

Seattle Center Advisory Commission Meeting Thursday, April 4, 2024 | 12:00 p.m. – 1:30 p.m.

Hybrid Meeting

Armory Loft 3 / WebEx (link below)

Join meeting

Join by phone

+1-206-207-1700,,24991073652## United States Toll (Seattle) +1-408-418-9388,,24991073652## United States Toll Meeting number (access code): 2499 107 3652 Meeting password: SMyPePCQ333

Commissioners

Mark F. Dederer – Chair
Holly Golden – Vice Chair
Eric Berlinberg
Lara Mae D. Chollette
Gloria Connors
Michael George
Stacey E. Hutchison
Meral Kandymova
Koichi Kobayashi
Will Ludlam
Matthew Mead
John Olensky
Sarah C. Rich
Kamala Saxton
Joy R. Shigaki

AGENDA

12:00-12:10	Welcome/Review & Approve March Minutes	Mark Dederer, Chair
12:10-12:20	Director's Report	Marshall Foster, Director
12:20-12:30	Monthly Financial Report	Diamatris Winston, Deputy Director
12:30-12:45	New Mission Statement Finalization	Eric Berlinberg, Commissioner
12:45-1:05	SKCC Report	Julia Colson, Project Executive Seattle/King County Clinic
1:05-1:20	Waterfront – Summer Look Ahead	Tiffani Melake, Manager Waterfront Operations
1:20-1:30	Good of the Order	All

Current Mission Statement

Appointed by the Mayor and approved by the City Council, the Seattle Center Advisory Commission supports the purpose and values of Seattle Center to create exceptional events, experiences, and environments that delight and inspire the human spirit to build stronger communities. The Commissioners are drawn from and represent the diverse people and communities of our city. We envision a Commission that has the power and the respect to advocate for the greater interests of Seattle Center, as a whole, particularly its role as the cultural and community heart of the city. The Commission will provide continuity of vision and policy despite changes in local government and Center staffing. The Commission will play a key role in continuing the Center's tradition of financial success through entrepreneurial spirit and public stewardship and will work to preserve the Center as a great place to work and play.

Proposed New Mission Statement (3.27.2024)

The Seattle Center Advisory Commission's mission is to protect, preserve, and enhance Seattle Center as the civic gathering and public green space at the heart of the city - ensuring the long-term sustainability of Seattle Center for future generations. The Commission works in partnership with Seattle Center Leadership to help ensure equal access to all communities, especially those historically underrepresented, to advocate for the changing values and needs of the community, and pioneer ways to deliver public good. The Commission provides a long-view perspective and continuity through electoral political and leadership changes.



Seattle Center Advisory Commission

Meeting Minutes

Thursday, March 7, 2024, 12:00 p.m. - 1:30 p.m.

Location - Loft 3/Webex

DRAFT

WELCOME | APPROVAL OF FEBRUARY MINUTES - Chair Mark Dederer

- Seattle Center Advisory Commission Meeting Minutes for February 2024 approved by the Commission.
- Vice Chair Holly Golden will be absent from Commission's monthly meeting April through August due to her sabbatical.

Members Present: Mark Dederer, Eric Berlinberg, Lara Mae Chollette, Michael George, Will Ludlam, John Olensky, Holly Golden, Sarah Rich, Kamala Saxton, Meral Kandymova

Absence: Stacey Hutchison, Koichi Kobayashi, Gloria Connors, Matthew Mead, Joy Shigaki

Staff Present: Marshall Foster, Diamatris Winston, Marc Jones, Rose Ann Lopez, Chelsea Riddick Most, Ellen Norton, Janet Chapman, Kaori Kiyono

Guests Present: Stephanie Arduini

DIRECTOR'S REPORT – Director Marshall Foster

- Seattle/King County Clinic was held on February 15-18. We provided care to approximately 3,000
 patients covering medical, dental and vision services.
- Seattle Center Festál season kicked off with Têt in Seattle Vietnamese Lunar New Year (February 3-4). This series of twenty-four free festivals is presented throughout the year.
- On March 6, Mayor Harrell announced new tentative agreements with City employees on labor contracts to strengthen City services and raise wages.
- The new McCaw Hall Manager is going to join Seattle Center soon.

