



Coachman Park: Governance Working Group Recommendations August 29, 2022

Kathy Blaha Consulting | Clearwater
Strategic Solutions for Park Partnerships

Imagine Clearwater Master Plan



The Big Vision

The downtown Clearwater waterfront will be an active, authentic, iconic civic and open space that celebrates Clearwater's natural beauty, culture, and diversity and anchors an economically vibrant downtown.



Park Values

**Community-driven
Natural
Authentic
Connected
Dynamic
Economically Vital**

Why a Park Partnership

The Master Plan recommended **creation of a nonprofit partner** who could help the City with marketing, programming and promoting the park.

Park partnerships multiply the resources of partners and achieve outcomes well beyond what the partners envisioned when they started.

Community Connections

- Link to community networks to reach diverse audiences of residents and visitors

Programming and Activation

- Connect with organizations and businesses to create programs and events

Fundraising to Support

- Activation, programs and enhanced maintenance

Coachman Park Governance Working Group Goals

Be informed by the **vision** of the **community-driven** master plan

Explore how a collaborative partnership can **strengthen capabilities**

Look at ways to **provide skills, capability and funding** beyond the city's capacity

Ensure governance that is **equitable, inclusive, transparent and accountable**



Case Study: Delaware River Waterfront Corp., Phil.

Marketing and Promoting

- People didn't venture down to the river; getting to the waterfront required finding a place to cross I-95, and once there, there was little to see.
- DRWC started small with ways to get people accustomed to coming to the river; they decorated the site with hammocks and lights, brought in arcade games, and food and beer.
- They created a floating beach by connecting three barges, covering them in sand and setting up beach chairs.
- The final visitor count over their first summer: half a million people.



Case Study: Waterloo Conservancy, Austin

Community Engagement

- From the start they saw how events helped them get better feedback from the community, allowing them to connect with community members who would never come to a formal feedback session.
- They use their programs as engagement tools - while they are doing something cool such as *Creekshow*, a 10-night light show.
- Showcasing artwork that is expressive of cultures all over the world helps attract not only locals but regional and national visitation.

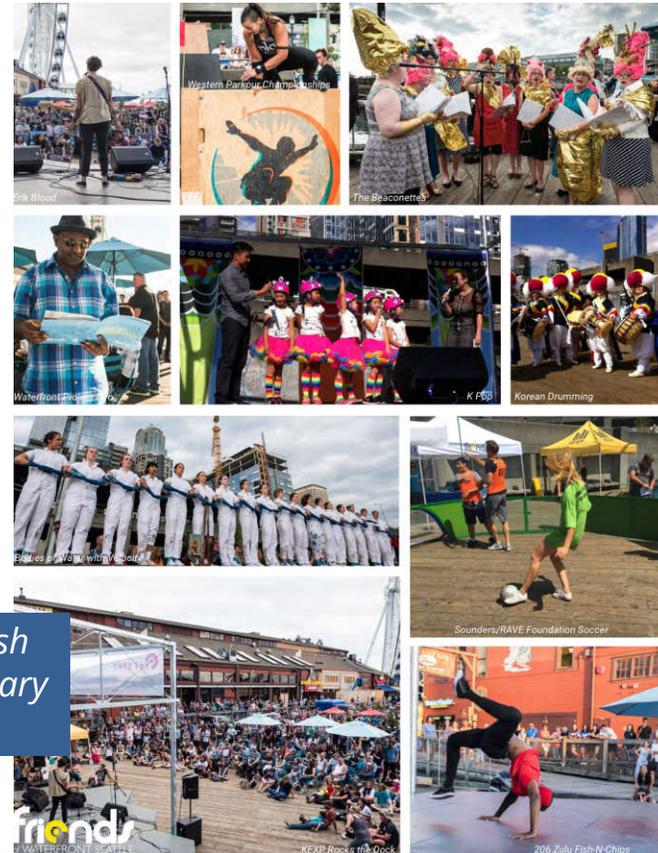


Case Study: Friends of the: Seattle Waterfront

Programming

- HotSpot was a three-year park activation pilot presented by **Friends of Waterfront Seattle** in partnership with the University.
- It was an R&D platform for diverse cultural and community activities, that helped to determine the best mix of programming for the park.
- Friends has collected data on visitorship, safety and general satisfaction that allows it to program with the best understanding of what visitors want to see.

