



**MEETING NOTES  
CENTRAL WATERFRONT  
LONG TERM STEWARDSHIP SUBCOMMITTEE**

**MEETING #3 July 11<sup>th</sup>, 2011  
3:30 — 5:00 PM Room #1610, Seattle Municipal Tower**

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**Meeting Attendees**

*Subcommittee Members & Advisors*

- Carol Binder, Co-Chair
- Bob Davidson, Co-Chair
- Rollin Fatland
- Gary Glant
- Tim Gallagher
- Kate Joncas

*Other Central Waterfront Committee Members*

- Maggie Walker

*City Staff & Consultants*

- Hannah McIntosh
  - Steve Pearce
  - Marshall Foster
  - Jennifer Wieland
  - Dennis Meier
  - Tatiana Chouluka—*via phone*
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**Committee Business**

- **Long Term Stewardship Subcommittee Co-Chairs:**
  - We have two new advisors joining us today: Kate Joncas, CEO of the Downtown Seattle Association, and Tim Gallagher, Former Director of the Seattle Parks & Recreation Department.

**Waterfront Programming Input**

\*Subcommittee reviewed & referenced documents including: *Early Concepts Plan for the Waterfront DRAFT & Waterfront Seattle Program—Opportunities & Challenges*

**SCHEDULE FOR PROVIDING INITIAL INPUT ON PROGRAMMING**

- **City Staff:**
    - In addition to our programming discussion today, the Design Oversight Subcommittee and Finance & Partnerships Subcommittee are having parallel conversations this week.
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- We'll provide the Subcommittee's collective comments to the Executive Committee for their meeting on Thursday, July 21<sup>st</sup>; they'll then provide a clear body of feedback to the team.
- Right now, we're still at a conceptual level; as we move further ahead we'll be thinking even more specifically about the kinds of activities we want to see and the associated opportunities.
- We'll also have a better read on what the eventual stewardship body will look like—it may be a single entity, a combination of several bodies, such as the Historic Piers Association or Pike Place Market, or strategic alliances with specific groups taking on different projects based on their interests.

#### EARLY DESIGN IDEAS/PROGRAM OPPORTUNITIES MATRIX

- **City Staff:**
  - Today we've printed out a large copy of the end-to-end early concepts plan draft; the projects group naturally into 15 bundles:
    - Alaskan Way Waterfront, Railroad Way & Stadium Plaza, Pier 48 Fold, Pioneer Square Beach, Colman Dock Fold, East-West Connectors, Colman Dock Landing; Commercial Pier Porch Wrap; Aquarium Plaza; Aquarium Beach; Overlook Fold; Pier 62/63; Bluff Bowtie; Belltown Balcony; The North End.
  - These represent a combination of design team ideas as well as feedback from community discussions and City staff discussions; our review is important in terms of providing local input to jcfo.
  - If you see something broadly missing, we should point that out, such as activities for children on the Waterfront.

#### MAINTENANCE & OPERATIONS AND LONG-TERM SUSTAINABILITY CHALLENGES

##### Overall Concept & Theme

- **Long Term Stewardship Subcommittee Co-Chairs, Members & Advisors:**
  - Thinking of this in terms of a series of projects is helpful—the process of breaking it down and then putting it back together, perhaps in a different way, to identify a common theme.
  - It seems the worst thing we can do is to try and make this a place for all people at all times; we need a theme, an integrated concept that ties everything together and links to downtown.
  - It also seems important to avoid the concept that this is a park and instead look at it as a Waterfront development for Seattle with specific activities.
  - If we call this a park, we'll have to ask for more money to maintain it and it will have to be maintained at a far different level than the current standard in the Parks Department.
  - The public is then likely to take issue if we ask them vote, given interest in parks within their own neighborhoods and their corresponding needs.
  - If this is considered as a development, it is a different approach and it has much better chances for funding opportunities through events and tourism activities.
  - The Waterfront needs to be supported by a variety of means and one of them has to be capturing revenue from adjacent commercial development.
  - If there is indeed a large tourism draw, perhaps there's a way to capitalize on that, such as a tourism or cruise ship tax to be directed toward the operations and maintenance funding.

