

# 2013 Waterfront Program Work Plan

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## *Waterfront Program Anticipated 2013 Activities and Milestones*

As requested in Council Resolution 31399, the following pages outline a high-level work plan for Waterfront Program implementation in 2013.

## **Introduction**

### **The Projects**

The Waterfront Program is a series of capital projects undertaken by the City of Seattle in partnership with the whole community to transform the City's central waterfront. The projects range from large and technically complex to relatively small-scale street improvements. All activities in 2013 such as public engagement, environmental review and local improvement district formation are in support of the successful design, construction and long-term community use and enjoyment of these projects as part of a "***Waterfront for All***". [See Exhibit A: Waterfront Projects for a map of the projects and Exhibit B: Costs and Funding for a summary of initial program costs and funding from Resolution 31399.]

### **Elliott Bay Seawall Project**

The Seawall Project's first phase is the first waterfront project to move into implementation and will set the stage for the remaining waterfront redevelopment.

- ***The Elliott Bay Seawall Project Phase 1***

*The Elliott Bay Seawall Project will replace the existing seawall—from S. Washington Street to Virginia Street—with a structure that meets current safety and design standards, while also providing a new beach at Washington Street, a rehabilitated Washington Street Boat Landing, and a rebuilt pedestrian sidewalk to the west of the current Alaskan Way.*

- ***The Elliott Bay Seawall Project Phase 2***

The second phase of the project will continue the improvements from Virginia to Broad streets. The City is working to identify funding for the project's second phase and construction is anticipated sometime after the completion of the Waterfront Core Projects, below.

### **Waterfront Seattle Core Projects**

The Core Projects listed below were developed as part of the Waterfront Seattle Concept Design and will be constructed after the Elliott Bay Seawall Project.

- ***Alaskan Way Viaduct Demolition and Battery Street Tunnel Decommissioning***

When the WSDOT-constructed SR-99 deep bored tunnel is complete in 2016, the current Alaskan Way Viaduct will be demolished and the Battery Street Tunnel will be permanently closed.

- ***Alaskan Way and Elliott Way***  
A new city street, Alaskan Way, will be built in the footprint of the existing viaduct and will continue up the hill below the Pike Place Market to Elliott and Western avenues as Elliott Way. The new street will serve all modes of travel. In addition, the Marion Street and Lenora Street Pedestrian Bridges will be replaced and improvements will be made in the footprint of the existing viaduct ramps at Seneca and Columbia streets.
- ***Tideline Pedestrian Promenade***  
A new pedestrian promenade will be built to the west of the existing viaduct. The promenade will include ample space for strolling, viewing, seating, cycling and other recreation.
- ***Main and Washington Street Improvements***  
Connecting Pioneer Square to the new waterfront, pedestrian-scale improvements will be made to Main and Washington streets between Alaskan Way and Second Avenue.
- ***Union Street Improvements***  
A series of pedestrian improvements, connecting First and Western avenues and Alaskan Way, will be made at Union Street.
- ***Union Street Pier***  
The existing Waterfront Park, which is seismically vulnerable, will be rebuilt as a flexible public recreation and open space.
- ***Pier 62/63***  
The existing Pier 62/63, also vulnerable in an earthquake and currently unable to withstand large weight loads, will be rebuilt as a flexible public recreation and open space.
- ***Overlook Walk***  
A large, landscaped pedestrian connection will be built spanning Alaskan Way between Victor Steinbrueck Park and the proposed Pike Place Market PDA development at the PC-1 site and the waterfront at the Seattle Aquarium. The Walk will include space for public strolling, viewing, gathering, eating and children’s play areas and will also incorporate space for two buildings.
- ***Bell Street Green Street Improvements***  
The existing Bell Street Green Street improvements, which end at First Avenue, will be extended west from First to Alaskan Way.
- ***Railroad Way***  
In close coordination with WSDOT’s SR 99 Deep Bored Tunnel South Access improvements, Railroad Way will be improved to allow enhanced and safe access between the Stadium District and the waterfront. Starting at Stadium Plaza, it would lead visitors to the Tideline promenade on the waterfront, while keeping strong connections to Pioneer Square through First Avenue and Occidental Avenue South.

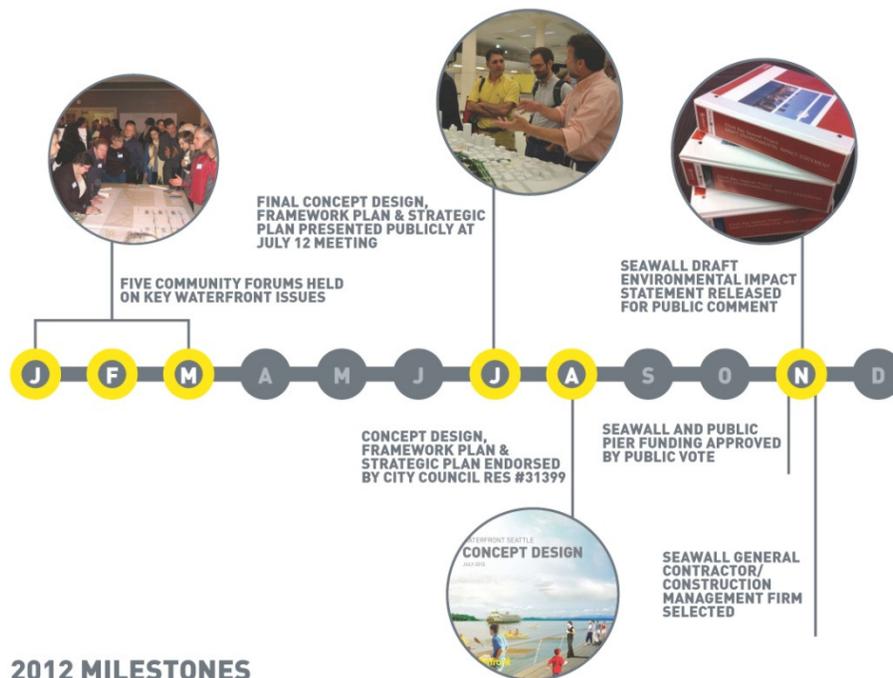
## **Partner Projects**

The following projects, while not led by the City of Seattle, occur within the project area and will have an impact on the success of the Waterfront Program. In addition, two projects (the PC-1 Redevelopment and the Aquarium Expansion) were identified as candidates for partial City funding in the 2012 Waterfront Strategic Plan. All projects are being closely coordinated with the City-led efforts.

