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RESOLUTION 31399

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A RESOLUTION relating to the Central Waterfront Concept Design and Framework Plan and the Central Waterfront Committee's Strategic Plan and recommendations; and addressing the funding plan for the Waterfront Improvement Program including the formation of a local improvement district, partnerships with the Pike Place Market and Seattle Aquarium, formation of a Friends of the Seattle Waterfront non-profit organization, and initial steps for implementation.

WHEREAS, in 2003 the City began a public process for developing a community vision for the Central Waterfront to reconnect Seattle to its waterfront, in conjunction with the removal of the Alaskan Way Viaduct and replacement of the aging Elliott Bay Seawall; and

WHEREAS, in 2004 the City and the Planning and Design Commissions sponsored public forums to establish guiding principles for reclaiming the Central Waterfront and reconnecting it with Seattle's city center ; and

WHEREAS, the City Council subsequently adopted those principles through Resolutions 30664 and 30724; and

WHEREAS, in 2006 the City's Department of Planning and Development published the Waterfront Concept Plan, which provided concepts for redeveloping the Central Waterfront for public use consistent with Resolution 30664, including locations for public open spaces, environmental enhancements, and improved connections to the downtown core; and

WHEREAS, by Ordinance 123142 passed on November 2, 2009 the City created the Central Waterfront Partnerships Committee (CWPC) to advise the Mayor and City Council on the strategies and partnerships necessary to successfully develop and manage new public spaces along the Central Waterfront, including development of refined guiding principles; and

WHEREAS, the CWCP spent a year working on developing recommendations on scope, partnerships, public oversight and engagement for redevelopment of the Central Waterfront and submitted a final report on January 27, 2011; and

WHEREAS, by Resolution 31264 adopted on January 31, 2011 the City established the Central Waterfront Committee (CWC) to continue work on the recommendations of the prior CWPC and established a set of Guiding Principles to direct future planning and design; and



1 WHEREAS, Resolution 31264 charged the CWC with providing oversight of the redevelopment  
2 of the Central Waterfront, to include overseeing development of the waterfront  
3 conceptual design and framework plan, ensuring robust and innovative public  
4 engagement, and establishing the foundation for a lasting civic partnership; and

5 WHEREAS, over the course of two years the CWC met more than 80 times in four  
6 subcommittees (design oversight, finance and partnerships, long-term stewardship, and  
7 outreach), an executive committee, and as a full committee to craft a strategic plan and  
8 recommendations for implementing plans and designs for the Central Waterfront; and

9 WHEREAS, four large-scale public meetings with approximately 1,000 attendees each were held  
10 in February, May and October of 2011 and July 2012 to share design ideas and the  
11 evolution of the Concept Design and Framework Plan for the Central Waterfront; and

12 WHEREAS, five community forums in the winter of 2012, with more than 750 total attendees,  
13 were held to explore in more detail topics including mobility and access, habitat, and the  
14 culture and uniqueness of Seattle; and

15 WHEREAS, additional outreach efforts included numerous small events, connecting with people  
16 through social media and other web-based activities, and partnerships with more than 60  
17 local and community organizations to reach underrepresented populations; and

18 WHEREAS, a comprehensive funding strategy developed by the CWC demonstrates that a mix  
19 of public, private property owner, and business and philanthropic sources could be used  
20 to fund implementation of the Concept Design core projects; and

21 WHEREAS, under Memorandum of Agreement No. GCA 6366 for the Alaskan Way Viaduct  
22 and Seawall Replacement Program Bored Tunnel Alternative entered into by the City and  
23 Washington State, as authorized by Ordinance 123133 passed on October 19, 2009, the  
24 State of Washington agreed to provide \$290 million to construct a new Alaskan Way  
25 surface street connection from South Yesler Street along Alaskan Way to Pike Street,  
26 including replacement of the Marion Street pedestrian overpass; a new connection from  
27 Pike Street to Elliot and Western avenues; reconstruction of the Lenora Street pedestrian  
28 overpass; viaduct removal; and Battery Street Tunnel decommissioning, all as part of the  
Waterfront Improvement Program; and

WHEREAS, in Ordinance 123922 (Council Bill 117498) passed on July 9, 2012, the City placed  
a \$290 million bond levy on the November 6, 2012 general election ballot to fund  
replacement of the Elliott Bay Seawall and deteriorated City-owned Pier 58 (Waterfront  
Park) and Pier 62/63; and

WHEREAS, the City expects many parcels of property in the greater downtown area that are  
proximate to the waterfront to specially benefit from the Central Waterfront  
improvements and considers the formation of a local improvement district to be a critical



1 next step in funding implementation of the projects included in the Concept Design for  
2 the Central Waterfront after successful passage of a seawall replacement bond levy  
measure; NOW, THEREFORE,

3 **BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF SEATTLE, THE**  
4 **MAYOR CONCURRING, THAT:**

5 Section 1. Central Waterfront Committee Strategic Plan. The City Council appreciates  
6 the work of the Central Waterfront Committee (CWC) chartered in January 2011 by Resolution  
7 31264 to provide civic leadership and advise the City on developing premiere public spaces  
8 along the Central Waterfront through a holistic design, identifying and evaluating funding  
9 options, developing partnership opportunities and relationships, overseeing and encouraging  
10 meaningful and influential public participation, and planning for long-term programming,  
11 operations and maintenance. The City supports the overall direction of the CWC's Strategic  
12 Plan and recommendations, which are contained in Clerk File Number 312468, as a guide to  
13 transforming and revitalizing the Central Waterfront, recognizing that it is offered to the City as  
14 a dynamic plan that will evolve over time, subject to updates and amendments to the Concept  
15 Design project elements (e.g., the Core Projects) as Central Waterfront design, funding, and  
16 partnerships become better defined and refined. The Strategic Plan includes an Action Plan with  
17 a clear and concise series of steps and a timeline for moving forward with these efforts  
18 (Attachment 1 to this Resolution).

