



# 2016

## ANNUAL REPORT

WASHINGTON STATE  
CONVENTION CENTER  
PUBLIC FACILITIES DISTRICT



January 1 – December 31, 2016

## OUR MISSION

**Through the professional actions of our staff, we will provide our guests with a distinctive level of service excellence while maintaining a fiscally responsible, self-sustaining operation that contributes economic and other civic benefits for the people of the city, county and Washington State.**

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## A MESSAGE FROM WASHINGTON STATE GOVERNOR JAY INSLEE



**Washington State is a great place to do business, and creating a thriving economic climate that spurs job growth in every industry is one of my top priorities.**

If you find yourself in downtown Seattle during any major convention, you are likely to see the city's sidewalks, shops, attractions and restaurants busy with badge-wearing conventioners. In 2016, more than 167,000 national and international guests visited the Washington State Convention Center, spending over \$348 million. The Center remains a popular destination for a variety of meetings and provides a significant contribution to our state's economy.

Washington State is a great place to do business, and creating a thriving economic climate that spurs job growth in every industry and increases opportunities for workers in every corner of the state is one of my top priorities. The tourism industry continues to offer enormous benefits to our economy, and I applaud the Convention Center for its important contributions to this sector and our overall growth.

As we work towards the groundbreaking and construction of an additional Convention Center facility, we look forward to the growth of construction and tourism jobs, service training, and procurement of equipment and services that will provide additional opportunities while strengthening our local, regional and state economies.

I congratulate the board of directors and staff of the Washington State Convention Center Public Facilities District for a job well done. Please accept my best wishes for continued success in the years ahead.

Very truly yours,

A handwritten signature in black ink, appearing to read "Jay Inslee". The signature is fluid and cursive, written in a professional style.

Jay Inslee  
Washington State Governor

## A MESSAGE FROM KING COUNTY EXECUTIVE DOW CONSTANTINE



The most innovative solutions and forward-thinking initiatives begin in bustling metropolitan regions – and Central Puget Sound is consistently at the forefront. That trend continued in 2016 when we made great progress on some of the most important issues of our generation.

We built successful coalitions between business, labor, government and community groups. Together, we passed the biggest – and most needed – expansion of mass transit in the Puget Sound region’s history, launched the most comprehensive approach to childhood development in the country, and ensured that our region remains at the forefront of the battle to reverse and mitigate the effects of climate change. Our teamwork on these and other priorities brings us ever closer to our shared goal of being a place where all have the chance to achieve their full potential.

Solid headway was made this year toward Convention Center expansion. This Addition will promote economic development, creating short- and long-term jobs, and generating funding to improve transit mobility. King County’s sale of the Convention Place Station site to WSCC will allow one of our most important regional projects to proceed, while creating ongoing revenues to help support delivery of Metro Transit services for the next three decades. An exciting future for our region awaits, as we mobilize to meet the strong demand for convention space.

On behalf of the residents of King County and the entire metro region, I congratulate the board of directors and staff of the Washington State Convention Center on the completion of yet another successful year.

Sincerely,

A handwritten signature in black ink that reads "Dow Constantine". The signature is written in a cursive, flowing style.

Dow Constantine  
King County Executive

A MESSAGE FROM SEATTLE CITY MAYOR ED MURRAY



Seattle is dedicated to being a welcoming city. We are proud of the fact that so many people choose to visit and live here and we want our city to be safe and secure for all. We strive to build healthy communities, livable neighborhoods and a thriving economy. My administration continues its commitment to social justice and equity as well as improving the lives of our youth, our families and every resident.

This has been a year of growth and accomplishment in Seattle. The Washington State Convention Center team for the Addition Project continues its work with the city in the planning, permitting and design processes. Seattle must keep moving forward. As we continue to experience an upturn in the tourism industry, I know the Convention Center will be an essential partner in building a prosperous future for Seattle and the region. Meeting and event bookings at the Convention Center are a reliable source of economic stimulus in the downtown core and across the region.

The work we did together in 2016 to support housing affordability, long-term transit investments, sustainability, public safety and human services has improved the city for all. We will continue in 2017 to develop a comprehensive, multi-modal transportation system which will integrate our pedestrian, bicycle, transit and freight plans.

Thank you to the board of directors and staff at the Center for their work in sharing the best of Seattle with visitors from around the globe.

Sincerely,

A handwritten signature in black ink, appearing to read "Ed Murray". The signature is fluid and cursive, with a long, sweeping underline.

