

AQUATIC CENTER OWNERSHIP AND GOVERNANCE

Throughout the Feasibility Study process the working assumption has been that the City of Bellevue would manage the BHAC with a traditional Parks and Recreation Structure. Bellevue Parks Staff did state that this was the working assumption for the study but the City would consider other options as the BHAC is more fully developed and potential Partners and Regional Cities opportunities are further clarified. The King County Regional Aquatics Report provided a thorough discussion and explanation of potential regional partnership options in its Partnership Assessment Appendix G, page #192. During the Next Steps in Aquatic Center project development it is not necessary to finalize Management, Ownership, and Governance parameters but it is important to begin to explore these options, particularly since an understanding of these options will be important elements of ongoing discussions with potential partners and regional city opportunities. It will also be important to explore public/private partnership opportunities that may exist. The Ownership and Governance structures will also be contingent on elements of the funding model, especially if a regional or local Recreation Authority or Aquatic Authority are established.

SPLASH*Forward* and ISG have explored potential ownership and governance partnerships, structures, and options among Best in Class Facilities as well as with previous ISG clients with BHAC partnerships. (Also see discussion in Funding Section of this Report)

Following are Ownership and Governance options and elements to consider.

City of Bellevue Owned Facility

- Traditional Parks and Recreation management model
- Outsource to a for-profit management company
 - Such as used by many public golf courses
- Set up an independent entity or enterprise entity to manage the Aquatic Center
- Within any of these options:
 - Establish an Advisory or Governing Board made up of any partners such as the Bellevue School District, Bellevue College, or other partner/stakeholder to oversee coordination of partners and set priorities and operating guidelines
 - Actual role as an advisory or actual governing body will be dependent on the partnership agreements and partner roles.

Regional Project

- Defined as an Aquatic Center jointly paid for in part and shared by multiple regional municipalities
- Develop clear Joint Use Agreements and Priority Use Documents
 - User Groups
 - Schedules and space needs
- Establish clear user priorities and resident benefits
- Clearly define financial roles of each partner with respect to Capital investment, ongoing operational costs, and long term Capital Replacement/Maintenance Reserve Fund
- Establish an Advisory or Governing Board made up of regional partners, user groups, and stakeholders to oversee coordination of partners and set priorities and operating guidelines

Regional Recreation Authority

- Explore legal structure and pros and cons of new authority
- Identify geographic footprint options for such an authority
- Explore governance structure for such an authority

Public/Private Partnership (PPP)

- Explore potential partnership with private entities, such as developers, health care partners, or corporations
- Explore potential site options linked to private development projects

NEXT STEPS

- Explore the above options to begin to understand the implications and inform ongoing partner and regional partner discussions
 - Be prepared with some models and options for increasing depth of discussions with potential partners
- SF/ISG can assist by providing examples of Partner Ownership and Governance models of Best in Class Aquatic and Recreation facilities in both public and private models