19 Section 2. Central Waterfront Concept Design and Framework Plan. The Central  
20 Waterfront Concept Design and Framework Plan have been developed by City staff and a multi-  
21 disciplinary team of consultants with lead designer James Corner Field Operations building on  
22 broad public engagement and under the oversight of the Central Waterfront Committee. The  
23 Design Summary, which summarizes the ideas in the Central Waterfront Concept Design and  
24 Framework Plan, both of which are referenced in the Strategic Plan, envisions the redesign of the  
25 Central Waterfront in concert with the demolition of the Alaskan Way Viaduct and the  
26 replacement of the central portion of the Alaskan Way Seawall. The Framework Plan is a long-  
27



1 term vision for the entire Central Waterfront area. An additional level of design has been  
2 completed in the Concept Design for the Core Projects comprising about 24 acres of civic space.  
3 The Concept Design envisions a significant set of public realm improvements to create a  
4 dynamic urban and ecological edge between downtown Seattle and Elliott Bay, including a great  
5 and complete urban street and promenade along a new surface Alaskan Way, park space, strong  
6 east-west connections, spectacular views, spaces for diverse social and recreational programs,  
7 and access to Puget Sound. Attachment 2 to this Resolution is an illustration of the projects that  
8 comprise the Framework Plan that shows the boundaries of the Core, Partner, and Framework  
9 Projects. A copy of the Design Summary, Concept Design and Framework Plan are included in  
10 Clerk File Number 312468.

11 The City supports the Framework Plan as a long-term vision and will continue to seek  
12 opportunities to realize the vision. The City supports the Concept Design as the departure point  
13 for moving design efforts forward on the Core Projects, which are preliminarily designated for  
14 implementation over the next five or more years, recognizing that each element of the design will  
15 be subject to considerable refinement as design progresses in partnership with stakeholders and  
16 the public. The concepts, ideas, and proposals in the Concept Design should be refined further  
17 through preliminary design and engineering into a recommended implementation program for  
18 Mayor and City Council consideration.

19 Section 3. Funding Plan for the Waterfront Improvement Program. The Waterfront  
20 Improvement Program Funding Sources Pie Chart and Funding Options Matrix recommended by  
21 the CWC, Attachments 3 and 4 respectively to this Resolution, provide a funding strategy for  
22 leveraging public, private and philanthropic resources to implement the Core Projects along with  
23 a City contribution to partner projects with the Pike Place Market and Seattle Aquarium. Having  
24 put before the voters by Ordinance 123922 (Council Bill 117498) a bond measure proposal to  
25 fund the replacement of the Elliott Bay Seawall, the next key component in this funding plan is  
26 to gain benefitting property owners' support for formation by the City Council of a local  
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1 improvement district to help fund other portions of the Waterfront Improvement Program  
2 envisioned in the Concept Design. The City intends to form and confirm the assessment roll for  
3 a local improvement district by Spring 2014 before leveraging the other identified funding  
4 sources, including levy lid lift, City General Fund, and private philanthropic funding.

5 Section 4. Partnerships with the Pike Place Market and Seattle Aquarium. The City  
6 recognizes a unique opportunity to link two cherished institutions – the Pike Place Market and  
7 Seattle Aquarium and enable better connectivity between downtown and the Central Waterfront.  
8 It is important that the City’s Central Waterfront design team work collaboratively with the  
9 designers for the Pike Place Market’s proposed development on the PC-1 north site and the  
10 designers for a proposed renovated Seattle Aquarium in order to refine how these elements  
11 integrate with the connection. By the end of 2012, the City should enter into agreements with  
12 the Pike Place Market and Seattle Aquarium to continue design collaboration and to develop a  
13 process for refining other aspects of these partnerships. The agreements should include  
14 principles to determine an appropriate City contribution to the public infrastructure  
15 improvements on the PC-1 north site and the Aquarium renovation, in coordination with the next  
16 phase of design work. The agreements should also address how the Pike Place Market and  
17 Seattle Aquarium will raise the funds necessary for their share of each project and demonstrate to  
18 the City their ability to do so as a condition of City support. The City looks forward to further  
19 collaboration with the Pike Place Market and Seattle Aquarium, but with funding yet to be  
20 secured for all of the Waterfront Improvement Program, the City’s ability to fund partner  
21 projects is dependent on successful implementation of local improvement district funding. This  
22 may call for flexibility in implementing the Pike Place Market’s PC-1 north site development  
23 and Aquarium renovation in terms of scope, timing, and/or phasing of implementation.

24 Section 5. Formation of a Friends of the Seattle Waterfront Non-Profit Partner  
25 Organization. The City supports the creation of a not-for-profit Friends of the Seattle Waterfront  
26 to advocate for implementing the Central Waterfront Framework Plan and Concept Design.



1 Other cities that have undertaken the development of complex, signature public spaces have  
2 partnered with similar independent organizations to provide consistent, strong leadership to  
3 realize such visionary plans and designs.