CONVERSATION W/ STEPHANIE ARDUINI, SEATTLE CHILDREN'S MUSEUM – Commission

- The Seattle Children's Museum (SCM) was founded in 1980 to engage children and families in playful learning. This March marks their 44-year anniversary.
- Target audience are kids from birth to 10 years old and their parents/caregivers. The museum is a
 gateway organization for the youngest generation to explore arts, culture and communities.



- The museum is committed to fostering literacy, STEM skills, literacy, creation, social and emotional skills through play.
- They served approximately 160,000 visitors in 2023 and are projecting 180,000 visitors in 2024.
 - 40% from Seattle
 - 20-25% Greater Seattle Area
 - 10% Outside of Puget Sound Area
 - 20% Outside Washington, across the states and around the world
- Non-profit organization: 70-80% of the revenue comes from general admissions, camps, birthday parties, classes, and extra workshops. The rest of the funding is contributed revenues from City/County grants and donations from foundations, corporations, and individuals.
- Since the museum was closed for two years due to the pandemic, they have had 100% staff turnover. The biggest challenge is they can only expand at a slower pace despite their plans, ambitions, and understanding of their visitors' needs.
- Five (5) Year Goals:
 - Refresh programming and create new exhibitions that are firmly rooted in our community.
 - Example: STEM-based exhibit that explores science, technology, engineering, and innovation within our local community.
 - Grow staffing.
 - Reframe how they present SCM to the neighboring communities and how they can better utilize their space.
 - Become a world-class children's museum.
- How can SCAC/SC support SCM?
 - For their exhibit renewal which will reflect and involve the community, they would like new connections within neighboring communities, as well as with educators and experts on STEM.
 - Advocacy support for SCM and their audience
 - Accessibility parking/public transportation

Q&A

- Commissioner Geroge: "Do you reach out to families in the neighborhood? What's the reason to come to the SCM over and over?"
 - They serve a higher proportion of families with kids within walking distance. However, they are underserving families in some of the zip codes further out from Seattle. It is part of their access plan opportunity.
 - People are coming back for their children's developmental progress and safe learning space.
 - The museum rotates in-house produced, temporary exhibits, and seasonal-themed contents throughout the year. Additional programs and new exhibits are also available.
 - Summer camps for older kids
 - Membership benefits, such as a field trip program, including behind-the-scenes tour of other resident organizations.
- Commissioner Chollette: "How do you attract parents and caretakers?"



- Drop-off programs for grownups are available, such as a caregiver workshop.
- Director Lopez: "What does the museum offer for kids with different abilities?"
 - SCM provides wheelchair access in partnership with SC's information desk.
 - SCM is aware they need to make changes in their facilities, such as ADA access.
 - SCM's next plan is to create an action plan for physical access.
- Director Riddick-Most: It would be a great idea to have an open house to showcase different organizations' performances at the museum."
 - They have had a successful partnering with some of the Festál producers. They would like to expand their collaborating programs.

MONTHLY FINANCE REPORT – Diamatris Winston, Deputy Director

- We recently submitted our department's pre-budget submittal exercise to the City Budget Office. The exercise includes two budget scenarios:
 - 1. Reduce expenses by 8% (about \$1.3M)
 - 2. Reduce expenses by 15% (about \$2.5M)

We looked at areas funded by the General Fund: grounds and facility maintenance, leadership and administration/city allocations, McCaw Hall, waterfront operations and safety, campus safety, and public events.

