



# Seattle Industrial & Maritime Strategy

## Listening Session

November 6, 2020

# Welcome

Bobby Lee

Director of the Office of Economic Development

Andrés Mantilla

Director of the Department of  
Neighborhoods

Chase Kitchen

Mayor's Office



# Today's Agenda



- Welcome
- **Engagement Update**
  - Mayor's Principles
  - Process Reminder + Recent Input
  - Virtual Participation Guidelines
- Stakeholder Presentations
  - Manufacturing, Maritime, & Logistics (Dave G.)
  - Production Workforce (Erin A.)
  - Affordability (Sam F.)
  - Stadium District (Charley R. & Fred M.)
  - Higher Density/Mixed-Use (Peter N. & Ted L.)
  - Light Rail/Transit (Alex H.)
- Moderated Q&A
- Summary & Wrap-up



# Mayor Durkan's Principles



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- A. Use the power of **local workers** and **companies** to chart a blueprint for the future using the principles of **restorative economics** to support the cultural, economic, and political power of communities most impacted by **economic and racial inequities**



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- D. Improve the **movement of people and goods** to and within industrial zones and increases **safety** for all travel modes
- E. Align Seattle's industrial and maritime strategy with key **climate** and **environmental protection** goals
- F. Develop a **proactive land use policy** agenda that harnesses growth and economic opportunities to ensure **innovation** and **industrial jobs** are a robust part of our future economy **that is inclusive of emerging industries** and supportive of **diverse entrepreneurship**