4 Section 6. Implementation Approach. Although design work will continue and be refined  
5 over the next several years, the adoption of this Resolution marks a transition from decades of  
6 dreaming and planning for a great waterfront to taking initial steps toward implementation. As  
7 the Waterfront Improvement Program progresses, the City anticipates that the Core Projects  
8 described earlier will move forward as a series of distinct but fully coordinated projects which  
9 will undergo SEPA review as they progress from the current early concept stage of design to a  
10 more detailed stage of design, when enough information about the design is known to complete  
11 environmental review. It is important that several steps be taken in the coming biennium to turn  
12 the plans and designs into reality, including:

- 13 1. The City Council requests that the Executive include sufficient resources in the City's  
14 2013-2014 biennial budget to advance design work and funding strategies for the  
15 Core Projects, community outreach, efforts to form a local improvement district, and  
16 design collaboration with the Pike Place Market Development Authority on the PC-1  
17 north site and the Seattle Aquarium on its renovation.
- 18 2. The interdepartmental staff team, led by the Seattle Department of Transportation  
19 (SDOT), is requested to prepare an annual Central Waterfront Work Program by  
20 January 31 in each of the years 2013 and 2014, including the identification of  
21 deliverables for review by the Central Waterfront Committee and the Mayor and City  
22 Council. The City Council anticipates major review of the Waterfront Improvement  
23 Program at project milestones such as project definition to begin environmental  
24 review and 30% design completion.
- 25 3. The 2013 and 2014 Work Programs should begin developing a plan to secure  
26 adequate operating funds to maintain, operate and program the Central Waterfront  
27



1 after Waterfront Improvement Program project components are constructed.

2 Management, programming, promotion, security and maintenance among other things  
3 will require strong partnerships between public and private entities to ensure that a  
4 high level of use and quality is sustained over time.

- 5 4. Recognizing the current financial constraints within which the City is operating,  
6 SDOT should identify "early win" projects, i.e., projects that can be implemented  
7 prior to Alaskan Way Viaduct demolition in 2016 to produce visible progress on the  
8 Waterfront Improvement Program.

9  
10 Adopted by the City Council the \_\_\_\_ day of \_\_\_\_\_, 2012, and  
11 signed by me in open session in authentication of its adoption this \_\_\_\_\_ day  
12 of \_\_\_\_\_, 2012.

13 \_\_\_\_\_  
14 President \_\_\_\_\_ of the City Council

15  
16 THE MAYOR CONCURRING:

17 \_\_\_\_\_  
18 \_\_\_\_\_  
19 Michael McGinn, Mayor

20  
21 Filed by me this \_\_\_\_ day of \_\_\_\_\_, 2012.

22 \_\_\_\_\_  
23 \_\_\_\_\_  
24 Monica Martinez Simmons, City Clerk

25  
26 (Seal)



- 1 Attachment 1 – Central Waterfront Committee Action Plan
- 2 Attachment 2 – Framework Strategies Implementation Illustration
- 3 Attachment 3 – Central Waterfront Committee Funding Sources Pie Chart
- 4 Attachment 4 – Central Waterfront Committee Funding Options Matrix

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## Central Waterfront Committee Action Plan

The following Action Plan is the Central Waterfront Committee's recommended set of next steps and timeline for moving the Waterfront Improvement Program forward, from 2012 through 2018.

