

Other Considerations

Communications

Successful implementation of the Arboretum Master Plan will require continual attention to good communication between all interested and affected parties to the process. A committee of the Arboretum and Botanical Garden Committee has been created to take a comprehensive look at communication and to make recommendations for improvement. A number of communication vehicles already exist for exchanging information about the Arboretum. Below are some suggestions for enhancing these.

The Washington Park Arboretum website (www.wparboretum.org) is currently maintained and regularly updated by the University of Washington Center for Urban Horticulture. The site is linked to a number of related sites, including the Arboretum Foundation, Seattle Parks and Recreation, the Center for Urban Horticulture and the Japanese Garden of Seattle. This site should continue to be a reliable and convenient method for obtaining up-to-date information about all aspects of the Arboretum, including Master Plan implementation.

The Arboretum Foundation also publishes Master Plan updates and substantive Plan-related articles in the Washington Park Arboretum Bulletin, a quarterly magazine distributed to members and subscribing libraries and horticultural organizations. The Foundation's Web site (arboretumfoundation.org) includes updates or links to the ABGC site.

Each of the above communication techniques probably reaches only a portion of the broader audience of people who are interested in staying informed about implementation of the Master Plan. To reach this broader audience, three additional communication endeavors are planned.

First, some method will be developed for periodically communicating information about Master Plan implementation to everyone who has expressed an interest or who may be affected by the implementation of Master Plan projects. Under the sponsorship of the Arboretum and Botanical Garden Committee, funds will be allocated for this purpose, and some person or entity will be charged with responsibility for preparing and distributing this information. A newsletter is being considered, that could be distributed by email.

Second, an annual Open House will be held for the primary purpose of providing an update on the status of Master Plan Implementation. It will be broadly advertised and open to everyone. It will be held at the Graham Visitors Center during the Fall of each year.

Third, a permanent location will be created at or near the Graham Visitors Center for the display of information about Master Plan Implementation. The display will be self-explanatory, and will be updated regularly. Information displayed there could be similar to that posted on the Arboretum website, and could include design drawings and construction progress photographs, for example.

In addition to these proactive efforts to improve communication with the public and with Arboretum stakeholders, there is also a need to maintain frequent and open

communication between the people responsible for implementing the Master Plan. By focusing oversight and decision-making responsibility with the Arboretum and Botanical Garden Committee, and its working group the Master Plan Implementation Group, communication and coordination between the three Arboretum partner organizations will be improved. Since both groups will be composed of representatives of each of the three partners, each partner will be a party to their collective actions and decisions, and each will have at least one person who can keep others within their organization informed and involved as appropriate.

Public Involvement

Each of the Arboretum partner organizations is committed to soliciting and considering public input in the process of implementing the Arboretum Master Plan. The Arboretum and Botanical Garden Committee will lead their collective efforts in this regard. The enhanced communication endeavors described above will help the public keep abreast of progress, and some of those should include an invitation to comment and a contact person of whom to ask questions or obtain additional information.

A major purpose of the annual Open House, in addition to providing information, will be to obtain public comment. A comprehensive overview of all activities related to implementing the Master Plan should be presented at the annual Open House, so that a broad range of people with interest in the Arboretum will be encouraged to attend. This should result in an engaging dialogue amongst persons with different points of view and in public input representative of the diversity of Arboretum interests.

In addition to the annual Open House, additional public meetings and opportunities for public comment will be provided, as needed, on a project-by-project basis. As the time for implementing a project approaches, a public involvement plan appropriate for that project will be developed by the Master Plan Implementation Group. The Public Involvement Policy, including the threshold guidelines, adopted by Seattle Parks and Recreation in July 1999 and amended in October 2002, will help guide this process. The public review policy of the University of Washington will also influence the process. Additional public meetings may not be appropriate for some projects.

Historic Considerations

The Washington Parks Arboretum has a rich history that spans a century. The Arboretum Master Plan Implementation Guidelines and EIS Mitigation Measures outline steps to document the historic status of elements within Washington Park Arboretum and to consider measures to ensure integrity of cultural resources during the implementation of the Master Plan.

The work to respond to the mitigation measures (except those concerning construction) was divided into three phases in order to first gain a comprehensive understanding of the history, and to consider the implications of the historic documentation and potential avenues for addressing historic resources. The first phase, documentation of the history of Washington Park and Arboretum, is complete. The second phase involves considering the historic integrity of park and arboretum elements and avenues for addressing historic resources. The third phase would be preparation and submittal of landmark nominations or reviews, if appropriate.

The first phase report documents the history of Washington Park and Washington Park Arboretum. It provides factual information to assist implementing agencies with identifying potentially historic resources during the implementation of the Master Plan for Washington Park Arboretum.