- As noted publicly, the coming biennium represents a significant fiscal challenge for the General Fund.
- Proposed 2025-2026 budget submittal is due on June 4, 2024.
- Collective bargaining and annual wage increases will impact Seattle Center's labor costs.
- Our team will pursue grant funding opportunities.
- 2024 Operating Budget Expense and Revenue through January currently look good.
- 33% revenue for facilities stands out because we received \$3M lease payment from Climate Pledge Arena.
- YTD Net by Line of Business: McCaw Hall has an expected loss due to a significant portion of its revenue being generated in November and December, primarily from PNB's Nutcracker performances.
- The City's agreement with Climate Pledge Arena includes signage revenue share, parking revenue share and sponsorship.
- Because we generate a significant amount of revenue, we are very successful in making a case for our frontline positions. We have unfrozen over 20 positions so far.

MARKETING & STRATEGIC PARTNERSHIP 2023 HIGHLIGHTS – Marc Jones, Director of Marketing & Strategic Partnerships

Director Jones shared a presentation on Seattle Center's 2023 highlights. (slides attached below)



- Question from Commissioner Ludlam: "How is Seattle Center responding to the parking challenges for Resident Organizations?"
 - We respond to each Resident Organization and provide a significant quantity of free parking vouchers based on their needs. We are currently trying to find a good balance between peak capacity and pre-paid parking.

PROGRAMS & EVENTS STRATEGY 2024 - Chelsea Riddick-Most, Director of Events & Programs

- Director Riddick Most shared our new strategy to present Seattle Center as a destination that inspires the human spirit. (slides attached below)
- We developed a strategy to balance public programs and ticketed events last year.
- Our target audiences are families and young adults.
- Seattle Center is the intersection where community, entertainment, and business opportunities meet.
 - Q1 2024 Align with brand association
 - Q2 2024 Add more watch parties and art festivals to this traditionally quieter season
 - Q3 2024 Biggest quarter of the events, including big concerts, fitness series, Movies at the Mural, partnership with Seattle Children's Theatre
 - Q4 2024 Bring public and commercial partnerships together

PROPOSED NEW MISSION STATEMENT – Commissioner Eric Berlinberg

- Commissioner Berlinber worked with Commissioner Ludlam and highlighted the following five key concepts:
 - 1. To ensure we get maximum use out of this public asset to the benefit of the general public.
 - 2. Protection of open space for the community
 - 3. Ensure the long-term sustainability of Seattle Center to be enjoyed by future generations.
 - 4. All communities are represented, giving equity of access to those who don't have access or have been underrepresented.
 - 5. Advocate for changes that reflect the changing values and needs of our community.
- Proposed new mission statement with a few edits by Director Foster and Chair Dederer:

The Seattle Center Advisory Commission's mission is to protect, preserve, and enhance Seattle Center as the premier civic gathering and public green space at the heart of the city - ensuring the long-term sustainability of Seattle Center to be enjoyed by future generations. The Commission works in partnership with the Seattle Center Department to help ensure equal access to all communities, especially those historically underrepresented; to advocate for the changing values and needs of the community; and to pioneer ways to deliver public good through partnerships and innovative funding



models. The Commission is responsible for providing a long-view perspective and continuity through electoral and leadership change.

• Berlinber will recirculate the revised language to Chair Dederer and Director Foster. We will review a final version and take votes at the next meeting.

1:30 p.m. Meeting adjourned

Operating Budget and Actuals through January 2024

For all three lines of business:

- Seattle Center Campus
- McCaw Hall

Seattle Center Waterfront Park







Operating Budget Structure and Income Sources

➤ Campus - \$37.5 M

- 41% General Fund (GF)
- 59% Earned Revenues
- McCaw Hall \$6.5 M
- 12% General Fund
- 88% Earned Revenues
- Waterfront Park \$6.0 M
 - 2% General Fund
 - 83% Metropolitan Park District Fund (MPD)
 - 16% Friends of the Waterfront