# Citywide Advisory Group

Sally Clark, co-chair  
*University of Washington*

Nicole Grant, co-chair  
*MLK Labor*

Brian Surratt, co-chair  
*Alexandria*

Alex Hudson  
*Transportation Choices Coalition*

Barbara Nabors-Glass  
*Seattle Goodwill*

Chad See  
*Freezer Longline Coalition*

Charley Royer  
*Public Facilities District*

Commissioner  
Stephanie Bowman  
*Port of Seattle*

Abel Pacheco  
*Sound Transit*

Dave Gering  
*Manufacturing Industrial Council  
of Seattle*

Councilmember Dan Strauss  
*Seattle City Council*

Erin Adams  
*Seattle Made*

Erin Goodman  
*SODO Business Improvement Area*

Fred Mendoza  
*Public Stadium Authority*

Fred Rivera  
*Seattle Mariners*

Greg Smith  
*Urban Visions*

Johan Hellman  
*BNSF*

John Persak  
*International Longshore and  
Warehouse Union*

Jordan Royer  
*Pacific Merchant Shipping  
Association*

Marie Kurose  
*Workforce Development Council  
of Seattle-King County*

Mike Stewart  
*Ballard Alliance*

Peter Nitze  
*Nitze-Stagen*

Rick Kolpa  
*Prologis*

Robb Stack  
*Stack Industrial Properties*

Sam Farrazaino  
*Georgetown Safety Task  
Force/Georgetown Strong*

Terri Mast  
*Inlandboatman's Union*



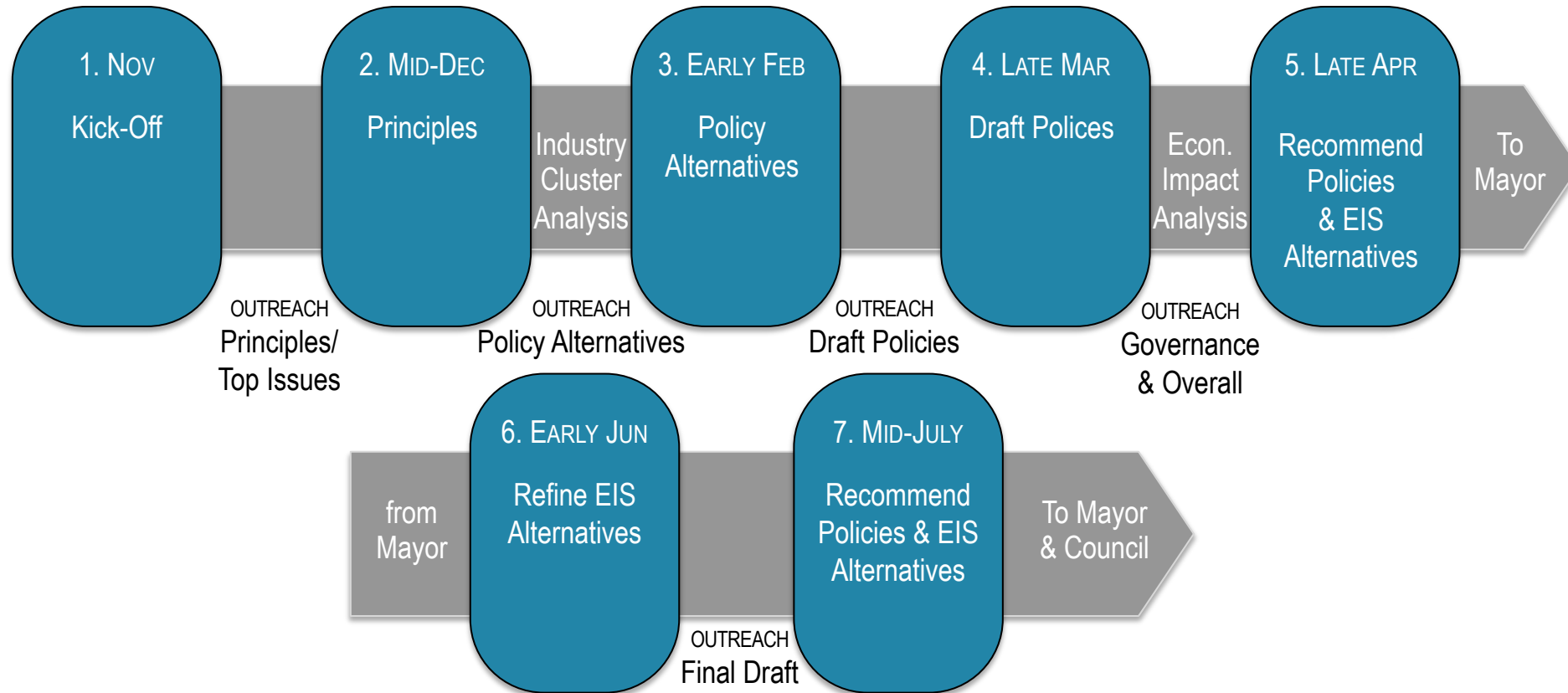
# Neighborhood Groups

Georgetown & South Park	SODO	Interbay	Ballard
<p>Clint Berquist, <i>Georgetown Community Council</i></p> <p>Roger Bialous, <i>Georgetown Brewing</i></p> <p>Johnny Bianchi, <i>Industrial Space Seattle</i></p> <p>Sam Farrazaino, <i>Equinox Studios</i></p> <p>Jon Holden, <i>Machinists Union 751</i></p> <p>Kevin Kelly, <i>Recology</i></p> <p>Paulina Lopez, <i>Duwamish River Cleanup Coalition</i></p> <p>Veronica Wade, <i>South Seattle College</i></p> <p>Elena Lamont, <i>Pioneer Human Services</i></p> <p>Maria Ramirez, <i>Duwamish Valley Housing Coalition</i></p>	<p>Henry Liebman, <i>American Life</i></p> <p>Kristal Fiser, <i>UPS</i></p> <p>Erin Goodman, <i>SODO BIA</i></p> <p>Lisa Howard, <i>Pioneer Square BIA</i></p> <p>Ron Judd, <i>WSDOT</i></p> <p>Brian Mannelly, <i>SSA Marine</i></p> <p>Fred Mendoza, <i>Public Stadium Authority</i></p> <p>Mark Miller, <i>Macmillian-Piper</i></p> <p>John Persak, <i>International Longshore &amp; Warehouse Union</i></p> <p>Fred Rivera, <i>Seattle Mariners</i></p> <p>Maiko Winkler Chin, <i>Seattle Chinatown Int'l District PDA</i></p> <p>Alex Cooley, <i>Solstice</i></p> <p>Charles Royer, <i>Public Facilities District</i></p>	<p>Daniel Martin, <i>Seattle Pacific University</i></p> <p>Ginny Gilder, <i>Seattle Storm</i></p> <p>Nathan Hartman, <i>Kerf Design</i></p> <p>Johan Hellman, <i>BNSF Railway</i></p> <p>Brian Lloyd, <i>Beacon Development Group</i></p> <p>Terri Mast, <i>Inland Boatman's Union</i></p> <p>Mike Murphy, <i>Holy Mountain Brewing Company</i></p> <p>Richard Lazaro, <i>Expedia</i></p> <p>Chad See, <i>Freezer Longline Coalition</i></p> <p>Charlie Costanzo, <i>American Waterways Operators</i></p>	<p>Warren Aakervik, <i>Ballard Oil</i></p> <p>Brad Benson, <i>Stoup Brewing</i></p> <p>Suzie Burke, <i>Fremont Dock Company</i></p> <p>Tom Friedman, <i>Ballard District Council</i></p> <p>Haley Keller, <i>Peddler Brewing</i></p> <p>Eugene Wasserman, <i>North Seattle Industrial Association</i></p> <p>Eric Nelson, <i>Nordic Heritage Museum</i></p> <p>Mike Stewart, <i>Ballard Alliance</i></p> <p>Shaunie Wheeler, <i>Teamsters Joint Council</i></p> <p>Daniel Blanchard, <i>Seattle Colleges</i></p>



