



## Seattle Japanese Garden Update



[www.seattle.gov/parks/parkspaces/japanesegarden.htm](http://www.seattle.gov/parks/parkspaces/japanesegarden.htm)



## Seattle Japanese Garden Update

### Who are we?

The Seattle Japanese Garden is a 3.5-acre formal garden located in the Washington Park Arboretum that was designed and constructed under the supervision of world-renowned Japanese garden designer Juki Iida in 1960. The Japanese Garden is owned by the City of Seattle and operated by Seattle Parks and Recreation and is revered as a treasured cultural asset.

### Staff

- Parks Division: Maintenance and Operations, Public and Private tours, Tea House, public education programs
- Associated Recreation Council: Events

### Partners

- Japanese Garden Advisory Council: Fundraising to support operations and capital
- Arboretum Foundation Unit 86: Guided tours, event and program support, education, retail sales, education
- Japanese Garden Society: Capital support from Williams estate
- Volunteer Partners: Haiku Northwest, Prentice Bloedel, Seattle Astronomical Society, University of Washington Botanical Gardens, Meito-kai, Kogut Butoh and the Japan Arts Connection Lab



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## 2014 Highlights – Another Great Year

- Hiring of Rumi Tsuchihashi (ARC)
- 8 Events – 4,000 participants
- 65,000 total attendance (10% increase from 2013)
- 110 guided public tours, 40 private tours
- 700 Students
- 20 Photography Sessions
- 1,500 volunteer hours
- Completion of the Optimal Operations Study
- Completion of Phase 1 of the pond renovation project
- Annual Pine pruning by Masa
- Admission sales from families with children increased 40%
- 5,000 likes on Facebook
- 1,400 list serve subscribers





## Seattle Japanese Garden Update

### Optimal Operations Study

Joint project between Seattle Parks and Recreation and the Japanese Garden Society

Consultant: ConsultEcon, Inc. Boston, MA

Scope: To evaluate current operating model and determine the optimal operations model for the Japanese Garden for future financial sustainability and the greatest public benefit

Included: A review of several Japanese Gardens around the country and a review of current governance, operations, partnerships and marketing opportunities

Study concluded with a final report in April 2014





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## Optimal Operations Study

### Findings:

The Parks/ARC model is working well, but ultimately, the Japanese Garden would be more successful in the future if it is operated under a well funded, experienced and well-supported non-profit organization.

Opportunities exist to improve attendance, visitor services, earned revenue, fundraising, operating expenses, marketing, membership, volunteer support and capital project development.

Access is important to the mission of Parks.





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## Optimal Operations Study

### Recommendations:

Years 1 – 2: Identify a non-profit partner

Years 3 – 7: Begin transition to non-profit management model

Years 8 – 15: Complete transfer

This transition is contingent upon standards and characteristics that are required to qualify such a partner; including

- Charter
- Mission statement
- Board make up
- Capacity to fundraise, market, program and run a retail operation
- Accrued assets to cover operating costs for a minimum period of 10 years





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2015

Continue under ARC model with emphasis on improving events

Parks will maintain and operate the Japanese Garden

Partners will continue to support programs and education

Improve marketing, membership and fundraising capacity

Produce a mission statement

Identify a non-profit partner and foster that relationship

Improve event delivery

Continue capital improvements

55<sup>th</sup> Anniversary Garden Party on July 24





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Questions?

