

MITCHELL PARK HORTICULTURAL CONSERVATORY

**Future Path and Feasibility Study
Domes Task Force Meeting
February 20, 2018**

Presented By:
HGA, Inc. and ConsultEcon, Inc.



ConsultEcon, Inc.

Topics for February 20, 2018 Task Force Meeting

- ◆ Task Force Minutes and Business
- ◆ Recap of January 16, 2018 Task Force Workshop
- ◆ Presentation of Future Options
- ◆ Next Steps

Future Options of the Domes

◆ Option 1 "Do Nothing"

- No Action taken on remediating deferred maintenance.
- Deterioration continues. Likely to shorten the useful life of Domes support structure through continued water infiltration.
- Requires continued reinvestment in mesh screens and intermittent closures for inspections.
- Sub-optimum conditions for plant collection continues.
- Excessive utility costs continue which divert County funding support from other positive expenditures in Domes operating budget.
- This Option is assumed to lead to demolition of the Domes at some point in upcoming years.

Future Options of the Domes

◆ Option 2 Demolish Domes

- Provision for transferring portions of the collections to a suitable location; or loss of valuable and important botanical collections.
- May require constructing a new facility to house portions of the collection; or shipping out-of-state. New uses would have to be found for the Greenhouses and Annex.
- Capital costs include: Demolition of Domes; re-landscape parking lots and roads, transferring plants to a new home (build new facility?), investment in Greenhouses and Annex for new use.

Future Options of the Domes

◆ Option 3 Address Deferred Maintenance

- Repair building envelope (glass, seals, concrete coating, etc.).
- Operations continue as current.

Future Options of the Domes

◆ Option 4 Targeted Investments

- Address Deferred Maintenance;
- Add key additions and new construction to increase functionality of Domes complex. Includes, classrooms, offices, meeting space, storage.
- 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 farmers market and facility rentals, add catering kitchen.
- Increase parking capacity and site wayfinding; Improved connections to park and trail.
- Operating enhancements: staff, operations, programs, education, partnerships .
- Increased role for Friends of the Domes.

Future Options of the Domes

- ◆ **Option 5A EcoDome Destination Attraction** In addition to Targeted Investments
 - *Show Dome*: New immersive Ecological Habitat Zone; canopy walks, aquariums, live animals
 - Create Changing Exhibit area.
 - Create new facility for themed flower shows and other public events.
 - Add butterfly and other animal exhibit elements to Botanical Domes.
 - Add outdoor Children's Garden in ticketed zone.
 - Expand outdoor gardens -- meditation, therapeutic, ethnic, rose, herb, heritage etc.
 - Add Community Gardens.
 - Add conservation and ecological elements in new exhibits and in Domes.
 - Destination restaurant.
 - Operating enhancements: staff, operations, programs, education, partnerships, Governance.

Future Options of the Domes

- ◆ **Option 5B Adventure Dome Destination Attraction** In addition to Targeted Investments
 - *Show Dome*: New Themed Adventure Experience s: canopy walks, zip lines, climbing structures, water play features, playground - All with botanical setting.
 - Create Changing Exhibit area.
 - Create new facility for themed flower shows and other public events.
 - Add butterfly and other animal exhibit elements to Botanical Domes.
 - Add outdoor Children's Garden in ticketed zone.
 - Destination restaurant.
 - Operating enhancements: staff, operations, programs, education, partnerships, Governance.

Future Options of the Domes

◆ Option 6A Hybrid Redevelopment EcoDome Destination Attraction

- Create EcoDome Destination Attraction in the location of razed Show Dome.
- This building targeted at 50+ year lifespan as compared to 25+ for Show Dome.
- Facilitates development in a built to suit building.
- Accommodates investment criteria with a long term facility lifespan.

Future Options of the Domes

- ◆ **Option 6A Hybrid Redevelopment Adventure Dome Destination Attraction**
 - Create Adventure Dome Destination Attraction in the location of razed Show Dome.
 - This building targeted at 50+ year lifespan as compared to 25+ for Show Dome.
 - Facilitates development in a built to suit building.
 - Accommodates investment criteria with a long term facility lifespan.