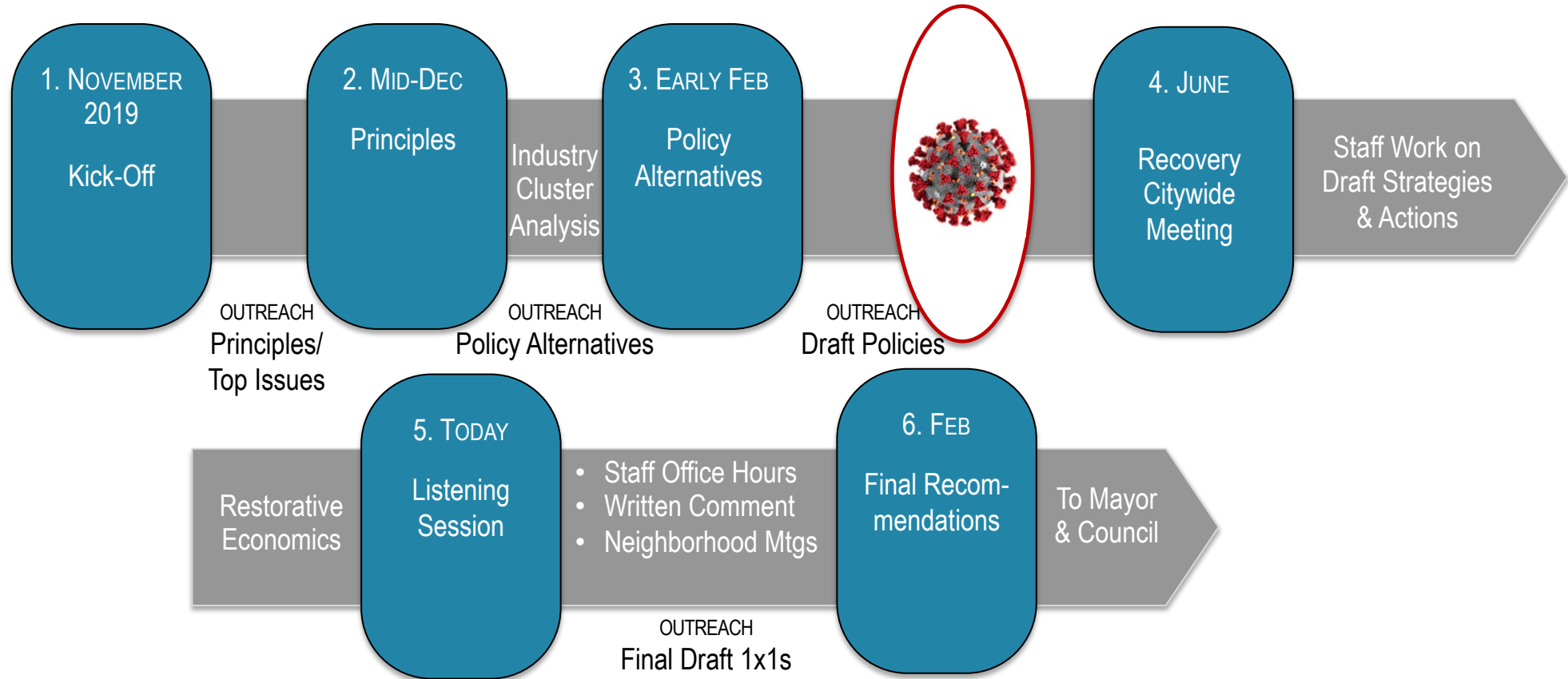
# Industrial & Maritime Strategy Planning Process

## 7 Citywide Advisory Group Meetings



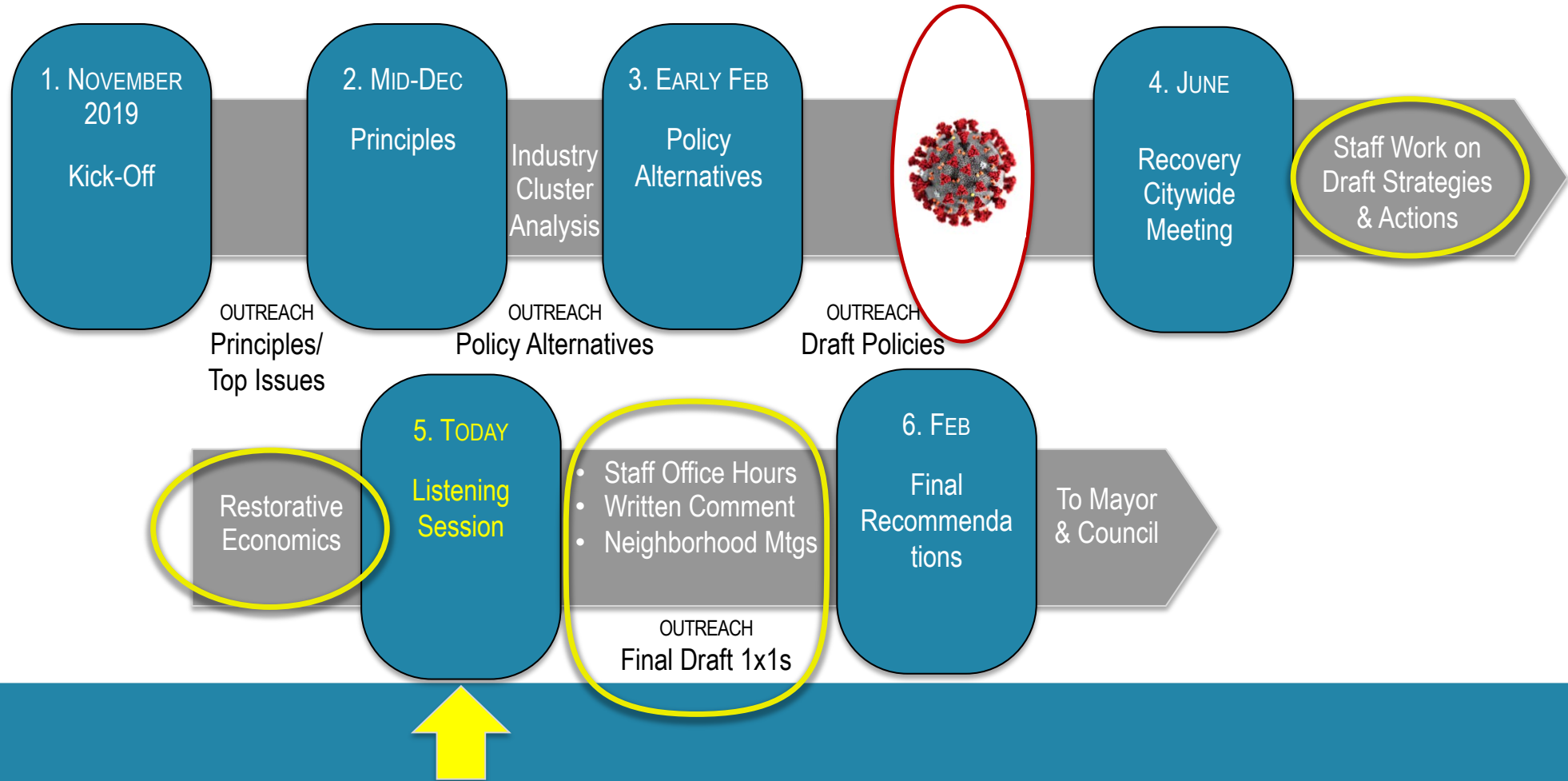
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## 6 Citywide Advisory Group Meetings



