

Attendance :

ABGC Voting Members: Margaret Ceis, Jack Collins, Donald Harris, Neal Lessenger, Sandra Lier, David Mabberley, John Wott

Others: Jan Arntz, Ken Bounds, Ashley Clark, Rory Denovan, Jerry Ernst, David Graves, Fred Isaac, Anita Madtes, Tom Mentele, Sue Nicol, Duane Penttila, Sarah Reichard, Michael Shiosaki, David Zucherman

Voting Members Excused: Deb Andrews; John Behnke

INTRODUCTIONS

The third annual retreat of the Arboretum and Botanical Garden Committee (ABGC) was called to order at 8:00 am by Facilitator Jerry Ernst. The retreat was held at Miller Community Center, with 22 attendees. Dr. David Mabberley, new Director of the Center for Urban Horticulture and the Washington Park Arboretum, was introduced and welcomed. Attendees introduced themselves and noted their relationship to the ABGC. Bruce Bare, Dean of the University of Washington's (UW) College of Forest Resources, was called out of town just prior to the retreat. Jerry Ernst, Facilitator, reviewed the retreat agenda.

REVIEW — ABGC 2004

Sandra Lier, ABGC Chair, discussed reasons the ABGC now holds yearly retreats. Although the ABGC has existed for many years, it was not always looked at as a cohesive and well-run organization. The first retreat was held in October 2002 and a large work program resulted. Sandra thanked Ken Bounds, Superintendent of Seattle Parks and Recreation, and Bruce Bare, Dean of the University of Washington's College of Forest Resources, for their strong role in making the ABGC a viable and effective organization. Since that first retreat in 2002, many of the goals and objectives agreed to have now been accomplished. The ABGC is moving along **more** efficiently, with its own operating procedures, agendas, minutes, and a web site that is updated.

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The purpose of today's retreat is to review progress made in 2004 on goals set at the 2003 retreat and to define goals for 2005.

UPDATES ON 2004 PROJECTS

Updates were given on three topics. Retreat attendees then asked questions and made a number of comments.

— Master Plan Implementation Group (MPIG)

(1) Michael Shiosaki, Pro Parks Levy Manager, and the MPIG distributed seven pages of information on project status. This information was mailed to the invitees prior to the retreat (attachments #1 and #1a). Michael gave a brief verbal review of the South Entry Project, which involves improving the eco-geographical elements of 12 acres of land at the south entry to the Arboretum, and displayed a large map showing the location of this project. The Pro Parks Levy will fund a portion of this project; the Arboretum Foundation, however, will raise the largest portion of funds. The project, at this stage, still has lots of flexibility in the elements and design. Focus will be on paring the project down from a \$6 million to a \$4 million dollar project.

(2) Dr. John Wott, Washington Park Arboretum, prepared a written report (attachment #1b) and also gave a brief verbal review of the Interpretive & Wayfinding Project. The University of Washington provided \$150,000 and Jerry Ernst was hired as the project consultant. Lehrman Cameron Studio and Cascade Interpretive Consulting firms were chosen as the consultants. The project was finished and approved by the ABGC at its February 2, 2005, meeting. Dr. Wott will send color copies of the project documentation to both the Arboretum Foundation and to Seattle Parks. Jack Collins, member of the Seattle Board of Park Commissioners, requested a briefing on this and other Master Plan Implementation projects to the Board.

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(3) Rory Denovan, crew chief for Parks Northeast District crew, gave a brief review of the successful October 2004 Jamboree — a planned and very focused work party to make many improvements to the Arboretum in one day. A one-page report was mailed to members prior to the retreat (attachment #2) describing the objective, participants, accomplishments, lessons learned, and staff time and other costs. Rory stated that a great deal of work was accomplished in a short time, with no injuries, and Lake Washington Boulevard was re-opened on schedule. Although this was a very successful jamboree, plans for next year include targeting more community organizations and schools to garner a higher number of volunteers and the jamboree will be scheduled earlier in the year. Dr. Wott commented that the City did a fantastic job in coordinating the many crews that accomplished so much. A large number of diseased and dying trees were removed; it was noted that it was a good idea to leave the rotting stumps for the public to see the poor condition the trees were in prior to removal.

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(4) Michael gave a brief report on the Duck Bay project, which was completed a few weeks ago. A grand opening celebration is scheduled for Saturday, May 2.