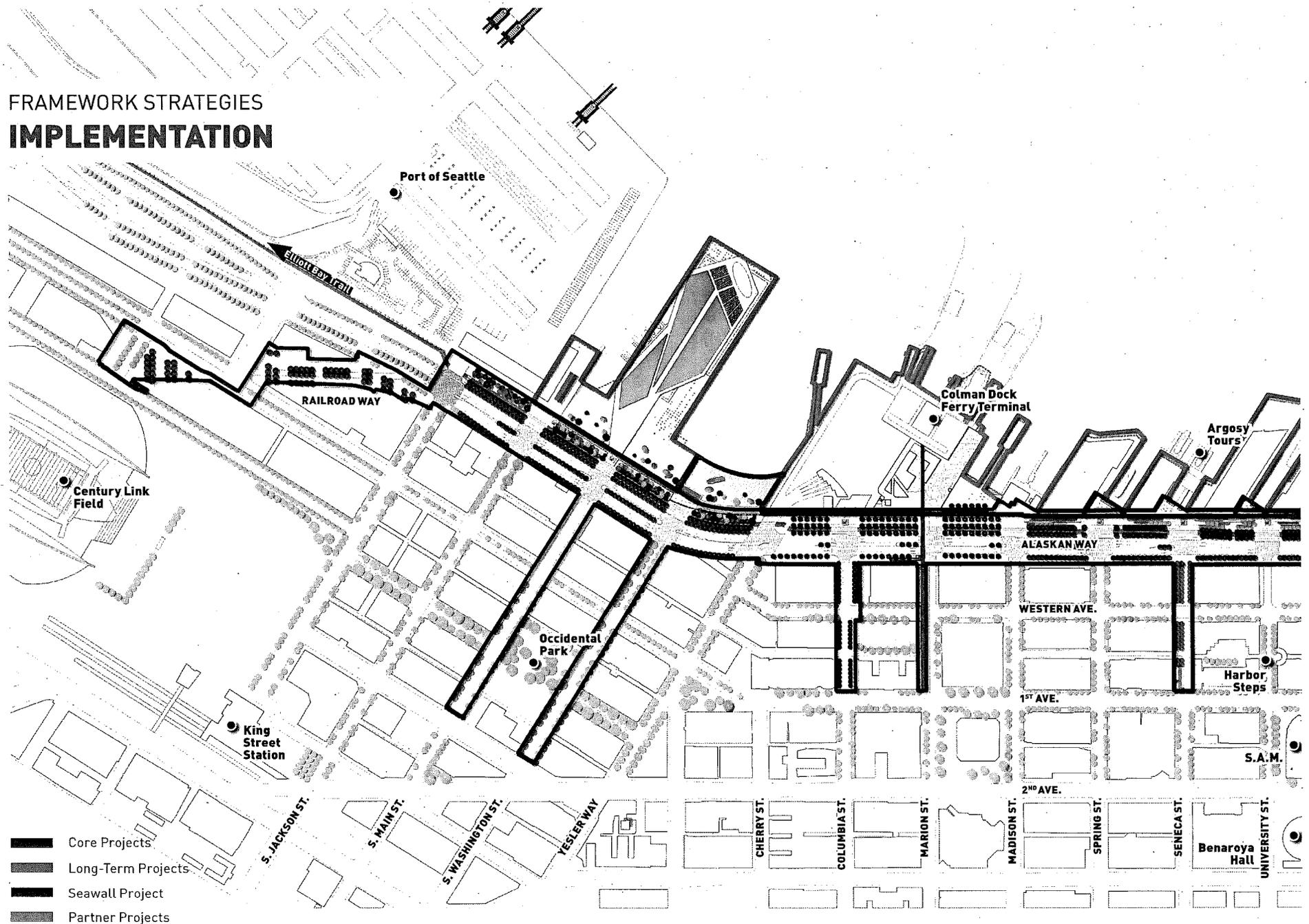
No.	Schedule	Action
1.	Summer 2012	Complete Waterfront Seattle Concept Design and Framework Plan. <ul style="list-style-type: none"> <li>• Serves as the basis for next phase of design;</li> <li>• Reflects public outreach and engagement to-date and serves as the platform for next phase of outreach.</li> </ul>
2.	Summer 2012	Complete CWC Strategic Plan, including Action Plan and Subcommittee Reports. Recommendations will include: <ul style="list-style-type: none"> <li>• City funding for continued waterfront design, outreach and LID work after June 2012;</li> <li>• Public vote on seawall funding in November 2012 (including limited waterfront early infrastructure);</li> <li>• City funding for early wins/east-west connections in 2013;</li> <li>• Formation of Local Improvement District (LID) by Spring 2014;</li> <li>• Additional public funding for waterfront through City or voter-approved sources in 2014-2016;</li> <li>• Private and corporate philanthropic funding, led by "Friends of Seattle Waterfront" group.</li> </ul>
3.	Summer 2012	Secure City Council approval (via Resolution) of Concept Design, Framework Plan and Strategic Plan. <ul style="list-style-type: none"> <li>• Intended to endorse Committee's Strategic Plan as framework for action.</li> </ul>
4.	Summer 2012	Complete City's cooperative working agreements (or MOU's) with Pike Place Market and Seattle Aquarium. <ul style="list-style-type: none"> <li>• These are key development partners and constructive collaboration must continue for Waterfront Program to be successful.</li> </ul>
5.	Summer 2012	Form not-for-profit "Friends of Seattle Waterfront" group to build support for the Waterfront Improvement Program, including 2012 seawall vote. Responsibilities will include: <ul style="list-style-type: none"> <li>• Lead advocacy, promotional and private fundraising efforts for seawall and waterfront;</li> <li>• Lead early programming and activation of existing public spaces including opportunities for public art;</li> <li>• Support City's public engagement, outreach and communications efforts;</li> <li>• Support City's partnerships with key institutions, organizations and property owners;</li> <li>• Support City's formation of Local Improvement District;</li> <li>• Broaden reach and opportunities for connections into community.</li> </ul>

