



**MEETING NOTES
CENTRAL WATERFRONT
LONG TERM STEWARDSHIP SUBCOMMITTEE**

**MEETING #8 March 12th, 2011
3:30 — 5:00 PM Room #1600, Seattle Municipal Tower**

Meeting Attendees

Subcommittee Members & Advisors

- Carol Binder, Co-Chair
- Bob Davidson, Co-Chair
- Gary Glant
- Derek Mason
- Kate Joncas

City Staff & Consultants

- Nathan Torgelson
- Marshall Foster
- Steve Pearce
- Norm Schwab
- Jennifer Wieland
- Ken Johnsen

Other Central Waterfront Committee Members

- Maggie Walker

Additional Attendees

- Mark Dublin
 - Louis Alloin
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Operations & Maintenance (O&M) of Olympic Sculpture Garden

- **Long Term Stewardship Subcommittee Co-Chairs, Members & Advisors:**
 - We recently met with Seattle Art Museum to discuss the Olympic Sculpture Park (OSP):
 - The OSP is a comparable project with nine acres, open spaces and ~400-500k visitors per year.
 - Their O&M is funded with a \$25 million endowment, which has been sufficient so far;
 - They spend ~\$1-1.2 million annually on O&M, including landscaping, repair, conservation and security.
 - Security is the largest component of O&M, and vandalism and crime are kept under control;
 - There is electronic security and a 24-hour contracted security staff comprised of at least three people.
 - They also have docents, one full-time and one part-time gardener, some of whom are contracted.
 - There are a lot of joggers, walkers and bike riders, similar to what we'd see at Waterfront Park;
 - They have some problems with gravel path erosion and ground level light fixtures that are hard to fix.
 - There is revenue generating capacity through parking, an indoor café and 14K SF pavilion rental;

- However, the parking, café and pavilion do not generate a significant amount of revenue.
- Their programming includes free events in the summer, such as a farmers market.
- **Additional Committee Members (M. Walker):**
 - Some additional notes:
 - The pavilion holds 150-200 people and weddings are popular, although catering wasn't designed-in;
 - Also, since the pavilion was created as a gallery space, it cannot be blacked out for board meetings.
 - The O&M endowment specifically excludes programming, which comes out of fundraising.
 - There is an electronic fence and a loudspeaker, and security staff have bikes;
 - The OSP is contracted to monitor and keep the City-owned beach, bike and walking paths secure;
 - While electronic surveillance may lower operating costs, it increases capital investment.
- **City Staff:**
 - A few comments and questions:
 - Would there be a different perspective toward security in a signature space versus the streets?
 - Having the park next to a street might affect operating costs.
 - Peer parks in New York City also have very visible security and maintenance staff.
 - We would also need to carefully consider functionality for an event space or festival pier;
 - Are clean up costs after big events being factored into HR&A's analysis?
 - It might be useful to have some comparable Seattle numbers.
- **Long Term Stewardship Subcommittee Co-Chairs, Members & Advisors:**
 - A few comments and questions:
 - Visible security at Westlake, Occidental and Pike Place Market has made a huge difference;
 - Has jcfo incorporated initial security investments into their original design?
 - It makes sense to get a good building engineer involved at the design level early on;
 - We should also consider form over function, which is often less expensive initially and long-term.
 - For Waterfront event spaces to be contributors to O&M, we'll need something going on regularly;
 - Perhaps the Waterfront event space could have a long-term lease or contract that out?
 - It's interesting that O&M cost-per-acre at OSP is \$133k/SF; HR&A had \$250k/SF for a highly used park.
 - As a reference, clean up costs following the South Lake Union Park grand opening were negligible.
- **Consultants:**
 - Security has not been incorporated into design development, but we'll consider that further as we move into schematics; clean up after special events was factored into HR&A's report.

Review of Recent Media Coverage re. Non-Profit

- **Long Term Stewardship Subcommittee Co-Chairs:**
 - The *Seattle Times* recently featured an op-ed piece about a non-profit organization written by B. Donegan, P. Gordon and T. Bailey; are there any comments?
- **Long Term Stewardship Subcommittee Co-Chairs, Members & Advisors:**
 - We're talking about a non-profit entity doing advocacy, gathering interest, consolidating and representing the public, and C. Damon impressed upon us that having a grass-roots organization like that is key.
 - I think we should continue trying to describe what we see as roles, even though they're not specifically defined yet; this is part of a progression, and it's incumbent upon us to keep talking and be transparent.

- If the City staff sees a need for Committee members to clarify things, please let us know.
- **City Staff:**
 - When she discussed comparable cities, C. Damon underscored the idea of having an organic, grass roots organization that supports the more formal work of the Committee.
 - When you consider all of those supporting this work, it seems easily resolvable; it's just finding a creative way to bring them into the creation of that.
 - It's also important to make sure the organization that rises up has a broad base support that is fitting of a "Waterfront for All" and that is part of the discussion we should have.
 - Additionally, the non-profit created for advocacy and fundraising may not be the same one for day-to-day programming, operations and maintenance.
- **Additional Committee Members:**
 - Initially, my recommendation would be that we only have one organization.

Review of Candace Damon Presentation, Updates HR&A is Working On

*Committee reviewed and referenced documents including: *HR&A Preliminary Operating Funding Strategy*.

- **Long Term Stewardship Subcommittee Co-Chairs, Members & Advisors:**
 - The presentation from HR&A was very instructive and positive, underscoring the possibility of financing a public space of the scale and quality we're talking about; will it go to City Council?
- **City Staff:**
 - The HR&A team is currently updating some assumptions on tax increment financing and reviewing per-acre costs, philanthropy in Seattle and cruise ship numbers for the final report.
 - As part of the strategic plan discussion we'll lift top notes from this presentation and perhaps at some point C. Damon should present to Councilmembers or the working group.

Strategic Plan Update

- **City Staff:**
 - The City staff, Full Committee co-chairs and consultants have been working on the strategic plan, including what it looks like and how it can be interactive with the public.
- **Consultants:**
 - We're planning to brief Councilmembers in April with the highlights, and part of what we're now deciding is how specific we get; there may be slightly different versions depending upon the audience.
- **Long Term Stewardship Subcommittee Co-Chairs, Members & Advisors:**
 - There is a huge amount of content developed over the last year to draw from. Who will own the plan to implement? Or are you figuring out what the future successor group is?
- **Additional Committee Members:**
 - We're attempting to keep this short and make it more of a "call to action" around the vision; we will include recommendations about ownership within.

Next Steps

- **Long Term Stewardship Subcommittee Co-Chairs, Members & Advisors:**
 - The next meeting of the Long Term Stewardship Subcommittee is an informal meeting with Seattle City Councilmembers on Friday, March 30, 2012.

- **City Staff:**
 - This is meant to be a freeform meeting with three Councilmembers; they would like to sum up the Subcommittee's discussions and conclusions that you've drawn.
 - Additionally, this Wednesday, March 14, 2012 is the last of our five community forums at town hall; it will be a panel discussion about what is "Uniquely Seattle."