## Demographics

- **Long Term Stewardship Subcommittee Co-Chairs, Members & Advisors:**
  - We're commenting on design not knowing who our users are now or where we want to be in ten years, on weekends, in the evenings.
  - Perhaps we should have a matrix or a market study, which includes who our target populations are and when we are trying to get them there, so we understand better who our market is.
  - Who do we want on the Waterfront that makes it economically feasible? What is our target audience depending upon time of day? Who should be there in the morning?
  - In the matrix we should look at populations during different times of the day and ways to get folks who are downtown all day to the Waterfront.
  - Also, when do we want the business community there? What about tourists versus locals on the Waterfront?
  - In an old survey, we learned locals hardly ever go to the Waterfront, other than the ferry traffic; if we want that to change, what are the target populations to supplement the tourist activities?
  - Have all the demographics been accounted for? We also want spaces that will attract families; Pier 48 would be good for kids and senior housing and activities could occur around Pike Place Market.
  - The aquarium is an existing entity that's a big draw for families and kids; if we were to have a park, it might make sense to place where we already have some sort of family attraction.
  - It's also important to remember, however, that there aren't a lot of children in downtown Seattle; the current estimated number is approximately 3,000.
- **City Staff:**
  - Specific needs and issues for children and seniors have not been addressed just yet.
  - It might be interesting to look at the visitors at the Olympic Sculpture Park to tell us about our possible mix in the future.
  - In terms of the market analysis, it might make sense to parcel out into different zones; we also have opinion research in our next phase.
  - Additionally, Waterfront organizations have research; they track zip codes and have done various surveys over the past few years.
  - We have a new person at DPD who could be a resource if we need it; his specialty is in market research.
  - We may also want to look at other places in Seattle that have a successful mix of the types of visitors we want to see on the Waterfront.

## Activities & Uses

- **Long Term Stewardship Subcommittee Co-Chairs, Members & Advisors:**
  - We might consider walking tours; it would be nice to have intense interpretation of the natural environment and history, not just plaques, infused along the Waterfront.
  - The walking tours could present the common theme tying everything together as an educational component, a natural resources history—so people walk, learn, experience as they go.
  - Specific to the walking tours could be seeing the working Waterfront as well as the living Waterfront—the sea life; the fact that we have our docks there is unique to Seattle.
  - We could also create a space for kickball or volleyball teams that doesn't require a lot of maintenance; these activities bring people in and many teams visit restaurants afterwards.
  - On a day-to-day basis, it would be nice to see downtown office workers during the day and downtown residents using the Waterfront for their exercise.

- We want it to be a place where families want to go; as an adventure and part of that adventure is something that is culturally or experientially enriching.
- **City Staff:**
  - Should we have anything like a Waterfront museum? Right now, the Odyssey Museum is more about the way the Waterfront works and is only open for school groups. *\*Subcommittee Co-Chair noted that the Aquarium currently has a large Maritime history collection.*
- **Other Committee Members:**
  - The way museums are currently going is that you have cell phone applications, which can change all the time, which tell you what's in the museum.
  - For a museum, we should think about more ephemeral approaches, rather than a bricks and mortar facility that has to be maintained.

### Parking Concerns

- **Long Term Stewardship Subcommittee Co-Chairs, Members & Advisors:**
  - We should talk to someone who can tell us more about what the challenges would be for getting 3,000 to 4,000 people to Pier 48 when musical artists are touring.
  - In international cities, they have escalators and elevators that go from the waterfront into the downtown areas; perhaps we should consider adding more of these to address parking issues.
- **City Staff:**
  - We have a new Subcommittee advisor, A. Kochen from AEG Live, who should be able to provide an expanded perspective on the logistics surrounding music events.
  - We may want to consider regulated parking—these parking impacts appear to be spreading up the Waterfront when the meters are off on Sundays; one solution would be to have meters running.
  - If big parking reserves are taken up by stadium events, folks could walk down from the city or take the bus to Piers 62-63, however, that's much harder at Pier 48.
  - It's notable that there are major playground facilities in the Brooklyn Bridge Park but no nearby parking facilities; many families take transit or walk there.
  - We have a recent parking intercept survey we can draw from; we know where folks are heading when they get out of their cars on the Waterfront.
- **Other Subcommittee Members:**
  - At the Olympic Sculpture Park, people walk there from the other end of town; we were concerned that only having 45 parking spaces would hinder folks from coming, but neighbors and others are still using it—the views and the art still draw people.
  - An estimated 30-40 percent of people who are coming are walking their dogs; lots of folks ride bikes, run or walk through using the trail that goes down to the water—both locals and tourists.
  - The zoo can probably share great market information, as well; they run a bus from Kirkland every hour for folks who want to visit from the Eastside.