Facility Elements in Options for the Future of the Domes

			Options that bundle Opportunities to create a vision for the future						
	<u>Option 1</u> "Do Nothing"	<u>Option 2</u> Demolish Domes	<u>Option 3</u> Address Deferred Maintenance	<u>Option 4</u> Targeted Investments	<u>Option 5A</u> EcoDome Destination Attraction	<u>Option 5B</u> Adventure Dome Destination Attraction	<u>Option 6A</u> Hybrid Redevelopment EcoDome Destination Attraction	<u>Option 6B</u> Hybrid Redevelopment Adventure Dome Destination Attraction	
Opportunities to Rehabilitate and Expand Domes Facilities # (Preliminary Estimates for Discussion Only)		Capital Cost Allowance \$10 to \$15 Million	Capital Cost Allowance \$20 to \$30 Million	Capital Cost Allowance \$40 to \$50 Million	Capital Cost Allowance \$70 to \$95 Million	Capital Cost Allowance \$70 to \$95 Million	Capital Cost Allowance \$70 to \$95 Million	Capital Cost Allowance \$70 to \$95 Million	
1 Repair All Domes Building Envelopes									
2 Repair Desert and Tropical Domes only; Replace Show Dome with new Destination Attraction									
3 Substantially improve structure or replacement									
4 Upgrade HVAC Systems									
5 Improve / expand guest entrance, ticketing sequence and group arrival areas									
6 Add classrooms, meeting space, staff offices, storage									
7 Add improved retail space, and food service with small seating area									
8 Improve connections to greenhouses and Annex									
9 Enhance Annex as a venue for farmers market and facility rentals, add catering kitchen									
10 Increase parking capacity and site wayfinding									
11 Improved connections to park and trail									
12 Improve exhibit experience in Horticultural Domes									

Facility Elements in Options for the Future of the Domes (continued)

		Options that bundle Opportunities to create a vision for the future						
	Option 1 "Do Nothing"	Option 2 Demolish Domes	Option 3 Address Deferred Maintenance	Option 4 Targeted Investments	Option 5A EcoDome Destination Attraction	Option 5B Adventure Dome Destination Attraction	Option 6A Hybrid Redevelopment EcoDome Destination Attraction	Option 6B Hybrid Redevelopment Adventure Dome Destination Attraction
13 Showdome: new immersive Ecological Habitat Zone; canopy walks, aquarium tanks, live animals								
14 Showdome: new botanically themed Adventure Experiences: canopy walks, zip lines, climbing structures, water play features, playground								
15 New Dome: new immersive Ecological Habitat Zone; canopy walks, aquarium tanks, live animals								
16 New dome: new botanically themed Adventure Experiences: canopy walks, zip lines, climbing structures, water play features, playground								
17 Create new facility for themed flower shows and other public events								
18 Add auditorium								
19 Create Changing Exhibit area								
20 Add butterfly and other animal exhibit elements to Botanical Domes								
21 Add outdoor Children's Garden in ticketed zone								
22 Expand outdoor gardens -- meditation, therapeutic, ethnic, rose, herb, heritage								
23 Add Community Gardens								
24 Add conservation and ecological elements in new exhibits and in Domes								
25 Destination restaurant								

Facility Elements in Options for the Future of the Domes (continued)

			Options that bundle Opportunities to create a vision for the future					
	<u>Option 1</u> "Do Nothing"	<u>Option 2</u> Demolish Domes	<u>Option 3</u> Address Deferred Maintenance	<u>Option 4</u> Targeted Investments	<u>Option 5A</u> EcoDome Destination Attraction	<u>Option 5B</u> Adventure Dome Destination Attraction	<u>Option 6A</u> Hybrid Redevelopment EcoDome Destination Attraction	<u>Option 6B</u> Hybrid Redevelopment Adventure Dome Destination Attraction
26 Move Plant Collections to new location								
27 Demolish Domes								
28 Create new uses for Greenhouses and Annex								

Source: HGA and ConsultEcon, Inc.

