



**CENTRAL WATERFRONT COMMITTEE  
ORGANIZATION CHANGES  
JANUARY 2014**

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At each phase of the Program the Central Waterfront Committee (CWC) has consciously looked at how best to organize to achieve the task at hand. Initially our committee functioned as one large group – helping the City develop the overall approach to the project, developing the “Guiding Principles” and deciding on how to hire the consultant team. For the most recent phase, we broke into an Executive Committee and four subcommittees focused on specific topics – design, finance and partnerships, stewardship, and outreach. This has been invaluable in helping us develop the Strategic Plan last year, and helping the City shepherd the design to schematic design.

Now we are at a new stage – version 3 of the committee if you will – and the challenges are different. Now we need to focus on providing leadership to support the City in resolving multiple implementation issues more holistically – looking at design, financing, stewardship and engagement together – rather than dealing with these issues in separate silos. Because the project is well defined now, the effects of a change in one area, such as design, will have direct implications for others, such as finance and stewardship. To address this, we are recommending the following changes in the Committee’s organization and operation:

1. Beginning in 2014, a reorganized Executive Committee—the Waterfront Steering Committee—will work directly with City staff on project issues, including those affecting design, finance, stewardship, and outreach. This will support the need for holistic oversight, consistent with the adopted CWC Charter. The Waterfront Steering Committee may choose to bring in “advisors” on an ad hoc basis to help with particular issues. Steering Committee members will take the lead in providing critical project oversight in each of the areas of design, finance and partnerships, stewardship and outreach—ensuring that the principles of the project are carried through as the project progresses. Leadership from the Steering Committee will be essential on key design issues, the financial plan and approach to maintenance and operations, and ensuring high-quality public engagement through future phases of the project. The Mayor will have the opportunity to appoint two to four new members of the Committee in accordance with the appointment process outlined in Resolution 31264.
2. We will transition the formal work of each of the four subcommittees (Design Oversight, Finance and Partnerships, Outreach, Stewardship) to Waterfront Steering Committee by the end of Q1 2014.
  - a. *Design Oversight* will provide a summary memo describing key issues by the end of Q1 2014 based on the latest 30% design and updates on Overlook Walk, Columbia and Seneca Streets.
  - b. *Finance and Partnerships* will complete a review and update of the financial plan with City staff, with a focus on the LID scope, size, timing and implementation and other sources of capital funding.

- c. *Outreach* will work with City staff to develop the plan for a major public event in March 2014, as well as working with the City and Friends of Waterfront Seattle to define outreach roles / responsibilities.
  - d. *Stewardship* will make recommendations on maintenance and operations funding plan, including input to the Parks Legacy Citizen's Advisory Committee and a recommendation on the operational model for the Waterfront.
3. The Seattle Design Commission's formal design review has begun now that the project has reached 30% level of design. The Design Commission will continue to carry out its Charter-mandated role of providing design review through subsequent design phases.
4. The City and Executive Committee will host an open house in March to brief the full CWC on the status of the program – design, funding plan and other key elements. Following that the full CWC will be disbanded. The 'Friends' will invite CWC members to become part of their organization.

In summary, we are proposing that at this phase in the project, the 45-member Central Waterfront Committee will sunset, and project oversight be focused in a Waterfront Steering Committee comprised of the existing Executive Committee with the addition of several new members. This new approach will preserve the key oversight functions over design, finance and partnerships, stewardship, and outreach, and give us the ability to respond to emerging issues quickly and in a way that addresses issues holistically.