- SR-99 Deep Bored Tunnel (WSDOT)**  
 A two-mile long tunnel will be built under downtown Seattle, along with over a mile-long stretch of new highway connecting to the tunnel's south entrance and a new overpass at the south end of downtown allowing traffic to bypass train traffic near the port terminal. The project also includes reconnections to the City street grid at both the north and south tunnel portals.
- Pike Place Market PC-1 Site Redevelopment (Pike Place Market PDA)**  
 The PC-1 North site on Western Avenue will be redeveloped to provide Market-related uses such as cold storage, parking, and housing. The site's redevelopment will connect seamlessly to the City-led Overlook Walk project.
- Seattle Aquarium Expansion (Seattle Aquarium Society)**  
 The Seattle Aquarium is in the early stages of reviewing options for expansion, including renovations to the existing Piers 59 and 60 and potential additional expansion to the south.
- Multimodal Terminal at Colman Dock Project (Washington State Ferries)**  
 The timber portions of the existing dock and main terminal building will be replaced as they are seismically vulnerable. In addition, the dock layout will be reconfigured while retaining a connection to the Marion Street Pedestrian Bridge and the passenger-only ferries on the southern edge of the dock.

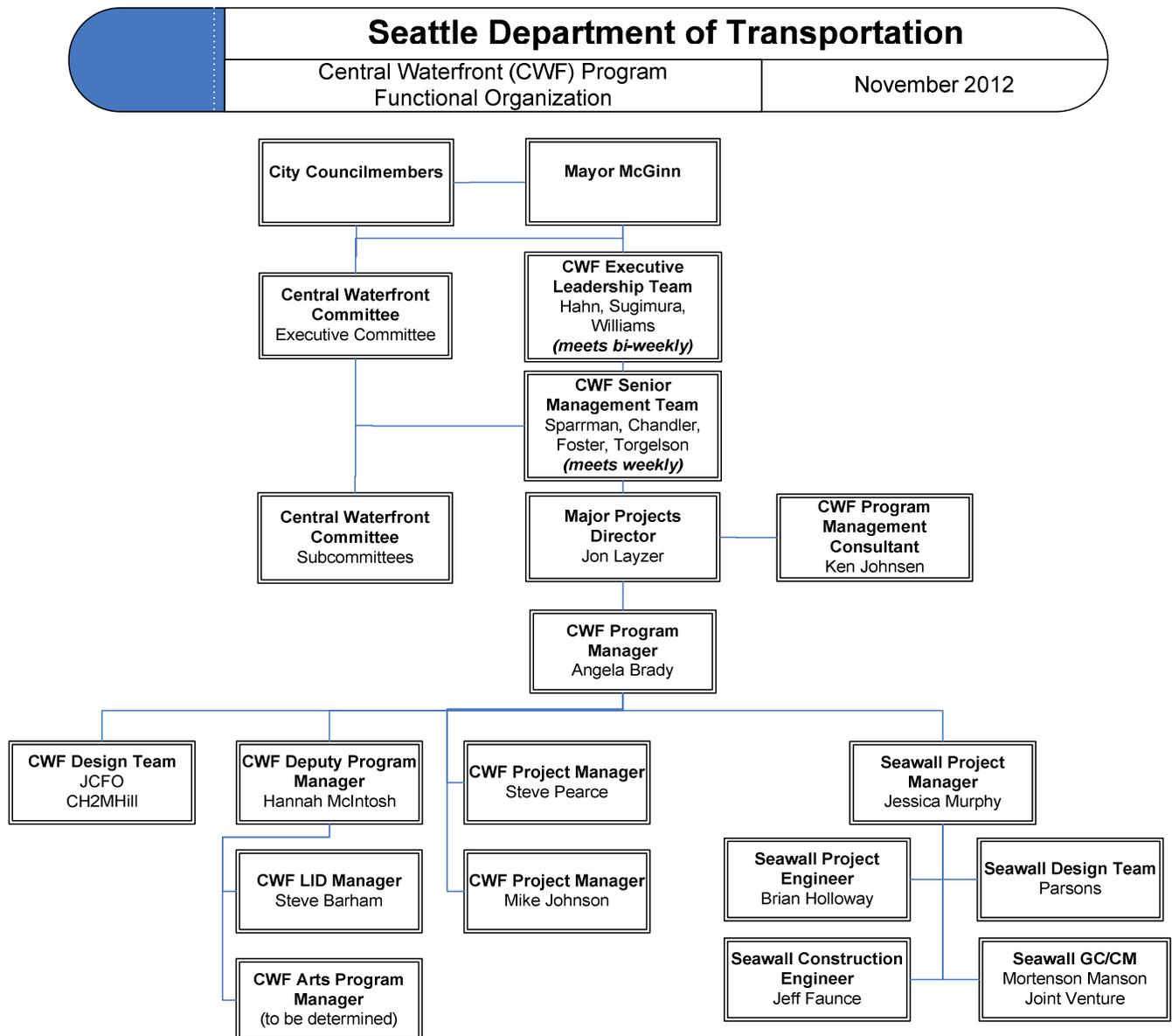
## 2012 Milestones

The Program begins 2013 with strong momentum from a series of critical milestones in 2012, all built on enormous and unprecedented public input. In keeping with the key Program goal of creating a *"Waterfront for All"*, the project team provided an unprecedented number of venues and opportunities for feedback in 2012 and the Seattle public responded with generosity and enthusiasm.



## Management Structure

The Waterfront Improvement Program is guided by a cross-departmental leadership team from the Departments of Transportation, Parks and Recreation, and Planning and Development. Many other City Departments and Offices have critical roles in the success of the program, including Finance and Administrative Services, the City Budget Office, Seattle Public Utilities and Seattle City Light. Because of the complexity of administering a program involving multiple major capital projects on different schedules, long-term maintenance and operation needs, various local funding sources and high stakeholder expectations, an approach that pulls the most-qualified and experienced staff from across departments is necessary. A high level organization chart for the Program management structure is below:



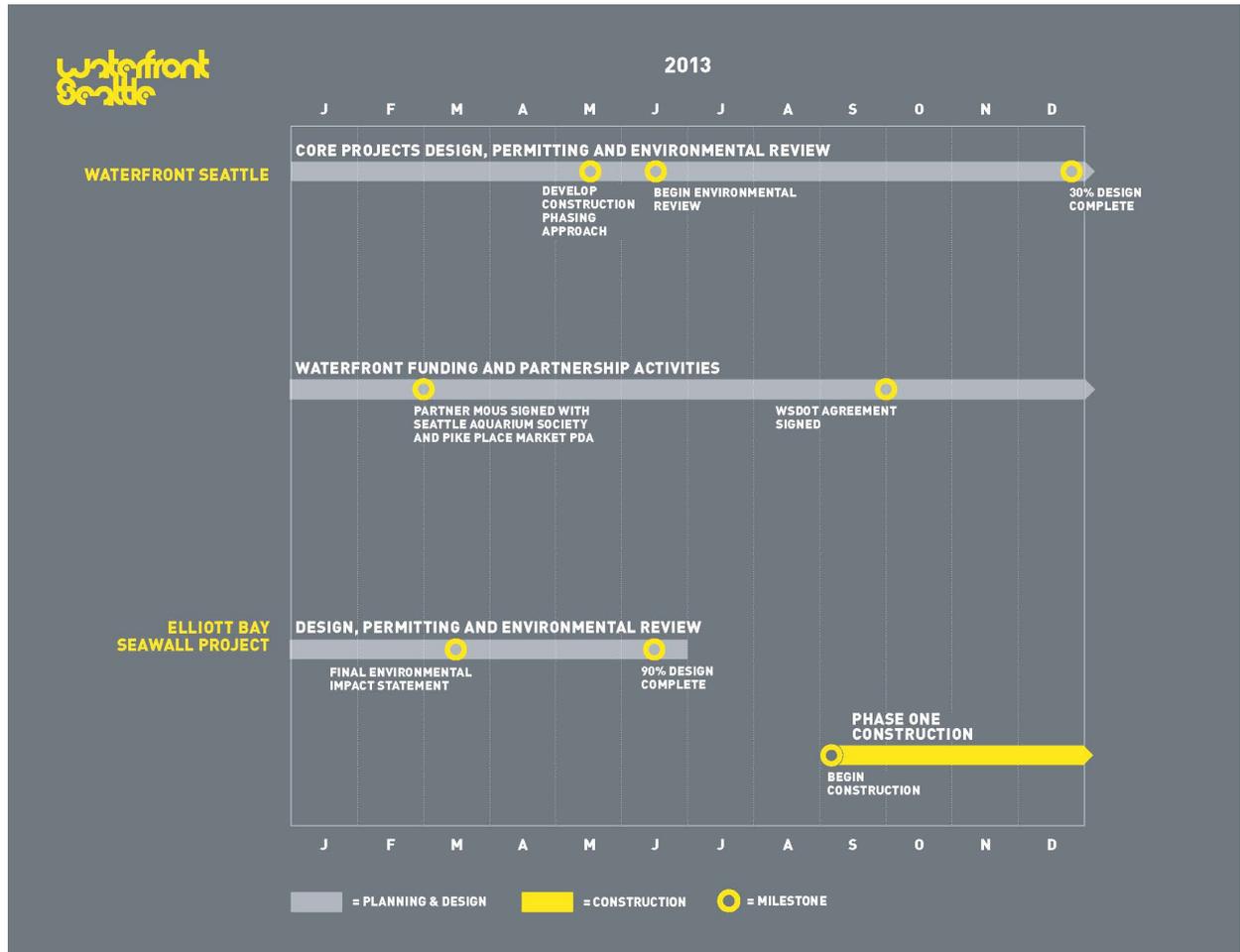
## 2013 Work Plan: Summary

### Goals

In order to keep the projects that make up the Waterfront Improvement Program on schedule, under budget and fully coordinated with each other in 2013, the following must be achieved:

1. Conclude Elliott Bay Seawall environmental review, permitting and design
2. Successfully launch Elliott Bay Seawall construction
3. Maintain momentum around Core Project implementation by:
  - Establishing a plan for Core Project construction sequencing
  - Completing 30% design for most of the Core Projects by Q2 2014
  - Beginning environmental review of the Core Projects
  - Demonstrating clear progress on “early win” projects
  - Activating the waterfront as a destination during construction
4. Secure Waterfront Core Project funding by:
  - Advancing the formation of a downtown waterfront Local Improvement District
  - Completing an agreement with the Washington State Department of Transportation on the demolition of the viaduct, decommissioning of the Battery Street Tunnel and funding of the new Alaskan Way and Elliott Way surface streets.
  - Building new and leveraging existing partnerships, both public and private
5. Coordinate with community stakeholders and partner agencies and governments, particularly local tribal governments

## 2013 Milestone Timeline



### Anticipated Council Review

As called for in Council Resolution 31399, the following deliverables have been identified for Council Review in 2013.

### Formal Review/Action Required

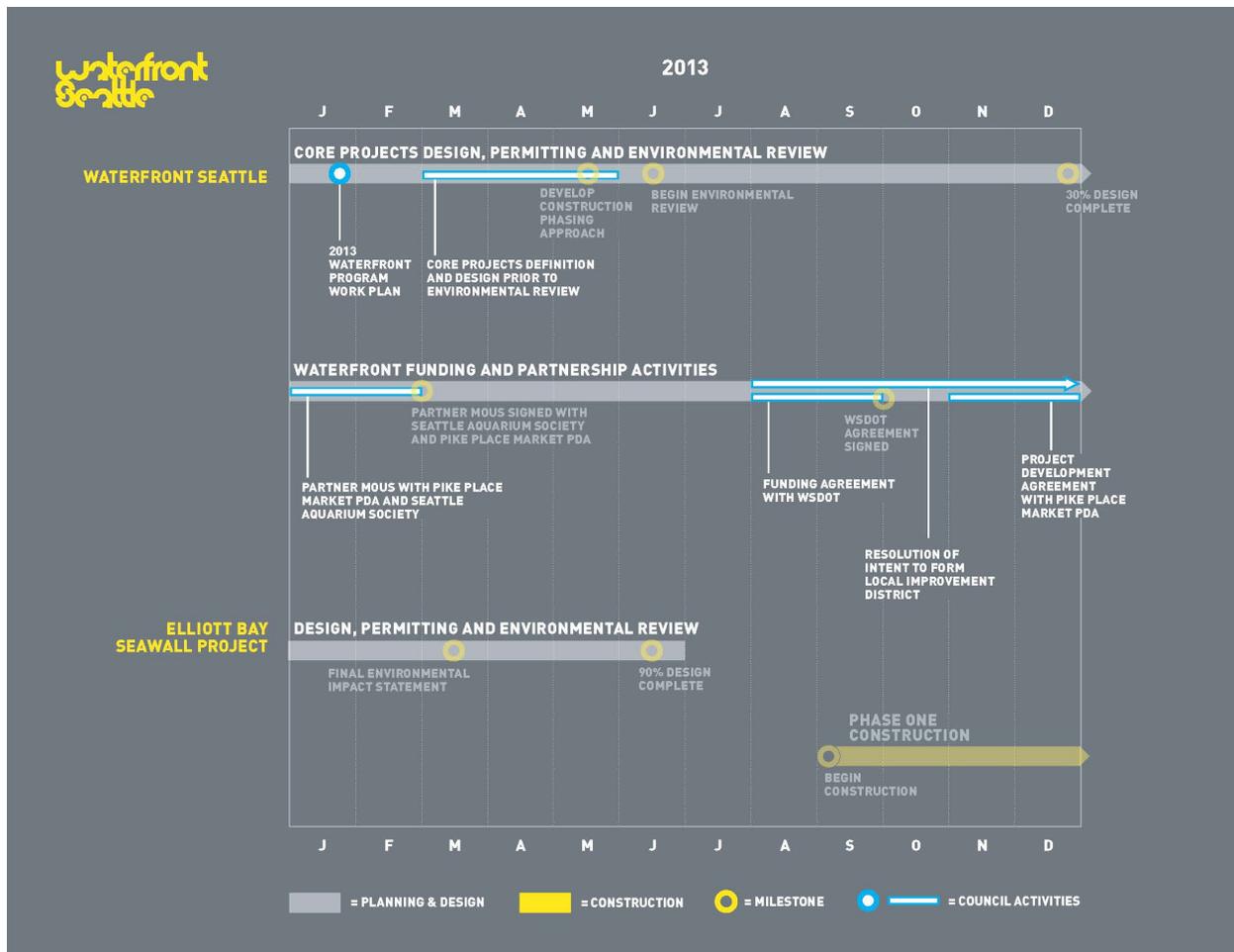
- 2013 Waterfront Program Work Plan (Jan)
- Partner MOUs with the Pike Place Market PDA and the Seattle Aquarium Society (Jan-Feb)
- Core Projects definition and design prior to environmental review (Mar-May)
- Funding agreement with Washington State Department of Transportation (Aug-Sept)
- Project development agreement with the Pike Place Market PDA (Nov-Dec)
- Resolution of Intent to Form Local Improvement District based on preliminary boundary and assessment amount to be allocated to the improvements. (Aug-Q1 2014)