Edward B. Murray  
Mayor of Seattle

## THE STATE OF THE CONVENTION CENTER



**Frank K. Finneran**  
*Chairman, Board of Directors*



**Jeffrey A. Blosser**  
*President and Chief Executive Officer*

2016 proved to be a busy and profitable year for the Washington State Convention Center, with large convention and regional events filling the facility. Our mission is to deliver both economic and civic benefits; this Annual Report is largely devoted to sharing the highlights of the Convention Center's impact on the city, county and state. Washington State Governor Jay Inslee, King County Executive Dow Constantine and Seattle City Mayor Ed Murray earnestly support our mission, and have appointed exemplary individuals to our nine-member board of directors. This year, Karen Wong retired from the board after 16 years of active leadership as chair of the Art Committee and president of the WSCC Art Foundation. We welcomed the renewal of terms for board members Craig Schafer and Susana Gonzalez-Murillo. In addition, Denise Moriguchi recently joined the board, and we look forward to her leadership.

The positive year-end financials and the realization of 2016's operating goals mark the close of six years of operations as a public facilities district. The State Auditor examination produced its 28<sup>th</sup> consecutive review of the organization with no audit findings. We have continued our strong relationships with Visit Seattle, the local hospitality industry, downtown retailers, labor groups and government agencies. The board and staff can be commended for stable leadership and performance.

The board is very proud of the operational performance achieved by WSCC staff, across all departments, under the leadership of the executive team. The teamwork between our

personnel, including the contractors who regularly work in the building, is exceptional. Our staff ensures an environment of civility and safety for everyone entering the facility. Facility operations often look easy, but our staff works hard around the clock to clean, set, and refresh rooms, manage dock operations, care for the physical plant, coordinate remodeling projects, and market, sell, and plan events, as well as manage financials, parking operations, information systems, human resources, administration, the Art Program, and retail tenants.

In the hospitality business, well-trained people certainly make the difference, and our exemplary workforce foresees trends and seamlessly updates our service delivery to exceed client expectations. The Employee Recognition Program reinforces those efforts by recognizing and rewarding exceptional employee performance in daily tasks. Continuous improvement is essential to our future. The new Quality Service Monitor program assigns a manager to observe and evaluate event activity; these daily customer service observations let us refine how we deliver service to guests and show management through our people, processes and operations. Repeat clients make up more than 65 percent of the Center's groups booked for future years – a real indication of satisfied customers.

Conventions and meetings are critical to the region's tourism growth, and Seattle continues to be a very attractive destination for meeting planners nationwide. New hotels coming to the area provide great value to the Convention

THE STATE OF THE CONVENTION CENTER, *CONTINUED*

Center as they help accommodate our growing event demand. The health of the local lodging market is indicated by a strong hotel occupancy rate of 82.7 percent in 2016. Our economy has been strengthened by business relocations to the region – joining many globally recognized companies that are neighbors to the small and minority-owned businesses embraced by our community. Downtown neighborhood walkability lets our residents, convention visitors and travelers experience our local businesses, retail, arts and attractions.

Marketing of the Convention Center is accomplished by the well-coordinated joint efforts of Visit Seattle, Convention Center staff and area hotels. Visit Seattle is focused on promoting the city and region as a premier destination as well as raising Seattle's brand profile as a worldwide destination. Sales efforts led by the Visit Seattle Convention Sales team are responsible for nearly \$475 million in future Convention Center bookings.

With regards to the Addition project, our board of directors has given of their time and expertise to gain a deep understanding of the project, so as to carefully guide its path. In 2016, the directors worked side-by-side with WSCC staff and the development team to support and tackle the many challenges of the project. Undertakings of the magnitude of this project always require that major decisions be made along the way. Occasionally, the optimal choice will be clear and easy to make, but at times, options are less clear and take careful and responsible deliberation. The board terminated

its original preconstruction agreement with a joint venture contractor team in March, then announced, in July, selection of the joint venture of Clark Construction and Lease Crutcher Lewis as the new GC/CM for the project. A September approval of land and warehouse space acquisition provided the opportunity to secure a highly valuable resource needed for both the Addition project and for future operations.

The board worked many hours in 2016 on the vital design and permitting for the project with the leadership of Pine Street Group, LLC as the project development manager and LMN Architects as the A/E contractor. The Convention Center sincerely appreciates the impressive collaboration between a number of public agencies and the support from our neighbors and business community to keep this large project on track.

In preparation for an additional facility, we believe it is imperative to operate the two facilities with equal quality and service. It is essential that the existing facility is operationally maintained, and even improved; current strategies to update the first-level retail spaces are on the drawing board and the Pike Street sidewalk and lighting renovations are complete.