The extraordinary is often easier to accomplish than the ordinary. If you play it safe and ordinary you don't attract visitors or supporters.

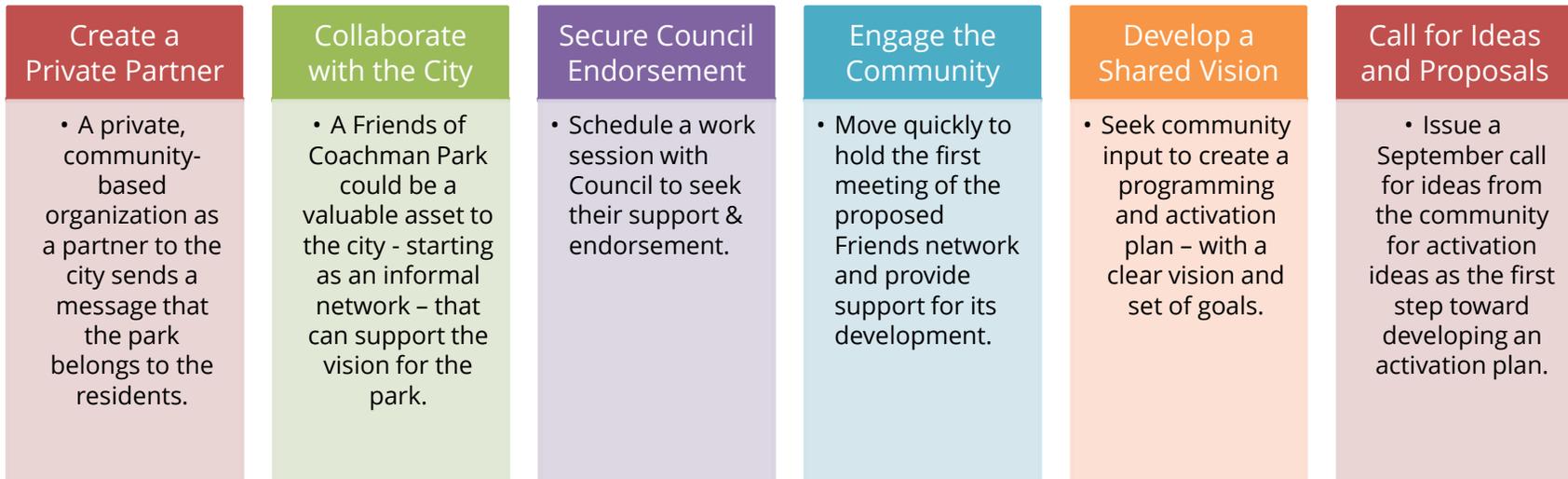


Park Partners: How Does it Work