### Status Briefings

- Seawall Design, Permitting and Environmental Review –

- Q1: Final design and construction planning status, including coordination with Core Project design and Final EIS
- Q2 – 90% design and construction preparation
- Q3 – Construction status
- Core Projects Design, Permitting and Environmental Review
  - Q2 – Preliminary construction phasing plan and design progress
  - Q3 – Environmental review and continued design progress leading to 30% design
- Waterfront Funding & Partnership Activities
  - Q1 - parking mitigation plan updates
  - Q2 – progress on partner MOUs and LID formation activities

### 2013 Council Review Timeline



## 2013 Work Plan Section 1: Program-wide Activities

### Public Engagement

Overarching to all outreach efforts, the City aims to raise strong, city-wide awareness and support for the Waterfront Program at all stages of design and construction, and keep to Waterfront Seattle's high standards for broad, innovative engagement.

Outreach strategies for 2013 reflect the completion of the Waterfront Concept Design and shift to Waterfront Core Project preliminary engineering and environmental review, the launch of Seawall construction, and community discussions leading up to the formation of a Local Improvement District to help fund the Central Waterfront [or Waterfront Program].

### Summary of Planned Outreach Activities

- Continue to **foster strong working relationships with waterfront stakeholders and partner projects**, such as the historic piers, Seattle Aquarium, Pike Place Market and Colman Dock, with regular working sessions on design development and briefings as needed to partners' decision makers and or membership.
- Engage **focused-interest communities** in elements of the project that are most meaningful to them, such as east-west connections, transportation, universal design or art, with community roundtables, forums and walking tours.
  - Engage **underrepresented communities** in design development, with outreach that is intentional and inviting to new or previously under-engaged audiences such as youth, tribal communities, communities of color, and blind and/or hearing impaired communities.
- Ensure **accessibility of information and broad community awareness** of and participation in the Program, through a series of civic and grass-roots activities, such as:
  - A summer civic event focused on idea sharing, learning and maintaining the positive support for the Program.
  - Robust website, social media and email updates
  - "People on the Street" videos, pop-up photo and information booths, and intercept surveys in locations throughout Seattle
- Implement a successful **waterfront activation program** for 2013 and 2014 by establishing a series of events that keep people coming to the waterfront and supporting local waterfront businesses.

### Coordination with Friends of Waterfront Seattle

Outreach efforts will also focus on the development of a clear and specific work plan to ensure collaboration between the City team, the Central Waterfront Committee and Friends of Seattle Waterfront. Key areas of collaboration include Local Improvement District outreach, Waterfront event programming, and awareness and education.

## Local Improvement District Formation

The City is considering the formation a Local Improvement District (LID) to fund a portion of the overall cost of Waterfront Seattle. If formed, the LID will establish assessment fees to property owners based on a portion of the increase in the value of their real estate as a result of the project.

### Special Benefit Analysis

A Special Benefit Study on over 8,000 properties will be completed in 2013 to fairly and correctly determine the extent and magnitude of special benefits in accordance with accepted appraisal property valuation methodologies in the real estate appraisal profession. The City has retained the services of real estate appraisers and consultants with substantive expertise in this area. The Special Benefit Analysis is anticipated to be completed in the third quarter and will inform the amount the local improvement district could contribute toward the total project costs.

### Outreach to impacted property owners

The LID outreach program is designed to provide information to and feedback from the diverse range of stakeholders, including commercial property owners, residential condo owners, property managers, not-for-profit institutions, and public agencies. The outreach program includes multiple communication tools, such as:

- Print and web materials (1Q-4Q 2013)
- Stakeholder briefings and small group presentations (beg. 1Q-4Q 2013).
- Required legal notifications and public notices (4Q 2013/1Q 2014).
- Open houses and events (to be determined).

The information and messaging will vary through the progression of the LID formation process, with three main components: 1. Project information; 2. The LID formation procedures; and 3. Technical valuation information (when the Special Benefit Analysis is completed).

### Council action

To begin formal LID proceedings, City Council would need to declare the intent to create the local improvement district through a resolution in late 2013 or early 2014. The creation of the local improvement district and the confirmation of the assessment roll, both by council ordinance, are anticipated to occur in the first half of 2014.

## Partnership Activities

### Agreements

The Program team expects to negotiate and execute at least four agreements in 2013:

- *Partner MOUs with the Pike Place Market Public Development Authority and Seattle Aquarium Society*

These agreements provide the framework for the anticipated development agreements and provide funding for the PDA and Aquarium Society to further design on their respective projects.

- ***Market Public Development Authority PC-1 Project Development Agreement***

This agreement will include the approved final project design, an overall budget and funding plan, a detailed schedule for construction, provision for transfer of ownership of the site to the PDA, City requirements for PDA management of construction, and a memorandum of agreement regarding operations and maintenance of the site.

