



**MEETING NOTES  
CENTRAL WATERFRONT  
EXECUTIVE COMMITTEE**

**MEETING #10 July 21, 2011  
12:00 — 1:30 PM Room #4080, Seattle Municipal Tower**

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**Meeting Attendees**

*Committee Members & Advisors*

- Charley Royer, Co-Chair
- Maggie Walker, Co-Chair
- Mark Reddington
- Ed Medeiros
- John Nesholm
- Bob Davidson
- David Frieboth
- Patrick Gordon
- Gerry Johnson

*Other Central Waterfront Committee Members*

- Peter Hahn

*City Staff & Consultants*

- Marshall Foster
  - Hannah McIntosh
  - Nathan Torgelson
  - Steve Pearce
  - Norm Schwab
  - Stephanie Brown
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**Subcommittee Updates**

- **Finance & Partnerships Subcommittee Co-Chairs:**
  - The Finance & Partnerships Subcommittee reviewed the draft early concepts plan in our last meeting; we discussed development potential and the challenges of generating operating funds through retail.
- **Design Oversight Subcommittee Co-Chairs:**
  - The Design Oversight Subcommittee had a lunch meeting last week about programming and generated a list of community groups and potential user types; the next meeting will focus on Waterfront habitat.
- **Outreach Subcommittee Co-Chairs:**
  - The Outreach Subcommittee did not meet in July; in August, we'll discuss resources, priorities, timelines, outreach to under-represented groups and the Seattle Parks & Recreation partnership.

- **Long Term Stewardship Subcommittee Co-Chairs:**
  - The Long Term Stewardship Subcommittee discussed programming ideas in our last meeting, including challenges of populating spaces in winter; we also talked about whether to call the Waterfront a park.
- **City Staff:**
  - It's important to think of retail as a public benefit and way to activate the space, rather than as a funding mechanism for maintenance and operations.

### **Update on Project Schedule / Priorities for Next Phase of Committee Work**

\*Committee reviewed and referenced documents including: *Waterfront Seattle Concept Design DRAFT*.

- **City Staff:**
  - We've created a detailed concept design timeline as the project moves forward through four steps:
    - 1st Design Iteration (May 2011)—site analysis and mapping out big ideas.
    - 2nd Design Iteration (October 2011)—vetting big design concepts and program; reviewing phasing and project packaging parameters.
    - 3rd Design Iteration (February 2012)—refining design concepts and testing against phasing, early cost and partnership ideas.
    - QA/QC & Packaging (June 2012)—finalizing design concepts and phasing, cost and partnership ideas.
- **Executive Committee Members & Co-Chairs:**
  - It's important to underscore that our framework can be flexible, especially since something we see as feasible today may evolve five years from now.
  - It's also important to acknowledge there's a lot of fluidity and multiple dimensions to a strategic plan for the project of this scale, which will evolve as the rest of the project evolves.
  - At some point we'll need to prioritize programs and the timing of specific elements; we also need a guiding document to hold ourselves accountable and set the baseline for the city's agreement with future partners.
  - With large, iconic projects, brilliant design must be accompanied by feasibility and we should be careful and not overstate what the capacity is.
  - Do we need to bring on new expertise to specifically assess the feasibility of different project elements, in addition to the consultants we already have on hand? It seems like we need an expert in marketing to test the viability; we might also want to speak with some of the people involved in projects similar to ours across the country.
- **City Staff:**
  - We'll be having broad discussions about feasibility through the second iteration and will then test the concepts in a detailed way in the third iteration.
  - The guiding document will be ready in the third iteration; we'll be prioritizing the program, defining the user groups and illustrating how we're packaging things into specific spaces.
  - Additionally, the Executive Committee will be meeting next week as the start of an ongoing discussion about programming and will help interpret the broader Subcommittee's input.

### **Seawall Update**

- **City Staff:**
  - By the end of the year we hope to have a new seawall alternative and cost estimate for City Council; we'll continue to coordinate with jco throughout the project design.

- We met with the Army Corps of Engineers and they were clear that financing is going to be a challenge; we should discuss this further in the Finance & Partnerships Subcommittee.

### **Review CWC Charter & Approach to Strategic Plan**

\*Committee reviewed and referenced documents including: *Central Waterfront Committee Charter*.

- **Committee Members & Co-Chairs:**
  - The design process will come to a close in June 2012 and at that point we'll need a high-level, strategic plan; we'd like the Executive Committee to own this approach along with the full CWC.
  - As a set of recommendations from the Committee, the strategic plan will ideally start coming together in March through June of next year.
- **Committee Members & Co-Chairs:**
  - The most important role of the strategic plan should be to establish goals and set important, achievable targets so everyone understands what we're doing and how we expect the project to unfold.
  - Partnerships need to be refined, as they will inform funding, design and the successor entity; it's important that we have an understanding of the Committee's intent with those recommendations, so they can be carried forward in future agreements around those partnerships.
  - The "when" in terms of when specific elements move forward will be largely impacted by public and private attitudes about the economy.
  - A non-profit entity remains the best early approach given its flexibility to advance the project through partnerships around early wins, etc.
  - The strategic plan should also be "owned" or initially written by one person, rather than many, so it continues to further our momentum; the City and the consultant team need to identify a lead for this task.
- **City Staff:**
  - As a next step, we'll outline the strategic plan from now until October, including funding, phasing, partnerships and programming around concept design.
  - There may be some elements that come later, such as external partner relationships and the new successor entity; it might make sense to have a conversation about public support separately.
  - After June of 2012 we'll start the environmental review including schematic design and preliminary engineering.
  - We may also start moving on early implementation of projects that don't depend on the viaduct or have other obstacles to building momentum; we should be able to borrow against an approved LID.
  - One of the challenges C. Damon proposed was how to capture future value; we can test the financial tools against a plug number for now.

**ACTION: City Staff to identify author of strategic plan.**

### **Next Steps**

- **City Staff:**
  - We're working through the appointment process for seven to eight new Committee members; City Council action is preparing for recess so we'll likely hold off on formal action until the fall.
  - The next step for individual Subcommittees is to begin diving into their individual work plans so there is a logical flow.