2024 Operating Budget Expense and Revenue

	2024 Thru January						
Revenue	Budget	Actuals	%	Notes			_
General Fund	16,385,000	1,149,000	7%	_	YTD Net by Line Of Business		
Event Revenue	7,873,000	559,000	7%		McCaw	(199,200)	expected loss
Parking & Monorail	7,772,000	533,000	7%		Campus	3,356,500	
Facilities	10,145,000	3,315,000	33%	CPA \$3M Lease Payment Received	Waterfront	23,600	
Waterfront	6,063,000	302,000	5%		Total	3,180,900	(rounded)
Other	1,877,000	29,000	2%	_			-
Total	50.115.000	5.887.000	12%	-			

Expenditures	Budget	Actuals	
Events	17,025,000	719,000	4%
Administration	16,577,000	989,000	6%
Maintenance	16,514,000	998,000	6%
Total Expense	50,116,000	2,706,000	5%

Net -> 3,181,000





2023 HIGHLIGHTS

OVERALL YEAR HIGHLIGHTS

10 Million Total Annual Visits



RESOUNDING RETURN OF MAJOR PROGRAMMING

Successful revival of all major public programming, including Festál Cultural series and festivals like Bumbershoot/Bite of Seattle and addition of Seattle Christmas Market during Winterfest brought additional visitors to campus.



CLIMATE PLEDGE ARENA'S RECORD YEAR

2.8 MILLION VISITORS

hosted in 2023, approaching 4 million visitors since opening Oct. 21, 2021.

MONORAIL TRIUMPH +2,134,970 MILLION RIDERS

Monorail ridership broke pre-pandemic numbers from 2019 (1.9m) and emphasizes its iconic role at Seattle Center.

PR & MEDIA RESULTS

17,895 TOTAL MEDIA MENTIONS 31.87 BILLION VIEWERS

Seattle Center and/or our events had excellent visibility in 2023, equaling out to \$60.41 million in media.



FINANCIAL MILESTONES

+20-25%

Noteworthy increase in revenues across Armory, Parking, and Sponsorship sectors, reflecting economic recovery and strong support.



RECORD-BREAKING ATTENDANCE

25% YOY INCREASE / -12 MILLION VISITS

Preliminary data indicates a remarkable increase, approaching a return to the number of visits estimated in our 2016 economic impact study.





WINTERFEST/ HOLIDAYS HIGHLIGHTS

WINTERFEST ATTENDANCE

-1.4 MILLION VISITORS

Over the six weeks, Winterfest attracted well over a million visitors showcasing its magnetic appeal during the holiday season.





MONORAIL RIDERSHIP SURGE DURING HOLIDAYS

247,272 TOTAL RIDES

Thanksgiving-New Year's Eve period in 2023 saw Monorail ridership soared, surpassing 200,000 for the first time since 2018.



MCCAW HALL SUCCESS

42 NUTCRACKER PERFORMANCES / 104,876 VISITORS

Various events, including the Nutcracker and other cultural experiences, attracted thousands in Nov/Dec.



CLIMATE PLEDGE ARENA'S BLOCKBUSTER HOLIDAY SEASON

17 SOLD-OUT EVENTS / 210,000 VISITORS

CPA hosted several events, contributing to on campus traffic and enhancing SC's vibrant atmosphere.



ARMORY MERCHANT Success

50-75%+ OPENING WEEKEND

Outstanding sales reported during Winterfest opening weekend, with a significant increase over 2022.



GROWTH DURING CHRISTMAS MARKET

187k

Christmas Market and other events boosted parking revenue over '22, with specific impacts tied to performances, hockey games, and family events.

MARKETING & SOCIAL MEDIA IMPACT

357,000 SOCIAL MEDIA IMPRESSIONS / 933,003 EMAIL OPENS / 750,000+ WEBSITE INTERACTIONS

Comprehensive Winterfest promotional strategy resulted in impressive interactions and reach.