- ***WSDOT Agreement on AWV Demolition, BST Decommissioning and new Alaskan Way/Elliott Way Funding***

This agreement will delineate roles and responsibilities between WSDOT and SDOT for the design and construction of the Battery Street Tunnel closure and the viaduct demolition. It will also lay out the terms of the WSDOT funding responsibility for a new Alaskan Way and Elliott Way, anticipated in previous agreement GCA 6366. The agreement should be executed by the end of the third quarter, 2013.

### **Coordination with partner projects**

The Program team will continue intensive technical and stakeholder communication coordination in 2013 with the following partner projects:

- ***SR-99 Bored Tunnel Construction***

Key 2013 milestones for the SR-99 Bored Tunnel include:

- Tunnel Boring Machine delivery in March
- Tunneling begins in June
- Tunnel interior construction begins in October
- South Atlantic Street Overpass complete in late 2013

SDOT and WSDOT management and project staff continue to meet weekly to coordinate all construction activities. This communication results in a single, weekly e-mail update to impacted stakeholders in the Pioneer Square and waterfront neighborhoods. Construction updates are also provided to neighborhood stakeholders in person at a monthly meeting. These activities supplement the agencies' existing public outreach.

As design progresses in 2013 for Waterfront core projects SDOT and WSDOT engineering staff will work closely to ensure efficient sequencing and coordination among all Waterfront Program projects.

- ***Advisory Committee on Tolling and Traffic Management***

WSDOT and the City of Seattle established the Advisory Committee on Tolling and Traffic Management (ACTT) in Fall 2011. The committee is exploring ways to refine tolling the SR 99 tunnel to minimize traffic diversion, meet project funding goals including \$200 million for SR 99 project construction, and investigate strategies to reduce or mitigate the impacts of traffic diversion. Tolling the SR 99 tunnel will cause some drivers who normally use the tunnel to re-

route onto City streets or I-5 in order to avoid tolls. It is anticipated that a significant portion of this diversion would re-route onto the new Alaskan Way and other surrounding streets. Because of this potential impact, there continues to be close coordination between the Waterfront design team and the ACTT staff group in 2013 as tolling scenarios and mitigation for the effects of diversion are further discussed by the committee.

Committee members expect to meet regularly in early 2013 to review traffic and revenue modeling for a second round of toll scenarios and to evaluate whether mitigation measures are needed to reduce the effects of drivers diverting from the tunnel to avoid tolls. In mid-2013, committee members will provide initial recommendations to the Governor, Legislature, State Transportation Commission, Federal Highway Administration, Seattle Mayor and the Seattle City Council. The committee's work plan for the second half of 2013 has not been determined at this time.

- ***Multimodal Terminal at Colman Dock***

The City will continue to actively coordinate design of the new promenade and Alaskan Way surface street with the Colman Dock project, and ensure that the City's shoreline public access and transportation objectives are met as the Colman Dock design evolves. A conceptual site plan indicating locations of passenger only ferries and shoreline public access opportunities will be agreed to by the end of the First Quarter 2013. The City will have an opportunity to comment on the Colman Dock Environmental Assessment in the Fourth Quarter of 2013.

- ***Seattle Aquarium Expansion and PC-1 Site Redevelopment***

The City will continue to collaborate with the Seattle Aquarium Society on the design work for their proposed expansion project. It is anticipated that a project development agreement will be negotiated in 2014 or 2015. The City will negotiate a specific project development agreement with the Pike Place Market PDA in 2013 and will begin review of design development documents for the PC-1N site. It is anticipated that construction will begin on the project in 2014.

### **New public/private partnership development**

A range of spaces included as part of the Waterfront Concept Design have potential for fruitful public/private development partnerships including potential parcels adjacent to the new Alaskan Way in Belltown, two building spaces created as part of the Overlook Walk Project, along with a space located within the Railroad Way project area. In 2013, the project team will continue to refine the design of those spaces, work through potential policy-related issues, and work with adjacent and other interests to explore the possibility of joint development.

### **Ongoing Tribal Government Coordination**

The Seattle waterfront is culturally and environmentally significant for local Northwest tribes. In 2013, the Program team will continue its already-established coordination with local tribal governments

related to Seawall permits and approvals. More broadly, the team will build on Seawall coordination to begin a collaborative dialogue about waterfront core project design.

### **Utility Master Planning**

Working closely with Seattle Public Utilities, Seattle City Light, DoIT and private utility owners, the Program team will complete the development of a Utility Master Plan Report in 2013. Taking into account existing utility locations, planned utility developments, Waterfront Program utility demands and the City's goal of managing its public utility assets efficiently, the report will outline a recommended utility space plan with an associated construction schedule and cost estimates.

### **Construction Sequencing Planning**

In 2013 the Program team will develop a preliminary programmatic construction phasing and staging plan to inform preliminary cost estimates, schedules, risk management and procurement planning for waterfront construction. The preliminary construction phasing and staging plan will consider the timing and potential effect of adjacent projects such as the SR 99 Deep Bored Tunnel and Colman Dock Terminal projects, expected construction duration, staging area requirements, major detours and maintenance of traffic, parking impacts and maintenance of access to local businesses. A Preliminary Phasing and Staging plan is expected to be complete by the second quarter of 2013.

### **Planning for the Waterfront Experience During Construction**

The Waterfront Program aims to achieve a waterfront that is inviting and accessible, easy to navigate and visually articulate throughout all phases of construction, starting now with SR 99 bored tunnel and Seawall construction. In addition, the Waterfront Program will aim to develop a clear and positive image of the waterfront during construction. People need to have an attractive mental picture of how they will get to the waterfront, where they will park and what they will do there before they ever leave their homes. To meet these goals, the Program team will continue its work on parking, wayfinding and other activation strategies in 2013.

### **Parking**

In June 2012, a group of stakeholders representing the Pioneer Square and waterfront neighborhoods unanimously endorsed a package of strategies developed cooperatively by SDOT and WSDOT to mitigate the loss of short-term parking caused by SR 99 Tunnel construction activities in these neighborhoods. In 2013, SDOT and WSDOT will continue to focus on implementing these strategies and providing quarterly reports on progress and performance of mitigation strategies. Highlights from the 2013 work plan include:

- Neighborhood wayfinding improvements
- Expansion of partnerships to provide low-rate, short-term, off-street parking spaces

- Marketing of parking availability in Pioneer Square and the waterfront
- Free-parking promotions for First Thursdays and Mother's Day

In 2013, this stakeholder group will continue to serve as a central venue for communicating with those impacted by all projects associated with the Waterfront Program, including the SR-99 Bored Tunnel, Elliot Bay Seawall Project and Waterfront Seattle Core Projects. This includes construction updates at monthly meetings and weekly e-mails to stakeholders.

