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# Seattle Harborfront Development Workshop



DECEMBER 2, 3 and 4, 1983

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## Final Report

Susan Heikkala  
Editor



A Washington Sea Grant Marine Advisory Publication  
University of Washington-Seattle

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## Final Report

**SPONSORS:** Washington Sea Grant and  
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**WORKSHOP**

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## PREFACE

The Harborfront Development Workshop, sponsored by Washington Sea Grant and the Institute for Marine Studies, was a follow-up to the Seattle Waterfront Symposium held in September, 1982. The Symposium helped identify those characteristics that make Harborfront unique and which should be protected or enhanced in future planning:

- A diverse mix of uses which retains a maritime ambience, enhanced by the large amount of boat traffic along Harborfront
- An historic maritime architectural character defined by the total assemblage of the old piers and sheds; not an individual "set piece"
- A distinct district in close proximity to the CBD
- An attractive recreation area for residents and tourists alike

The Symposium also identified obstacles to realizing full potential of Harborfront development.

- Isolation from the CBD by the Viaduct, railroad, Alaskan Way and steep topography
- Structures, exceptionally well designed to handle break-bulk cargo, that are ill-suited to adaptation for contemporary maritime and non-maritime uses and are now falling into disrepair
- Changing maritime industrial needs which cannot be met on Harborfront
- An unfavorable economic climate
- A multiplicity of policies and regulations which, when combined, severely constrain development options

In addition, the mix of public and private ownership on Harborfront had made it more difficult to reach agreement on an appropriate set of management objectives. Over the preceding thirty years, all of these factors contributed to the general stagnation of the downtown waterfront.

In the year since the Symposium, the Land Use and Transportation Project (LUTP), the Department of Construction and Land Use (DCLU) and the State Department of Natural Resources (DNR) have attempted to address these opportunities and constraints as they revise the policies and regulations affecting Harborfront. This workshop was convened to evaluate and review proposed policies and regulations prior to submitting programs to the Seattle City Council.

It is recognized, however, that policies and regulations alone will not determine what development takes place on Harborfront; they only set the stage. Factors such as the availability of financing, the marketability of proposed uses, physical development constraints such as water depth and tidal fluctuation are also critical. The panel was asked to examine the policies and regulations in the context of these other factors.



## I. INTRODUCTION AND SUMMARY

### Background

The purpose of the Harborfront Development Workshop held December 2-4, 1983 was to critique proposed land and water use policies for Seattle's central waterfront. It was a follow-up to the Seattle Waterfront Symposium held in September, 1982 which helped identify the characteristics that make Harborfront unique and which should be protected or enhanced in future planning and development. The Harborfront Development Workshop had a more narrowly defined goal: to conduct a technical evaluation of how well the policies and regulations that have been developed in the last year can promote water-dependent uses and public access on Harborfront.

The Harborfront development policies and regulations under consideration include:

- The Land Use and Transportation Project (LUTP) policies for Harborfront contained in the Downtown Land Use and Transportation Plan.
- The Department of Construction and Land Use (DCLU) implementation guidelines for the Shoreline Master Program (SMP) and the draft land use code for the Downtown Plan and the SMP.
- The State Department of Natural Resources (DNR) guidelines for Harbor Area leasing procedures and management policies for all aquatic lands.

In 1984, the future direction of Harborfront will be set once the City Council adopts the new policies and a Land Use Code. The Department of Natural Resources, as manager of much of the submerged lands on Harborfront, has adopted new Harbor Area leasing regulations, and the State Legislature is considering new aquatic land legislation, which, if passed, will affect the way DNR manages all aquatic lands. The resolution of these urban waterfront management issues on Harborfront will be critical not only for Seattle, but it also will set an important precedent for shoreline cities throughout Washington.

The evolution of city and state policies and development regulation is happening concurrently. Taken together, the agencies are evolving towards a common vision of the desired future of Harborfront. This is reflected in a management strategy that calls for sustaining and nurturing maritime uses by encouraging a mix of those maritime uses with non-maritime activities. In theory, such an approach would provide the economic subsidy needed to revitalize the area while maintaining and enhancing maritime activities.

This strategy is reflected in the new management objectives that have been put forth by the city:

- Maintain existing and promote new water-dependent and water-related uses (e.g., passenger transportation, marinas and moorage, seafood processing, and public recreation, but not heavy industrial uses).

- Allow or encourage non-water-dependent uses as long as they are compatible with maritime uses.
- Protect the special physical character of Harborfront that is represented by the similar pier shed forms and parallel pier alignment.
- Preserve and enhance public recreation opportunities and important views.

The nature of the mix of uses and feasibility of achieving it were explored in detail during the Harborfront Development Workshop. Specific questions included:

- Is the mixed use (water-dependent with non-water dependent uses) strategy feasible? Can non-water-dependent uses along Harborfront effectively subsidize the desired water-dependent uses? What technical conditions must be met for mixed use to work?
- Will the proposed policies and regulations in fact encourage Harborfront redevelopment that meets the stated objectives?
- What adjustments in the proposed policies and regulations might be needed to most closely meet the desired policy objectives?

The workshop was structured in two distinct parts: a 2 1/2-day technical workshop and a Sunday afternoon Harborfront Forum. The workshop provided a reasonably informal and unstructured setting for a panel of experts to analyze and evaluate the policies and regulations. During the latter portion of the workshop, the Panel formulated their conclusions and recommendations.

The Harborfront Development Forum represented the culmination of the entire workshop and was the major public event. It included public presentation and public discussion of both the city's proposed policies and regulations and the Panel's findings and recommendations.

#### Summary of Appropriate Harborfront Uses

Water-dependent uses should remain on Harborfront, according to experts who addressed the Panel on potential uses for the central waterfront, but the City should promote only those uses which are still workable in this location. The users said:

- Most water-dependent uses which were once common on the central waterfront can no longer operate economically there, nor do they desire this location. Cargo handling uses have moved away because of Harborfront's lack of adequate facilities and support services, lack of sufficient back-up space and access problems. Most fish processing activities have moved to the suburbs because

space and access requirements can be better met there and operating costs are lower. Large scale ship repair is incompatible with most existing and proposed Harborfront uses because of noise, dirt, paint overspray and traffic conflicts. Furthermore, the high cost of overwater construction is an obstacle to any new development, particularly in revenue producing industrial uses. None of these uses can stay on Harborfront without a large economic subsidy.

- Commercial moorage is one of the few water-dependent uses still appropriate on Harborfront. Moorage uses require only the use of the water and pier aprons, leaving the pier sheds free for compatible non-water-dependent uses.
- Non-water dependent uses, such as retail, office, hotel or residential uses, can benefit from a Harborfront location and are essential to subsidize the water-dependent uses.
- Harborfront is still an important recreational resource where public access should remain a central feature.

#### Summary of Panel Conclusions and Recommendations

- A mixed use development strategy can help support desired moorage and some other water-dependent uses, if the type, scale, location and timing of development is tailored to the unique opportunities of specific subareas. However, the mixed use strategy that treats all of Harborfront uniformly, as do the City's regulations, will not promote redevelopment.
- Harborfront should be identified as a Development Target Area. Instead of one uniform set of policies and regulations, specific subarea development plans should be prepared for separate portions of Harborfront, specifying the type of desired development. Regulations and other implementation policies would be formulated for each subarea, but would not be prepared until after the subarea plans were completed.

Five areas on Harborfront were targeted for special planning: the Pier 48 area, Piers 54-59, Piers 62-65 and Uplands, Pier 66 and Uplands, and north of Pier 66.

- Strong leadership is required. A special management group, involving the City, the Port of Seattle and the Department of Natural Resources, should oversee the preparation of the subarea development plans. Each agency would individually adopt the plans; however, different agencies may then take the lead for plan implementation in the various areas.

- Commercial moorage, a maritime interpretive center and public access are the water-dependent or related uses appropriate for Harborfront. This leaves the pier sheds and upland areas available for compatible, non-water-dependent uses.
- A public access plan for Harborfront addressing traffic, parking and pedestrian access should be prepared as soon as possible to ensure that any new development is coordinated with the overall access scheme.

### The Panel

A panel of nine individuals with extensive experience in all aspects of waterfront and mixed use development was assembled to participate in the 3-day workshop. The organizers paid particular attention to identifying the types of expertise required to fully evaluate the technical adequacy of the proposed policies. Once the categories of expertise were defined, individuals were selected to balance familiarity with Seattle development with national or international waterfront development experience. The panelists and their respective areas of expertise included:

- Boris Dramov, ROMA, San Francisco, California -- Chairman  
-- Urban Design
- David Bowden, Bowden Development Consultants, Ltd., Vancouver, B.C.  
-- Waterfront Mixed Use Development
- Robert Filley, North Pacific Mortgage Co., Seattle  
-- Institutional Finance
- Hal Hurlen, Hurlen Construction, Seattle  
-- Waterfront Construction and Engineering
- Lawrence Killeen, Port of Seattle, Seattle  
-- Port Development
- David Leland, Leland & Hobson, Portland, Oregon  
-- Market Analysis
- David Nielsen, The Nielsen Companies, Seattle  
-- Private Finance
- Harriet Sherburne, Cornerstone Development Co., Seattle  
-- Non-Waterfront Mixed Use Development
- Thomas Walsh, Roberts & Shefelman, Seattle  
-- Policy and Regulations

## The Prototypes

Six development prototypes prepared by the City's Land Use and Transportation Project formed the basis for evaluating the effects of proposed policies and regulations on Harborfront development opportunities. These prototypes represented the full range of possible developments on Harborfront, and varied the type of site (over water only, over water development with adjacent dry land, and over water with uplands across Alaskan Way), uses, and type of construction (ranging from complete pier renovation to totally new construction). The prototypes, developed in sufficient detail to estimate development costs and revenues, were subjected to economic analysis. According to the LUTP analysis, none of the prototypes are economically feasible. Should the proposed regulations be adopted, the City's objectives for Harborfront would not be realized. (A synopsis of the prototypes is included in Appendix B.)

## Harborfront Users

Supplementing the information contained in the prototypes, individuals selected for their expertise on potential central waterfront uses, were invited to address the Panel. These experts provided a more detailed examination of uses proposed in the prototypes as well as some additional uses considered viable, but omitted from the prototypes because they are not allowed by the proposed regulations. The uses discussed included: commercial vessel moorage, recreational vessel moorage, passenger transportation, fish processing, cargo handling, retail and commercial, residential and hotel, a maritime interpretive center, historic pier renovation, and public use. (A detailed summary of the Harborfront user comments is contained in Appendix A.)

In addition to the presentations by potential Harborfront users, representatives of the planning and regulatory agencies summarized the proposed policies, regulations and prototype analyses for the Panel. Several individuals attending the Workshop also offered their point of view on the problems and potentials facing some of the uses under consideration.

