



Coachman Park / Performance Venue Operations and Management



Does
Council/Staff
desire a
partner?

- To financially support and maintain park?
- To develop programs?
- Establish the brand/values for the park?

Potential Partner Role



- Park management/operations?
- Venue management/operations?
- Capital fundraising?
- Park programming?

City's Role

- Operate and maintain entire park/venue?
- Operate and maintain just venue?
- Operate and maintain just park?
- Provide a base level of funding for the operations of the partner?



Successful Partner



- Deliberate planning process and robust community outreach prior to formation
- Have guaranteed funding stream (NOT fundraising) for a base level of employees and park maintenance
- Have authority to implement diverse revenue streams (leases, events, sponsorship, fundraising)
- Have a clearly defined brand, set of operational values and target audiences, often which focuses on community engagement, environmental preservation and cultural experiences.
- Have a diverse board of directors
- Have a clearly defined relationship with the city

How should the park operate?



Public
Management



Public
Management
with Private
Support



Joint
Operation



Private
Management
with Public
Support



Private
Management



Organizational Structure

- City owns and operates all aspects of park (Current situation at Crest Lake Park)
- City owns, provides base level of funding and leases all or some portions of the park to operating entity (potential charter issues)
- City owns and outside group helps with some projects/programming (potential charter issues)
- City owns and leases to operating entity with no additional financial support (potential charter issues)
- Hybrid – City owns and operates for a short period of time to provide a “runway” before the conservancy takes off to an independent model (potential charter issues)

The Bay Sarasota - Conservancy

- Responsible for operation, maintenance, and programming of 52-acre Bayfront Park
- Conservancy also oversees fundraising and construction of park in phases
- Conservancy is set to receive annual funding from the city for maintenance
- City of Sarasota also contributes annually to capital funding
- Unique funding stream (TIF for capital dollars)



Miami Bayfront Park Trust

- Bayfront Park Trust consists of nine members appointed by the city commission. One commissioner is selected as chair of the trust
- Trust is responsible for hiring CEO who in turn answers to trust
- CEO is responsible for all aspects of park operations
- Miami Bayfront Park trust received annual operating subsidy from City of Miami for several years
- Unique funding streams; boat slip rentals, adjacent parking lot revenues

Friends of River Walk - Tampa

- The city, is a public partner, responsible for the design and construction of the Riverwalk.
- Friends of the Riverwalk plays a role in the generation of events and marketing partner of the Riverwalk.
- The friends raise funds for Riverwalk enhancements
- Secure funding through private participation and matching grants from various funding partners

Venue

City Operated

- Legal – allowed under current rules
- Staffing – higher staffing levels needed
- Risk – High (financial)
- Benefit – No charter change, city controls all aspects of operations

Partner Operated

- Legal – Possible charter change
- Staffing – much lower, depending on lease maybe zero
- Risk – High
- Benefit – Mitigated direct financial risk. Reduces day to day operational costs

Park

City Operated

- Legal – allowed under current rules
- Staffing – Additional staff will be needed to maintain the park at a level consistent with the investment
- Risk – moderate to low
- Benefit – programming control is maintained by the city and can be planned based on council priorities

Partner Operated

- Legal – Possible charter change
- Staffing – much lower, depending on lease maybe zero
- Risk – moderate to low
- Reward – City will not have direct responsibility for resource management/programming in the park and can focus on other areas



Staff Recommendations

Strategic Plan

- Short Term = Hire a general manager to begin staffing and operational models for venue. Enlist a consultant to engage with community stakeholders and staff to develop a framework for a potential partnership
- Medium Term = Develop community partnership group. Evaluate and address operational capacity of venue. If needed exam charter issues
- Long Term = Determine and implement most viable and economically sustainable model for management of the venue and participation of partners