### **Wayfinding and Waterfront Activation**

In 2013, the Program team will develop and begin implementing a strategy for "the Construction Experience" that will define and brand a set of wayfinding, activities, and design and landscape elements that collectively will:

- Turn construction into an early win by generating a positive sense of change and momentum
- Maintain waterfront/business access and vitality
- Support wayfinding and safety for all waterfront visitors
- Provide long-term use or benefit for many construction seasons

### **Long-Term Maintenance and Operations Planning**

In concert with continued design refinement of the capital elements of the Program, in 2013 the Program team will identify the Program's operations and maintenance needs and lifecycle costs. This picture will be developed throughout 2013 and will include:

- A study defining the specific activities and uses planned for the new public spaces created on the waterfront and their ongoing costs
- Documentation of the O&M standards assumed for each project element as part of the 30% design package, anticipated in early to mid 2014
- A revised look at potential long-term O&M funding options as part of the 2014 budget process

### **Waterfront Art Programming**

In partnership with the Office of Arts and Cultural Affairs, and building on the approved 2012 "A Working Plan for Art on Seattle's Central Waterfront," the Program team will continue to identify and implement opportunities for permanent and temporary art commissions on the waterfront. While core waterfront art opportunities will be funded through the 1% for Art Program, the team will also strive to leverage private funding to build the waterfront art program.

### **Central Waterfront Committee Continued Oversight**

Building on a record of well thought-out recommendations and tireless support for the Concept Design, Framework Plan and Strategic Plan development in 2010-12, the Central Waterfront Committee (CWC) will continue to provide Program oversight in 2013. Keeping pace with the move to the 30% design phase for the Core Projects as well as the start of Seawall construction, the CWC has refined its charge and will be presenting it to City Council in early 2013, along with proposed changes in membership due to member terms ending in 2012.

The Program team will continue to support the work of the CWC in 2013 by staffing their subcommittees and providing regular and timely updates on Program progress.

## **2013 Work Plan Section 2: Project-by-Project Activities**

### **Elliott Bay Seawall**

After achieving local funding for Phase 1 (Central Seawall) of the Elliott Bay Seawall Project, issuing the project's Draft Environmental Impact Statement (DEIS), completing Central Seawall 60% design, and selecting the General Contractor and Construction Manager (GCCM) all in the fourth quarter of 2012, the work plan for 2013 will further develop those items in preparation for major construction in September 2013.

### **Environmental Permitting**

In late 2012, comments were received on the DEIS and are being assessed for responses. A final EIS is planned for issuance in March. Also in 2013 the design evolution and GCCM involvement will help define the final parameters for the environmental and historic district permits. Final permit updates will be completed in 2013 with permits approvals planned by July 2013.

### **Central Seawall Design Status**

Seawall design has developed significantly since 35%; it features a structural wall face 10-15 feet inland of the existing wall, soil stabilization behind the wall via jet grouting, a habitat beach and continuous habitat bench along the face of the new wall benefiting juvenile salmon and other plant and animal species, and a restored Alaskan Way with new a new cantilevered sidewalk with light penetrating surfaces allowing better light transmission along the face of the wall. Transportation measures include a temporary roadway beneath the viaduct, and a restored Alaskan Way roadway post-construction in a similar footprint to today. In 2013, these designs will advance to 90% design in consultation with internal city departments, commissions, permitting agencies, stakeholders and the Central Waterfront Committee.

### **Central Seawall Construction Planning**

As the design evolves to 90%, the newly selected GCCM will review the design, estimate costs, and plan the sequence of the work in advance of the start of construction. With the insight of the GCCM, the design can be optimized to balance the technical needs of the project with the schedule, costs and impacts to the public. In the early months of 2013 these efforts will be focused primarily on the cost/benefits of early construction activities which range from no work before September 2013 to a variety of preliminary activities beginning as early as Spring 2013 including construction of the temporary roadway, utility investigations, jet grouting preparatory work, and site documentation. The goal of the first quarter is to define the early work, if any, and determine the macro level sequencing for the project (i.e. define work occurring in each season, and directional progression, i.e., north to south or south to north).

## Outreach and Communication

Program leadership recognizes that the start of seawall construction is the beginning of a series of City-led projects that will be felt by waterfront businesses, residents, commuters and visitors for many years to come. With that in mind, the seawall team is working closely with the other projects on the waterfront both near and long term to develop a strategy for addressing business impacts along the corridor. Although the seawall is its own distinct project, the project teams are working to develop a framework for outreach that will form a cohesive construction experience. The goal is to provide a “no surprises” environment for those traveling to or from the waterfront via all modes of travel and mitigate negative perceptions about construction by incorporating the construction activities into the waterfront experience. The team will supplement traditional construction outreach techniques with tools and events that reach the diverse population in the project area and larger community.

A communication strategy will be developed in early 2013 to implement broad construction experience ideas and share day to day information regarding the construction sequencing and impacts with all stakeholders. Both of these elements will depend greatly on the evolution of the design and GCCM input and will likely be an iterative process as we gain further information from stakeholders and loop that back into the design and construction sequencing plans. With this challenging and one-of-a-kind project, the team will establish day to day communication protocols and rely heavily on them during construction.

## Main Corridor

The design and environmental review schedule for a number of major program elements run in parallel in 2013: *The Overlook Walk*, *Alaskan Way/Elliott Way*, the restoration of *Columbia* and *Seneca Streets* and replacement of the *Marion Street Bridge* and *Lenora Pedestrian Bridge* and the *Tideline Promenade*. Their shared activities and milestones are described together.

### Preliminary Engineering (30% design)

A primary activity in 2013 for all the above elements will be progressing through 30% design, anticipated to be complete in early to mid 2014. At the 30% design milestone, the design concept will be fixed and major design features defined, the type, size and location of structures will be defined, the footprint of the projects will be set and the geometric design approved. In concrete terms, this means that things like the final Alaskan Way roadway cross-section will be determined and the exact location and size of the Elliott Way bridge up to Western Avenue will be decided.

### Environmental review

Development of these Program elements constitutes an action requiring review under the State Environmental Policy Act (SEPA) to ensure that the City is monitoring project impacts to the environment. Review under SEPA is anticipated to begin in the second quarter of 2013 and will involve transportation analysis, review of impacts to historic resources and water quality, and archeological,

noise, land use, visual, hazardous materials, and vegetation and wildlife impacts. Environmental review is expected to be complete in 2014.