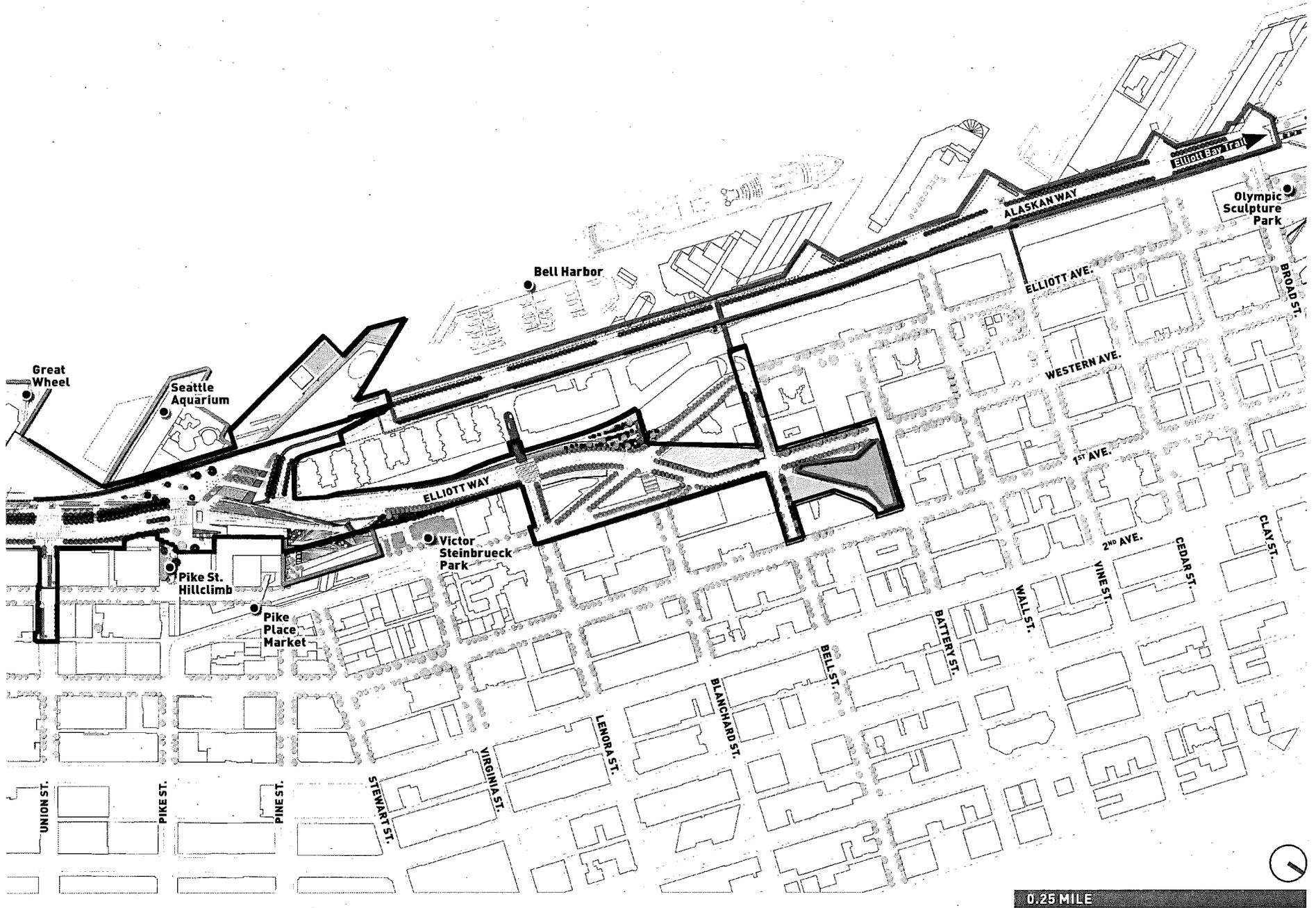
6.	Summer 2012	<p>Continue into next phase of design, outreach and LID formation.</p> <ul style="list-style-type: none"> <li>• Funding to be provided by City in 2012;</li> <li>• Continue waterfront and seawall design coordination;</li> <li>• Focus on “core” projects;</li> <li>• Ensure vision developed in concept design is carried forward into final design;</li> <li>• Maintain momentum for design and outreach;</li> <li>• Stay on schedule given permitting requirements;</li> <li>• Develop plan for transfer of over-water coverage for core projects;</li> <li>• Develop an innovative public art program;</li> <li>• Integrate operation and maintenance in early design process.</li> </ul>
7.	Summer 2012	<p>Complete parking mitigation strategy for waterfront corridor.</p> <ul style="list-style-type: none"> <li>• Phased implementation of parking strategy and specific mitigation measures.</li> </ul>
8.	November 2012	<p>Public vote on seawall funding measure.</p> <ul style="list-style-type: none"> <li>• Could include limited waterfront early infrastructure.</li> </ul>
9.	Fall 2012	<p>Secure WSDOT agreement(s) on state funding for design and construction of roadway.</p> <ul style="list-style-type: none"> <li>• Funding for roadway design work must be secured in 2012.</li> </ul>
10.	Fall 2012	<p>Include funding for several “early win” projects in the City’s 2013-2014 budget.</p> <ul style="list-style-type: none"> <li>• Potential improvements to east-west connections;</li> <li>• Programming and activation of existing public spaces to increase the community’s use of and engagement with the waterfront;</li> <li>• Maintains momentum for waterfront design and outreach.</li> </ul>
11.	Fall 2012	<p>Update City’s Shoreline Master Program.</p> <ul style="list-style-type: none"> <li>• Include provisions for transfer of over-water coverage.</li> </ul>
12.	2013	<p>Update City land use codes and design regulations for the waterfront corridor.</p> <ul style="list-style-type: none"> <li>• Identify regulatory changes to encourage and support new private investment in street-level and other uses, including restaurants, housing, outdoor cafes, live music venues, retail and office space;</li> <li>• Develop proactive strategy for 24/7 mixed use along the waterfront.</li> </ul>
13.	2013 – 2014	<p>Develop plan to secure significant private and corporate philanthropic funding.</p> <ul style="list-style-type: none"> <li>• “Friends of Seattle Waterfront” group to lead effort, with City support.</li> </ul>
14.	2013 – 2014	<p>Implement several “early win” projects and initiatives.</p> <ul style="list-style-type: none"> <li>• Potential improvements to east-west street connections, increasing access to waterfront businesses during and after construction;</li> <li>• Programming and activation of existing public spaces to increase the community’s use of and engagement with the waterfront.</li> </ul>

15.	2013 – 2016	Develop plan to secure adequate annual operating funds to maintain, operate and program waterfront after it is built. Sources may include: <ul style="list-style-type: none"> <li>• Baseline public funding from City;</li> <li>• New public revenue;</li> <li>• Earned income;</li> <li>• Philanthropy.</li> </ul>
16.	2013/14 – 2016	Seawall Project Phase 1 construction. <ul style="list-style-type: none"> <li>• Start of construction dependent on federal, state, and local permitting; finalization of design; and construction funding;</li> <li>• Active construction season limited due to restrictions on in-water work and summer shut-down to support waterfront businesses.</li> </ul>
17.	Spring 2014	Complete formation of Local Improvement District (LID). <ul style="list-style-type: none"> <li>• Critical to complete LID formation prior to additional public funding;</li> <li>• Assume it will take approximately 2 years to successfully form LID;</li> <li>• City will lead LID formation with support from “Friends” group.</li> </ul>
18.	2014 – 2016	Secure additional public funding for waterfront through City or voter-approved sources. <ul style="list-style-type: none"> <li>• Advocacy led by “Friends” group.</li> </ul>
19.	2015 – 2017	Rebuild Piers 62/63 and Union Street Pier/Waterfront Park. <ul style="list-style-type: none"> <li>• Could occur during seawall construction depending on funding;</li> <li>• Potential “early win.”</li> </ul>
20.	Late 2015	Tunnel opening; begin viaduct demolition. <ul style="list-style-type: none"> <li>• Schedule dependent on WSDOT and its contractors.</li> </ul>
21.	2016 – 2017	Revisit roles and responsibilities of “Friends” group in advance of opening public spaces. <ul style="list-style-type: none"> <li>• Responsibilities for operations and maintenance may be taken on by “Friends” group or by other entity.</li> </ul>
22.	2016 – 2018	Construct new Alaskan Way, Elliott Avenue, pedestrian promenade, parks and open spaces. <ul style="list-style-type: none"> <li>• New surface street and promenade cannot be constructed until viaduct demolition and seawall construction are complete.</li> </ul>
23.	Ongoing	Ensure that existing waterfront businesses thrive during construction of the tunnel, seawall and waterfront. <ul style="list-style-type: none"> <li>• Manage construction impacts and optimize construction efficiency;</li> <li>• Must be a top priority for City and its contractors.</li> </ul>
24.	Ongoing	Pursue federal funding for Seawall Replacement Phase 2. <ul style="list-style-type: none"> <li>• City-funded Phase 1 as potential “local match.”</li> </ul>