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## 6 Citywide Advisory Group Meetings



# Procedures

Ground Rules	Responsibilities		Working Consensus
<ul style="list-style-type: none"> <li>• Everyone’s voice counts               <ul style="list-style-type: none"> <li>– Take turns</li> <li>– Each perspective is valid</li> <li>– Listen respectfully</li> <li>– Questions are okay</li> </ul> </li> <li>• Forward movement</li> <li>• Positive recommendations</li> </ul>	<ul style="list-style-type: none"> <li>• Participate regularly &amp; on-time</li> <li>• <b>Positive</b> communication</li> <li>• Represent your <b>perspective</b></li> <li>• <b>Acknowledge any conflicts of interest</b></li> </ul>	<ul style="list-style-type: none"> <li>• Leverage resources &amp; information</li> <li>• <b>Advocate</b> for recommendations</li> <li>• Institutional <b>knowledge</b></li> <li>• <b>Conduit</b> of information</li> </ul>	<ul style="list-style-type: none"> <li>• Everyone gets their say</li> <li>• Recommendations you can “live with”</li> <li>• If we must vote: <b>80% = consensus</b> (in attendance)</li> </ul>





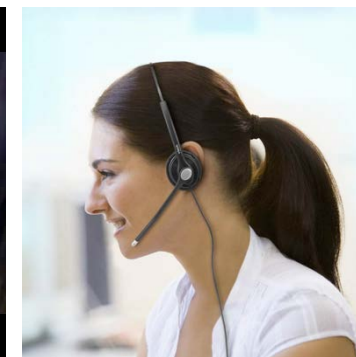
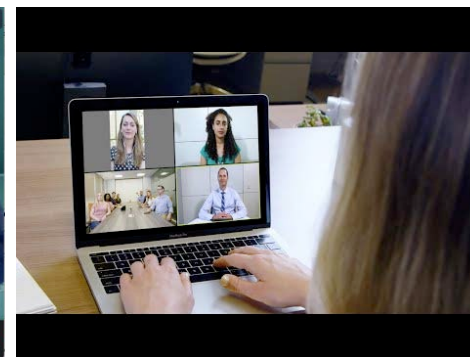
# Virtual Meetings in the Age of COVID-19

## Expectations

- Participate with **grace & humor**. People are juggling different demands. Children; pets; partners.
- **Ask for (and accept) help** from BDS team members. We want this to work for everyone.
- **Keep your camera turned on!** This makes a huge difference in nonverbal communication & facilitation.

## Norms & Guidelines

- **Mute** your audio when you are not speaking.
- Be **explicit and animated** about **non-verbal communication**. Nodding; thumbs up; hand-raising.
- Minimize **distractions** and **be present** by putting away phones, closing unrelated work, closing the door, etc.
- **Speak deliberately**, use **good lighting**, test **audio equipment**.



# Today's Meeting Structure

- 6 Stakeholder presentation have been prepared
- BDS will enforce 12-min max for each presentation
- You may submit comments via the chat
- Moderated Live Discussion after all presentations have been delivered (preference given to Citywide members who are not presenting)



Offer one promising activity that a reimagined-place management organization could do for Oakland?!

**Group Brainstorm!**

- How do we regulate/coordinate excess customer capacity to distribute it across the whole district?!
- Support our partners: listening to what is coming out of the Oakland Taskforce: coordinator of activities!
- Soft landing spaces and amenities for innovation companies in Oakland?!
- Connect customers, employees, and students with businesses in Oakland going?!
- Find commonalities amongst institutional changes, help chart a coordinated path forward?!
- OIBD could be a collector and disseminator of information from institutions and the new patterns in the neighborhood?!
- OIBD to work with the city on expanded pedestrian right of ways to allow for adequate social distancing along 9th and Forbes as activity increases when we move from Red to Yellow?!