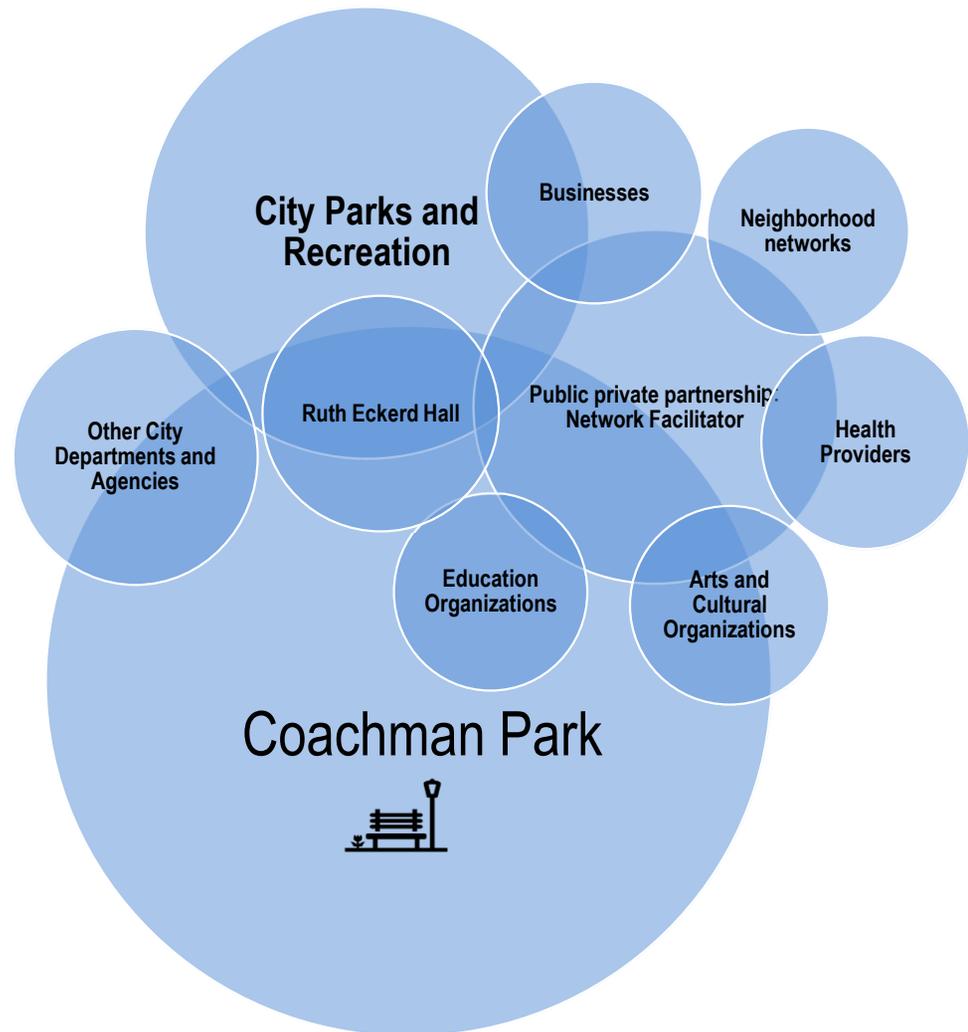


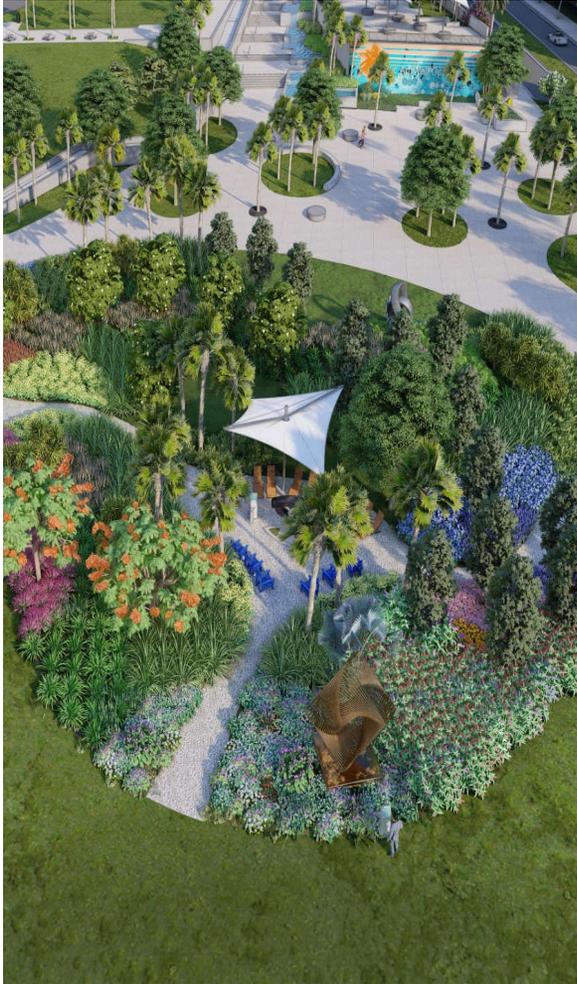
Friends of Waterfront Seattle partners with community groups and together they bring people to the waterfront park.