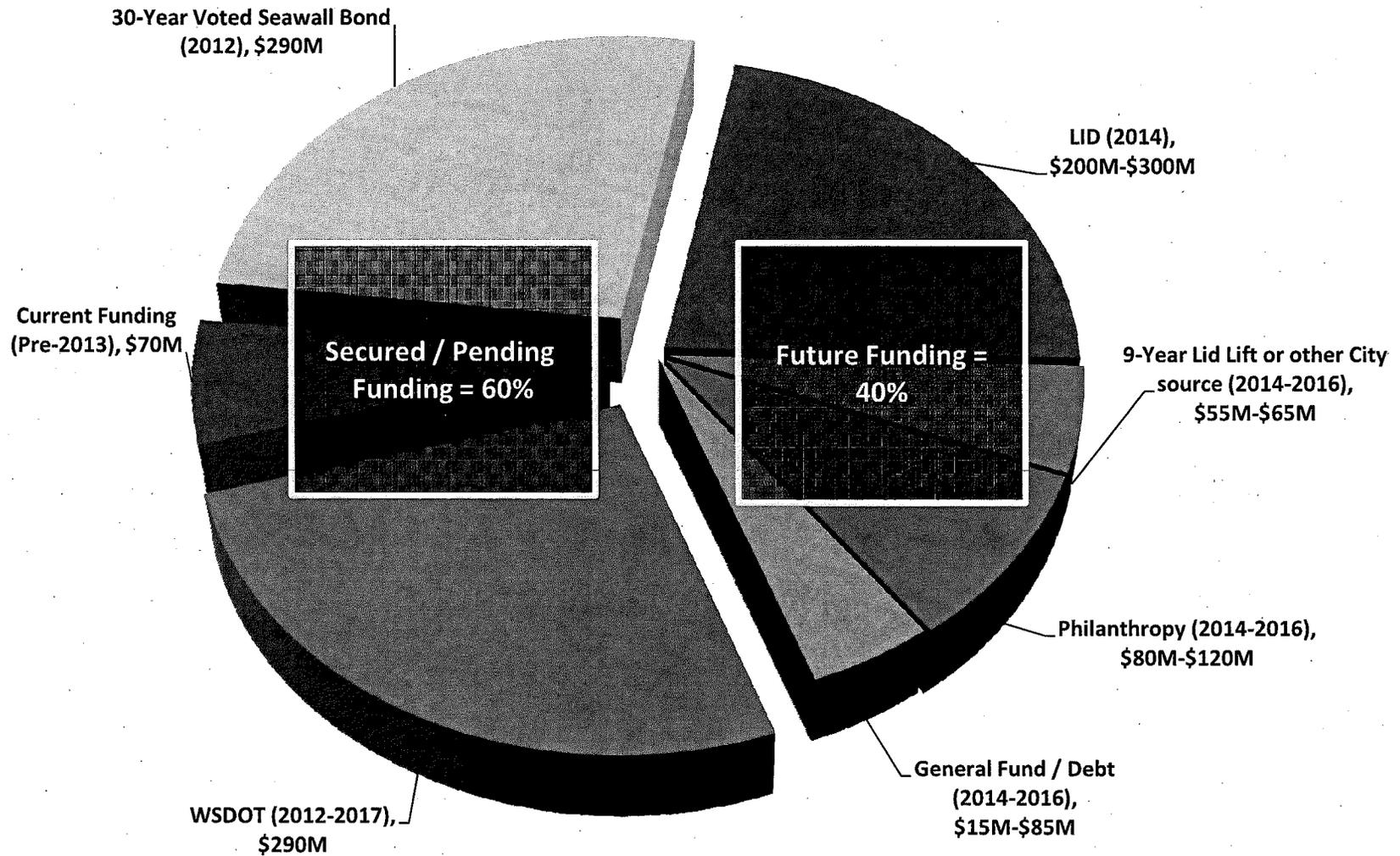
Note: Check-ins/status reports on implementation of Action Plan will occur annually.