### **Public Piers (Pier 62/63 and Union Street Pier)**

The design and environmental review schedule for the two public pier projects, *Pier 62/63* and *Union Street Pier* (today's Waterfront Park) run in parallel in 2013. Their shared activities and milestones are described together. The two public piers are Department of Parks and Recreation property; the design of the piers will be contracted through SDOT in close coordination with Parks.

### **Preliminary Engineering (30% design)**

A primary activity in 2013 for the public piers will be progressing through 30% design, anticipated to be complete in early to mid 2014. See the description of the 30% design phase for the Main Corridor projects, above.

### **Environmental review**

Development of the public piers constitutes an action requiring review under the State Environmental Policy Act (SEPA) to ensure that the City is monitoring project impacts to the environment. See the description of SEPA review for the Main Corridor projects, above.

In addition to SEPA review, NEPA review will be necessary for the public pier improvements because of the in-water work required and need for a Clean Water Act Section 404 permit. This will require the preparation of an Environmental Impact Statement (EIS) conforming to the U.S. Army Corps of Engineers (Corps) NEPA requirements. NEPA review of the piers will begin in 2013.

### **East-West Connections (Main/Washington Streets, Bell Street Green Street, Railroad Way)**

In close coordination with WSDOT's SR-99 Deep Bored Tunnel South Access improvements, the Program design team will complete a final design for *Railroad Way* in the vicinity of the stadiums to include in the full South Access design in 2013. Environmental review and permitting of the Railroad Way improvements is the responsibility of WSDOT in 2013 and will be led by them with the support of the City Program team.

*Main* and *Washington Streets* in the south project area and the *Bell Street Green Street* improvements between Elliott and First Avenues in the north project area will both progress through Concept Design and 30% design in 2013. Both sets of improvements were identified in the Waterfront Seattle Framework Plan as key pathways or connections into adjacent neighborhoods for the Program. They will be better defined in 2013. In addition, both projects constitute an action requiring review under the State Environmental Policy Act (SEPA) to ensure that the City is monitoring project impacts to the environment. SEPA review will begin in 2013 and is anticipated to end in 2014.

## **Early Wins**

In addition to the Seawall, “early win” projects and activities that can begin construction in the next two years have been identified to maintain and build Program momentum.

## **Union Street**

One of the few Program elements that does not require the viaduct to be demolished to begin construction, the pedestrian improvements at Union Street provide an exciting opportunity to make the Program visible and real to Seattle waterfront users before 2016. To that end, the Program team will focus on completing design and environmental review of Union Street in 2013 in order to be prepared for final permits and approvals and potentially the start of construction in 2014.

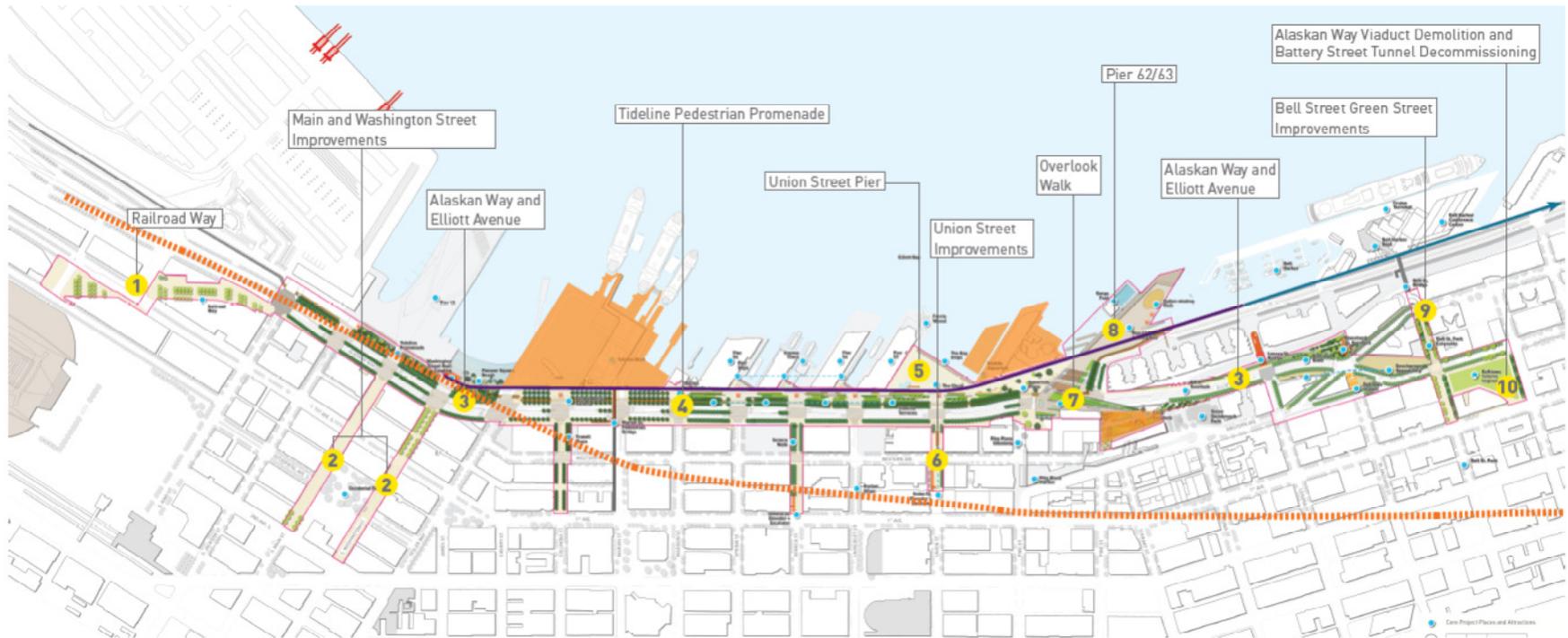
## **Other opportunities**

In addition to Union Street, in 2013 the Program team will continue to explore other projects with the potential of early implementation.