The next steps are to understand the potential impact of Master Plan projects on possible historic resources and to identify options for addressing the impacted resources. Options include nomination of an eligible historic resource or placing it within appropriate University review procedures. Nomination of an eligible landmark under City regulations is voluntary unless a project requires a Master Use Permit (MUP). If something is designated as a City Landmark, the Landmarks Preservation Board (LPB) and Parks develop Controls and Incentives (C&I) that are adopted by City Council. The C&I outline the significant elements and the activities that are exempt or would require a certificate of approval. Parks then submits an application for a Certificate of Approval for the specific project or "significant changes".

The University's Campus Master Plan outlines its approach to historic resources (older than 50 yrs.). Projects receive review from the Capital Projects Design Review Board, the Campus Landscape Advisory Committee, the Architectural Advisor to the University, the University Architectural Commission and the Boards of Regents. Review procedures include SEPA review, the Architectural Opportunities Report, and a Historic Resources Addendum (HRA). Although the Master Plan does not include the Arboretum and the HRA is primarily geared toward architectural resources, the review procedures could be applied to the Arboretum. The University recently provided a draft policy that outlines more specifically the factors it considers in managing the Arboretum collections. The draft policy stresses the Arboretum's function as a classroom and living laboratory.

Once the potential impacts and options are understood, the final steps to considering historic resources at the City level are preparing nominations, developing Controls and Incentives and applying for Certificates of Approval from the Landmarks Board. Similar steps may also be taken at the UW to bring specific projects before the appropriate reviews.

Maintenance and Operations

The University, the City and the Foundation agree that new facilities and new plant collections should not be created at the Arboretum unless they can be maintained. The University and the City share responsibility for maintenance of their respective components, and neither is confident that their traditional sources of funds for Arboretum maintenance are likely to provide for increased maintenance in the future. Therefore, creative ways of supporting and enhancing maintenance are clearly necessary. These are: 1) annual giving, 2) endowment, 3) grants, and 4) other sources of revenue. No capital project will be finalized without consideration of its maintenance.

One method for obtaining additional funds for maintenance is to seek private contributions for that purpose. Dependence on annual contributions to cover an ongoing expense like maintenance is not adequately reliable, so a preferred approach is to solicit contributions sufficient to establish an endowment capable of perpetually funding maintenance. The amount of money required to achieve this goal will depend upon future rates of interest and inflation. If, for example, such a fund were able to generate

an annual return of 5%, a principle amount equal to twenty times the estimated annual maintenance expense would be required.

One approach to endowed maintenance funding would be to designate the endowment for a particular project. An analysis of the estimated labor cost to maintain each Arboretum Master Plan project determined the size of endowment that would be required to cover that cost at a 5% return. The size of the endowment principle as a percentage of the total project cost varies from project to project, but averages 48% for all projects. It is apparent that if this approach is used as the sole means of funding maintenance of future projects, the amount of money needed to implement the Master Plan would be about 1.5 times the total of all estimated project costs.

Another approach to endowed maintenance would be to fund maintenance positions. It has been estimated, for instance, that an endowment of \$950,000 could fund one landscape gardener position in perpetuity.

Increased revenue generation opportunities to help cover the cost of maintenance should also be explored. Gift shop proceeds, concessions, potential user fees and parking fees may need to be considered. Each of these approaches has policy implications that may need to be addressed by each of the Arboretum partner organizations. Ultimately, all three organizations need to agree on an approach to funding increased Arboretum maintenance. The Master Plan Implementation Group would be an appropriate body to discuss this issue and recommend an approach to the Arboretum and Botanical Garden Committee for approval by each partner organization.

Project Management

Each Master Plan project will require a project manager who will answer to the Master Plan Implementation Group. The project manager may be a member of the staff of either the City of Seattle Parks Department or the University of Washington. The project manager could also be a consultant. Regardless, a project manager should be chosen who has experience with managing the type of project to be undertaken. The project manager will be appointed by the Master Plan Implementation Group, and engaged as early in project planning as possible, to help the Group refine the project scope, schedule and budget. The project manager will serve as the central point of contact for all project-related communication. He or she will manage the project on a day-to-day basis and report regularly to the Master Plan Implementation Group.

Fundraising

A successful fundraising program is essential to implementing the Arboretum Master Plan. The Arboretum Foundation has hired a Director of Development and Major Gifts who will play a significant role guiding this effort. The University also has development staff within the College of Forest Resources, who will be involved. The Seattle Parks Foundation also has the potential to assist with fundraising. The Arboretum Foundation has hired a consultant to conduct a Philanthropic Market Study. Appropriate steps are being taken to prepare for this major effort.

One of the principle purposes of this Implementation Plan is to package the various improvements recommended in the Master Plan into a group of projects that can be built incrementally, and then to prioritize those projects to help focus fundraising. An

important next step will be to work with the development staff to prepare descriptive and illustrative material to support fundraising for high priority projects.

The Arboretum Foundation, the University and the City will develop a comprehensive and coordinated approach for the development of funds to build projects as well as to maintain them. Donor cultivation will be a top priority. All entities will function in a respectful and cooperative manner.

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