# FRAMEWORK STRATEGIES IMPLEMENTATION





## Central Waterfront Committee Funding Sources Pie Chart



Attachment 3 – Central Waterfront Committee Funding Sources Pie Chart

**Central Waterfront Committee Strategic Plan: Funding Options (Illustrative Distribution)**

\$ millions

Project Components	Secured Funding		Pending Funding C	Future Funding			
	A City/County - Current Funding (Pre-2013)	B WSDOT (2012-2017)		D City - LID (2014)	E City - 9-Year Lid Lift or other City source (2014-2016)	F Philanthropy (2014-2016)	G City - General Fund / Debt (2014-2016)
1 Seawall Replacement Phase I (S. Washington to Virginia)	\$ 60		\$ 240				
2 New Surface Streets, Elevated Elliott Connection, Viaduct Demolition, and Battery Street Tunnel Decommissioning		\$ 290					
3 Right-of-Way Acquisition							\$ 15
4 Improved East-West Connections <sup>4</sup>				\$ 45		\$ 10	
5 New Pedestrian Promenade	\$ 5			\$25-\$55		\$10-\$30	\$0-\$15
6 The Overlook Walk				\$45-\$115	\$10-\$20	\$50-\$60	\$0-\$45
7 Rebuild of Public Piers (62/63 and Union Street Pier) <sup>3</sup>	\$ 5		\$ 50	\$ 30			
8 New Parks and Open Space on Public Piers (62/63 and Union Street Pier)				\$ 15		\$10-\$20	\$0-\$10
9 City Share of General Public Elements for Pike Place Public Market PC-1 North Project				\$40			
10 City Share of Seattle Aquarium Rehabilitation Project					\$45		
<b>TOTAL</b>	<b>\$ 70</b>	<b>\$ 290</b>	<b>\$ 290</b>	<b>\$200-\$300</b>	<b>\$55-\$65</b>	<b>\$80-\$120</b>	<b>\$15-\$85</b>
	<b>Secured Funding Total</b>		<b>Pending Funding Total</b>	<b>Future Funding Total<sup>2</sup></b>			<b>TOTAL</b>
	<b>\$ 360</b>		<b>\$290</b>	<b>\$420</b>			<b>\$1,070</b>

- 1) Cost estimates include estimated construction costs, soft costs and escalation. Cost estimates currently exclude utility costs. Cost estimates for PPM PC-1 North Project and Aquarium Rehabilitation project represent the City share only. The PPM and Aquarium are responsible for the remaining funding, including philanthropy.
- 2) The Future Funding need of \$420M would need to be obtained from a combination of the four identified future funding sources.
- 3) Union Street Pier is currently known as Waterfront Park.
- 4) Railroad Way Improvements are a part of the Core Project, but are funded separately and not included in the above table.

**FISCAL NOTE FOR CAPITAL PROJECTS ONLY**

<b>Department:</b>	<b>Contact Person/Phone:</b>	<b>CBO Analyst/Phone:</b>
Legislative	Norm Schwab/684-9292	N/A

**Legislation Title:**

A RESOLUTION relating to the Central Waterfront Concept Design and Framework Plan and the Central Waterfront Committee's Strategic Plan and recommendations; and addressing the funding plan for the Waterfront Improvement Program including the formation of a local improvement district, partnerships with the Pike Place Market and Seattle Aquarium, formation of a Friends of the Seattle Waterfront non-profit organization, and initial steps for implementation.

**Summary and background of the Legislation:**

The Central Waterfront Concept Design and Framework Plan have been developed by City staff and a multi-disciplinary team of consultants with lead designer James Corner Field Operations over the last two years building on broad public engagement and under the oversight of the Central Waterfront Committee (CWC) appointed by the Council and Mayor in January 2011. The proposed resolution does the following:

- 1) Supports the overall direction of the CWC's Strategic Plan and recommendations, which are contained in Clerk File Number XXXXXX, as a guide to transforming and revitalizing the Central Waterfront, recognizing that it is offered to the City as a dynamic plan that will evolve over time, subject to updates and amendments to the Concept Design project elements (e.g., the Core Projects) as Central Waterfront design, funding, and partnerships become better defined and refined. The Strategic Plan includes an Action Plan with a clear and concise series of steps and a timeline for moving forward with these efforts (Attachment 1 to the Resolution).
- 2) Supports the Framework Plan as a long-term vision for which the City will continue to seek opportunities to realize. The proposed resolution also supports the Concept Design as the departure point for moving design efforts forward on the Core Projects, which are preliminarily designated for implementation over the next five or more years, recognizing that each element of the design will be subject to considerable refinement as design progresses in partnership with stakeholders and the public. The resolution calls for the concepts, ideas, and proposals in the Concept Design to be refined further through preliminary design and engineering into a recommended implementation program for Mayor and City Council consideration.
- 3) Addresses the Central Waterfront Committee's recommended Waterfront Improvement Program funding strategy for leveraging public, private and philanthropic resources to

implement the Core Projects along with a City contribution to partner projects with the Pike Place Market and Seattle Aquarium. The strategy includes a bond measure proposal to fund the replacement of the Elliott Bay Seawall and a proposed local improvement district to help fund other portions of the Waterfront Improvement Program. The resolution states that the City intends to form and confirm the assessment roll for a local improvement district by Spring 2014 before leveraging other funding sources. Future sources identified include levy lid lift, City General Fund, and philanthropic funding. A Funding Sources Pie Chart and Funding Options Matrix developed by the CWC are Attachments 3 and 4 respectively to the proposed resolution.

- 4) Calls for the City to enter into agreements by the end of 2012 with the Pike Place Market and Seattle Aquarium to continue design collaboration and to develop a process for refining other aspects of these partnerships. The agreements should include principles to determine an appropriate City contribution to the public infrastructure improvements on the PC-1 north site and the Aquarium renovation, in coordination with the next phase of design work. The agreements should also address how the Pike Place Market and Seattle Aquarium will raise the funds necessary for their share of each project and demonstrate to the City their ability to do so as a condition of City support.
- 5) Supports the creation of a not-for-profit Friends of the Seattle Waterfront to advocate for implementing the Central Waterfront Framework Plan and Concept Design. Other cities that have undertaken the development of complex, signature public spaces have partnered with similar independent organizations to provide consistent, strong leadership to realize such visionary plans and designs.
- 6) Begins initial steps toward implementation of plans and concept designs by requesting:
  - a. The Executive to include sufficient resources in the City's 2013-2014 biennial budget to advance design work and funding strategies for the Core Projects, community outreach, efforts to form a local improvement district, and design collaboration with the Pike Place Market Development Authority on the PC-1 north site and the Seattle Aquarium on its renovation.
  - b. The interdepartmental staff team, led by the Seattle Department of Transportation (SDOT), to prepare an annual Central Waterfront Work Program by January 31 in each of the years 2013 and 2014, including the identification of deliverables for review by the Central Waterfront Committee and the Mayor and City Council. The City Council anticipates major review of the Waterfront Improvement Program at project milestones such as project definition to begin environmental review and 30% design completion.
  - c. The Central Waterfront Committee to begin developing a plan to secure adequate operating funds to maintain, operate and program the Central Waterfront after Waterfront Improvement Program project components are constructed to ensure that a high level of use and quality is sustained over time.
  - d. SDOT to identify "early win" projects, i.e., projects that can be implemented prior to Alaskan Way Viaduct demolition in 2016 to produce visible progress on the Waterfront Improvement Program.