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— Pro Parks Levy and Status of Funding

Michael prepared a report describing the Arboretum projects that are currently receiving funds from the Pro Parks Levy. These include Madrona Terrace/South Entry, \$150,000; Irrigation Mainlines, \$232,000; and WPA History Strategy, \$6,000. The Duck Bay/Foster Island project was funded by Shoreline Park Improvement Funds, at a cost of \$1,230,000. The Pro Parks Levy earmarked \$2.268 million in funds for Arboretum projects. \$450,000 of this amount has been used; an additional \$1.8 million remains for improvements to the Arboretum, including improvements to the Japanese Garden, which will soon come before the ABGC for review.

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Neal Lessenger stated that it is important to note the necessary staging of revenues and expenditures during the term of the Levy, which is funded only through the year 2008.

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— Madrona Terrace Fundraising Campaign, Attachment #3

Ashley Clark, Arboretum Foundation Development Director, distributed an overview and update of the Madrona Terrace project. This included key campaign accomplishments, information on the campaign goal of \$6,000,000, and an overview of the campaign timeline and phases. She verbally reviewed both these documents. This project was approved by the ABGC at its February 2005 meeting. Individual and Foundation gifts and pledges received to date total \$242,348. The deadline for pledges is 2007, with a number of fundraising events being planned.

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Action :

- ❖ *The College of Forest Resources is currently working on a new brochure. Tom Mentele will work with Sue Nicol at the UW so their brochure information meshes well with the Arboretum's.*

DISCUSSION OF ABGC OPERATIONS

Neal Lessenger, Arboretum Foundation President, distributed and briefly reviewed several handouts to aid in this discussion:

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- (1) Copy of 1934 signed agreement between City and UW for a botanical garden in Washington Park Arboretum
- (2) clarification of this agreement
- (3) 1974 letter of clarification
- (4) described membership of the ABGC and a copy of the Memorandum of Agreement (MOA) signed on January 13, 2003
- (5) clarification to the MOA dated November 30, 2004, aka the “first amendment”
- (6) Working Together Agreement, and
- (7) a copy of the ABGC Operating Procedures.

Discussion Topics:

Voting: Jack Collins (the City's Board of Park Commissioners representative to the ABGC) asked how members should vote when their opinion and that of their appointing authority might differ. For example, he is appointed by the Mayor to the Board of Park Commissioners and from that role has become the Commissioner's representative to the ABGC. His position on the SR 520 project differs from the Mayor's position. Is he voting the position of the entity he represents (the Mayor) or is he exercising his role as an ABGC member?

Sandra briefly discussed the workings of the nine voting ABGC members. Three are UW representatives, two are Arboretum Foundation staff, and one is City of Seattle staff. The remaining three are appointed: Jack Collins and Margaret Ceis are City appointees and John Behnke is a Washington State appointee. Each appointee should be knowledgeable about their appointing authority's position on various issues affecting the Arboretum. In addition,

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all voting members should also always be clear who they are speaking for: ABGC or the City; ABGC or UW; ABGC or Arboretum Foundation; or ABGC or State of Washington.

Superintendent Bounds commented that there is a difference in City and UW staff taking a stand, as compared to the citizen appointees taking one. Staff can go back to their agencies and ask questions and raise issues. The best policy is for ABGC members to protect the Arboretum. A decision has not yet been made on the SR520 project. When the decision is made, then ABGC members resisting that decision would have a different matter for discussion. Jack also speaks for the Board of Park Commissioners at the ABGC and he is an advisor to the Superintendent of Parks and Recreation. City staff member Donald Harris is also advising the Superintendent, City Council, and Mayor.

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Margaret Ceis commented that she serves at the request of the Mayor or City Council and believes she was appointed to this role to support the ABGC and Arboretum. Sandra commented that it is very useful for those outside the ABGC to recognize the roles of ABGC members and where they are coming from.

Working Together Agreement (WTA): Prior to 2003, the City of Seattle and UW did not always communicate effectively or work together well on the Arboretum. As a result, the WTA was created and signed by all three partners: City, UW, and Arboretum Foundation. Now the City and UW work together very well, with many accomplishments. The Superintendent stated that it was important that the Arboretum Foundation's role was also clarified in the Working Together Agreement.