## II. HARBORFRONT DEVELOPMENT PANEL CONCLUSIONS AND RECOMMENDATIONS

### Response to City Objectives for Harborfront Development

The Panel felt that every single parcel on Harborfront should not be required to conform to a uniform set of standards. If Seattle is to achieve the overall goal of maintaining an active maritime character, the new plan must instead clearly define a desired development approach for specific subareas along the central waterfront. Although in general agreement with the following four objectives proposed in the City's plans (underlined text), the Panel recommended some refinements:

1. Maintain and promote water-dependent and water-related uses. These uses should be encouraged, but the City should focus on those uses for which Harborfront is still a viable location. After hearing comments from a number of waterfront use experts, the Panel concluded that there is a major opportunity to promote commercial moorage-related uses on Harborfront. The list of potential water-dependent uses includes a variety of marine transportation and moorage uses, public access, and a maritime interpretive center. Because of operational and support service needs, space requirements, construction and operating costs and income-generating ability, the following uses are no longer viable and should not be promoted: cargo handling, fish processing, ship repair, and permanent recreational moorage.
2. Allow compatible non-water-dependent uses to locate on Harborfront so they can subsidize the water-dependent uses. A mixed use development strategy will support water-dependent uses and still promote quality development provided that the type, scale, location and timing of development are properly addressed. However, the uniform, pier-by-pier approach contained in the City's proposed regulations has at best a limited ability to support water-dependent uses.
3. Protect the unique architectural character of Harborfront's piers and pier sheds. It is important to retain existing elements of the waterfront's architectural heritage where conditions permit. However, preservation of all the existing pier sheds may not be the best approach in light of the dilapidated condition of some of the piers, the excessively high cost of renovation and the fact that all piers do not have equal historic merit. Decisions to retain certain piers should be made on a case-by-case basis. New construction should be allowed to develop new forms appropriate to the proposed uses.

4. Preserve and enhance public recreation opportunities and views. Access and views are essential, and should be managed as part of an overall public access plan. By itself, a regulatory approach cannot assure that the quality of the view or access will be maintained. A positive scheme for developing public open space should be prepared as soon as possible so that development occurring on land or over water helps support and implement the program.

#### Is the Mixed Use Strategy as Proposed Feasible?

After reviewing the prototypes, the Panel concluded that while mixed use development can work on Harborfront, the proposed regulatory approach cannot succeed in promoting viable development projects. First, non-water dependent uses will not be able to generate adequate income to support both their own business and the low-revenue producing water-dependent uses. (In other U.S. urban waterfront redevelopment projects, even non-water-dependent uses generally require some subsidies in the form of land cost write-downs, low lease terms, grants, etc.) Second, the uses that can provide an economic subsidy and will also be permissible over water (retail/restaurant and office) will not work well if located randomly along the waterfront. The success of these uses depends upon their relationship to other uses, location, project quality and market saturation. Third, lot-coverage restrictions if uniformly applied to every parcel, would make the prototype projects unworkable.

#### Recommended Strategy

The Panel supported the proposed idea of a Development Target Area on Harborfront. They concluded that more focused development decisions are in order to identify and promote the special Harborfront development opportunities. This must occur before the adoption of the new Land Use Code for Harborfront. Because Harborfront is composed of several areas with their own distinct characters, there is a strong argument for developing plans specific to the individual subareas. This approach would allow the mixed use strategy to be tailored to the special features of each subarea. The Panel identified the following subareas:

- the Pier 48 Area, including water to the north and the Washington State Ferry Terminal
- the Historic Piers - Piers 54-59
- Piers 62-65 and Uplands
- Pier 66 and Uplands
- North of Pier 66

Following the completion of the subarea plans, regulations would be developed for each to ensure that allowable uses and design standards were suited to the unique opportunities afforded at each site. The subarea approach would help ensure that projects were also economically viable.

A special management group should be established for Harborfront involving the City of Seattle (LUTP, DCLU and DCD), the Port of Seattle, and the State DNR. It would be the responsibility of this group to oversee the subarea development plans and regulations which would then be adopted by all applicable jurisdictions as part of the overall Downtown Plan.

Leadership is essential in ensuring that the subarea development strategies are implemented. Depending upon the nature of the specific subarea, land ownership and the plan policies, a different agency might take the lead in different subareas. For example, the Port would be the logical leader in the Pier 48 area, whereas they would assist the City in implementing over-water development in the area of Piers 54-59.

### Initial Recommendations for Subarea Strategies (See Map)

1. Public Access. An overall plan for public access which recognizes the need for access quality rather than access quantity is needed on Harborfront. The elements of an access plan and implementation scheme should include:

- A traffic management plan for parking, truck and auto access into and through the area; trolley and public transportation connections; relocation of the BN tracks; relocation of Alaskan Way; and, development of pedestrian links to upland areas
- A scheme for major public open space and water access with design and landscape themes
- View corridors identified specifically
- Security and maintenance related to physical development
- Viaduct impact-mitigating treatment

Funding for these improvements may come from a Local Improvement District (L.I.D.) and/or public funds.

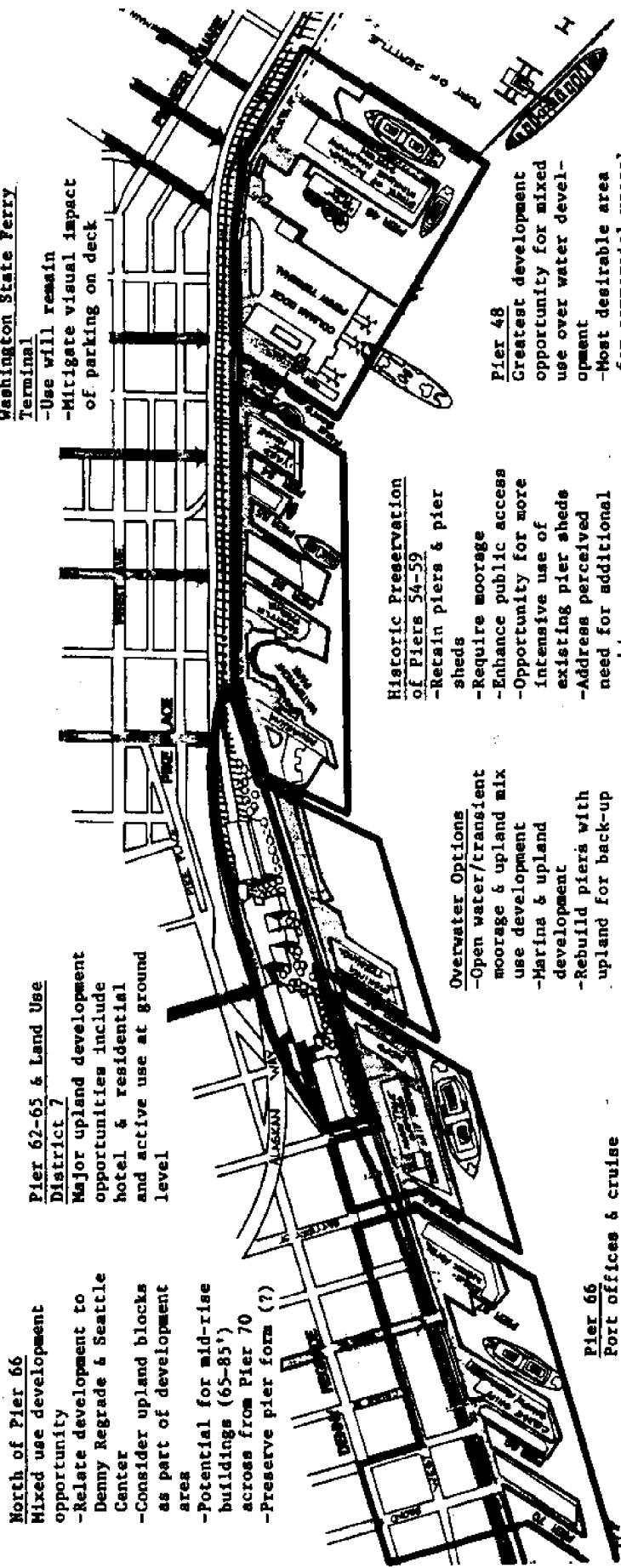
2. Historic Piers from 54 to 59. This area should be designated as a waterfront landmark district. Piers in this area form the core of the historic waterfront. This area is an excellent location for mooring historic ships and possibly developing the maritime interpretive center. All piers are in use today and several are being renovated by the owners. Elements of this subarea strategy should include:

- Development guidelines which preserve the existing pier shed envelopes, height and bulk, but allow modification as long as the historic forms are maintained. Expansion of the pier aprons should be allowed where water-dependent uses, particularly moorage, are developed



**HARBORFRONT DEVELOPMENT WORKSHOP**

**Map Summary of Panel Conclusions and Recommendations**



**North of Pier 66**  
 Mixed use development opportunity  
 -Relate development to Denny Regrade & Seattle Center  
 -Consider upland blocks as part of development area  
 -Potential for mid-rise buildings (65-85') across from Pier 70  
 -Preserve pier form (?)

**Pier 62-65 & Land Use District 7**  
 Major upland development opportunities include hotel & residential and active use at ground level

**Overwater Options**  
 -Open water/transient moorage & upland mix use development  
 -Marina & upland development  
 -Rebuild piers with upland for back-up

**Pier 66**  
 Port offices & cruise ship terminal  
 -Meets Harborfront development objectives  
 -Funding is still a major issue

**Historic Preservation of Piers 54-59**  
 -Retain piers & pier sheds  
 -Require moorage  
 -Enhance public access  
 -Opportunity for more intensive use of existing pier sheds  
 -Address perceived need for additional parking

**Washington State Ferry Terminal**  
 -Use will remain  
 -Mitigate visual impact of parking on deck

**Pier 48**  
 Greatest development opportunity for mixed use over water development  
 -Most desirable area for commercial vessel moorage  
 -Retain existing water-dependent uses  
 -Least affect by DNR lease terms  
 -Maximize views & public access  
 -Rehab pier substructure  
 -Mitigate traffic problems

- A strategy to enable the owners to take advantage of existing rehabilitation investment tax credits. Since federal legislative changes are being considered, quick action is essential
- Required retention of perimeter pier moorage including reinforcing, upgrading and properly outfitting the pier aprons where necessary. This moorage would be operated as part of an overall Harborfront moorage management scheme. (Investigate the possibility of using Industrial Revenue Bonds (IRB's) to fund improvement of the pier aprons.)
- Office space in the upper levels of pier sheds to help support development of perimeter moorage
- Parking should not be permitted or required over water

This plan could be implemented immediately by modifying the currently proposed Land Use Code and applying for landmark district designation.

3. Pier 48, including water to the north and the Washington State Ferry Terminal. This area has the greatest potential for the development of marine transportation and moorage uses. There is also ample opportunity to develop a range of non-water-dependent uses including retail/restaurant, office, hotel and residential (not over water). Greater building heights are possible if development is massed near the Viaduct and designed to preserve views and remain in scale with nearby buildings in Pioneer Square. Port ownership of Pier 48 makes this a logical area for the Port to take the development lead in conjunction with a private developer. Other opportunities here include:

- Views of the industrial activity in the Duwamish. The pier can play an important transitional role to the working waterfront
- Linkages to Pioneer Square
- A recreated Colman Dock Tower at the Washington State Ferry terminal or at the Pier 48 location.

4. Piers 62-65 and Uplands in Land Use District (L.U.D.) 7. This area should be considered as a single unit in which land and water areas are considered jointly. The area can be enhanced by opening up the water and developing mixed uses on the uplands. Given the poor condition of Piers 62-65 and the excessive cost of rehabilitation, one option for consideration is to compensate the owners and remove the piers. An area of open water with special public access features would be created.

