

MITCHELL PARK HORTICULTURAL CONSERVATORY

Future Path and Feasibility Study

Domes Task Force Meeting

December 12, 2017

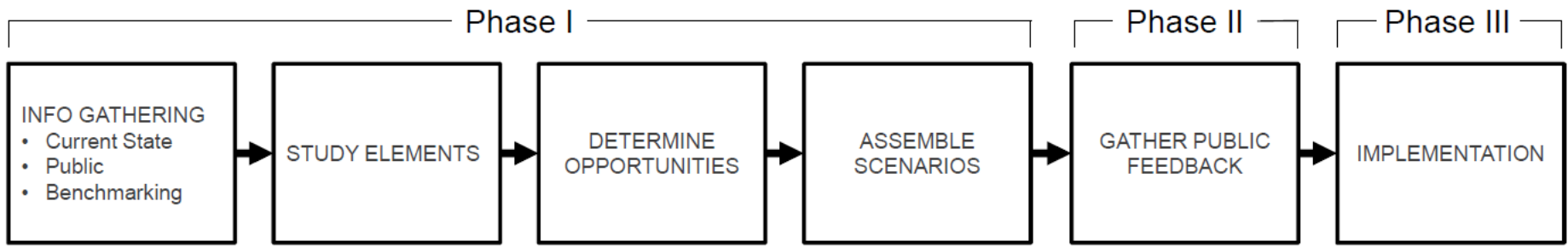
Presented By:

HGA, Inc. and ConsultEcon, Inc.



ConsultEcon, Inc.

MITCHELL PARK HORTICULTURAL CONSERVATORY



2017						2018						
July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul
Info	██████████	██████████	██████████		██████████							
Study		██████████	██████████	██████████	██████████							
Opportunities			██████████	██████████	██████████							
Scenarios				██████████	██████████	██████████	██████████	██████████	██████████			
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Topics for December 12, 2017 Task Force Meeting

- ◆ **Recap of November 14, 2017 Task Force Meeting**
- ◆ **Continuation of November Task Force Presentation**
- ◆ **Future Path Opportunities**
- ◆ **Next Steps**

Future Path Opportunities

Improving Current Performance

- a) Enhanced Operations
- b) Targeted Investments

Pursuing Aspirational Goals

- c) Destination Conservatory
- d) Partner Organizations

Exploring Something New

- e) Non Conservatory
Alternative Uses
- f) Site Reuse



Future Path Opportunities Improving Current Performance

a) Enhanced Operations

- This opportunity would focus on enhancing funding and operations of the current facility, with the desired outcome of having resources to offer improved visitor experiences and enhanced programming.
- This is an enhanced “status quo” scenario, with an increased operating budget that would enable investment in critical programming and improvements.
- Modest increases to staffing and renovation to existing buildings and infrastructure will be addressed.

Future Path Opportunities Improving Current Performance

a) Enhanced Operations

Opportunities include:

- Strengthen operations with non-profit organizational structure
- Balance operational budget between public and private resources(similar to Zoo)
- Create partnership with other county or regional entities with shared mission (Boerner Botanical Gardens, Zoo)
- Continue to explore innovative programming to drive increases in visitor attendance.

Investment: Low

Impact: Low

Future Path Opportunities Improving Current Performance

b) Targeted Investments

- This opportunity is based on enhanced funding and operational capacity as the source for targeted investments that contribute to the bottom line.
- Specific investments will be identified based on their ability to have an impact on the visitor experience and grow attendance.

Future Path Opportunities Improving Current Performance

b) Targeted Investments

Opportunities include:

- Upgrading Interpretive displays
- Introduce Native Ecological exhibits
- Integrating STEM into Horticultural Interpretation
- Art/Nature Programming
- Plant and Landscaping education
- Dark Dome/Bats at Night programming
- Children's Gardens and Displays
- Insectarium/Butterfly exhibits and programming
- Grow Plants for sale

Future Path Opportunities Improving Current Performance

b) Targeted Investments

Opportunities include:

- Integration of Greenhouses into programming (through improved circulation)
- Improve Energy efficiency
- Biosphere/Sustainability exhibits and programming
- Food Service Facilities to support events and restaurant
- Visitor Orientation/Theater space
- Improved Changing Exhibit space
- Safety/Security enhancements

Investment: Modest

**Impact: Modest to
Significant**

Future Path Opportunities Pursuing Aspirational Goals

c) Destination Conservatory

- This opportunity would be achieved through a series of transformative investments in the quality and quantity of horticultural exhibits, improvements to the facilities and additional amenities to enhance the visitor experience, and educational programming to elevate the reputation to that of a major regional destination.
- This would also likely include organizational improvements identified previously
- Will likely require significant private / philanthropic capital funding for implementation.