Our executive staff has developed a multi-year strategy that will smoothly transition the sales teams into selling the additional facility in the near future. Early work on visual branding for the additional facility will continue into the next year. Also, the board has long been committed to diversity and inclusion, working

to provide maximum practicable opportunities for increased contracting and labor force participation by a variety of diverse business types, including small disadvantaged businesses as well as minority-owned, women-owned and veteran-owned businesses. Pine Street Group has actively led the effort to foster outreach events to bid on upcoming contracting opportunities with the Addition project.

While the business we are in remains a highly competitive one, we believe that the quality of the products and services we offer has become the standard others in our industry strive to attain. We believe that with our knowledgeable board members, professional staff and management, superior facilities and creative market strategies, our success will only continue to grow. As we look ahead, we are focused on providing the highest level of service to our clients, and we are excited to move forward with the development of an additional convention facility.

Sincerely,



Frank K. Finneran  
Chairman, Board of Directors



Jeffrey A. Blosser  
President and Chief Executive Officer

OPERATIONS AT A GLANCE

	2016	2015	2014
<b>Financial Performance*</b>			
Revenues	\$35,556,214	\$32,709,800	\$34,458,532
Expenses	\$34,231,725	\$31,262,995	\$32,646,551
<b>Operating Income</b>	<b>\$1,324,489</b>	<b>\$1,446,805</b>	<b>\$1,811,981</b>
<b>Number of Events</b>			
National / International	50	50	44
Local / Regional	285	290	314
<b>Event Attendance</b>			
National / International	167,845	164,197	126,029
Local / Regional	230,011	246,970	305,523
<b>Economic Benefits</b>			
Total Room Nights	311,136	329,820	306,583
Attendee Spending**	\$348,180,167	\$375,585,442	\$309,672,188
Sales Taxes Generated**	\$26,327,658	\$28,378,119	\$23,449,681

Unlike many convention centers across the country, the WSCC receives **no subsidy** from general taxpayers.

The combination of successful WSCC operations and the draw of Seattle as a travel destination has spurred the development of some

**3,000**  
**planned hotel**  
**guest rooms**  
in the next three years.

\* Effective for 2016, lodging tax revenues allocated to marketing and the associated market expenses are not included in operations financials. The WSCC board made this change so that the actual financial operations of the facility could be more easily budgeted and reviewed. Depreciation from assets purchased in prior years is also not included. The figures for 2014 and 2015 have been restated accordingly.

\*\* These estimates relate to out-of-state attendance only.

***2016 was an exceptional year of teamwork between WSCC staff and contract partners in client service. A strong 54 percent of the national/international events at the Center were booked by repeat customers, and the sales team secured future dates for 34 percent of the national/international events held this year, when those clients made the important decision to return to WSCC in the future.***

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## **SALES**

The WSCC and Visit Seattle sales teams continued their success in filling available dates over the next four years, while gearing up for the future promotion of the additional facility. This effort is a combination of maximizing highly valued repeat events while identifying blocks of dates and space in future calendars for emerging business bookings. Design presentations for the additional facility received rave reviews from clients anxiously awaiting the start of the sales process for the Addition.

## **EVENT SERVICES**

WSCC Event Managers serve as staff liaisons, working closely with client meeting planners to carefully coordinate each event. The setup staff fine-tunes each detail, working with food service, other contractors, security and custodial teams to assure successful events. Through detailed planning, staff carefully facilitates the ingress and egress of events to assure a safe and efficient process of setup and tear-down. Consolidated exhibitor services provide a convenient and efficient way for each exhibitor to order all requests from a single point of contact both online and at the facility.

## **FOOD AND BEVERAGE**

Leadership of the culinary sales and operations teams has continued the delivery of extraordinary service to our clients, while providing another year of solid financial results. Catering menus with popular signature items, fresh local cuisine and an extensive Washington wine list were refined for a broad range of events.

## **PARKING**

Four new electric vehicle charging stations from SemaConnect were installed in the main garage and have been well received by guests with electric and hybrid vehicles. Parking operations continue to support the community and event needs.

## **CAPITAL PROJECTS**

During a year when the space requirements of many events pushed the facility to its limits, so that even support spaces were used as “front-of-house,” staff continued to keep the WSCC appearing and operating as a first-class venue. Careful planning around events allowed for work on security camera systems, door locks, kitchen equipment upgrades, roof and exterior repairs, maintenance to elevators and escalators, and the bulk of the Pike and 8th streetscape upgrade. Key projects that moved the WSCC closer to the achievement of LEED certification included changing light fixtures to LED, installing low-flow water devices and retrofitting the HVAC systems to use less energy.