**Place Management Organization of the Future!**

- Move toward innovation district to the right direction?!
- Drive diversity of people and places to become a complete district?!
- In five years, OIBD will be looked at the primary stakeholder/leader for Oakland?!
- As an innovation district, Oakland will have to address the digital divide?!
- Major driver of what Oakland will look like in the next five years?!
- OIBD needs to continue to be the glue that keeps all the stakeholders coordinated?!
- Amenity development and placemaking (i.e. zoning standardization)?!
- Strong voice for small retail business?!
- Guidance to visitors for navigating all the diverse resources?!
- Help the district stay adaptable?!

**Discussion Themes!**

- Convener of many sectors and disciplines?!
- Voice: Understanding the needs of diverse sectors?!
- Leader: Creative organizer to guide response to change?!
- Conduit for real-time information?!



# Process Next Steps

- City Staff Leads Office Hours
- Stakeholder Written Comments
- Neighborhood Group Meetings
- 1x1 Calls
- Final Citywide Meeting



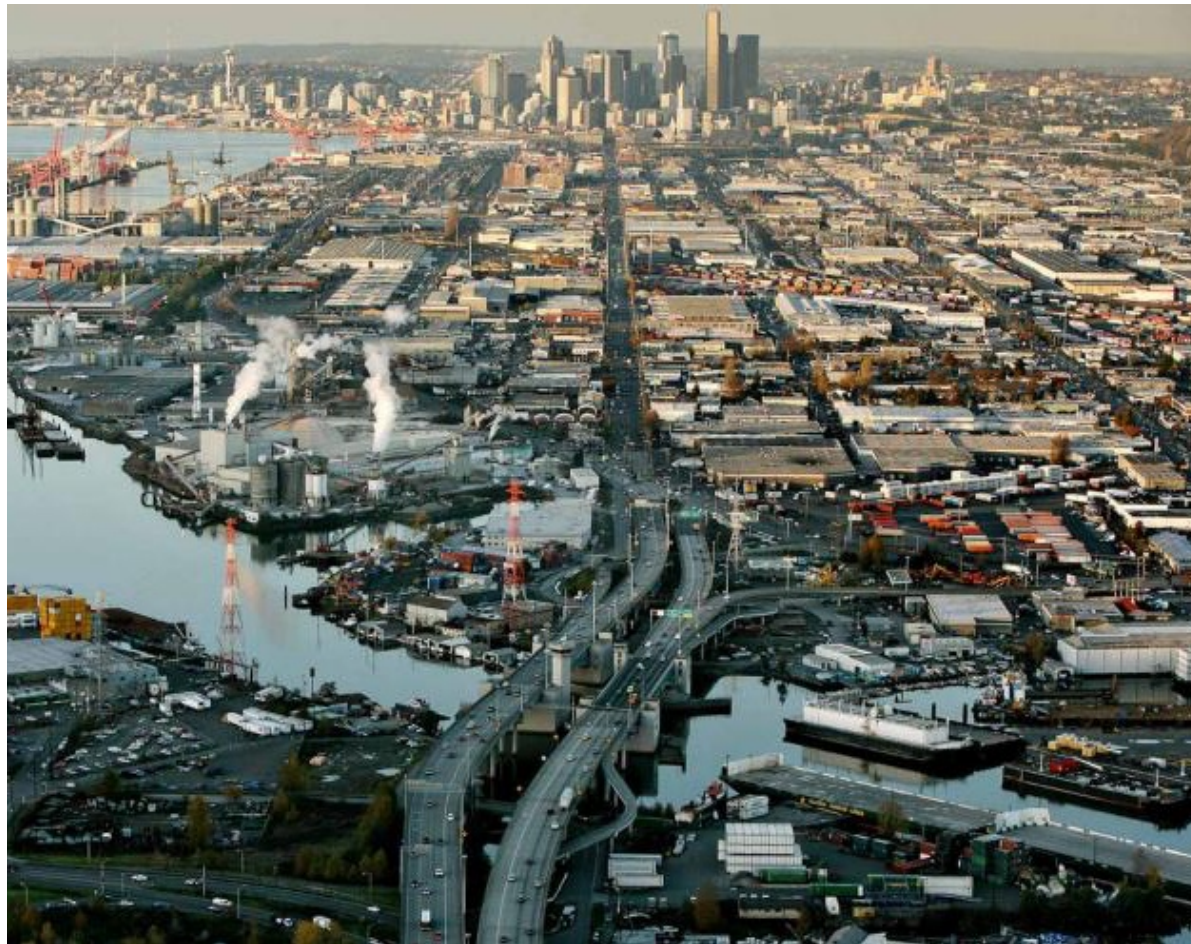
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**Will cover all opportunities for input in more detail by the end of the Listening Session**



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# Manufacturing, Maritime, & Logistics

Original Group Members  
(self-nominated):

- Greg Smith
- Dave Gering
- Johan Hellman
- Stephanie Bowman
- Jordan Royer
- Dan Strauss
- Nicole Grant
- Chad See

Presentation Lead(s): Dave Gering



Growth Management Act, RCW, 1990:

# *Local benefits from regional collaboration*



**Save Farmland**



**Keep industry in place**



**Pave Way for Sound Transit**



**Local Needs / Regional Support**



## ***Lots of Local Benefits ... And Controversy***

**The Evolution of Growth Management in Washington: 25 Years and Counting** by Paul Marshall Parker (2015)

“Whether one talks to the development community or the environmental community, an honest appraisal of GMA after 25 years would admit to both success and failure ... ”

“An early assessment by Professor Settle remains true: The state’s role is limited to support and enforcement, while local governments must endure incessant, acrimonious debate, make extremely difficult political choices, and formulate complex plans and regulations.”