The narrow site configuration of L.U.D. 7 and the serious soil conditions present require that a more dense development project be permitted than proposed regulations allow. Any project here should complement the development already advanced for Pier 66. The plan for this area could include:

- The development of commercial vessel transient moorage along the reconstructed seawall.
- Revised development standards for L.U.D. 7 to permit a broader mix of uses and greater height limits. Allowable uses should include residential, hotel, retail, office, industrial, institutional and government. Residential and hotel uses, in particular, are a source of 24 hour activity, attract more people to the area and provide a better source of economic subsidy. Height and bulk limitations could be expanded without blocking views from upland areas.

5. Pier 66 and Uplands. The Port Administration offices and Rembold Corporation's proposed cruise ship terminal both meet the primary Harborfront development objectives. The cruise ship terminal, as well as the existing fish processors, are water-dependent uses which will be supported in part by non-water-dependent retail and restaurant operations. A mixed use project in L.U.D. 7 would complement this facility. Securing funding is the major issue facing development at this location.

6. North of Pier 66. This is an area of long-range development potential and should relate to the proposed Union Oil development and the Myrtle Edwards/Port of Seattle parks. Opportunities here include:

- Greater architectural flexibility and departure from the traditional pier shed form. (Pier 70 is the only "typical" shed form, and its supporting structure is in extremely poor condition.) Development of Pier 69 should be allowed to include office space to make economic reuse of that sound structure
- Expanding the project area to include consideration of upland parcels, especially Shakey's and the Spaghetti Factory, for an integrated mixed use development which has a positive relationship to the overwater structures
- Greater development heights stepping up the hill towards the Regrade allowing new structures to relate to development on the hill behind them
- Any project here must mitigate the impacts of rail and auto traffic on Alaskan Way and Broad Street

#### Action Agenda

The panel concluded with the following proposals for immediate action:

1. Using these recommendations, modify and adopt the Harborfront policies in the Downtown Plan;
2. Proceed immediately to organize a management group composed of the City, the Port and DNR and initiate Subarea Plans;

3. In the interim, between policy plan adoption and the completion of the subarea development plans and regulations, revise the existing code to allow office uses over water without the square footage limitations; and

4. Prepare the public access plan and implementation strategy.

The Panel made the fundamental point that planning for Harborfront should create a positive direction for achieving what is desired on Harborfront, rather than attempt to restrict what is undesirable. A public-private partnership may be required to create the means for achieving the desired public objectives in each of the subareas. Their recommendations illustrate how to achieve this goal.

### III. APPENDICES

## APPENDIX A

### COMMENTS BY THE HARBORFRONT USERS

The purpose of the Harborfront Users portion of the agenda was to give the Panel the opportunity to supplement other information with the expertise of existing and prospective Harborfront users. It allowed a more detailed look at existing and potential future uses of Harborfront, both those addressed in the prototypes as well as several that were not, but that had been suggested as viable uses. Those uses included commercial vessel moorage, recreational vessel moorage, passenger transportation, fish processing, cargo handling and industry, retail and tourist uses, hotel and residential uses, maritime interpretive center, public use and historic preservation.

For each use the following points were discussed:

- What is the potential for the use in question to locate or remain on Harborfront?
- What are specific physical site and design needs if the use is to operate successfully on Harborfront (e.g., access, service area, parking, proximity to other uses, views)?
- What are the economic considerations that affect the location and operation of this use on Harborfront?

The speakers were selected because of their widely acknowledged familiarity with the physical requirements and economics of the use under consideration. Their remarks are summarized in the pages that follow.

## WATER-DEPENDENT/WATER-RELATED USES

### Commercial Vessel Moorage

Speaker: Tom Dyer, Shipyard Manager, Foss Launch and Tug, and Treasurer of the Seattle Marine Business Coalition

### General Remarks

Harborfront is currently used for commercial vessel moorage and there is a demand for more. The area is well suited to fill these additional moorage needs. Piers 90 and 91 now provide transient berthage for large vessels, but may soon become the base for part of the Navy fleet. Harbor Tour vessels, Crowley's salvage tug, the Arctic Salver, the ferry Vashon, and visiting vessels tie up along the central waterfront.

Other kinds of vessels could be moored on Harborfront. Large fishing vessels (200-300 ft.) call on Seattle for short visits and could tie up on Harborfront if adequate moorage facilities were available. If offshore oil activity continues to grow in Alaska, Harborfront could provide transient moorage for supply vessels. It is also a logical base for harbor tugs. In fact, an ideal location for tugs is the north side of Pier 48 where excellent wind and wave protection is afforded. Should the Navy Reserve leave Pier 90, these vessels could also be based on Harborfront.

Commercial vessel moorage is compatible with existing Harborfront uses as well as a variety of non-water-dependent uses in the pier sheds provided that the following conditions are met:

- The pier aprons must be strengthened, safe and well-maintained. They must have adequate stability to support light trucks. Cleats are needed for vessel tie-ups.
- There must be convenient, direct access for small trucks, mobile cranes and buses servicing the vessels.
- Adequate security is needed for unoccupied vessels.
- Separation must be maintained between the crew working on the vessel and the general public for both efficiency and safety reasons.
- Some parking must be provided for home-ported vessels. The Harbor Tug fleet may need 10-20 spaces, and the Navy Reserve somewhat more, while transient commercial vessels need little or none.
- Moorage rates must be comparable with those set by the Port of Seattle.
- There should be a central management entity to schedule moorage timing and location as well as set rates. It would be logical for the Port of Seattle to play this role.

## Comments on the Prototypes

Ship repair, as illustrated in one of the prototypes (Prototype 1), is not a viable use for Harborfront. First, a major arterial separating the moorage area from the service area is a severe constraint. Forklift and crane access across Alaskan Way would likely create numerous traffics tie-ups. Public access through the same area would be dangerous. Secondly, ship repair of any scale is not a good neighbor for other non-industrial uses in the vicinity because of noise, dirt, and paint overspray. Finally, ship repair does not mix well with recreational moorage because public access is inappropriate around a ship repair operation.

Combining perimeter moorage with a mix of non-water-dependent uses in the pier sheds, as represented in Prototypes 4, 5, and 6, is the best solution for maintaining a "working" waterfront. A wide variety of uses would be compatible with perimeter moorage, including retail, restaurants, and offices. Only residential uses are unsuitable neighbors for those commercial moorage operations which entail 24-hour activity, bright lights and noise.

Commercial vessel moorage on Harborfront should be considered in the context of all Seattle's non-residential waterfronts. As available space on Lake Union is filled, if Piers 90 and 91 become the Navy base, there will be an even greater need for commercial moorage space. Moorage is the water-dependent use with the greatest potential for success on Harborfront, according to Dyer.

## Recreational Vessel Moorage

Speaker: Ron Silkworth, Manager, Shilshole Bay Marina and Fishermen's Terminal, Port of Seattle

Recreational moorage is a sought-after commodity in the Seattle area as two statistics illustrate: currently at Shilshole, a 1,500-slip marina, there is a waiting list of 1,400. Transient recreational boat users range between 700-1,100 per month in the peak season (May-August).

The facilities required to accommodate permanent recreational vessel moorage include the following:

- Quality services located nearby, such as nautical supply store, speciality shopping and good restaurants
- Parking
- Vessel security, including protection from wind and waves, adequate lighting, visibility and controlled access. Allowing "live-a-boards" also provides a degree of marina security

While Harborfront can provide recreational boaters with access to necessary services, the vessel protection and parking needs will be much more difficult, if not impossible, to meet economically for permanent



recreational moorage. Transient recreational moorage for large vessels could be accommodated more easily, however.

The future of fishing vessel moorage on Harborfront is difficult to predict at the present time. The large bottomfish trawlers and crabbers are the most likely candidates for temporary moorage since the small gill netters will likely remain at Fishermen's Terminal. However, the bottomfish trawlers may tend to remain in the Bering Sea for longer periods, while the large crabbers will continue to use Seattle on a regular basis, assuming that harvesting improves. Competitive moorage rates will be critical in making Harborfront attractive for transient moorage, so some subsidy may be needed. For example, the average commercial rate at Fishermen's Terminal is now \$1.30 per foot per month.

### Passenger Transportation

Speaker: Steve Cecil, architect with ARC Architects, formerly project planner with TRA for Washington State Ferry Terminal Expansion

The Washington State Ferry system will remain on Harborfront, and the planned terminal expansion should proceed within the next five years. The scale of the new terminal has been influenced by changes in the national and regional economy in recent years:

- Labor and fuel cost increases for ferry system operations forced higher ticket prices and, therefore, reduced demand. Fuel price increases to the consumer had a similar effect.
- Ferry traffic decreased following the sinking of the Hood Canal Bridge, and the former traffic volumes were never regained after the new bridge re-opened.
- Local ferry traffic is also dependent upon the regional economy and the Kitsap Peninsula economy in particular. Recent slowdowns have resulted in decreased ferry traffic.

Taken together, these factors have not appreciably altered the projection figures used as a basis for designing the new terminal.

The terminal design was based on the following premises:

- First phase parking/holding area for 400 cars to accommodate immediate needs. (This is an increase over today's 275 vehicle capacity). At build-out there will be 550 spaces.
- Walk-on use will continue to grow from its current level of 50% of the passenger load. In fact, passenger-only ferries have been discussed as a long-term future transportation option.

- Ferry system offices will remain on the pier.
- Traffic access will be re-routed so the terminal is accessed from the south in order to relieve traffic conflict and congestion on the more pedestrian-oriented northern portion of Harborfront.

The physical design of workable terminal buildings was influenced by existing zoning regulations requiring, among other amenities, view corridors. Designing within the regulations did not produce the most efficient scheme. This argues for design standards that are sensitive to the needs of the water-dependent uses that are desired on Harborfront.

The ferry terminal is compatible with and complements other water-dependent uses, particularly moorage and fishing docks.

### Fish Processing

Speaker: John Peters, Seafood Processing Specialist,  
Washington Sea Grant Program

Today's fish processors are not interested in locating on Harborfront. The processors that do remain are a legacy from pre-EPA days when wastes could be flushed into Elliott Bay and when regional transportation connections were less efficient. Now, however, about 75% of the fish product is moved by truck from receiving docks or airports to suburban plants where operating costs are much less than are possible on Harborfront. In fact, fish-processing is no longer a true water-dependent use.

The two types of fisheries operations that make sense in Seattle today are trawler-caught codfish and salmon. Because bottomfish are a low value product, the industry is a poor candidate for a Harborfront location. Harborfront is fair as a site for salmon processing because the fish is a higher value product.

### Siting Considerations

- Public access into plants is highly undesirable, although some plants may provide viewing windows from a safe vantage point. (Salmon processing can be interesting to watch; bottomfish processing is not.) Operations are characterized by odor and dock mess (e.g., ice, blood, gore). Few non-water-dependent uses are compatible neighbors for a fish processing operation.
- Boat moorage and space for temporary boat repair are needed.

- Upland requirements include unloading/reloading and clean-up space, as well as a net repair area.
- Vehicle access is needed for truck loading and unloading and crew access.