Respecting each other's responsibilities — and not excluding the other — has been a very positive development. Thanks were given to several current and past Master Plan Implementation Group members who worked hard to accomplish this positive way of working together: John Wott, Tom Hinckley, Deb Andrews, Michael Shiosaki, Donald Harris, Ashley Clark, and Fritz Hedges. MPIG was recognized for its invaluable role of designating the lead entity on the various Arboretum projects. Fred Isaac was thanked for coming up with the idea of the Client Group, which subsequently became the MPIG.

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DISCUSSION OF ORGANIZATION & EFFECTIVENESS OF ARBORETUM IMPROVEMENT PROGRAM

The discussion next turned to how to implement the Master Plan projects. Attendees received a handout from Donald Harris, Manager of Seattle Parks' Property Management & Acquisition, who led this discussion.

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Who takes primary responsibility for the various projects? Donald listed four options:

- (1) **City of Seattle/Department of Parks and Recreation:** through its Project Management staff in the Planning and Development Division, is currently fully staffed to implement CIP projects. Recent capital projects at the Arboretum have been managed this way.
- (2) **University of Washington/Capital Projects Group:** manages major and minor capital construction projects for the University.
- (3) **Arboretum Foundation:** this would necessitate the hiring of staff and the establishment of a management support structure.
- (4) **Outside agency:** would manage all the capital projects.

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Previously, whichever entity, the City or UW, had the funds to pay for a capital project also managed the project. In the future, the Arboretum Foundation will raise \$4 million for capital projects. The question is, "who will manage these capital projects?" A lengthy discussion followed, with this outcome:

The City and University both have strong experience in managing capital projects. Consequently, there is no need for the Arboretum Foundation to establish a third capital project management group. Further, there is no need to hire outside firms to manage the projects.

As each project is set up and funded, MPIG will decide which entity, the City or UW, will manage that particular project. MPIG will use these components to make the determination: (1) which entity has the greatest stake in the project; (2) which has the greatest capability to implement the project; and, (3) which entity can provide the greatest cost/benefit to management of the project? The leadership on the projects could also be shared, when that is the most pragmatic and cost effective method.

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(2) What infrastructure is in place now and what needs to be in place to implement the Washington Park Arboretum Master Plan?

- ❖ The Master Plan Implementation Group, which is comprised of staff from the Arboretum Foundation, City, and UW, has been providing oversight for the Master Plan. However, as multiple capital projects begin, MPIG will be unable to manage this role without additional staff.
- ❖ Current Arboretum staff members have already outgrown the small and cramped office space at Graham Visitor Center. As additional staff members are hired, work space must be found. Procuring this additional space is now shown on the Implementation Plan as a medium priority; however, it needs to be completed early in the process. There was discussion on whether all high priority projects must be completed before a medium priority is activated and whether the projects need reprioritization.

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(3) How will funds be secured to put the needed infrastructure (staff and work space) into place?

Visibility and appeal of projects is important to donors. This strategy is very important. If the first capital project consisted of hiring more staff and building them a facility, private donors would not view it as positively as a direct Master Plan project. The question is how to leverage funding to handle the critical and urgent need for staff and buildings.

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Strategies for scheduling projects

- The first project, South Entry/Madrona Terrace, was chosen for its visibility and appeal to the community and, hopefully, donors
- Continue this process with other high priority capital projects; however, a medium priority project may be undertaken before all the high priority ones are complete
- If priorities change, there is a domino effect on other projects
- The list of projects and their priorities have been shared with the public. If any priorities are changed, public meetings and possibly an open house should be held. It is critical to be up front with the public to ensure their trust.

Strategies for securing funds for needed infrastructure:

- The plant collections make the Arboretum special; focus on these during fundraising
- Previously, Arboretum neighbors have been the focus of fundraising efforts; now it is time to broaden the focus — generate interest at the State level
- The arrival of Dr. Mabblerley, who is known in horticulture circles around the globe, can focus worldwide interest in the Arboretum
- Exhaust every possible public fund source to pay for additional staff and the buildings before asking private donors to pay for these
- Identify some particular, not general, State funds that could be tapped into
- Apply to Starbucks Foundation and other foundations for grants
- Parks and UW could provide the needed additional staff
- Leverage the loss of the MOHAI building and other assets, as a result of the WSDOT SR 520 project, to help fund the needed buildings
- Consider naming the buildings after the donors
- If fund raising is needed for greenhouses or maintenance staff, turn this maintenance & operations fundraising project over to Ashley Clark and the Arboretum Foundation to handle