## ***Controversy sources***

- Public policy vs. property rights
- Privilege & private land ownership: 64M acres for \$1.2M
- Capacity of industrial scale manufacturing in the "981" Zip Code



## ***Stakeholder GMA successes***

- *Input that broke the government impasse over replacing the Alaskan Way Viaduct*
- *Input that broke impasse over the Lander Street Overpass*
- *Seattle Freight Master Plan and Freight Mobility Advisory Committee*
- *Collaborative approach to Duwamish Superfund compliance (and clean-up)*
- *Collaboration to guide an NBA/NHL arena to Seattle Center*
- *Stormwater partnership with the Environmental Coalition of South Seattle*
- *Creation and expansion of the Core Plus high school career learning program*



## ***Forward Look at WOSCA***

- *Public cost of successful (and legal) real estate investing*
- *Cruise at T-46 would be an “industrial” use that preserves a regional asset*
- *Zoning limits on retail do not apply at WOSCA*
- *Tourists contribute to wealth creation (outside money spent here)*
- *Gateway” redevelopment & entrepreneur options for PNW Tribal maritime communities*
- *Ideal location for maritime career learning*



# Enduring Values



# Seattle Kids and Teachers Succeed



*Civic, labor, and business representatives unite to support "family-wage" jobs*

### MANUFACTURING GROWTH

Those two words don't usually appear next to each other. But, that's what's happening at Industry Space in South Park, where start-up manufacturing companies are following in the footsteps of large and small companies that are part of one of the strongest industrial business sectors in the United States.



### SHOP CLASS 2.0

Career learning programs flourish in high schools across the state, including the renewed machine shop at Rainier Beach High School in south Seattle. Learn how young people use this program to launch themselves into highly-skilled industrial careers by attending advanced learning programs and landing jobs in their field of choice.



### Tours • Workshops • Networking

June 27, 8:00AM - 3 PM Georgetown Campus South Seattle College  
June 28, 10 AM -1:30 PM Fishermen's Terminal, Lake Washington Ship Canal

Learn how to participate: [www.seattleindustry.org/seattleworks](http://www.seattleindustry.org/seattleworks) Join us for an hour or the day

**TOGETHER, SEATTLE WORKS!** And it will keep working if elected leaders, labor and employers keep working together.

Learn more at [www.seattleindustry.org/seattleworks](http://www.seattleindustry.org/seattleworks)



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# The Forging of a Black Community

Seattle's Central District from 1870  
through the Civil Rights Era  
Quintard Taylor



# Production Workforce


Original Group Members  
(self-nominated):

- Erin Adams
- Dave Gering
- Abel Pacheco
- Dan Strauss
- Barbara Nabors-Glass
- Marie Kurose

Presentation Lead(s):

- Erin Adams





# **Urban Manufacturing as a Pathway to Equitable Local Economies**



**Seattle Made is an initiative to grow and support a diverse ecosystem of urban manufacturers and producers that expand opportunities for local ownership and meaningful employment, build our region's long-term resiliency, and celebrate Seattle's unique cultural identity.**



# Seattle Made by the Numbers

- 40% FOOD AND BEVERAGE
- 25% APPAREL AND ACCESSORIES
- 10% HOME AND FURNITURE
- 10% HEALTH AND FITNESS
- 10% ART AND DESIGN
- 5% FABRICATION + OTHER