Economically, the fishing industry is experiencing rough times. There is an uncertain market for American-caught bottomfish since foreign fisheries dominate. The fresh bottomfish market is the best remaining option for the Puget Sound and Seattle area. The market for fresh and frozen salmon is somewhat stronger, although there is no available capital for new plant construction.

Fish processing operations must be very heavily subsidized if they are to locate on the central waterfront. An affordable lease rate is approximately \$2.50 per square foot per year, compared with \$12-15 per square foot for retail or commercial uses in several of the existing piers. Therefore, the combination of siting needs, operating costs, and revenue generating potential make Harborfront an undesirable location for fish processing.

#### Cargo Handling and Heavy Industry

Speaker: Jerry Mattox, Consultant specializing in maritime activities, with 18 years experience in vessel and port activities in the Far East and Pacific Coast ports

#### General Remarks

The type of cargo handling operations frequently discussed for Harborfront includes ships and barges carrying containers, autos, grain, freeze and chill cargoes, a variety of petroleum products, selected ores and minerals. However, all evidence indicates that there is no potential for these cargoes to move across Seattle's central waterfront now or in the foreseeable future.

The physical site and design needs of these activities are difficult, if not impossible, to satisfy on Harborfront. Specific constraints include:

- Lack of suitable, existing structures and facilities
- Lack of sufficient back-up area
- Access difficulties and traffic considerations

In addition, there are other drawbacks to a Harborfront location:

- Lack of proximity to related support activities
- Lack of expansion opportunities to realize economies of scale

- Difficulty in meeting safety and security requirements
- Problematic environmental requirements
- Incompatibility with both existing and envisioned Harborfront uses.

These same factors also argue against locating bulk cargo non-water-dependent or related uses on Harborfront such as warehouses, consolidation and distribution centers, container freight stations, empty container depots and container equipment maintenance facilities. In addition, small scale cargo barges or the North Star III, a WWII victory ship now operated by the Bureau of Indian Affairs, are better situated where they are on the Duwamish.

There are two cargo-handling uses that are exceptions and would be suitable for a location on Harborfront. First, fuel oil barges could continue to discharge oil by pipeline to upland storage tanks. Second, Harborfront can accommodate the limited cargo handling associated with servicing passenger vessels like the Alaskan and Washington State Ferries.

The turn-of-the-century finger piers and sheds, designed to service the old Mosquito Fleet and break bulk cargo carriers, are not suitable in terms of space, configuration or condition to accommodate modern cargo movement. The required investment in landfill, new piling and piers would be cost-prohibitive.

The picture for other industrial uses is somewhat more optimistic. Harbor and sea-going tug and other workboat berthing would be suitable on Harborfront. However, some wind and wave protection -- such as canals or other stationary devices -- are needed to protect against ferry wash. But for the moorage to operate efficiently and profitably, an ambitious moorage plan is called for -- accommodating up to 20 tugs instead of only 5. Still, some subsidy will be needed since the proceeds from tug moorage alone cannot cover the costs of improving the piers and providing the appropriate infrastructure.

#### Comments on the Prototypes

Large vessel transient moorage would be workable and self-supporting on Harborfront. However, more than 410 feet of linear moorage area (as shown in Prototype 1) is needed.

The only viable ship repair operation is one that is small and auxiliary to a moorage operation for tugs and other vessels in the vicinity, a point of view shared by other speakers. A Harborfront ship repair facility would not be self-sustaining. It is also possible that a small boat building facility would be feasible on Harborfront, but it would require some operational subsidies.

In summary, cargo handling is no longer viable on Harborfront, and will not become so in the near future. These uses are best served in the southeast harbor, the Duwamish waterway and at other existing cargo facilities. Of the candidate industrial uses, workboat moorage that

provides the necessary support services is the only one that appears promising for a Harborfront location.

#### NON-WATER-DEPENDENT USES

##### Retail and Commercial Uses

Speaker: Chuck Peterson, Owner of Trident Imports, Inc.

High quality commercial space is desired on Harborfront, not carnival or tourist trap activities. Nevertheless, most of the present requests for lease space in the existing piers come from fast food outlets. Therefore, some policy and regulatory improvements are needed to increase Harborfront's attractiveness to quality uses. Ideas suggested include the following:

- Increased parking or improved signing of existing parking
- Reroute the railroad traffic off the waterfront through the tunnel
- Slow traffic on Alaskan Way so it becomes more of a local accessway and less of a speedway
- Revise existing use regulations to allow more than 30% office uses in the pier sheds. (Half of Peterson's pier is now empty since no other uses can make economic use of the second floor.) Moreover, income producing uses are needed to support the high over-water development costs. Some over-water residential uses should be allowed
- Permit additional floats to be placed around the existing piers without including them in lot coverage calculations. This change would help increase water-dependent moorage
- Move the Inner Harbor Line to within 50 feet of the Outer Harbor Line in order to increase the maximum lease term and create more financable projects
- Complete a pedestrian promenade on Harborfront

Commercial, retail and restaurant uses continue to derive an economic benefit from a Harborfront location. Their viability can be enhanced by taking steps to improve the overall quality of Harborfront development, rather than attempting to achieve this through excessively detailed regulation.

## Hotel and Residential Uses

Speaker: Jon Runstad, President, Wright Runstad

The 1975 Howard S. Wright proposal for Piers 50-51 serves as an example of how hotels might be expected to perform on Harborfront. The development scheme, ultimately mothballed because of conflicts with the Shoreline Master Program regulations, featured a major hotel tower. Harborfront has the amenities which make it a prime location for a hotel, as evidenced by the continued success of the Edgewater. A hotel also has the income-generating potential to support other uses, including water-dependent moorage and a marina. A hotel in the Pier 50-51 location would help tie the waterfront to the rest of downtown and Pioneer Square.

The Wright proposal also included 180,000 square feet of office space, drawing on a regional market rather than shifting existing establishments from the CBD. A total of 200,000 square feet of specialty retail, with a heavy emphasis on food and a market fair atmosphere, were an inherent part of the program.

In order to move the project forward, it was necessary to move the Inner Harbor Line waterward which made the development eligible for a 55 as opposed to a 30 year lease term. This action was essential to secure project financing. The proposed hotel tower also exceeded the 35-foot height limit, but it proved impossible to obtain a relaxation of this standard.

The project concept of a mix of hotel, office and retail uses was a workable one then, and given appropriate regulatory changes, would be today. In fact, according to Runstad, both hotel and residential uses would be appropriate on Harborfront.

## Waterfront Interpretive Center

Speaker: Marc Hershman, Program Manager, Coastal Resources Program, and Professor, Institute for Marine Studies

A maritime center dedicated to interpreting the historical roots of the city's leading development edge would fill four existing gaps:

- A need for public education on Harborfront's maritime heritage; interpretation of existing and past maritime activities as well as increased understanding of Seattle and neighbor port cities through comparative exhibits
- A need for a second public waterfront facility, comparable to the Aquarium in quality
- A need for a visitor-oriented center on Harborfront
- A need for a "gathering place"

Center exhibits would be designed to tell the many different stories of Harborfront development and use, such as the history of shoreline filling or the changing nature of recreation. The center would be developed as a place for changing exhibits, not as a static museum to display artifacts.

The space requirements of such a facility include:

- 5,000 to 6,000 square feet of exhibit area
- 2,000 square feet of workshop and small meeting space
- A viewpoint from which to interpret the Harborfront location
- Space for visitor orientation and brochure display

It would be possible to locate the interpretive center in one of several locations along Harborfront.

Development costs of this facility would be approximately \$1 million, and will be sought from federal and local contributions. User fees would cover maintenance and operations only. Thus a substantial subsidy is needed to realize the development of the interpretive center.

Coordination with Northwest Seaport might make it possible to temporarily moor some of the historic wooden vessels on Harborfront to heighten visual interest and enhance the impression of a working waterfront.

#### Public Users

Speakers: Lucy Steers and Diane Nordfors, Seattle League of Women Voters

The League has long worked to promote the use of Seattle's waterfronts for the overall public benefit. To more precisely define the public interests in Harborfront, they conducted a special survey. They found that what people like about Harborfront are the views, sense of open space, people, maritime ambience, shops; and wood, underfoot. They disliked the noise, shortage of parking, lack of moorage, dilapidated piers and the shortage of real marine businesses.

The survey also identified desirable uses and directions for Harborfront:

- The waterfront belongs to everyone; public access and views should be promoted
- Tourist uses should be kept to a minimum, and residential uses should not be allowed
- The maritime "busyness" of the waterfront should be retained and enhanced; if necessary, public money should be used to help bring water-dependent uses to the waterfront

Speaker: Art Skolnik, The Conservation Company

The coordinated preservation of the pier sheds would add a handsome element to Harborfront. The 1966 National Historic Preservation Act created the National Register of Historic Places and an incentive program to preserve old buildings. Subsequent legislation has modified these incentives, and today the tax advantages for rehabilitation have never been as good. For certified historic structures there is 25% investment tax credit; plus, the depreciable basis is not reduced by the amount of the credit. Nevertheless, a building does not have to be on the National Register to obtain some of these advantages. A building over 40 years old is eligible for 20% tax credit, and a 30 year old building can receive a 15% credit. (However, the increase in the depreciable basis is reduced by the amount of the credit.) To obtain the credit, certain requirements must also be met; the most important of which is retaining 75% of the structure's perimeter walls.

It is also possible to donate a perpetual conservation easement of unused development rights which can be written off as a charitable contribution over a 5 year period. Finally, incentives can be developed for mooring historic ships on the waterfront since subsidies can be created for mooring historic ships in public waterways.

Because the tax advantages are so numerous and the waterfront heritage so important, the historic aspects of the waterfront should be given very careful consideration in current planning.



## APPENDIX B

### WATERFRONT DEVELOPMENT PROTOTYPES

The Land Use and Transportation Project (LUTP) examined six waterfront development prototypes to test the Harborfront policies and code for the Draft Downtown Plan. A primary objective of this analysis was to test the economic potential of the mixed use strategy whereby water-dependent/water-related uses would receive an internal subsidy from other uses in the project.

#### Site Analysis

Sites were selected to represent a range of conditions on the waterfront. Some sites included only submerged lands, one site included submerged lands with dry lands west of Alaskan Way and several sites included submerged lands with uplands. Construction options for the sites included combinations of new pier construction, renovation with new construction, or renovation of the pier sheds. One prototype included a historic renovation to test economic incentives of the Economic Recovery Tax Act of 1981.

Analysis completed for the Draft Environmental Impact Statement (DEIS) for the Draft Downtown Plan determined which water-dependent/water-related uses were potential candidates for locating along the downtown waterfront based on estimates of growth in demand for space and the general site constraints and opportunity of the Harborfront. Moorage is included in all prototypes.

Principal non-water-dependent/related uses are office, retail, and restaurant. Housing and hotel uses on waterfront lots would be prohibited according to the Draft Downtown Plan.

A summary description of the use mix, configuration and construction type for each prototype follows:

Prototype #1. Commercial moorage for ship repair with upland back-up facilities. This mix of water-dependent uses includes a narrow finger pier serving as moorage for large vessels in for repairs, harbor tugs, and, in season, floats for rental boats. On an upland site is a ship repair shop, some office space, a work area for small boat building and repair, and surface parking.