Governance and Operation Improvement Options

#	<u>Option 1</u> "Do Nothing"	<u>Option 2</u> Demolish Domes	Options that bundle Opportunities to create a vision for the future					
			<u>Option 3</u> Address Deferred Maintenance	<u>Option 4</u> Targeted Investments	<u>Option 5A</u> EcoDome Destination Attraction	<u>Option 5B</u> Adventure Dome Destination Attraction	<u>Option 6A</u> Hybrid Redevelopment EcoDome Destination Attraction	<u>Option 6B</u> Hybrid Redevelopment Adventure Dome Destination Attraction
Governance								
1 Opportunities for Enhanced Governance, Partnerships and Operations of the Domes Facilities								
2 Consider: Operating Partnership with responsibilities split between County and a Not-For-Profit Organization								
3 Consider: County ownership / not-for profit operating organization governance model								
4 Consider: changing Domes location on County Org. Chart for more direct reporting to leadership								
5 Attract Private Sector Vendors for select activities								
6 Enhance role of Friends Group								
7 Attract funding partners and grants and gifts for ongoing activities								

Governance and Operation Improvement Options (continued)

#	Option 1 "Do Nothing"	Option 2 Demolish Domes	Options that bundle Opportunities to create a vision for the future					
			Option 3 Address Deferred Maintenance	Option 4 Targeted Investments	Option 5A EcoDome Destination Attraction	Option 5B Adventure Dome Destination Attraction	Option 6A Hybrid Redevelopment EcoDome Destination Attraction	Option 6B Hybrid Redevelopment Adventure Dome Destination Attraction
Operations								
8 Increase Staff to meet needs of the Option								
9 Increase Operating Budgets to meet needs of the Option								
10 Increase fundraising activities and grants								
11 Enhance marketing and outreach								
12 Expand operating hours to include some evenings & special events								
13 Increase concerts and events								
14 Increase community engagement and outreach								
15 Add "summer in the park" activities and programs								
16 Increase STEM and STEAM education offerings for schools								
17 Add new conservation, botanical and gardening educational programs for general public								
18 Create research and conservation partnerships with for-profit companies and not-for-profit organizations								
19 Education / conservation partnerships with universities								

Source: HGA and ConsultEcon, Inc.