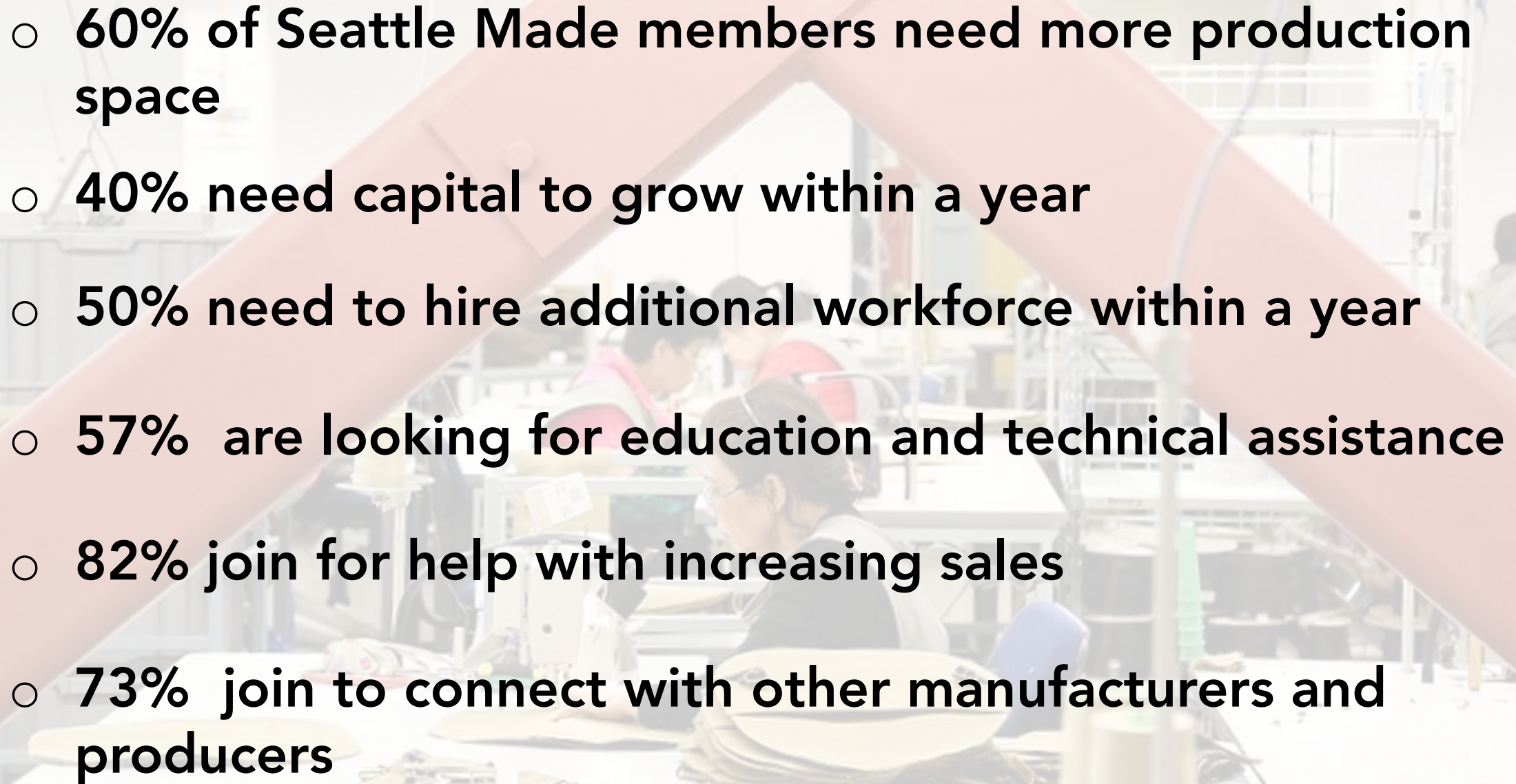
- 600+ MEMBERS
- 69% BIPOC AND WOMAN-OWNED
- 5000+ JOBS
- APPROX 1,359,200 SQ FT PRODUCTION SPACE
- APPROX \$505,500,000 ANNUAL REVENUE

# WHY SEATTLE MADE?

EXPAND JOBS ♦ INCREASE RESILIENCE ♦ BUILD COMMITMENT



- Diversify and grow job base
- Create inclusive opportunities
- Support producers to become job creators
- Spur entrepreneurship
  
- Build environmental resilience
- Develop local supply chains
- Expand and deepen local networks
- Foster collaboration
  
- Encourage investment and stewardship
- Elevate local innovation
- Support local brands

- 
- **60% of Seattle Made members need more production space**
  - **40% need capital to grow within a year**
  - **50% need to hire additional workforce within a year**
  - **57% are looking for education and technical assistance**
  - **82% join for help with increasing sales**
  - **73% join to connect with other manufacturers and producers**

# COLLABORATION AND THE NETWORK EFFECT



MEMBERS SHARE IDEAS  
AND RESOURCES,  
PRODUCTION SPACE  
AND INFRASTRUCTURE

MEMBERS COME TOGETHER TO  
FIND SOLUTIONS TO CHALLENGES,  
FROM PACKAGING TO  
SUSTAINABILITY TO WORKFORCE

MEMBERS HOST LOCAL YOUTH  
FOR PRODUCTION SPACE TOURS  
AND INTERNSHIPS

SEATTLE MADE  
CONNECTS MEMBERS  
TO EACH OTHER, TO  
RESOURCES & MARKET  
OPPORTUNITIES TO  
KEEP AND GROW  
MORE JOBS, INCOME,  
AND WEALTH LOCALLY

# SEATTLE MADE IDENTIFIES CHALLENGES AND OPPORTUNITIES FOR EQUITABLE BUSINESS DEVELOPMENT AND JOB CREATION

REVITALIZING LOCAL SEWN TRADES THROUGH CAPACITY BUILDING AND TRAINING TO CREATE MEANINGFUL CAREER PATHWAYS IN SMALL-BATCH MANUFACTURING, INDUSTRIAL SEWING, AND ENTREPRENEURSHIP

REBUILDING SKILLED WORKFORCE LOCALLY FOR INCLUSIVENESS AND RESILIENCE

ESTABLISHED WASHINGTON STATE'S FIRST REGISTERED APPRENTICESHIP IN INDUSTRIAL SEWING MACHINE OPERATION





**BUILD TOGETHER**

# Affordability

Original Group Members  
(self-nominated):