## EVENTS AS ECONOMIC GENERATORS

*Meetings and conventions are important to the region's tourism growth and support the economy when attendees stay in hotels, shop, visit attractions, tour the state or ride the light rail to Sea-Tac Airport. The City of Seattle has a reputation for influencing record-setting attendance at many of our national events. Highlighted below are two 2016 events from different market segments.*



Photo by Alan Alabastro

From left to right: Alison LaFollette, Visit Seattle; Jeff Blosser, WSCC; Lancey Cowan, ARVO; Tom Norwalk, Visit Seattle and Michael McQuade, WSCC.

### **ASSOCIATION FOR RESEARCH IN VISION AND OPHTHALMOLOGY** "ARVO 2016 Annual Meeting"

ARVO is the world's largest gathering of eye and vision researchers. This year, the meeting brought 11,700 attendees to the Center, 48% of whom came from outside the US, representing more than 75 countries. This was a repeat event from 2013 and is already booked for 2024 and 2029, in anticipation of the additional facility.

### **SOCIETY OF HISPANIC PROFESSIONAL ENGINEERS (SHPE)** "2016 SHPE Conference"

SHPE is the country's largest technical and career conference for Hispanics, with opportunities for engineering companies and corporations to recruit top talent from nearly 6,700 undergraduate and graduate student attendees. This year saw record-breaking attendance in Seattle during four days of interactive programming, professional networking and exciting competitions. SHPE changes lives by empowering the Hispanic community to realize its fullest potential and to impact the world through STEM awareness, access, support and development.

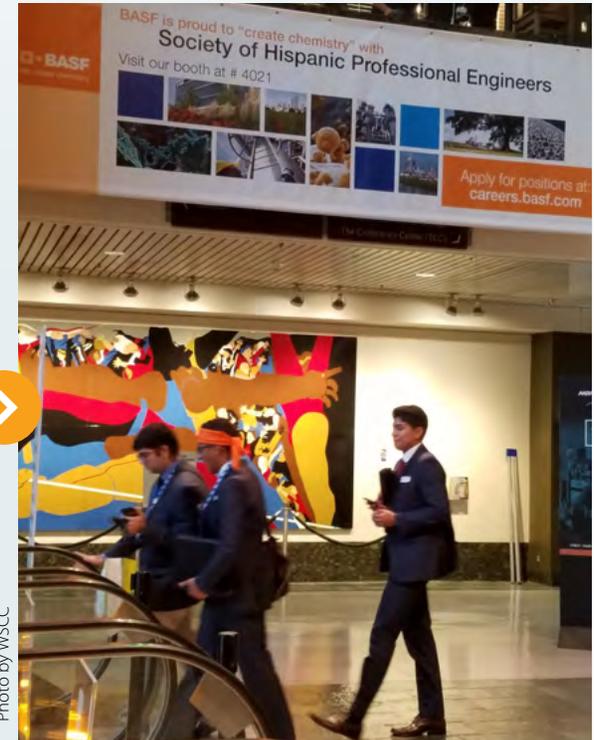


Photo by WSCC

SHPE's theme this year was "Build the Future."

*One of the primary purposes of the WSCC is to attract high-value national/international conventions whose attendees, event producers and exhibitors spend money in Washington on lodging, restaurants, transportation, souvenirs, and goods and services related to their events.*

**SPENDING BY OUT-OF-STATE ATTENDEES, 2016 WSCC EVENTS – estimated, in millions**

 Lodging	\$149.1
 Food & Beverage	\$82.3
 Entertainment (including tours, recreation, sporting events)	\$7.0
 General Retail	\$23.3
 Transportation	\$25.3
 Meeting Services (including equipment, advertising, technology)	\$61.1
 <b>Total Spending</b>	<b>\$348.2*</b>

Since our opening in 1988, people from outside Washington have spent over

**\$5.7 billion**

locally as part of WSCC events. In 2016, this spending added an average of

**\$953,918 per day**

to Washington's economy, and directly generated some

**3,732 jobs.\*\***

**2016 SALES TAX RECEIPTS – estimated, in millions**

Sales taxes generated from the spending by WSCC event goes from outside Washington added up to over **\$26.3 million**. (This number does not include lodging tax receipts collected on hotel/motel room charges to defray the cost of building the Convention Center and marketing Seattle and King County as a convention destination.)

Washington State	King County	City of Seattle	Metro Transit	Sound Transit	Total \$
\$18.9	\$0.7	\$2.6	\$2.1	\$1.9	\$26.3*

\* Individual statistics may not add up to total due to rounding

\*\* This estimate represents full-time equivalent employment

## PROGRESS ON THE ADDITIONAL FACILITY

The board and staff have worked diligently through the development management team of Pine Street Group LLC (PSG) toward the goals of completing design development, obtaining permitting and securing the final property required for the Addition. During 2016, PSG primarily focused on the entitlement effort, the key item on the critical path toward construction. Multiple initiatives moved forward this year, including publication of the Draft Environmental Impact Statement, the NEPA (federal environmental impact) process, major city reviews by the Design Review Board and Design Commission, traffic studies, and the preparation of construction bid packages for early release. While LMN Architects and the rest of the design team continue to work on preparing construction documents, PSG is leading the development team toward the final approval actions by the city and county councils required for construction.



