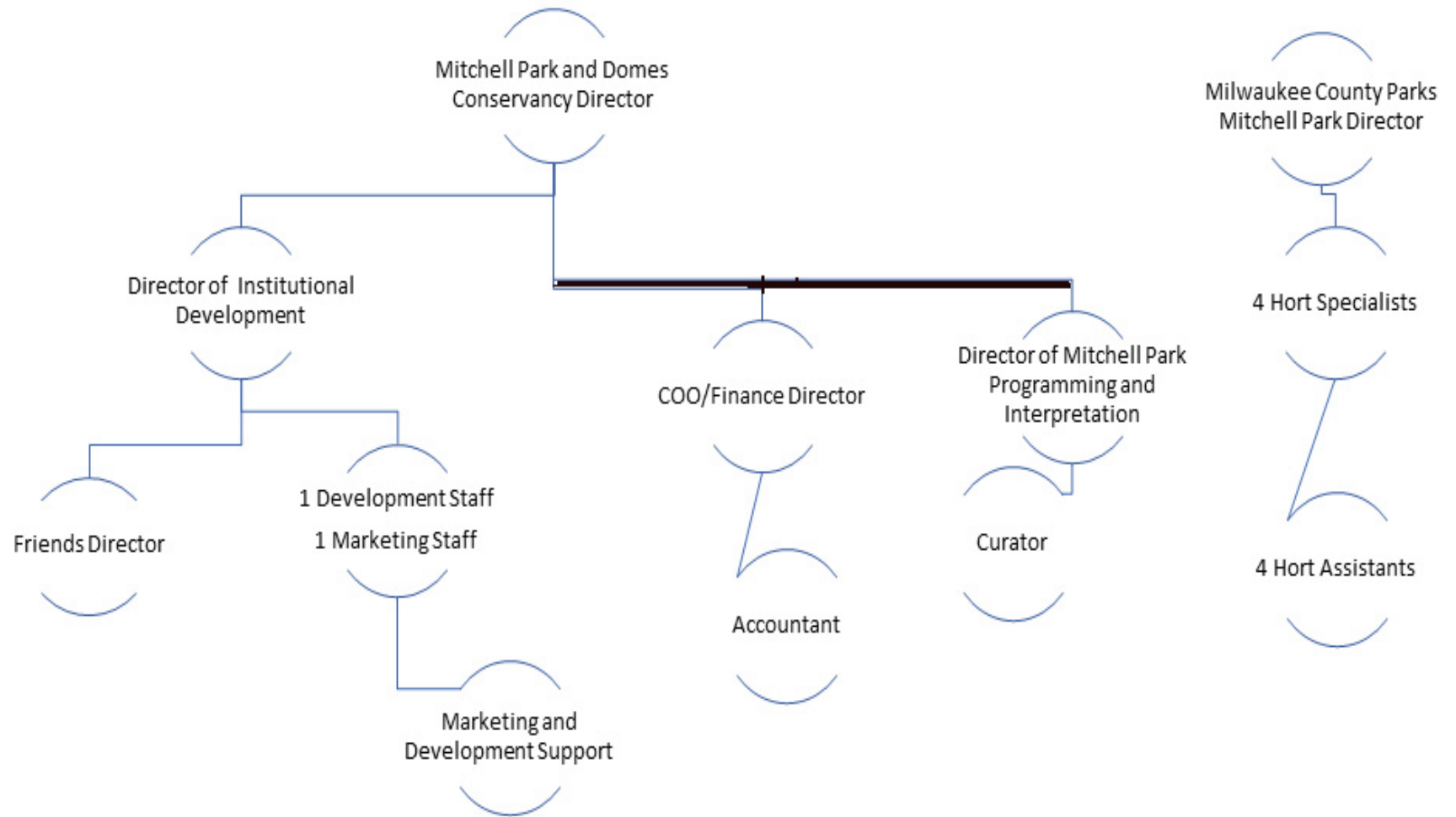
- PACE. \$4 Million

- Requires repayment over 20 years.