Prototype #2. Recreational marina with upland mixed use development. The marina would be protected by a breakwater of heavy weight floats and floating bridge pontoons. About 167 slips would be created at an average depth of 40 feet. Uplands would have a mix of office, parking, retail, and residential uses on three half-block sites.

- Prototype #3. Fish processing with retail and office mix. This prototype assumes the removal of two finger piers and the construction of a new pier which hugs the shoreline, so it is developed over shallower waters. Some moorage is provided around the pier perimeters.
- Prototype #4. Moorage along the perimeter of a renovated pier. New structures on the pier contain a mix of commercial uses including retail, food services, and office space.
- Prototype #5. Maritime museum with mixed commercial. The museum, built as part of a renovated pier, includes moorage of historic ships, a restaurant, retail space and offices. There is also some commercial moorage.
- Prototype #6. Mixed commercial uses and ferry operation. This model combines an existing pier, which includes office space and a ferry terminal, with dry land development. The ferry terminal would be renovated to provide a more efficient operation. A parking garage would be built, as well as a retail/restaurant structure on the northern edge of the site. Public access would be created around the pier's perimeter.

Site layouts for each of the prototypes were developed to meet the specific requirements of the Draft Land Use Code for Downtown (October, 1983) for Land Use District 12-Urban Harborfront, and Land Use District 7-Mixed-Use-Waterfront. The major code issues addressed through the prototype analysis include lot coverage, view corridor and public access requirements, the concept of the historic building envelope, and parking requirements associated with redevelopment of the area.

### Economic Analysis

The prototypes were developed in sufficient detail to estimate square footage by use. Project development costs and revenues were estimated for each prototype and analyzed to assess the economics of each prototype. A summary of the prototypes and the results of the economic analysis are included in Table 1. Schematic site plans for each of the six prototypes follow Table 1.

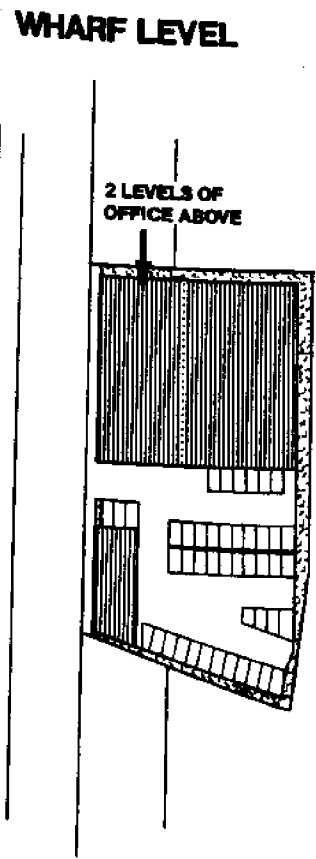
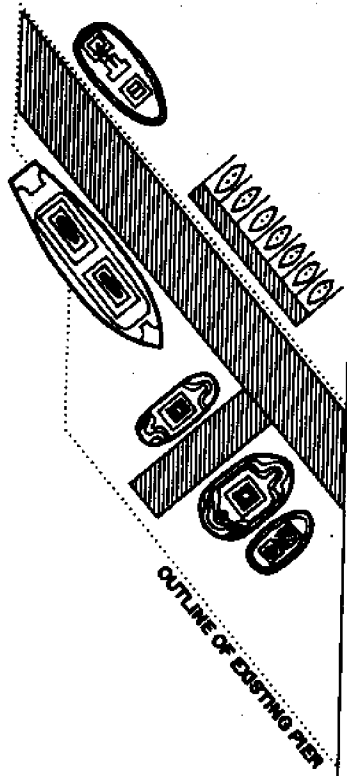
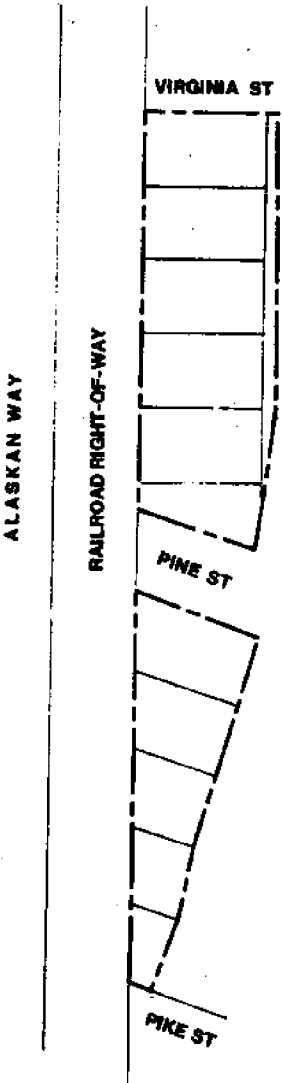
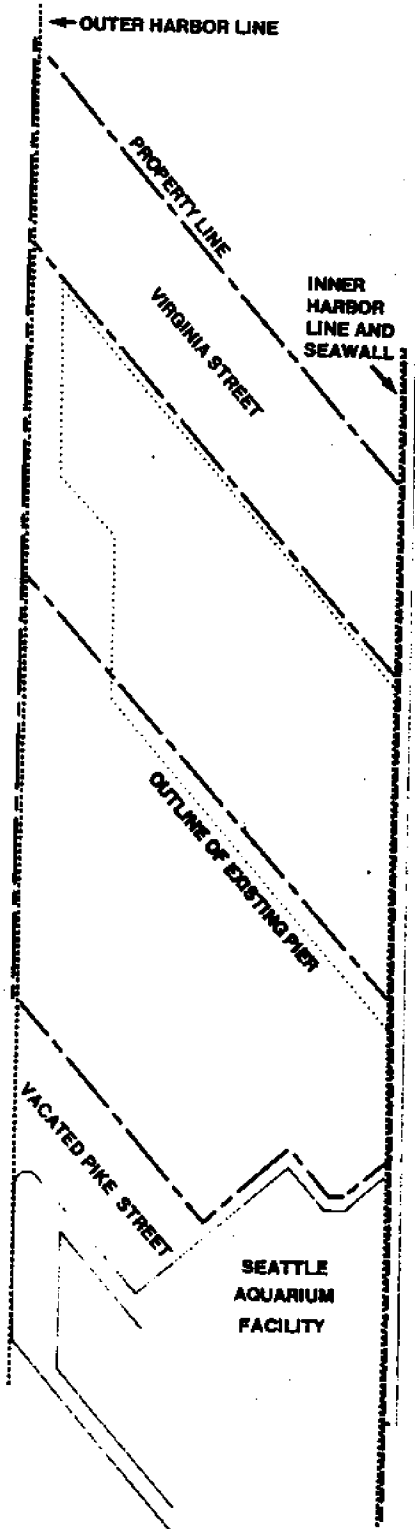
TABLE 1:

SUMMARY OF WATERFRONT PROTOTYPES

<u>Prototype</u>	<u>Use Mix</u>	<u>Use Configuration</u>	<u>Construction Type</u>	<u>Economic Analysis</u>
1	Commercial moorage (large vessels, tugs, small boats) with on-board ship repair; repair shops, office space, boat building facilities and parking.	Slip pier for moorage and on-board ship repair; related facilities and parking on uplands.	Modified pier structure; new upland structures and parking.	Unworkable
2	Recreational marina (permanent and transient moorage); residential mixed with retail; office and parking.	Marina over water; mixed use development on uplands.	Demolition of piers and pier-sheds; construction of breakwater, floats, slips and upland structures.	Marina only - Unworkable Marina with uplands As part of project - Marginal
3	Fish processing with related moorage and fresh fish market; retail, restaurant and office.	Use mix over water.	Demolition of existing pier and piershed; all new construction.	Unworkable
4	Perimeter commercial moorage; restaurant, retail and office.	Use mix over water.	Demolition of pier-shed; existing pier with new shed.	Unworkable
5	Maritime museum with moorage for historic ships; retail, restaurant and office.	Use mix over water.	Existing pier; historic renovation of existing shed.	Marginal
6	Marine ferry system terminal; retail, restaurant, office and parking.	Use mix over water and dry land; parking over land.	Existing pier and renovated shed; new structures on dry land.	Unworkable