### Inclement Weather

- **Other Committee Members:**
  - We should also think about what folks do in bad weather, which seems to be the big unknown—we need to contemplate interesting things that can be done in the non-summer months.

- **Long Term Stewardship Subcommittee Co-Chairs, Members & Advisors:**
  - The biggest negative comment I've heard regarding the overall concept is fear about what will happen in the vast green spaces when the sun is not out.
  - During the sunny days, the Waterfront is always crowded—every square inch of the sidewalks on the Waterfront seems to full of people.
  - In Seattle, when the weather is bad, people drink in bars and restaurants or go home, cook and watch television; if they do go out, it's to get their exercise.
  - If we had more activities for children, that might bring more people down to the Waterfront in the wintertime; the Aquarium tends to more see children on cloudy than sunny days.
  - If there are portions of the Waterfront that are covered in rain or shine, that may draw more people in who are taking cover from the elements.
  - We definitely need to establish expectations of use; we will not have the same number or type of people on a Wednesday in January versus a Wednesday in July.
  - The expectation should be for heavy usage in the summertime, especially since it stays light until late in the evening; in the wintertime, programming should focus on the weekends.
  - If the Waterfront has great bars and restaurants, we may see more winter use after 5:00 p.m., as well as during nice weather and school breaks.
  - In the summertime, folks may go out on the loading docks; in the wintertime, they may retract to the other side of the street; we could try to generate good commercial development there.
  - We could have heat lamps so you can still be outdoors; perhaps the west side of the street has more active spaces that are enclosed and cozy for wintertime use.
  - Any new development should embrace history and traditions, which should be symbiotic—then we'll have something that's more authentic and longer-lasting.
  - There has been some discussion that we don't need more restaurants on the Waterfront; we just need to drive people to the existing restaurants.
  - In some cities, they have receptacles every few blocks with umbrellas for the public's use when it's raining; we might consider that here.
  - It would be useful for Subcommittee members to walk down the Waterfront, see who's there and what they're doing in order to stimulate us all to view the project in a more imaginative way.
  
- **City Staff:**
  - The idea of extending the City fabric down to the Waterfront is also important; a running, walking or bicycle path will hopefully contribute to greater after-work usage in the wintertime.
  - We should also think about what factors make restaurants and bars successful; does that include adjacent residential?
  
- **Consultants:**
  - Restaurants are great and will encourage more people to come down to the Waterfront, but they can't be the single programmatic element—we have to have more than that.
  - It seems that the right programs could bring people out in any weather; it would be interesting to come up with a list of activities that will bring people out despite the climate.
  - Every park in Chicago and New York has intense programming to entertain lots of people; such as big outdoor screens in Madison Square Park where sporting events can be projected.
  - Also, our team has been walking the Waterfront every month since October, from the beach at the North end—we see folks there in all weather.

### Possible Meeting Spaces

- **Other Committee Members:**
  - One thing we seem to be missing is small venues for meetings; Town Hall has been enormously successful in Seattle because there's a strong appetite here for intellectual programming.
  - We should consider small festivals and intellectual content; perhaps we could work with the Convention Center on that.
  - While there is a lack of parking, if we have a streetcars folks can park on the periphery of that and come down to the space.
  - We could consider reflecting the Museum of History & Industry's program, which will feed into this interest about what makes this city Seattle.
  
- **Consultants:**
  - The history and the industries that have been developing in Seattle for years—from logging to high tech—are fascinating.
  - Seattle is very unique and the Waterfront should be a place where you can see, understand and experience the history of the West Coast to a great degree.
  
- **City Staff:**
  - Another question is whether we need a large space where public events can come together; something iconic for Seattle that's bigger than Victor Steinbrueck or Westlake Park.

### South of Pier 48

- **City Staff:**
  - Just south of the Pier 48 fold on Jackson Street is an element that hasn't gotten the same amount of attention as some of the others.
  - One of the ideas here is to leave some upland space or have a destination restaurant or some sort of retail; right now it's a parking lot and there's also a separate area for large boats to tie up.
  - It doesn't seem like there would be any reason for folks to be there, other than on game days, so we're worried about having retail in that space.
  