# Exhibit A: Waterfront Projects

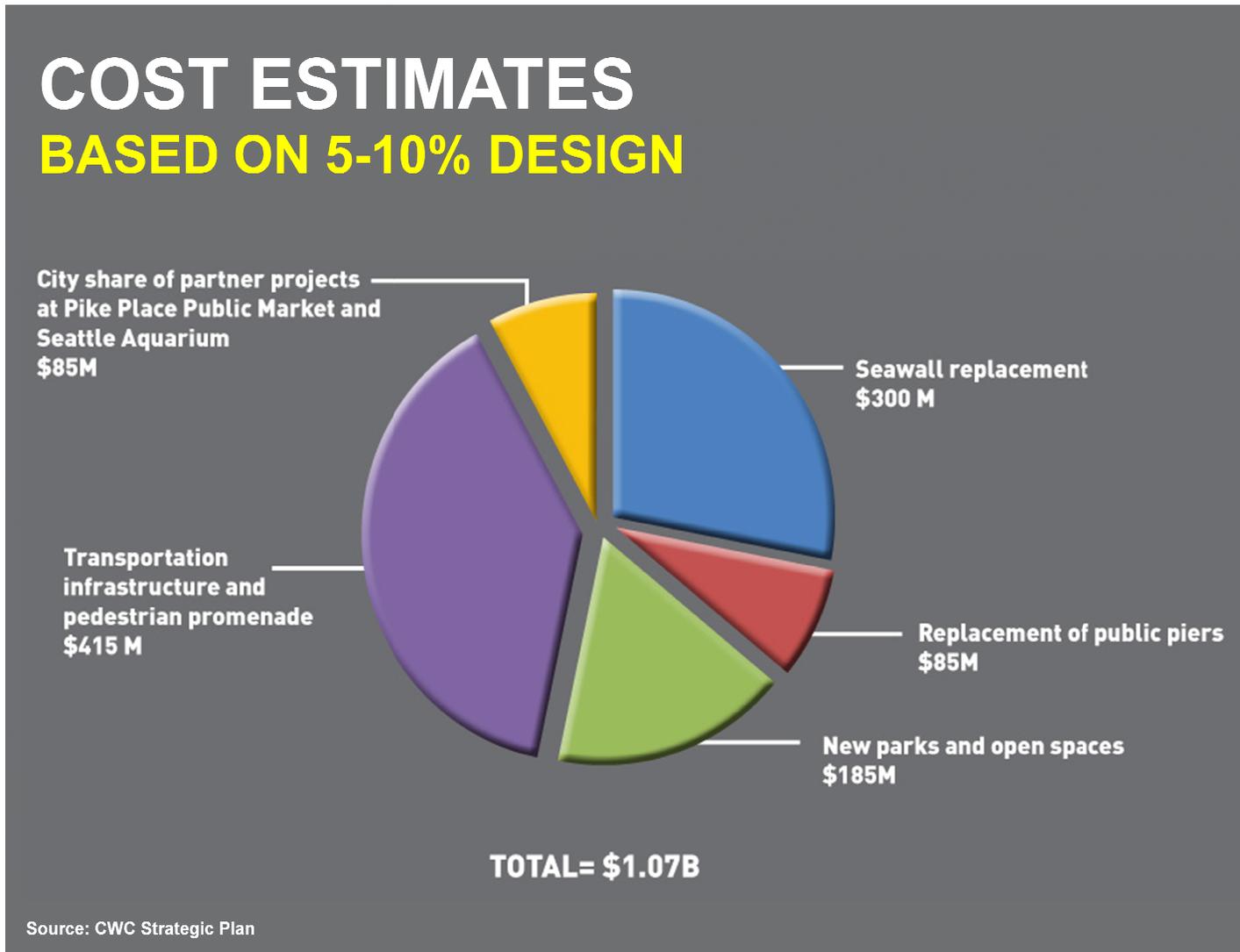
## WATERFRONT PROJECTS

- Waterfront Seattle Core Projects**
- Elliott Bay Seawall Project Phase 1**
- Elliott Bay Seawall Project Phase 2**
- Partner Projects**
  - Multimodal Terminal at Colman Dock Project
  - Seattle Aquarium Expansion
  - Pike Place Market PC-1 Site Redevelopment
  - SR 99 Bored Tunnel



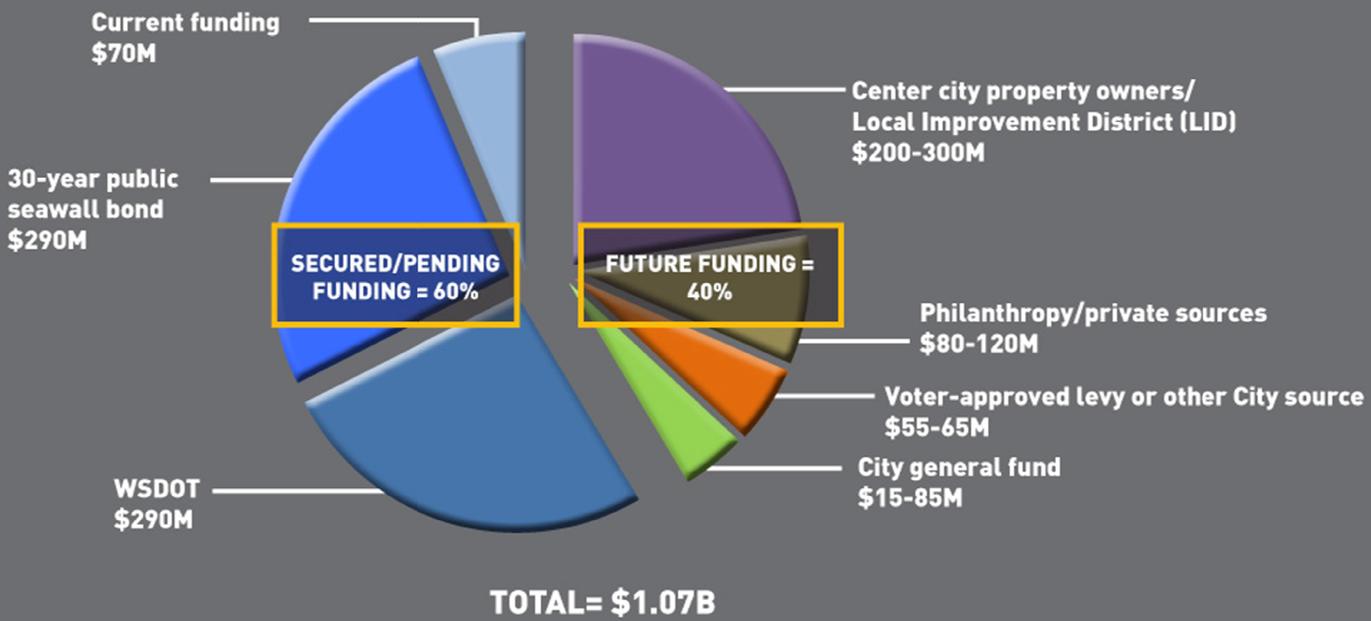
## Exhibit B: Program Costs and Funding

[Source: Strategic Plan for Realizing the Waterfront Seattle Vision, Exhibit to City Council Resolution 31399]



# FUNDING SOURCES

## PUBLIC + PRIVATE



Source: CWC Strategic Plan