TOTAL IMPACT BEYOND 2,040,003 IMPRESSIONS

Holistic approach integrating Seattle Center and Winterfest presented by Symetra impressions into Christmas Market marketing initiatives, contributing significantly to Winterfest's success which reflects resilience and vibrancy, marking a spectacular year for Seattle Center's Arts & Culture initiatives.

WATERFRONT MANAGEMENT

TOTAL VISITS TO WATERFRONT PARK

6.4 MILLION / 21.3% INCREASE

year over year from last year.

(Earludes international visitors and workers in the area)



SEATTLE CENTER'S ROLE:



Seattle Center assumed oversight of Waterfront Park in 2023, leveraging expertise to ensure safety and welcoming environments.



Addition of 23 new positions, notably 15 public safety staff, enhancing cleanliness and safety along the waterfront.



Partnering with Friends of the Waterfront, Seattle Center aims to expand its role in 2024 as additional park elements come to fruition.

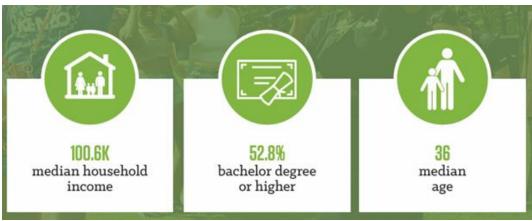
seattlecenter

- AT WATERFRONT PARK

Cell Data Collected from Millions of Seattle Center Visitors



42 Percent of visitors are BIPOC





McCaw Hall Total Visitors 2023

- 241 events over 185 days
- 271 days with set-ups, tear-downs, tech, and rehearsal activity, there was event-related activity

*287,179 total guests attended events in McCaw Hall

- **PNB:** 157,795 guests, 112 events, 97 performances *The average attendance for performances was 1,607.*
- **Seattle Opera:** 48,206 guests, 33 events, 27 performances *The average attendance for performances was 1,722.*
- Other Events: 81,178 guests, 99 events, 40 in the auditorium
- As of December 2023, McCaw Hall has been operating for a total of 247 months, welcoming a total of <u>7,042,228 guests to 8,376 events since opening in June 2003</u>.

^{*}McCaw Hall's average historical actuals for the three immediate pre-COVID calendar years saw an average of **342,751** guests at **281** events held over **208** days.



^{*}In 2022, McCaw Hall hosted a total of 206 events over 163 days. With set-ups, tear-downs, tech, and rehearsal activity, there was event-related activity 266 days over the course of the year.

Seattle Center Commercial Events

- Over \$1 million in commercial events and festivals revenue for 2023
- Total of 315 commercial
 & community events
 held in campus facilities
- Attracting more than 1.2 million event attendees to campus.



MarCom 2023 Highlights & Results

Over 4,500,000 million annual visitors to seattlecenter.com

12,215,265 million targeted emails opened in 2023 (300,000-person database)

Public Relations - Communications - Outreach

- Custom Press & Outreach
 - 50 plus targeted releases/pitches a year
 - 17,895 total media mentions
 - 31.87 billion viewers
 - \$360.41 million in media value

Social Media

3,739,200 impressions Facebook, Instagram, X/Twitter, LinkedIn, TikTok

Digital Campaigns

400 digital content campaigns on Seattle Center digital signage-\$2 million in OOH value

Trade Marketing

- \$245,480 in KEXP Radio
 Trade (spots & tags)
- \$150,000 trade advertising from the Christmas Market



Armory, Parking, Sponsorship Growth 2023

- Parking \$8.4 Million in revenue
- Armory & Outdoor Vendors \$2.1 Million
 - The actual sales of Armory Vendors in 2023 increased by 37% compared to the previous year, resulting in a 47% increase in revenue. As a result, the Actual/Projected revenue is now \$449K higher than the initial budget.
 - The revenue generated by outdoor vendors has exceeded the budgeted amount by \$85K.
- Sponsorship \$1.2 Million in net revenue from 19 total partners





The destination that **inspires** the human spirit.