- **Long Term Stewardship Subcommittee Co-Chairs, Members & Advisors:**
  - Perhaps this presents an opportunity for some sort of recreational boating facility? Or a waterfront taxi?
  - Since the beach is right next to it, you might consider putting in a kiosk; it could possibly be used as a place for weddings, depending upon what shape the amphitheater appears in.
  - This park is right against the container terminal, so it doesn't invite you to go any further south; it would be interesting if we could link it to West Seattle somehow.
  - Sometimes hidden spaces are appealing; maybe it could be called "Waterfront View Park" with public art or Asian-inspired plantings, given the proximity to the International District.
  - One concept would be to eliminate 3c and put it next to Jackson Street Park; with short-term moorage, canoeing, kayaking, paddleboard rentals, and an open beach area for water activity.
  - A rental space would also support some sort of small restaurant usage; you could also consider creating something like an underwater park since this area is shallower than elsewhere.
  - This would be a nice bookend to the Olympic Sculpture Park on the north; we could put the moorage to the side as well as the rentals, with some sort of concession.
  - A place where children can play with boats will bring people out during any kind of weather.

- **Consultants:**
  - This is one place where you can see straight out—there is no other place on the Waterfront to have such a clear view.
  - Having the Port of Seattle as a neighbor to the south is quite iconic, the cranes are amazing and there shouldn't be much noise in this location once the viaduct is down.
  - There are few places on the Waterfront where the average person can really engage with the water—it would be fun to walk around, check out boats and kayaks and sit on the dock.
  - On the East Coast, we have several places where boats are used as museums; we also have a boat that's a concert hall and someone also bought an old boat and made it into a hotel.
  
- **City Staff:**
  - If we are creating a big beach, is there enough activity to populate the beach and the pier? There could also be a possibility of building something else to draw more people.
  - The folks who run rentals have voiced extreme enthusiasm about the possibility of offering this type of usage here.
  - If we wanted small-scale office or retail development, this is where we can do it; to have a hotel, we'd need to amend the shoreline code.
  - We need to think about how to address foot ferries; in many ways the existing piers make sense, rather than putting those in spaces for recreational uses.

### Public Art & Technology

- **Long Term Stewardship Subcommittee Co-Chairs, Members & Advisors:**
  - It's important to ensure that art is a major element and that it is dispersed throughout the Waterfront; it should be integrated into the entire project.
  - We should also consider interpreting the technological; perhaps there are QR codes everywhere—it would be interesting to have Microsoft sponsor or design an art project.

### Staffing

- **City Staff:**
  - A lot of the parks we're trying to emulate, like the Highline or Hudson River Park, are highly staffed; that's a lens we should apply as we think about the programming.
  
- **Long Term Stewardship Subcommittee Co-Chairs, Members & Advisors:**
  - Pike Place Market is intensively staffed and the Aquarium has a large volunteer staff; we should consider how we can set-up and oversee volunteer staffing.
  - Part of the appeal for volunteerism should be that there are engaging things to do like serving as a docent at the museum, rather than providing security.

### Timeline

- **Long Term Stewardship Subcommittee Co-Chairs, Members & Advisors:**
  - When are we locked in with programming uses?

- **City Staff:**
  - We're talking about having the third iteration of the concept design completed in February 2012, which informs the cost estimates and operating costs that we need to be working with.

#### Additional Comments

- **Long Term Stewardship Subcommittee Co-Chairs, Members & Advisors:**
  - If we could rename this Waterfront Drive, it might resonate better; it could become like Chicago's Lakeshore Drive. *\*City Staff noted we can name the section of the road going up the hill.*

#### Next Steps

- **City Staff:**
  - In terms of concrete next steps, Subcommittee members should think about a few things, including:
    - What brings people out in Seattle in all types of weather;
    - Who is on the Waterfront today;
    - Who we would like to be on the Waterfront in the future.
  - At the Full Committee meeting we'll continue the conversation about programming; the next Long Term Stewardship Subcommittee meeting will then be taking place on Tuesday, August 8<sup>th</sup>.
  - In the next Subcommittee meeting, we'll review our work plan for the next twelve months as we endeavor to develop the Full Committee's strategic plan.