Potential of Outcomes of Options for Domes' Future

Evaluation of Outcome of Options for Domes' Future	<u>Option 1</u> "Do Nothing"	<u>Option 2</u> Demolish Domes	<u>Option 3</u> Address Deferred Maintenance	<u>Option 4</u> Targeted Investments	<u>Option 5A</u> EcoDome Destination Attraction	<u>Option 5B</u> Adventure Dome Destination Attraction	<u>Option 6A</u> Hybrid Redevelopment EcoDome Destination Attraction	<u>Option 6B</u> Hybrid Redevelopment Adventure Dome Destination Attraction
#								
Facilities								
1 Domes deferred maintenance addressed	Not Addressed - 5 year time horizon to address deferred maintenance	NA	Yes	Yes	Yes	Yes	Yes For 2 Domes, Show Dome replaced	Yes For 2 Domes, Show Dome replaced
2 Expected lifecycle of investments	Dome closures likely to occur without addressing deferred maintenance	NA	Domes: 25+ Year lifespan; Other structures 50 years	Domes: 25+ Year lifespan; Other structures 50 years	Domes: 25+ Year lifespan; Other structures 50 years	Domes: 25+ Year lifespan; Other structures 50 years	Domes: 25+ Year lifespan; Other structures 50 years	Domes: 25+ Year lifespan; Other structures 50 years
3 Sustains botanical collections	eriorating conditions for pla	Relocate collection, likely with substantial damage to and loss of specimens	Improved plant conditions	Improved plant conditions	Improved plant conditions	Improved plant conditions	Improved plant conditions	Improved plant conditions
4 Bonding Implications		NA	Uncertain	New / rehab building elements with long lifespan fit with bond financing approach	25+ year lifespan of Showdome challenges bond financing of major investment as EcoDome	25+ year lifespan of Showdome challenges bond financing of major investment as Adventure Dome	New construction / 50 year lifespan of new structure enhances bond financing	New construction / 50 year lifespan of new structure enhances bond financing
5 Renewed Vision that Supports Conservatory/Educational Mission	No	Loss of current Conservation and Educational Benefits	Allows for continuation of current Domes conservation and education activities	Increased opportunities for Gifts and Grants	Major opportunity to enhance collections	Increases partnering, Gifts and Grants	Major opportunity to enhance collections	Increases partnering, Gifts and Grants
6 Organization and Governance Refinement for sustainable future	NA	NA	Unlikely	Creates opportunities for new partnerships	Likely needs Operating Partnership with Not-For-Profit Organization	Likely needs Operating Partnership with Not-For-Profit Organization	Likely needs Operating Partnership with Not-For-Profit Organization	Likely needs Operating Partnership with Not-For-Profit Organization
7 Potential for Partner & Outside Investment	NA	NA	Unlikely	Possible	Required	Required	Required	Required
8 Flexibility to adapt to new opportunities for facility use	No	NA	No	Some can be included in improvements program	Designed to meet community and tourism needs	Designed to meet community and tourism needs	Designed to meet community and tourism needs	Designed to meet community and tourism needs
9 Enhanced Visitor Experience and dwell time growth	No	NA	Minimal	Moderate	Destination experience and much longer time on site	Destination experience and much longer time on site	Destination experience and much longer time on site	Destination experience and much longer time on site
10 Attendance Increases	Attendance declines as conditions worsen	Lose 200,000+ Current Attendances	Minimal	Target 250,000+ Attendances	Target 400,000+ Attendances	Target 400,000+ Attendances	Target 400,000+ Attendances	Target 400,000+ Attendances
11 Extends use as 12 month attraction/venue	No	NA	No	Minimal	Yes	Yes	Yes	Yes
12 Earned Revenue Growth	Likely Decline in Revenue	Lose Current Earned Revenue	Minimal or no increase in earned revenue	Increased revenues help support increases in staff and education	Substantial Increases in tickets, auxiliary rev. contributions and grants	Substantial Increases in tickets, auxiliary rev. contributions and grants	Substantial Increases in tickets, auxiliary rev. contributions and grants	Substantial Increases in tickets, auxiliary rev. contributions and grants

Potential of Outcomes of Options for Domes' Future (continued)

Evaluation of Outcome of Options for Domes' Future #	Option 1 "Do Nothing"	Option 2 Demolish Domes	Option 3 Address Deferred Maintenance	Option 4 Targeted Investments	Option 5A EcoDome Destination Attraction	Option 5B Adventure Dome Destination Attraction	Option 6A Hybrid Redevelopment EcoDome Destination Attraction	Option 6B Hybrid Redevelopment Adventure Dome Destination Attraction
Operations								
13 Staffing	Current staffing levels may be unable to sustain current operations	NA	Current staffing levels may be unable to sustain current operations	Increased Staff to meet market opportunity and mission based on new facilities	Increased Staff to maximize market opportunity and mission based on new facilities	Increased Staff to maximize market opportunity and mission based on new facilities	Increased Staff to maximize market opportunity and mission based on new facilities	Increased Staff to maximize market opportunity and mission based on new facilities
14 Operating Budgets	Continue as is or decrease inadequate for Domes operations	NA	Continue as is or increase slightly - inadequate for Domes operations	Increased budgets to meet market opportunity and mission based on new facilities	Increased Staff to maximize market opportunity and mission based on new facilities	Increased Staff to maximize market opportunity and mission based on new facilities	Increased Staff to maximize market opportunity and mission based on new facilities	Increased Staff to maximize market opportunity and mission based on new facilities
15 Marketing	Continued lack of marketing	NA	Continued lack of marketing	Increase Marketing to grow attendance, earned revenues and econ impacts	Local and regional marketing to grow attendance, earned revenues and econ impacts	Local and regional marketing to grow attendance, earned revenues and econ impacts	Local and regional marketing to grow attendance, earned revenues and econ impacts	Local and regional marketing to grow attendance, earned revenues and econ impacts
16 Education and public programming	Current staffing levels may be unable to sustain education and public programming	NA	Does not create needed spaces for education and programming	Creates spaces for education and programming plus increased earned revenues for funding	Creates spaces for education and programming plus substantial earned revenues for funding	Creates spaces for education and programming plus substantial earned revenues for funding	Creates spaces for education and programming plus substantial earned revenues for funding	Creates spaces for education and programming plus substantial earned revenues for funding
17 Net operating results Loss / Neutral / Gain?	Loss. May also require continuous expensive testing of domes structures	NA	Loss: likely continued slow decline in earned revenues as functional shortcomings not addressed; lack of market appeal	Improved Ratio of revenue to costs	Higher earned and contributed revenues support increased op. costs. Likely can cap County contribution to agreed amount	Higher earned and contributed revenues support increased op. costs. Likely can cap County contribution to agreed amount	Higher earned and contributed revenues support increased op. costs. Likely can cap County contribution to agreed amount	Higher earned and contributed revenues support increased op. costs. Likely can cap County contribution to agreed amount