Coachman Park Governance Working Group Recommendations



A Partnership Model for Coachman Park





DRAFT

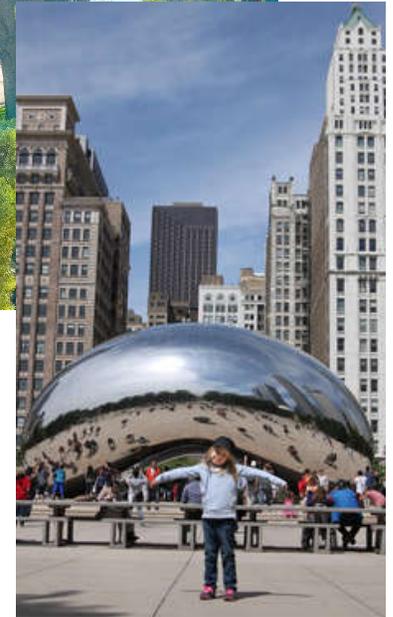
Coachman Park Collaboration

1. Develop the partnership between the City and Friends of Coachman Park to broadly engage the community to support the park.
2. Create stronger deeper connections with residents, funders and local business with clear goals for the park.
3. Increase the confidence of investors and partners, and the comfort of users with a clear vision and strength of the collaboration.
4. Promote the park as a community gathering space and work to activate the site with activities, events and programs that appeal.
5. Support high quality maintenance and sustainable stewardship.

Next Step: Recruit Partners who are Innovators

...who can be a resource and create stronger community connections to meet the vision and identify, engage and involve organizations in creative partnerships.

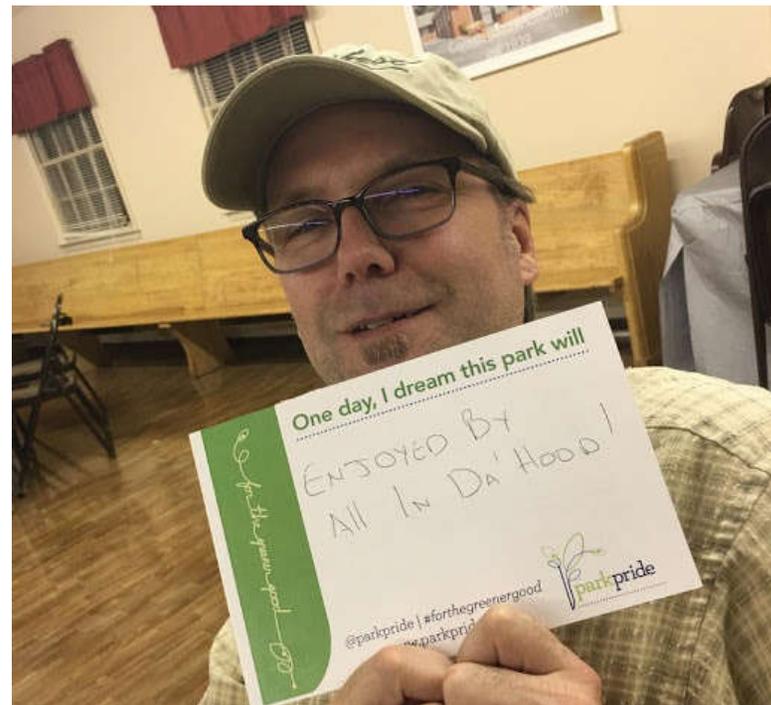
- Innovators who can bring experiential ideas and expertise in arts/culture/education programming
- Strategic thinkers who are aware of short term and long-term financial resources and how to develop
- All should have “partnership attitude” and experience or comfort with collaboration



Next Step: Develop a Shared Vision

Develop a shared vision and an action plan for year-round creative programming designed to draw people into and through this rejuvenated space. Start with a high level of community input to ensure the programming meets the needs and desires of the community.