Photo by Steve Shelton

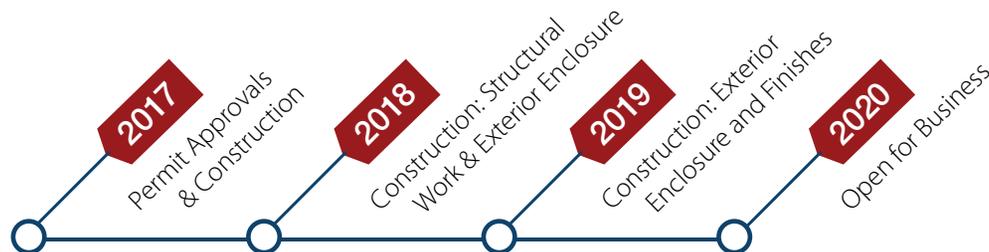
## COMMITMENT TO DIVERSITY AND INCLUSION

Pine Street Group, along with general contractor/construction manager Clark-Lewis, Pacific Communications Consultants and Johnson Construction & Consulting, initiated a series of targeted activities and proactive measures to maximize diverse business participation on the Addition project. The WSCC board has set a goal of \$70 million in project contracting opportunities for local small disadvantaged businesses as well as minority-owned, veteran-owned, and women-owned businesses. Partnership with these companies is critical to making the WSCC Addition a success. Given the scale of the project, these voluntary goals may result in record subcontracting opportunities for diverse businesses.

## MODERN, URBAN AND DISTINCTLY NORTHWEST DESIGN

LMN Architects has created a superior urban design for the Center's additional facility. The design of the Addition prioritizes operational efficiency and effectiveness, connections with the surrounding neighborhoods, open and engaging public spaces, and a unique experience that embodies Seattle's special qualities.