Potential of Outcomes of Options for Domes' Future (continued)

Evaluation of Outcome of Options for Domes' Future	<u>Option 1</u> "Do Nothing"	<u>Option 2</u> Demolish Domes	<u>Option 3</u> Address Deferred Maintenance	<u>Option 4</u> Targeted Investments	<u>Option 5A</u> EcoDome Destination Attraction	<u>Option 5B</u> Adventure Dome Destination Attraction	<u>Option 6A</u> Hybrid Redevelopment EcoDome Destination Attraction	<u>Option 6B</u> Hybrid Redevelopment Adventure Dome Destination Attraction
#								
Community Impacts								
18 Responsive to needs of both local community and regional visitors	No	Loss of community asset and tourism infrastructure	Continues current levels of community and tourism benefits	Increases from current levels of community and tourism benefits	Major benefits for community and tourism	Major benefits for community and tourism	Major benefits for community and tourism	Major benefits for community and tourism
19 Education and conservation benefits	Degraded education benefits over time	Loss of tourism draw - negative economic impacts	Education and conservation benefits at current levels	Education and conservation benefits at increased levels	Transformative education and conservation benefits	Transformative education and conservation benefits	Transformative education and conservation benefits	Transformative education and conservation benefits
20 Social and Community Development	Degraded community benefits over time	Loss of current community benefits, iconic symbol and community pride of place	Social and community benefits at current levels	Social and community benefits at increased levels	Transformative social and community benefits.	Transformative social and community benefits.	Transformative social and community benefits.	Transformative social and community benefits.
21 Economic Impacts	Degraded tourism draw - negative economic impacts	Loss of tourism draw - negative economic impacts	Tourism draw likely to diminish over time	Moderate increase as tourism draw	Major increase in economic benefits and job creation	Major increase in economic benefits and job creation	Major increase in economic benefits and job creation	Major increase in economic benefits and job creation
22 Summary	Continued need for partial closures, expenditures for inspections and degraded value to visitors and community. Issue of Domes cannot be deferred endlessly	Substantial negative impacts to education, conservation and tourism economy. Loss of nationally important structures. Loss of a part of Milwaukee identity	Saves current level of domes benefits and the historic structures. Current sub-standard operations continues due to inadequate facilities / earned rev. Loss of opportunity to transform Domes to major asset	Saves historic structures / moderately increases community benefits. Improves operations and revenue generation. Potential for increased private sector involvement. Does not transform Domes to major asset	Transformative in community benefits, education, conservation, economic impacts. Saves the historic structures. Requires private sector involvement. Transforms Domes to major Milwaukee asset	Transformative in community benefits, education, conservation, economic impacts. Saves the historic structures. Requires private sector involvement. Transforms Domes to major Milwaukee asset	Transformative in community benefits, education, conservation, economic impacts. Saves most of historic structures. Requires private sector involvement. Transforms Domes to major Milwaukee asset	Transformative in community benefits, education, conservation, economic impacts. Saves most of historic structures. Requires private sector involvement. Transforms Domes to major Milwaukee asset

Source: HGA and ConsultEcon, Inc.

Next Steps

- 1) Evaluate/Prioritize Options**
- 2) Community Engagement Process**