**X This legislation creates, funds, or anticipates a new CIP Project.**

This resolution anticipates that a new Waterfront Improvement Program will be added to the 2013-2018 Proposed Capital Improvement Program (CIP) to be submitted to the Council by the Executive in September 2012. The resolution itself does not amend the current CIP or make any appropriations. It does, however, provide a framework for the City and its partners to move forward on refining concept designs for the Central Waterfront Core Projects and to being initial steps to implement preliminary plans and designs. The Elliott Bay Seawall Project and Alaskan Way Viaduct Replacement Program are currently addressed in CIP Project TC366050 in SDOT's 2012-2017 Adopted CIP. It is anticipated that the seawall project will be separated from the AWVR Program in the 2013-2018 Proposed CIP, and both projects will be updated as part of the Mayor's proposed 2013-2014 biennial budget and CIP submittal to the City Council.

**X This legislation has financial implications.**

This legislation has indirect or longer-term financial implications, not direct fiscal impacts. No appropriation is made with this resolution. See "Other Implications" section for more information.

**Other Implications:**

**a) Does the legislation have indirect financial implications, or long-term implications?**

The Funding Plan for the Waterfront Improvement Program referenced in the proposed resolution is a strategy for leveraging public, private and philanthropic resources to implement the Core Projects in the Concept Design and a City contribution to partner projects with the Pike Place Market and Seattle Aquarium, conditioned on entering in agreements with both entities. The current estimates for all of the Core Projects is \$1.07 billion based on less than 10 percent design for many of the projects. The Funding Plan is aligned to total \$1.07 billion with about 60 percent of the funds already secured or pending, including a 30-year voted \$290 million seawall bond measure, \$290 million for demolition of the Highway 99 viaduct and replacement of the surface Alaskan Way and associated access committed from the Washington State Department of Transportation in agreements with the City, \$32 million in King County Flood District funds and another approximately \$28 million in City funding for seawall replacement. This leaves approximately \$420 million in funding that still needs to be secured through a variety of sources including a local improvement district, a City 9-year levy lid lift or other City funding, corporate, foundation and individual philanthropy, and the City's General Fund. The funding strategy will evolve as funding proposals are refined and subject to voter, property owner, and/or partner entities approvals. Thus, the funding strategy represents a preliminary project budget based on the current level of design (10 percent for many of the projects), and as funding sources are realized and cost estimates are updated the project designs will need to be refined to match secured funding. The proposed resolution makes clear that future funding with partner entities is dependent on the City successfully forming a local improvement district with the support of specially benefitted property owners by Spring 2014. The local improvement district, if approved, will provide a funding stream to support issuance of project capital bonds. The Funding Plan for the Waterfront Improvement Program is summarized in a Funding Sources Pie Chart and Funding Options Matrix developed by the CWC both of which are attached as Attachments 3 and 4 respectively to the proposed resolution.

**b) What is the financial cost of not implementing the legislation?**

Without adoption of this legislation, the City will be in a less favorable position to work with partner entities to realize the vision for a rehabilitated and revitalized Central Waterfront that better connects the city to Elliott Bay. The resolution serves as demarcation point from more than ten years of community effort and planning to initial steps of implementing an economically, environmentally, and socially interwoven vision that seizes upon the opportunity arising from the demolition of the Alaskan Way Viaduct and replacement of the Elliott Bay Seawall to create a series of public open spaces on about 24 acres of land that will remain in public ownership for perpetuity.

**c) Does this legislation affect any departments besides the originating department?**

This legislation affects many City departments, but principally the Seattle Department of Transportation, the Department of Parks and Recreation, and the Department of Planning and Development.

**d) What are the possible alternatives to the legislation that could achieve the same or similar objectives?**

The "No Action" alternative is available, but the past two years of work by hundreds of City staff, consultants, and the volunteer Central Waterfront Committee, and thousands of people who attended meetings and workshops would go unrecognized.

**e) Is a public hearing required for this legislation?**

No formal public hearing is required. The City Council does take public testimony and has received briefings on the public input process for Waterfront Seattle that reached thousands in the community.

**f) Is publication of notice with *The Daily Journal of Commerce* and/or *The Seattle Times* required for this legislation?**

No

**g) Does this legislation affect a piece of property?**

Attachment 2 to the proposed resolution is a Framework Strategies Implementation Illustration that shows the extent of the properties included in the proposal. All of the property is (or will be) in public ownership; although a complementary set of land use regulations may be proposed under separate legislation to update land use regulatory codes to be consistent with the waterfront redevelopment envisioned in this resolution.

**List attachments to the fiscal note below:**

See Resolution Attachments:

- Attachment 1 – Central Waterfront Committee Action Plan
- Attachment 2 – Framework Strategies Implementation Illustration
- Attachment 3 – Central Waterfront Committee Funding Sources Pie Chart
- Attachment 4 – Central Waterfront Committee Funding Options Matrix