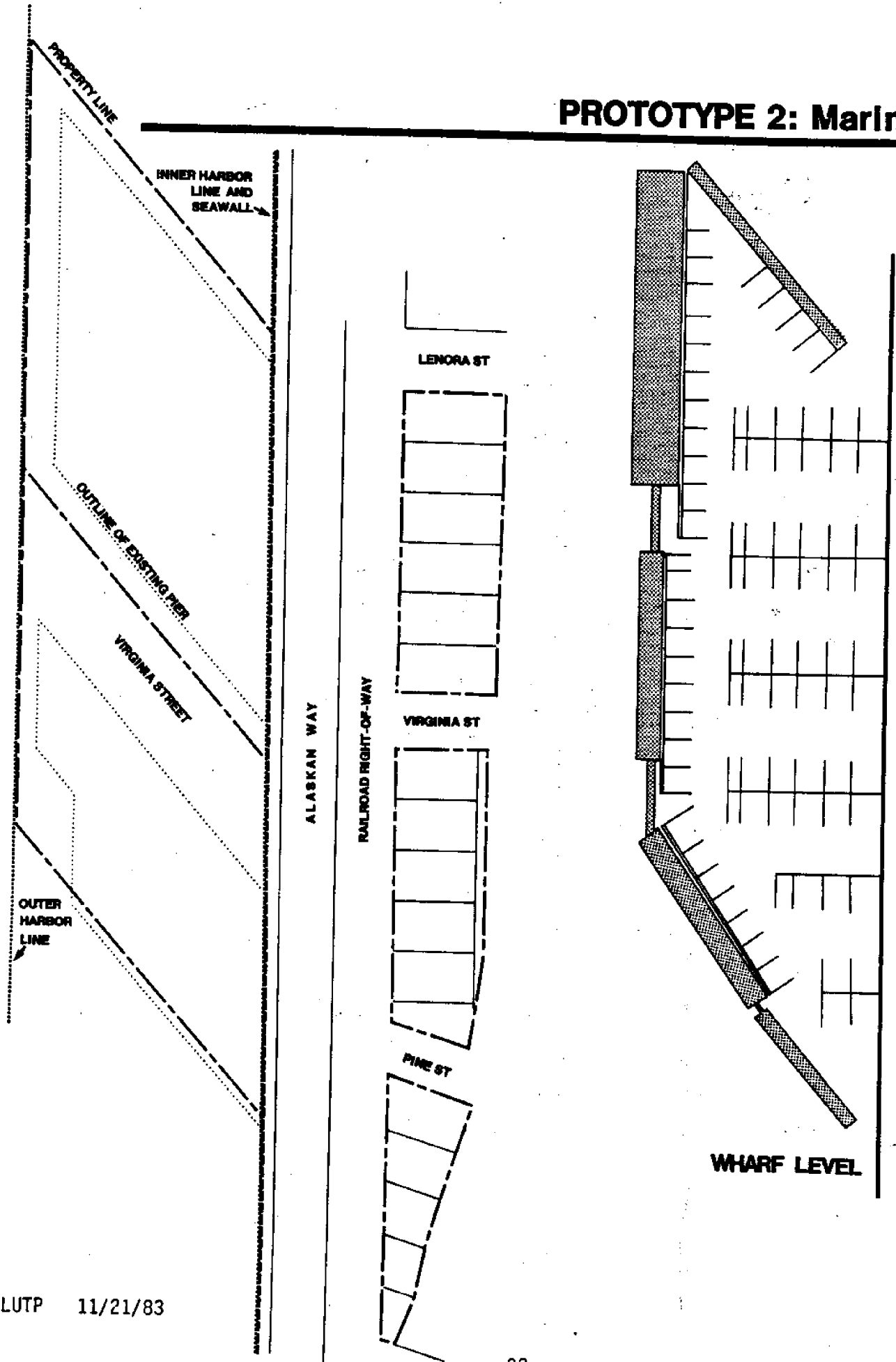
# PROTOTYPE 1

Commercial Moorage with Ship Repair, Boat Building on Uplands

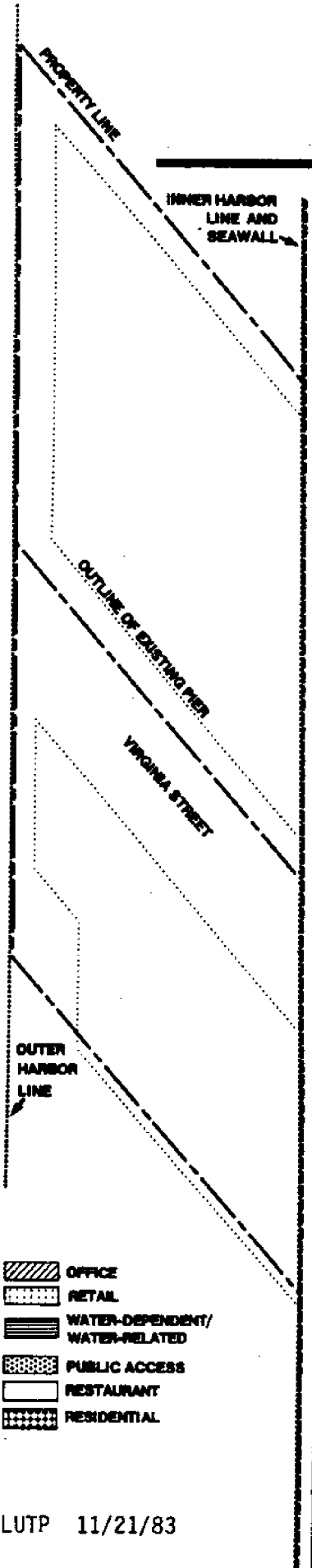


 WATER-DEPENDENT/  
WATER-RELATED

# PROTOTYPE 2: Marina

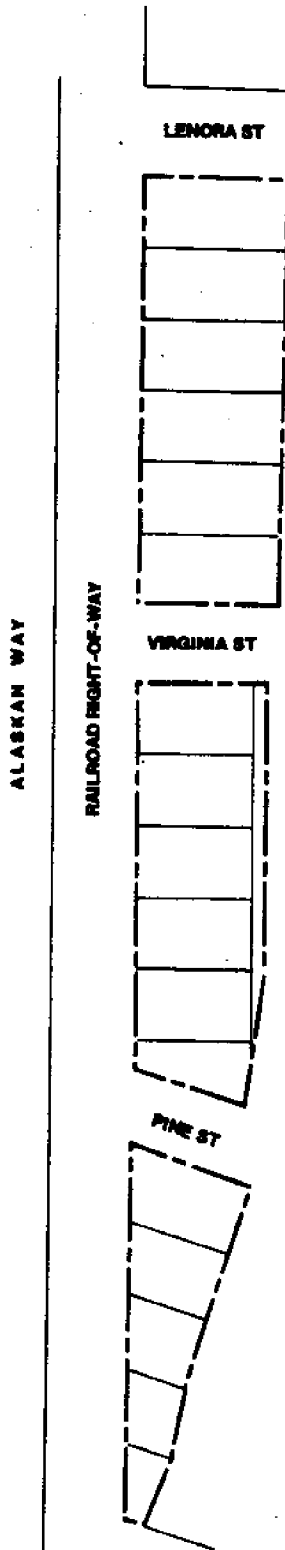


# PROTOTYPE 2: Uplands

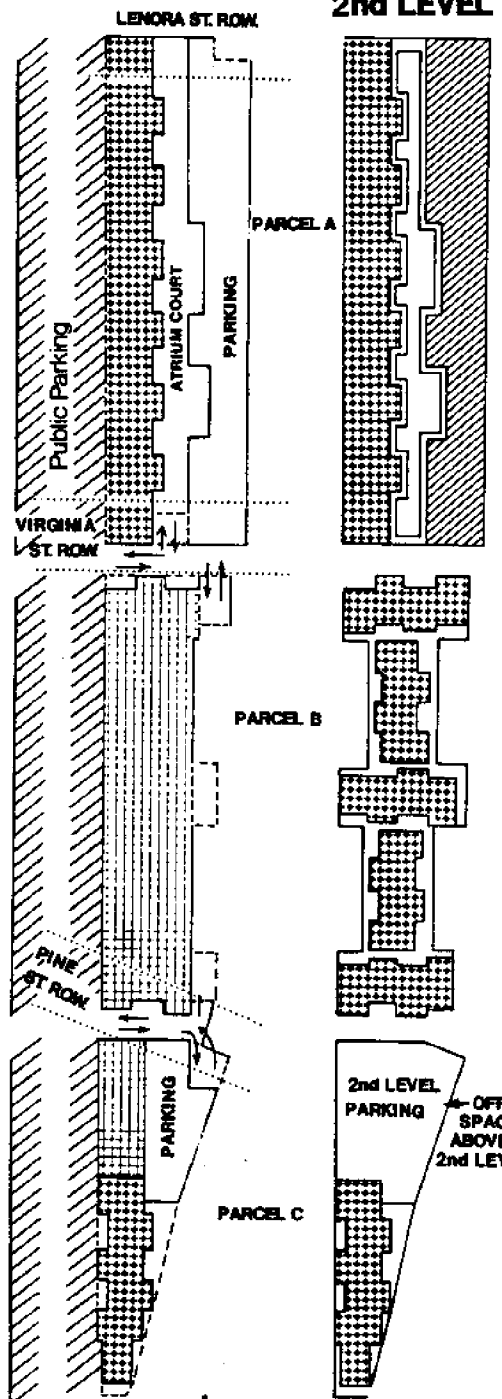


- OFFICE
- RETAIL
- WATER-DEPENDENT/WATER-RELATED
- PUBLIC ACCESS
- RESTAURANT
- RESIDENTIAL

LUTP 11/21/83

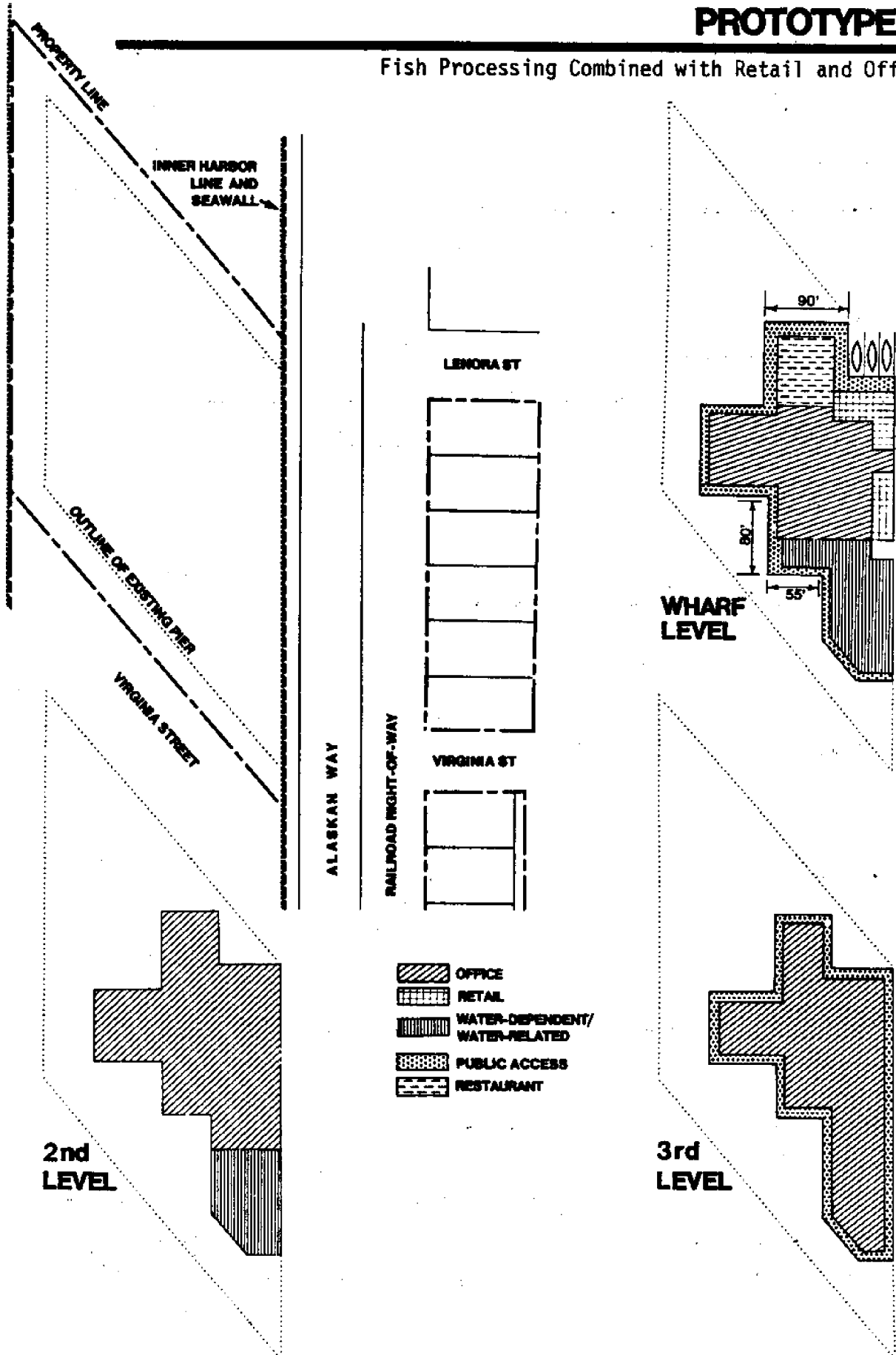