A community incubation program can offer capacity-building, training, production support, and financing for emerging artists, organizers and community groups seeking to develop engaging programs.



Next Step: Communicate and Engage

Promote the park as a community gathering space and work collectively to activate the site with events and programs.

Create an activity center close to the park to encourage drop-ins, provide space for learning and sharing ideas for pilot projects. Pilot projects can be flexible, temporary and cost effective so that the parks team can test out ideas and make sure they achieve the goals of the space and its users.

Friends created and opened Waterfront Space in September 2014, the showroom for the waterfront project, to provide the public with a home base where people can learn more and become engaged on how this project will reconnect us to our central waterfront. Important for sustaining community momentum around the project, the Space has become a popular destination for locals and tourists alike.

Located at 1400 Western Avenue near Pike Place Market, the Space features exhibits that illuminate the project's many environmental, historical, and cultural aspects, and is the location for numerous community events. It is also Friends headquarters.



Waterfront Space is open Wednesdays through Sundays, 12:00 p.m. – 5:00 p.m. Space Guides are available to greet visitors, lead tours, and answer questions. Visit us soon!

Working Group Meetings



March 2022

**Working Group Meeting #1:
Kick-off and Understand
Existing Conditions**



May 2022

**Working Group Meeting #2:
Research Best Practice**



Jul 2022

**Working Group Meeting #3:
Develop Draft Strategy**



Aug 2022

**City Council Workshop:
Secure partnership commitment**

Launch - October 2022 - June 2023

Coachman Park Governance Working Group		
Members	Organization	
Amanda Payne	Amplify, Executive Director	Business leader
Andrew Winkler	SVP, Cliborne, Winkler & Assoc.	Financial Advisor
Brian Aungst, Jr.	Attorney, Imagine Clearwater Steering Committee (ICSC)	Attorney
Bruce Rector	General Counsel, Sports Facilities Advisors	Sports Advisor
Carl Schrader	Clearwater Neighborhoods Coalition (CNC)	Neigh.Liaison
Daniels Ikajevs	Downtown developer, Clearwater Downtown Partnership	Developer
David Lillesand	Attorney, Water's Edge resident, CNC	Neigh.Liaison
Frank Dame	Clearwater Aquarium, Emeritus	Aquarium
Howard Warshauer	Steering Committee Member	Neigh.Liaison
Isay Gulley	Clearwater Neigh. Housing Services, Retired, (ICSC)	Neigh. Liaison
Jack Mortimer	Water's Edge, Imagine Clearwater Steering Committee	Neigh. Liaison
Jaclyn Boland	Hispanic Outreach Center	Community Dev.
Joyce Aldridge	Clearwater Neighborhood Housing Services, Interim CEO	Neigh. Liaison
Karen Cunningham	Clearwater Neighborhoods Coalition (CNC)	CNC
Kelci Tarascio	BayCare Health Systems, Community Outreach Coordinator	Health
Lisa Bell	BayCare Health Systems	Health
Mark Rodriguez	Chair, Clearwater Parks and Recreation Advisory Board	Parks
Matt Crum	Frank Crum Insurance	Business leader
Nathan Hightower	Water's Edge resident, Corporate Attorney	Neighborhood
Ray Ferrara	ProVise CEO, former Amplify Chair	Business leader
Scott Goyer	CEO, YMCA Suncoast, Amplify Board Chair, 2021	YMCA
Spencer Cook	CNC & Morningside Meadows Neigh. Association (Chair, ICSC)	CNC
Susan Crockett	CEO, Ruth Eckerd Hall	R. Eckerd Hall
Ex-officio - City		
Jim Halios	Clearwater Parks and Recreation Director	
Kris Koch	Parks Senior Manager	
Christopher Hubbard	Clearwater Arts and Culture	
Mike Lavery	Clearwater City Manager's Office	
Matt Jackson	Clearwater CRA, Ass't. Director	



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