2024 Seattle Center is at the intersection where community, entertainment and business opportunities meet.





Q1 2024 IN-spire

Tet Festival | SKCC | Hot Chocolate Run | Carnival of Cocktails









Q2 2024 IN-volved

Cherry Blossom Festival | Seattle Erotic Art Fair Women in Trades



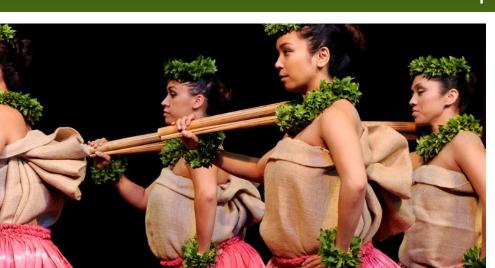






Q3 2024 IN-clusive

Naturalization | DIDO (now in July!) | Blastfest | Live Aloha Bite of Seattle | Bumbershoot









Q4 2024 IN-vested

Great Pumpkin Beer Festival (20th Annual) | Día de Muertos Winterfest | Seattle Christmas Market



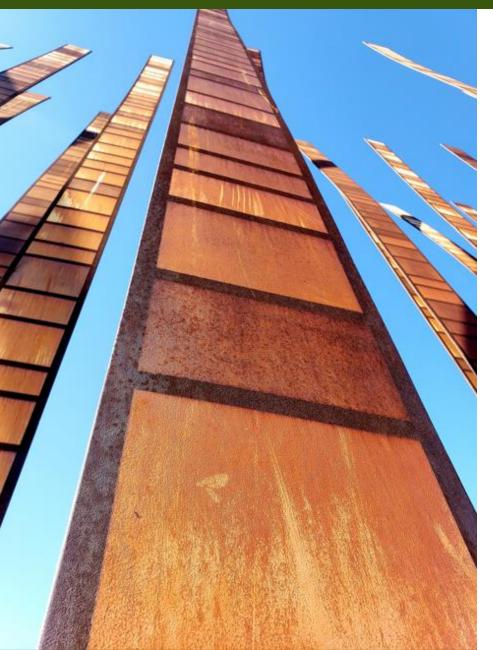


2024 Our Focus

- 1. Highlight Big Names (focus on brand association)
- 2. Finalize contract for a new festival
- 3. Focus art alignment with our current events
- 4. Purposeful engagement with families and young adults
- 5. Focused on new partnerships with campus resident organizations



Seattle Center Marketing Goals 2024



- Reclaim Seattle Center as the #1 Attraction in the State with 12 million visitors annually
- Create seasonal advertising/media campaigns to promote events, attractions, and amenities
- Expand partnerships with resident organizations, local/national businesses, and media

MarCom Platform Asset Overview (aka owned media)

- Websites: <u>seattlecenter.com</u> and <u>mccawhall.com</u>
- Email Marketing
- **Social Media Platforms**: Facebook, Instagram, X/Twitter, LinkedIn, TikTok
- **Printed Promotions**: Printed materials (e.g., banners, flyers, posters, rack cards)
- Seattle Center Campus Digital Signage
 - Digital Signage (Climate Pledge Arena, Monorail Platforms)
- Public Relations/Communications/Outreach
 - Custom Press & Outreach

Additional Assets

- Radio Sponsorships (Classical KING, KEXP, KNKX, KUOW)
- Trade Partnerships (SIFF, CPA, Kraken, PNB, Space Needle, Christmas Market)



Events & Programming Marketing Priorities

Custom Marketing Plans & Full Marcom/Content with Paid Marketing Campaigns:

- Festál Throughout the year (Separate Festal Marketing plan in development)
- Seattle/King County Clinic
- Winterfest presented by Symetra (featuring opening day)
- Summer at the Center presented by Premera