## ESTIMATED DEVELOPMENT SCHEDULE



Rendering by LMN Architects







Night aerial



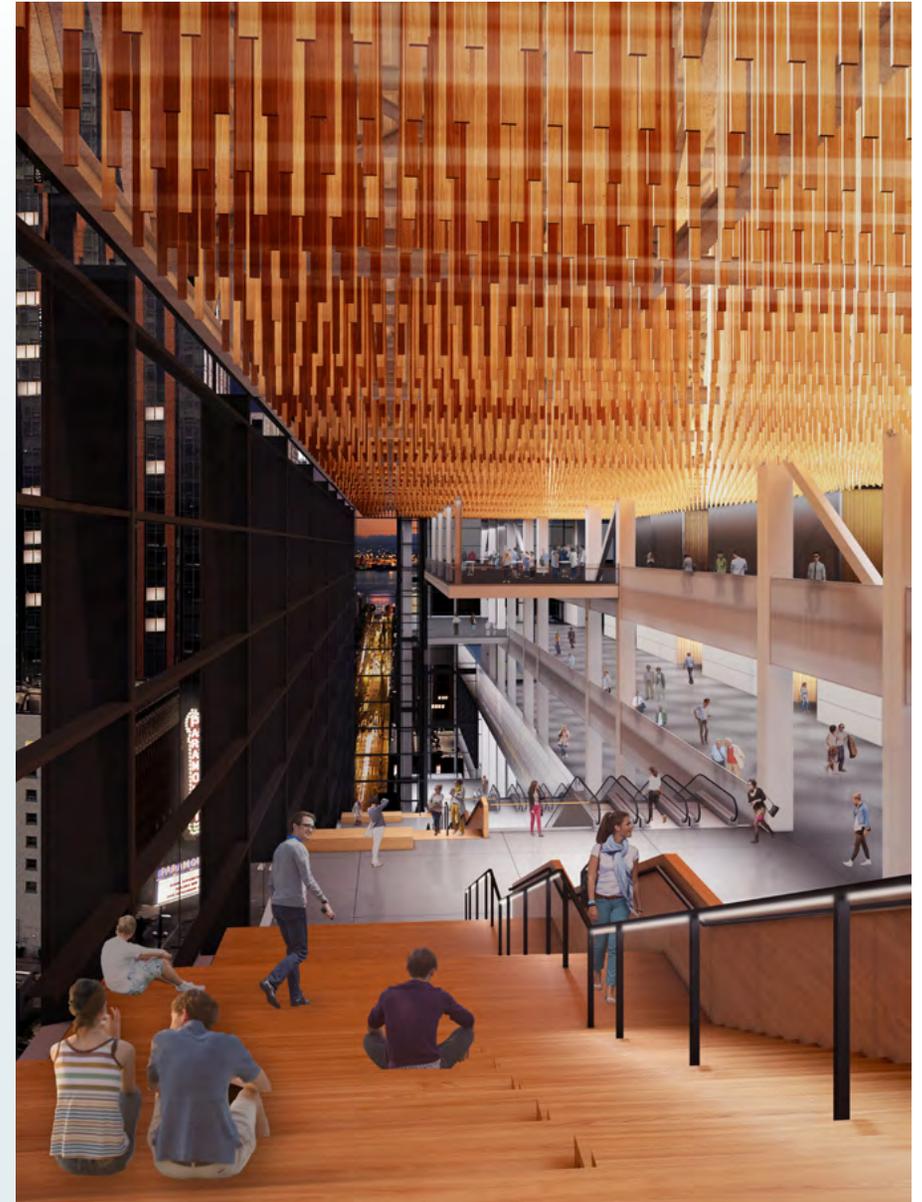
9th & Pine at night



Proposed bakery site, Olive & Boren



Hillclimb prefunction space



Hillclimb staircase



Atrium view

Renderings by LMN Architects

## WALKABILITY AND THE PEDESTRIAN EXPERIENCE

*In order to meet all attendee lodging needs, WSCC conventions and other large events require room blocks assembled from multiple hotels throughout Seattle. This means that most convention guests walk to the Center from different parts of the city, arriving from many directions. Developing simple and logical wayfinding connections to the two WSCC facilities will be a vital part of an enhanced pedestrian experience.*



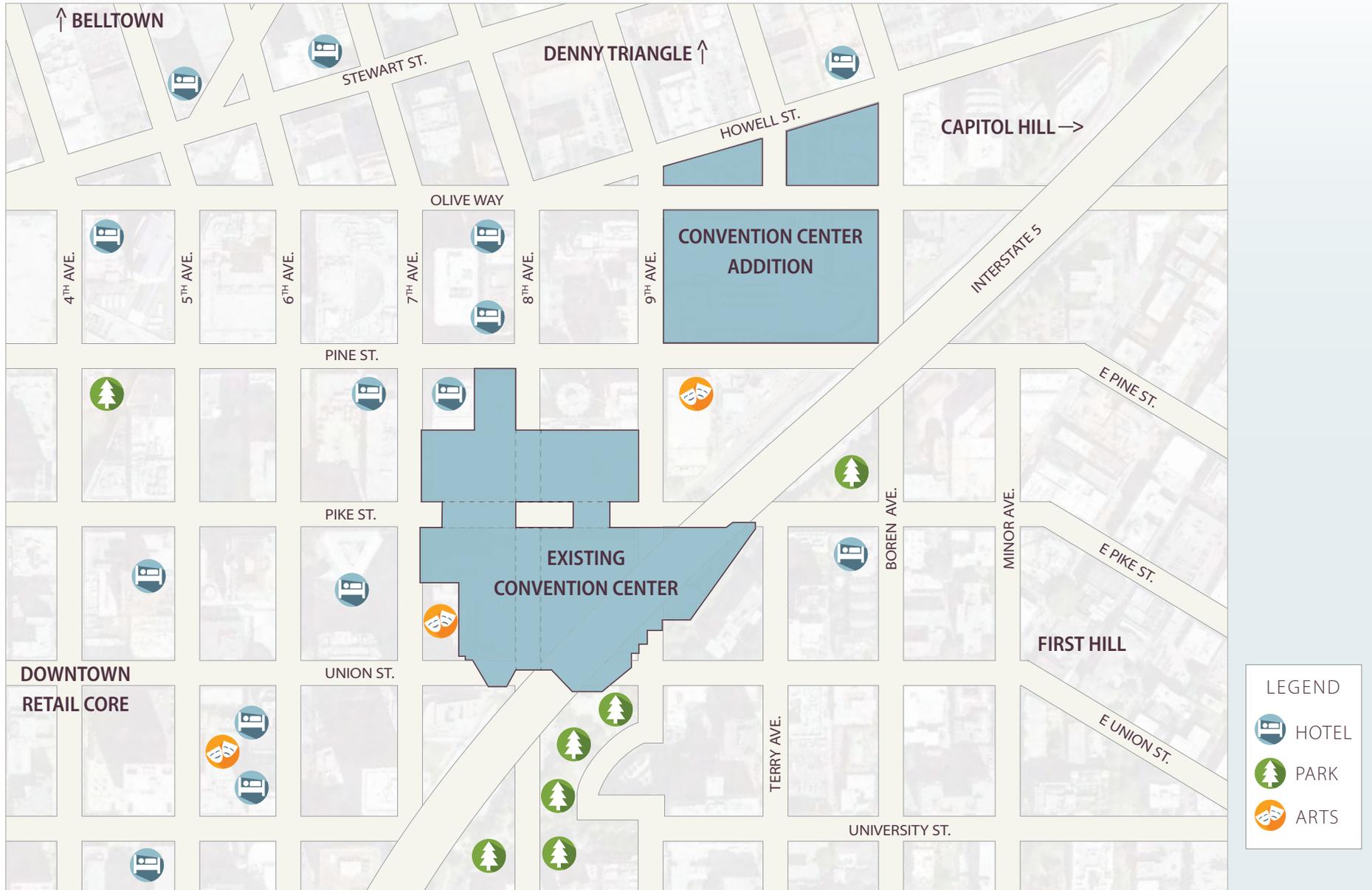
Identifying the pathways between the two buildings is equally essential. The primary pedestrian routes connecting the existing facility and the Addition encompass the block between Pike and Pine Streets and 8th and 9th Avenues. Making these pathways clear and inviting is an important component of the Addition development. Distinct signage, ample lighting and attractive Northwest-inspired landscaping are all part of the wayfinding plan.