Future Path Opportunities Pursuing Aspirational Goals

c) Destination Conservatory

Opportunities include:

- World class exhibits related to horticultural ecosystems
- Conversion of current “show dome” to a third climate exhibit to increase “critical mass” of horticultural collection.
- Introduce canopy walk structure
- New space designed for and dedicated to changing exhibit programming

Investment: High

Impact: Significant

Future Path Opportunities Pursuing Aspirational Goals

c) Destination Conservatory

Opportunities include:

- Elevate the quality and quantity of amenities that support longer visits, and drive increased attendance with larger geographic reach.
- Bring botanical gardens back to Mitchell park as a strategy to balance year round attendance.
- Investment in branding and advertising will be critical to sustaining long term success.
- Operational investment in increased staffing and programming

Investment: High

Impact: Significant

Future Path Opportunities Pursuing Aspirational Goals

d) Partner Organizations

- This opportunity focuses on seeking partnerships that will assist to broaden the audience of the Conservatory by introducing new exhibits and programming. The partners will bring expertise, programming capabilities and funding related to topics that have a natural synergy with the horticultural mission of the Domes. Requires vision that inspires partner engagement.
- Trends in the market place suggest that the science, technology, and environmental sustainability may attract visitors from diverse demographic backgrounds, and create opportunities for growth.
- The nature of the potential partnerships may range from occasional shared use of the facilities to that of a permanent organizational merger. The mission of the Conservatory may need to flex to respond to the needs of it's partners to promote their brand and identity.

Future Path Opportunities Pursuing Aspirational Goals

d) Partner Organizations

Opportunities include:

- Higher Ed Institutions
- Music/Arts organizations
- Nature centers/Environmental educators
- Health and wellness organizations
- Children’s museum and education institutions
- Native American communities
- Recreational organizations and clubs

Future Path Opportunities Pursuing Aspirational Goals

d) Partner Organizations

Opportunities include:

- Outdoor /climbing clubs and organizations
- Corporate entity sponsorship/naming rights
- Sustainability/Environmental conservation focused businesses
- Other County managed Cultural institutions
- Restaurant operator
- Water Council and associated membership

Investment: Modest

Impact: Significant

Future Path Opportunities Exploring Something New

e) Non Conservatory Alternative Uses

- This opportunity would focus on an alternative non-horticultural use of the Domes either as a County operated use or an outside operator under contract with the County.
- The goal behind this opportunity would be to maintain the structure of the Domes through alternative uses that are able to generate revenue adequate to support the operational costs of the unique facility.
- This scenario would be a significant change for the Domes and leave the current greenhouses as free-standing.

Future Path Opportunities Exploring Something New

e) Non Conservatory Alternative Uses

Opportunities include:

- Environmental research
- Pop-up Event center
- Children's focused programming and education
- Native American Cultural Center opportunities
- Recreational use including water park/ice rink/climbing walls
- Outdoor /climbing clubs and organizations
- Natural History Center

Future Path Opportunities Exploring Something New

e) Non Conservatory Alternative Uses

Opportunities include:

- Corporate naming rights
- Sustainability/Environmental conservation focused businesses
- Shared programming with other County managed Cultural institutions
- Destination Restaurant
- Health/Wellness/Spa

Investment: High

Impact: Modest

Future Path Opportunities Exploring Something New

f) Site Reuse

- This opportunity would envision using the site for other uses than the current Conservatory through removal of the Dome structures. The horticultural collections might be relocated elsewhere, the Domes dismantled or perhaps a portion remaining as sculptural elements in a community park.
- Creating a new structure to house the horticultural collection at some other location in the region is possible if the community will support the funding.
- Costs would be incurred to potentially move the horticultural collection, and demolish the buildings. The current economic and educational impact of the Domes within the community would be lost.

Future Path Opportunities Exploring Something New

f) Site Reuse

Opportunities include:

- Expanded recreational site/community park
- Clarke Square neighborhood Community center
- Expanded greenhouse operations/urban gardening opportunity

Investment: Modest

Impact: Low

Future Path Opportunities

Evaluation Criteria

- **Visitor/Community Interest and Demand**
- **Cost Benefit Evaluation**
- **Supports Mission and Vision**
- **Sustainability (over time)**
- **Compliments other cultural venues(not competes)**
- **Potential for Partner investment**

Next Steps

Phase I

- 1) Evaluate/Prioritize Opportunities
 - 2) Task Force Work Session
 - 3) Bundle into Scenarios (3)
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Phase II

- 4) Test Scenarios with Governmental Leadership/Community Partners
 - 5) Test Preferred Scenario(s) via Community engagement process
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Phase III

- 6) Create Vision around preferred Scenario
- 7) Develop plan for Implementation
- 8) ACTION
- 9) Continuous improvement (Review outcomes and continuously improve plan)