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- ❖ **Add to Goals & Objectives for further discussions and clarification: “Funding strategy for additional staff and for facility to house them.” The discussions should include what to do, when to do it, and how to get it done.**

(4) Need for a Joint Comprehensive and Integratal Maintenance and Operating Plan

Discussion turned to the lack of a joint comprehensive and integrated maintenance and operating plan. Such a plan was started in 1974, but never completed. The plan included the amount of funds needed to operate the Arboretum, how to make it into a world class venue, and who does what in the way of maintenance and operations.

Action:

- ❖ **Add to Goals & Objectives:** “Finalize Joint Comprehensive & Integrated Maintenance and Operating Plan”

DISCUSSION OF SR 520 PROJECT

Sandra gave an update on the Washington State Department of Transportation’s (WSDOT) plans to rebuild SR520 and the impacts this will have on the Arboretum. WSDOT asserts that without rebuilding, the bridge will eventually fail. WSDOT had planned for the Draft EIS to be released in June 2005; however, it may be later in the summer before it is released. Some of the ABGC’s major concerns with this project are increased traffic, loss of land and plant collections, and the demolition of the Museum of History and Industry (on land owned by Seattle Parks and the Arboretum Foundation). At a public meeting held the night before this retreat, WSDOT indicated that the Alaskan Way Viaduct replacement has higher priority than the SR 520 project.

Actions already taken:

- The ABGC is closely monitoring this project
- WSDOT staff attended the February 2 meeting and gave an hour-long presentation
- They are scheduled to return to the April meeting with an update briefing
- Along with the ABGC, others monitoring the project are the City’s Department of Transportation and the University’s Office of Regional Affairs
- Many community meetings have been held, with some of these sponsored by WSDOT. A public meeting was held the night before, with 250 people attending
- Numerous newspaper articles have been written; a recent article described one citizen’s vision of a “Soaring View from Highway 520”
- UW Real Estate Office is doing title searches on all properties located next to its properties to determine the impacts, and should complete this research by June
- UW staff are also assessing the value of plant collections that will be lost due to the construction. This value has already reached \$800,000

Suggested Solutions to the Project’s Impacts (Mitigation)

- Above all, must ensure the Arboretum is a better “whole” after the project is completed
- Must talk honestly about loss of property and any monetary gains from these losses. Monetary gains can possibly be used to help address maintenance and space needs
- Call on the Friends of Olmsted Parks members to assist
- Having the ramps closed for four years could be a positive short-term gain for the Arboretum

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- ❖ **When WSDOT returns to the ABGC for an update briefing, also invite the citizen who created the “soaring” model of SR520**

GOALS & WORK PLAN DISCUSSION

Sandra Lier, Donald Harris, and Deb Andrews reviewed and updated the Goals and Objectives document prior to the retreat. Deb sent a note that these (1) are the ABGC’s goals; (2) much has been accomplished; and (3) some goals have not been accomplished and there may be good reasons why they haven’t.

All attendees reviewed the document and a number of changes were made, with some items being removed. Jerry noted three new items to be added:

- revise project priorities to reflect the urgent need for additional staff and workspace to implement the Master Plan
- prepare a joint Maintenance & Operations plan (use the document drafted by the UW in the 1980’s, but not implemented, as a basis for the plan)
- designate ABGC as lead in all mitigation of SR520’s impacts to the Arboretum

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- ❖ **Updates to be made to the Goals and Objectives and a new version distributed by the April meeting.**

CLOSING REMARKS

Superintendent Bounds thanked the Chair and Facilitator for the effective retreat. The Chair thanked the Superintendent and the City for providing the support of Sandy Brooks, ABGC Coordinator. The Chair announced that the ABGC's 2005 retreat is scheduled for December 7, 8:30 am – 12:30 pm, which is the ABGC's regular December meeting date. The retreat adjourned at 12:30 p.m.

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Action :

❖ *Schedule 2005 ABGC retreat on December 7, 8:30 am – 12:30 pm*

APPROVED _____ DATE _____
Deborah Andrews, ABGC Secret ary