## WHARF LEVEL



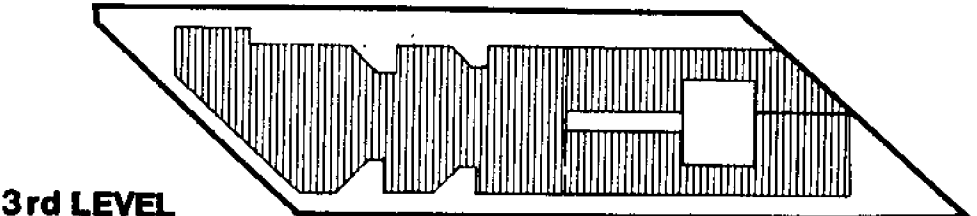
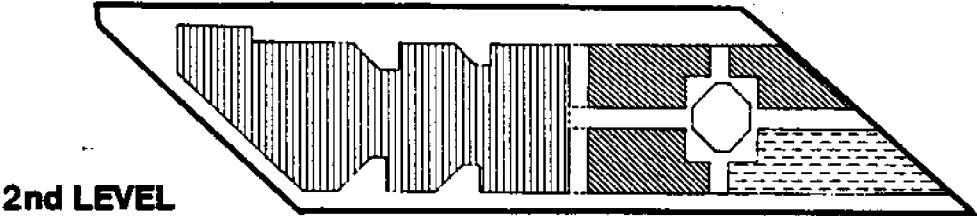
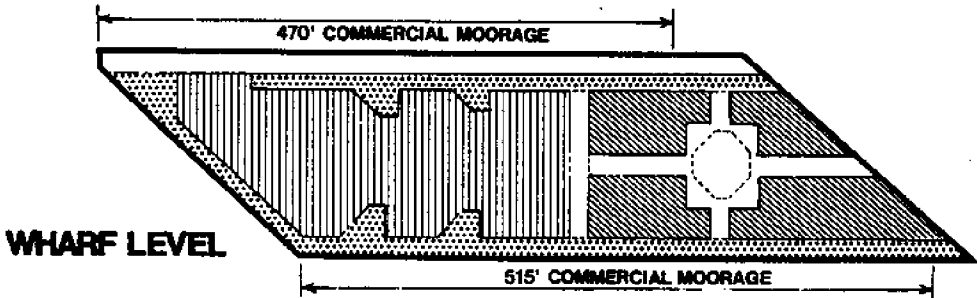
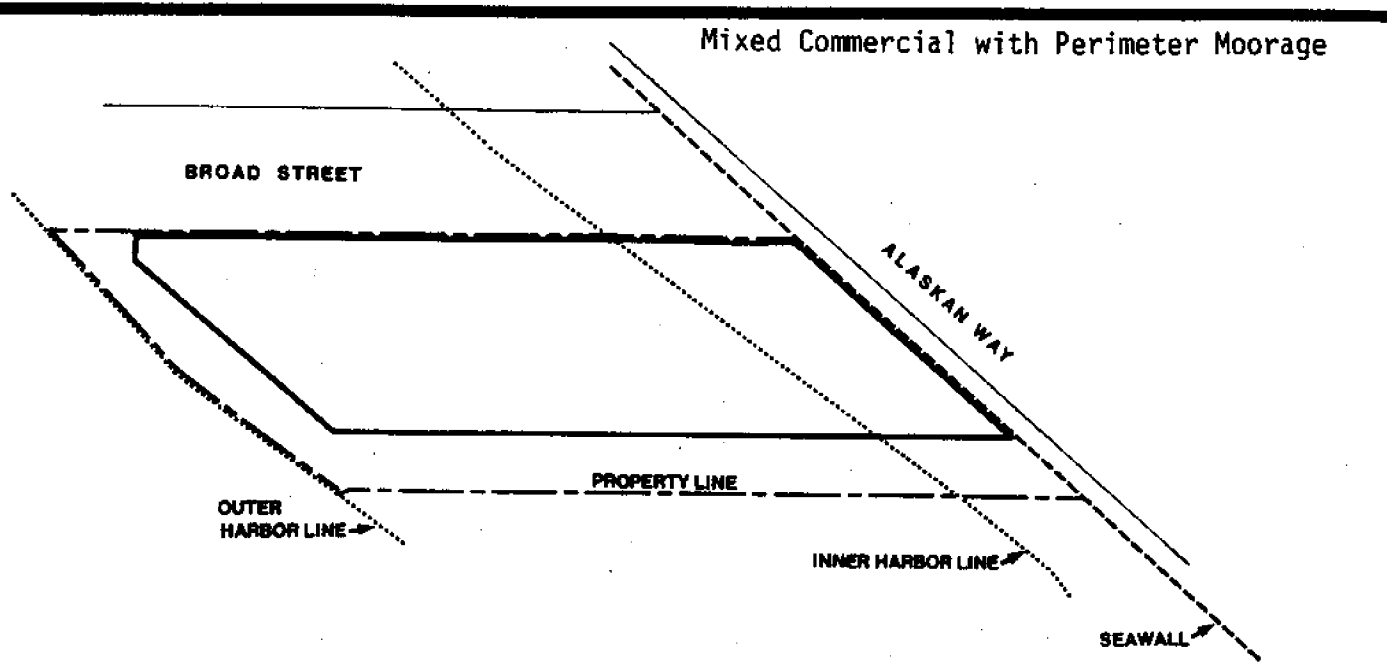
# PROTOTYPE 3

Fish Processing Combined with Retail and Office



# PROTOTYPE 4

Mixed Commercial with Perimeter Moorage

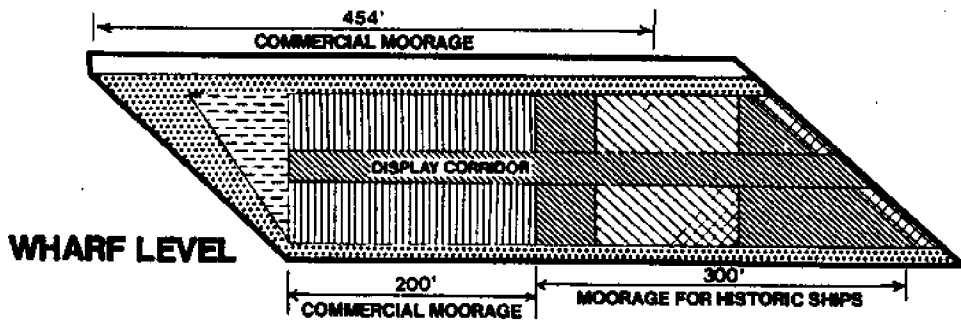
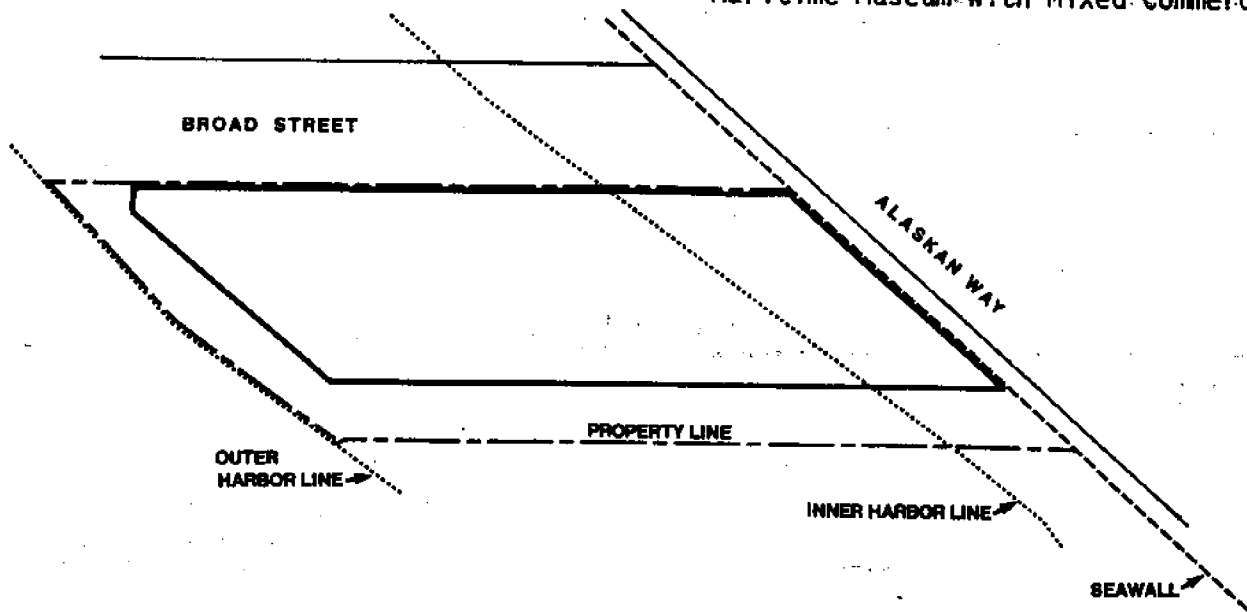


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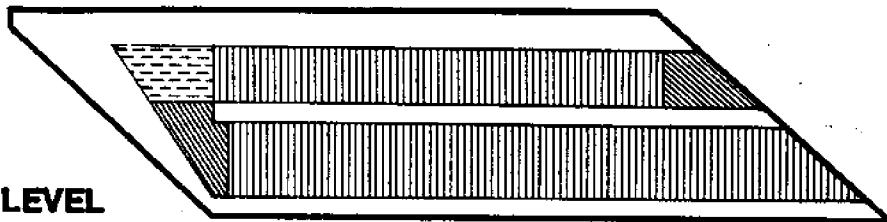