- Kraken Pre-Game presented by WaFD
- Movies at the Mural presented by Amazon
- Fitness presented by Virginia Mason -(Winter & Summer)
- Art at the Center: Art Tour Presented by Alaska Airlines, Artists at the Center, Sculpture Walk, DuPen Fountain reopening, temp art in MoPOP turnaround



Festival Marketing Priorities

Custom Marketing Campaigns required per Festival

Agreements:

- Folklife
- PrideFest
- Bite of Seattle
 - new producing partner FoodieLand
- Bumbershoot



Events & Programming Marketing Priorities

MarCom/Content Flywheel & Marketing Partnerships

- McCaw Hall one-off events & Seattle Opera/PNB
- Select commercial events with enhanced MarCom support
 - Day in Day Out, Blastfest, Pumpkin BeerFest, etc.
 - New Year's Eve at Seattle Center (expansion of New Year's at the Needle)
- Armory Big Game (modeled after World Cup success)
- Fall Focus on Arts
- Christmas Market
- Monorail Column Artwork (OED/DAP)

MarCom/Content Flywheel

- CPA events (concerts, Kraken, Storm)
- Waterfront Park Event Cross
 Promotion
- Naturalization
- RSJI Summit



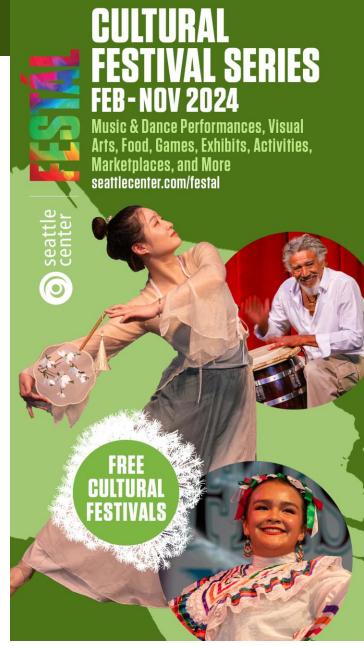
Marketing Campaigns & Partnership Priorities

- Memorial Stadium Outreach
- Waterfront Park/Friends of the Waterfront Seattle
 Marketing Partnerships
- Access & Safety Campaign
- Dine at the Center—Food Offerings
- Art at the Center
- Marketing Partnerships (DAP, Campus Sponsors, Visit Seattle, DSA, Space Needle, CPA, Christmas Market, Festivals, etc.)
- Sponsorship Marketing Partnerships



Spring 2024

- Campus Reset from the Winter (no big commercial anchor)
 - Festal + Kraken + Watch Parties
 - Walks & Runs + Fundraiser clients
 - Resident Org Events & Activities
 - McCaw Hall
 - Spring shows (TBD)
- Spring Marketing Focus
 - Seattle Center for Arts, Culture,
 Sports & Entertainment 2024
 Preview with a focus on Festal





Summer 2024

Campus

Outdoor concerts – commercial anchor

- Outdoor Concerts + Large Scale Festivals (Bite, BS, Pride)
- MATM + Fitness + Naturalization + 9 Cultural Festivals

McCaw Hall

- June (maintenance)
- July August (shows)



Summer Marketing Focus

Summer at the Center

"Your Ultimate Summer Destination"



Fall 2024

Campus

(TBD Commercial Anchor)

- Walks & Runs + Indoor clients
- Festal
- Pumpkin Beerfest

Fall Marketing Focus

Fall Arts & Kraken
 Season





Winter/Holiday 2024

Campus

- Winterfest + World Bazar + NYE
- Festal + Kraken Activations
- Seattle Christmas Market
- Seattle King County Clinic
- Resident Org Events & Activities

McCaw Hall

- Nutcracker + Opera + Events
- Winter Marketing Focus:
- Holidays at the Center/Winterfest Presented by Symetra
- "Celebrate Holidays at Seattle Center"





THANK YOU