WSCC's location in a bustling downtown Seattle, at the intersection of several lively and historic neighborhoods, creates a tremendous opportunity for pedestrian engagement with local shops, restaurants, cafés, cultural and arts attractions, and the famous Seattle waterfront.

As the Addition continues to develop, accentuating walkability is key to enriching the overall people-centered design of both facilities that is essential for the success of the WSCC as a destination.

Addition, 9th Avenue looking south

WALKABILITY AND THE PEDESTRIAN EXPERIENCE



## STREETSCAPE IMPROVEMENT PROJECT

*2016 saw the substantial completion of the Streetscape Improvement Project along Pike Street between 7th and 9th Avenues. The new look complements the ever-changing face of Seattle, while invigorating the façade of the Convention Center and 8th Avenue where it crosses under the facility.*



The design of the new streetscape echoes the great Pacific Northwest forests and natural landscape of the volcanic mountain ranges that grace the skyline around Seattle, while providing an easy walking path for convention goers and the general public. Steel bands bend around and into granite boulders, defining a series of planters while keeping the sidewalks unobstructed. The planters are filled with trees and plants that reflect the iconic evergreen forests of Washington. Complementing the boulders are clean-cut salt and pepper granite pavers that highlight the main walkways adjacent to the Convention Center.

The areas where the WSCC crosses over 8th Avenue north and south of Pike have been dramatically improved, with the removal of extraneous streetscape elements and the addition of right-of-way and accent lighting. As the downtown core continues to grow and the development of the Addition progresses, creating and maintaining inviting pedestrian pathways between and around the two WSCC facilities is essential. At the same time, continuing to enrich the community's culture by providing aesthetic value is an important part of fulfilling the WSCC mission.

8th Avenue accent lighting

### RECYCLING AND REPURPOSING

Donations from WSCC to local non-profit organization Mary’s Place over the course of 2016 included tote bags, office supplies, toiletries, earbuds, badge holders, flashlights, pens, paper, gum, diapers, umbrellas, drawing pads, coloring books and crayons, as well as 12 large bags of professional attire in a clothing drive. One of the largest donations of surplus event items came from the National Pest Management Association conference in October. In addition, many employees participated in the Aramark Community Building Day at Mary’s Place, which featured healthy cooking demonstrations, a workforce readiness seminar and the completion of a storage closet transformation project.

### ELECTRIC VEHICLE (EV) CHARGING STATIONS

In November, the Parking and Garage management team installed Electric Vehicle Charging Stations from SemaConnect in the main garage. The stations can charge all new-generation electric and plugin hybrid vehicles. They are completely safe, easy, and reliable, and using them is as simple as plugging in a cell phone. They are available for current guest use 24/7. The EV Charging Stations are another forward step in our sustainability initiative.



Photo by Walter Hodges

### WASTE DIVERSION

A substantial portion of the waste generated by WSCC was diverted from the King County trash stream to be recycled or composted. The WSCC’s waste diversion ranks in the top 5% of businesses nationwide.