3. Driving this for Capital and Operations Takes a New Approach: All in this Together



Potential
Operating
Structure



4. Essential: A Revenue Budget that Aggressively Ramps-up

Revenue	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Admissions	\$ 950,000.00	\$ 900,000.00	\$ 1,200,000.00	\$ 1,350,000.00	\$ 1,500,000.00	\$ 1,600,000.00	\$ 1,600,000.00	\$ 1,650,000.00	\$ 1,700,000.00	\$ 1,700,000.00	\$ 1,800,000.00	\$ 1,800,000.00
Domes Services												
Catering and Restaurant, other rentals	\$ 120,000.00	\$ 200,000.00	\$ 280,000.00	\$ 325,000.00	\$ 340,000.00	\$ 360,000.00	\$ 365,000.00	\$ 365,000.00	\$ 370,000.00	\$ 380,000.00	\$ 390,000.00	\$ 400,000.00
Retail Net	\$ 60,000.00	\$ 130.00	\$ 200,000.00	\$ 230,000.00	\$ 260,000.00	\$ 300,000.00	\$ 320,000.00	\$ 335,000.00	\$ 340,000.00	\$ 350,000.00	\$ 355,000.00	\$ 360,000.00
Touring Exhibit Fabrication	\$ -	\$ -	\$ 45,000.00	\$ 75,000.00	\$ 135,000.00	\$ 150,000.00	\$ 160,000.00	\$ 165,000.00	\$ 175,000.00	\$ 180,000.00	\$ 190,000.00	\$ 200,000.00
Mitchell Park Partnerships												
WI Center Urban Hort		\$ 75,000.00	\$ 90,000.00	\$ 135,000.00	\$ 150,000.00	\$ 160,000.00	\$ 165,000.00	\$ 170,000.00	\$ 175,000.00	\$ 175,000.00	\$ 180,000.00	\$ 180,000.00
Health and Urban Ag Other Partners												
NMTC/OZ Ramp up non capital costs/staff and operations		\$ 500,000.00	\$ 300,000.00	\$ 300,000.00								
Program Grants	\$ 750,000.00	\$ 1,000,000.00	\$ 1,000,000.00	\$ 1,000,000.00	\$ 1,500,000.00	\$ 1,750,000.00	\$ 1,800,000.00	\$ 1,900,000.00	\$ 2,000,000.00	\$ 2,000,000.00	\$ 2,250,000.00	\$ 2,250,000.00
Membership net	\$ 180,000.00	\$ 250,000.00	\$ 270,000.00	\$ 300,000.00	\$ 325,000.00	\$ 335,000.00	\$ 350,000.00	\$ 365,000.00	\$ 370,000.00	\$ 380,000.00	\$ 380,000.00	\$ 400,000.00
TOTAL W/O PARK	\$ 2,060,000.00	\$ 2,925,130.00	\$ 3,385,000.00	\$ 3,715,000.00	\$ 4,210,000.00	\$ 4,655,000.00	\$ 4,760,000.00	\$ 4,950,000.00	\$ 5,130,000.00	\$ 5,165,000.00	\$ 5,545,000.00	\$ 5,590,000.00
PARKS	\$ 400,000.00	\$ 400,000.00	\$ 350,000.00	\$ 300,000.00	\$ 300,000.00	\$ 250,000.00	\$ 250,000.00	\$ 250,000.00	\$ 250,000.00	\$ 250,000.00	\$ 250,000.00	\$ 250,000.00
TOTAL ALL	\$ 2,460,000.00	\$ 3,325,130.00	\$ 3,735,000.00	\$ 4,015,000.00	\$ 4,510,000.00	\$ 4,905,000.00	\$ 5,010,000.00	\$ 5,200,000.00	\$ 5,380,000.00	\$ 5,415,000.00	\$ 5,795,000.00	\$ 5,840,000.00

Revenue Sharing

NMTC Programming Ramp Up

Annual Parks Net



6. Move Rapidly into Next Steps

This plan envisions the balance of 2020 and into the first months of 2021 as transition and planning time.

Tasks include:

1. Establish a high-level civic leadership committee to move the plan toward implementation.
2. Establish the legal structures that support the receipt of tax credits and OZ investment.
3. Establish the legal structure and governance oversight for the proposed Conservancy.
4. Develop and establish the structure for Mitchell Park Partnerships and define what each party brings to the Partnerships and receives from the Partnerships.
Develop a financial and operating plan for the Partnerships that supports the multi-year vision and budget.
5. Develop and establish the structure for Domes Services and define what is included, the legal relationship of the entities, and the operating and financial plan.
6. Apply for and gain transition grants from national sources that may include the National Trust for Historic Preservation, Kresge Foundation, Argosy Foundation, and others.
7. Fund and complete the architectural, engineering, and landscape architectural plans for the Park.
8. Secure commitment for and advance the water stewardship water recirculation plan for the Park.
9. Ensure that the Domes become listed on the National Historic Register.
10. Put together the package of HTC, NMTC, OZ investment, and PACE as well as any other funding/financing mechanisms to begin Phase 1 construction in 2021.
11. Hire initial staff for the Conservancy.
12. Conduct a full capital campaign study. Launch campaign with leadership gifts.

Discussion