# PROTOTYPE 5

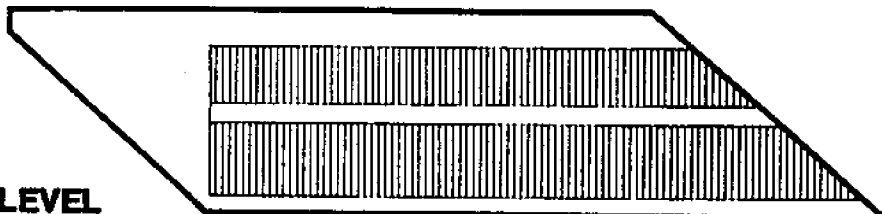
Maritime Museum with Mixed Commercial



2nd LEVEL



3rd LEVEL



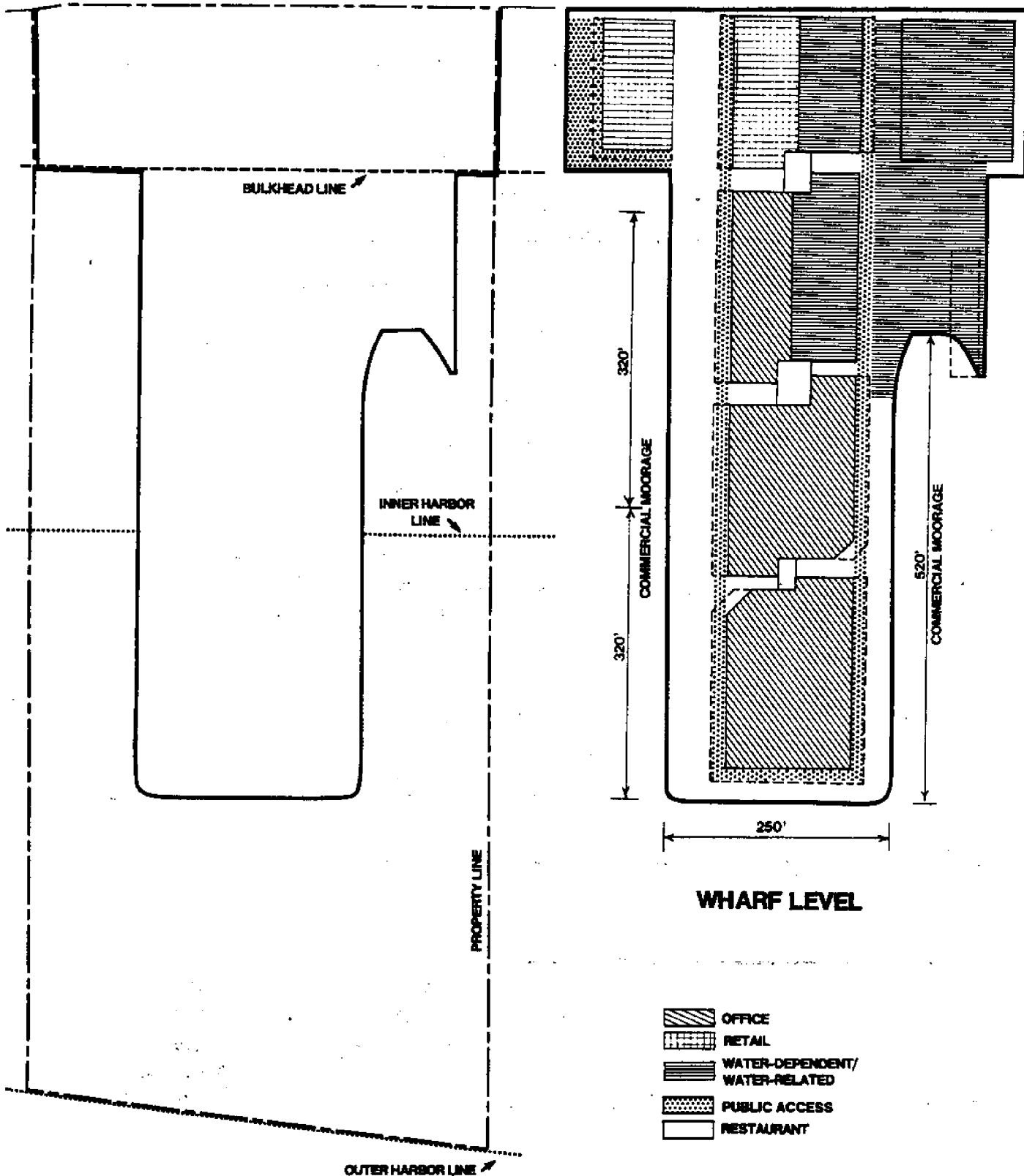
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-  RESTAURANT

LUTP 11/21/83

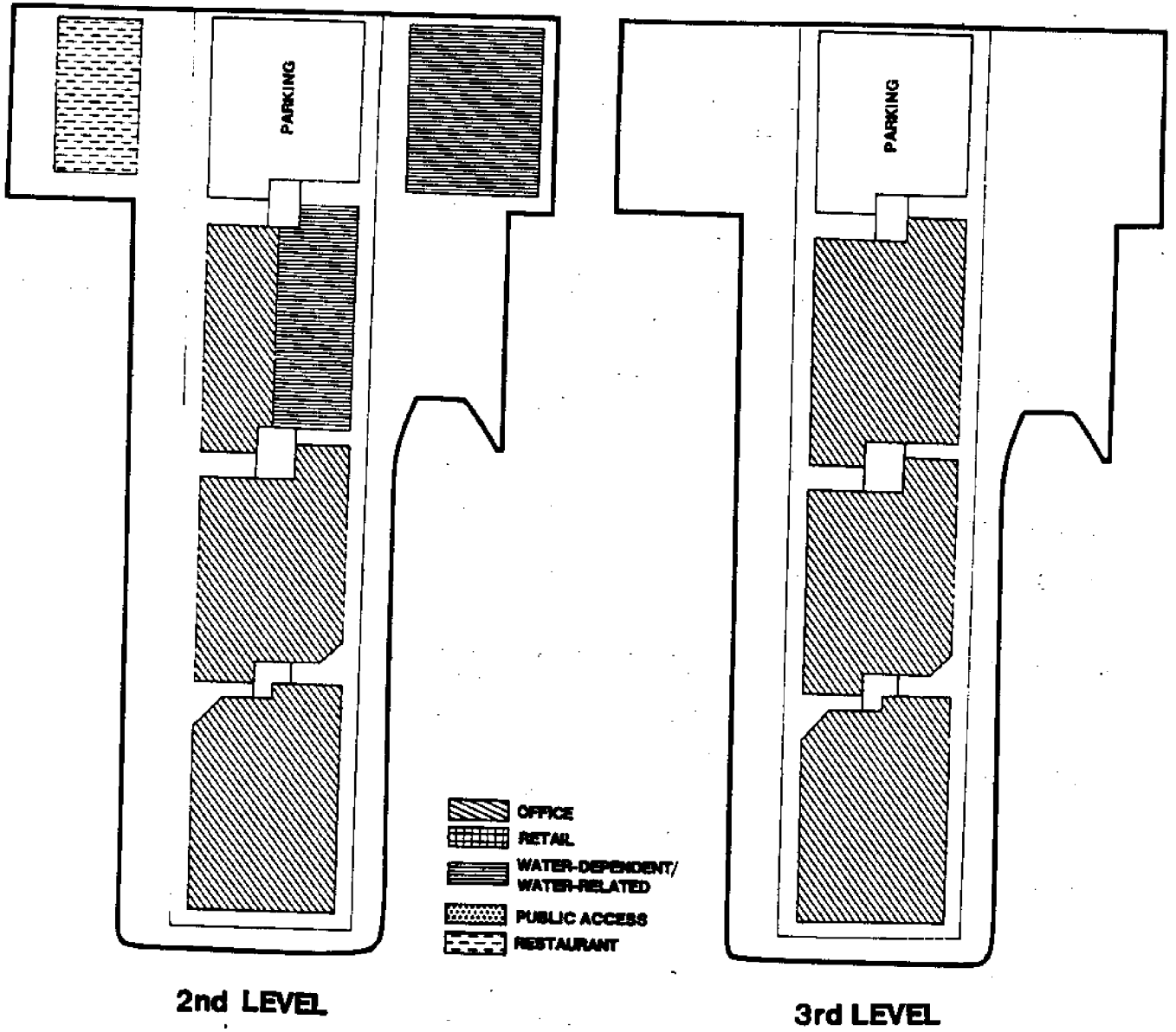
# PROTOTYPE 6

Mixed Commercial and Ferry Operation

ALASKAN WAY



# PROTOTYPE 6



APPENDIX C

Harborfront Development Workshop

December 2, 3, 4

Friday, December 2. (Location: Port of Seattle, Conference Room 4F)

- 9:00 am Introduction and Background - Bob Goodwin and Susan Heikkala
- 9:30 am Harborfront Regulators - Existing and proposed policies and their impacts on Harborfront development, followed by Panel questions
- Land Use and Transportation Project - Richard Yukubousky
- 9:50 am
- Department of Construction and Land Use - Elsie Hulsizer
  - Department of Ecology - Don Peterson
- 10:10 am Break
- 10:30 am
- Department of Natural Resources - John de Meyer
- 10:50 am
- Department of Community Development (Overview of proposed development projects on Harborfront) - Abraham Farkas
- 11:15 am Presentation of the Prototypes and Introduction of Major Issue Areas - Debra Eby and Diane Sugimura, Land Use and Transportation Project
- 12:30 pm Lunch for Panel at Port
- 2:00 - Harborfront Users  
5:30 pm
- Format: A speaker for each user group will be asked to address the potential for this use to locate on Harborfront, specific site or physical design needs, and economic considerations. They will be given 10 minutes to make comments to the Panel and the Panel will have 20 minutes for questions.
- 2:00 pm
- Historic Rehabilitation of the Piers - Art Skolnik, The Conservation Company
- 2:30 pm
- Seafood Processing - John Peters, Washington Sea Grant

- 3:00 pm ● Commercial Vessel Moorage - Tom Dyer, Foss Launch & Tug/Recreational Vessel Moorage - Ron Silkworth, Port of Seattle
  - 3:30 pm ● Passenger Transportation - Steve Cecil, TRA
  - 4:00 pm ● Cargo Handling and Other Industrial Development - Jeremy Mattox, Jeremy Mattox and Associates
  - 4:30 pm ● Commercial and Tourist Uses - Chuck Peterson, Trident Imports
  - 5:00 pm ● Residential/Hotel Uses - Jon Runstad, Wright Runstad
  - 5:30 pm Break for Day/No scheduled activities
- Saturday, December 3. (Location: AIA Office, 1911 1st Avenue)
- 9:30 am Reconvene  
Complete Harborfront Users Discussion
  - 9:30 am ● Maritime Museum - Marc Hershman, Waterfront Awareness
  - 10:00 am ● Public Recreation - Lucy Steers and Diane Nordfors, League of Women Voters
  - 10:30 am Break
  - 10:45 am Harborfront Projects. Presentation and discussion of two ongoing Harborfront projects and the effects of existing policies and development economics in shaping that project.
    - Pier 66 - Barbara Goen and Loren Christean, Rembold Corporation
    - Alaskan Way Park Plan - Philip Sherburne
  - 12:00 Lunch for Panel
  - 1:30 - Begin Panel Charrette
  - 6:00 pm
  - 7:00 pm Dinner for Panel and Steering Committee
- Sunday, December 4. (Location: AIA Office)
- 9:00 am Reconvene Charette
  - 3:30 pm Harborfront Development Forum. (Location: Seattle Aquarium Auditorium, Pier 59)

- Introduction by Sea Grant (15 minutes)
- Presentation of the prototypes and analysis summary by LUTP (30 minutes)
- Summary of User Group comments to the Panel by Sea Grant representative or a Panel member (15 minutes)
- Presentation of the Panel evaluation and comments/recommendations by the Panel (45 minutes)
- Public comments and discussion on the prototypes and/or Panel comments. Agency representatives available to respond to questions. (45 minutes)

6:00 -  
8:00 pm

Reception (Location: Seattle Aquarium)

12/01/83

APPENDIX D

HARBORFRONT DEVELOPMENT WORKSHOP

Steering Committee

State

Department of Ecology

Don Peterson  
PV-11  
Olympia, WA 98504  
459-6282

Department of Natural Resources

Don Vogt  
1022 1st Ave.  
Seattle, WA 98104  
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City

City Council

Nancy Fox  
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Seattle, WA 98104  
625-2461

Department of Community Development

Tom Brunton  
400 Yesler Way  
Seattle, WA 98104  
625-4503

Department of Construction and  
Land Use

Amy Luersen  
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625-4509

Land Use and Transportation Project

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Seattle City Planning Commission

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Port of Seattle

Planning and Research Department

Keith Christian  
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Harborfront Development Workshop - Steering Committee

Page 2

Community Groups

Downtown Seattle Association

Paul Reinhart  
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Seattle, WA. 98101  
623-0916

Jonathan Whetzel  
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624-8901

Seattle League of Women Voters

Diane Nordfors  
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Seattle, WA. 98115  
524-9131

Seattle Marine Business Coalition

Tom Dyer  
660 W. Ewing Street  
Seattle, WA. 98119  
281-3858

Washington Sea Grant

Bob Goodwin  
Institute for Marine Studies  
University of Washington  
HF-05  
Seattle, WA. 98195  
545-2452

Workshop Coordinator

Susan Heikkaia  
Center for Planning & Design  
University of Washington  
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Seattle, WA. 98195  
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