TOTAL AMOUNT IN TONS



ART AT THE CONVENTION CENTER

ROTATING ART PROGRAM



Women Artists Coast to Coast – West  
October 13, 2016 – January 11, 2017



Northwest Collage Society  
Winter Show  
January 16 – March 28, 2016

The Center’s very popular Rotating Art exhibitions fill the gallery space alongside Level 2’s meeting rooms with a wide variety of artworks, featuring a new show each quarter. Applications to participate in the program are invited from groups of local or regional artists, with the selection for exhibition made by the WSCC board’s Art Committee, assisted by its Art Advisors. During the first quarter of 2016, the Northwest Collage Society brought its “2016 Winter Show” to the WSCC, with a collection of 85 pieces juried from a total of 150 submissions. The works spanned a range of expression, from representational to abstract, reflecting the members’ diverse backgrounds in painting, printmaking, graphics and a variety of media. Other 2016 exhibitions included “We Are Art,” from the artists of Artspace, “Super Duper Summer Show,” from the Society of Children’s Book Writers and Illustrators of Western Washington, and “Women Artists Coast to Coast – West,” a collaboration between the Women Painters of Washington and the National Association of Women Artists.

**WSCC ART  
FOUNDATION**

The WSCC Art Foundation is a non-profit organization which supports the Center’s art program. Art Foundation directors are drawn from the community and bring a variety of connections, perspectives and resources to the art program. The Art Foundation owns several of the artworks on permanent display in the facility.

**During 2016, the Art Foundation board focused on developing and refining their strategic plan for future activities.**

## “RIBBON”

“Ribbon” is a lively outdoor mural on the vacant auto dealership building at the corner of Olive and Boren. The building is set for demolition to make way for the Addition, but until construction starts, this vibrant piece, commissioned by the WSCC, enhances an otherwise unattractive façade.

The piece, conceptualized by Seattle artist Will Schlough, and created in partnership with students from Urban ArtWorks, shows five large goldfinches wrapping the building with red ribbon. Schlough and the students designed and painted the artwork’s components in the Urban ArtWorks SODO studio, later installing them on site as students painted alongside.

Urban ArtWorks is a non-profit organization with the goal of empowering young people through professional opportunities in the arts. Since 1995, the program has collaborated with more than 2,000 youth to bring art to public and private spaces throughout Seattle neighborhoods.



Photos by John Curry



Will Schlough, second from left, with student artists

## A WORKING KITCHEN



Photo by Natalie Fobes

### A GREAT CHOCOLATE STORY

In June, our very talented Pastry Chef, Alina Muratova, was one of the top ten finalists in the Callebaut Chocolate Company's "Great Chocolate Stories" competition.

Callebaut, the largest chocolate manufacturer in the world, called for chefs from all around the United States to share creations using their favorite Callebaut products including its "Finest Belgian Chocolate Range" that is made with sustainable cocoa. They received 120 entries and finalists were narrowed down to the top 50, the top 25, and finally the top 10.

Alina's entry (shown at right) was a Russian honey cake with Belgian milk chocolate, milk chocolate "honeycomb" and honey-Greek yogurt whipped panna cotta.



Photo by Alina Muratova



Photo by WSCC

### INVESTING IN THE FUTURE

In November, members of the Sales and Marketing teams at WSCC hosted a group of 25 high school students for a tour of the Center – specifically, the kitchen. These students were from the culinary studies program at West Sound Technical Skills Center, an educational cooperative that prepares students for career and college.

Executive Chef José Chavez led the group through the expansive WSCC kitchen, sparking many thought-provoking questions and learning moments for the students. WSCC staff members Linda Willanger and Michael McQuade shared information about our facility and the industry, from basic knowledge to career tips.

Investing in tomorrow's leaders in the hospitality industry is an important component of our outreach efforts, so when we get the opportunity to show off what we do here, we take it!



Photo by Natalie Fobes

2016 Board of Directors

**BACK ROW:**

Jerome L. Hillis  
Robert J. Flowers  
Deryl Brown-Archie, *Vice Chair*  
J. Terry McLaughlin  
Craig Schafer

**FRONT ROW:**

Karen Wong  
Frank K. Finneran, *Chair*  
Susana Gonzalez-Murillo  
Nicole Grant



Photo by Jules Frazier

2016 Executive Staff

**BACK ROW:**

Paul Smith, *Information Systems Director*  
Ron Yorita, *Director of Operations*  
Chip Firth, *Director of Finance and Chief Financial Officer*  
Michael McQuade, *Director of Sales*

**FRONT ROW:**

Linda Willanger, *Vice President of Administration and Assistant General Manager*  
Jeffrey A. Blosser, *President and Chief Executive Officer*  
Ed Barnes, *Vice President of Operations*  
Krista Daniel, *Director of Event Services*

# Gatherings



At the end of each year, the WSCC Sales Department teams up with our exceptional culinary staff to produce a unique, seasonal recipe book that is shared with Center clients. Encouraging the use of locally sourced ingredients and highlighting flavors of the Northwest region, this year's collection, "Gatherings," was a delightful addition to the growing series.