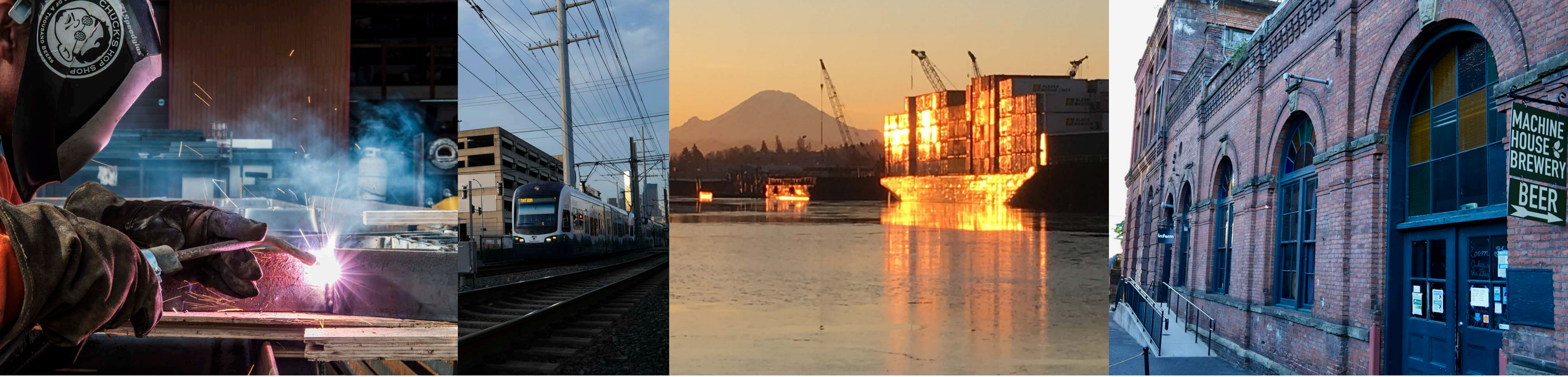
- Sam Farrazaino
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Presentation Lead(s):

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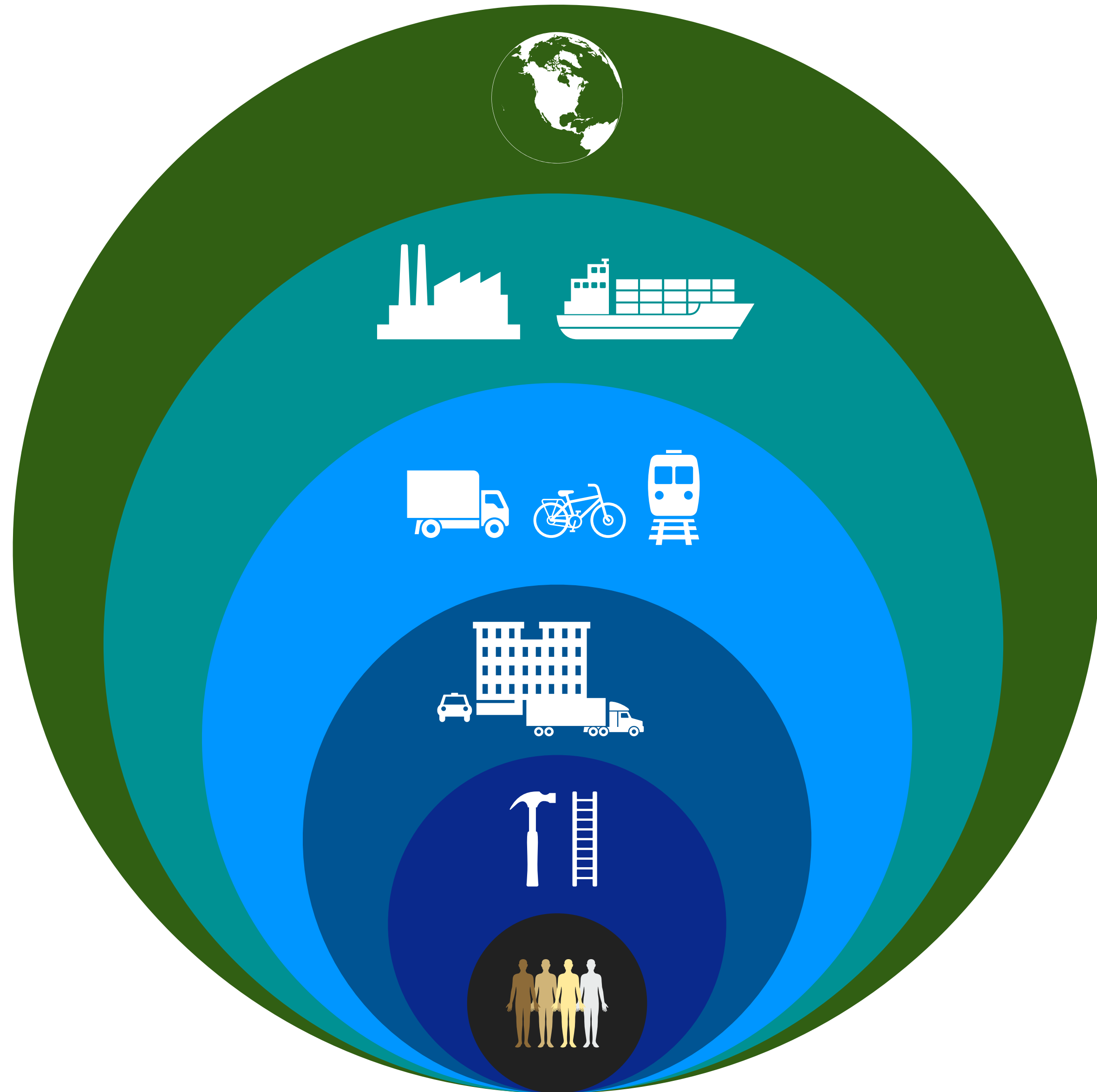




# COMPREHENSIVE AFFORDABILITY



# PRINCIPLES

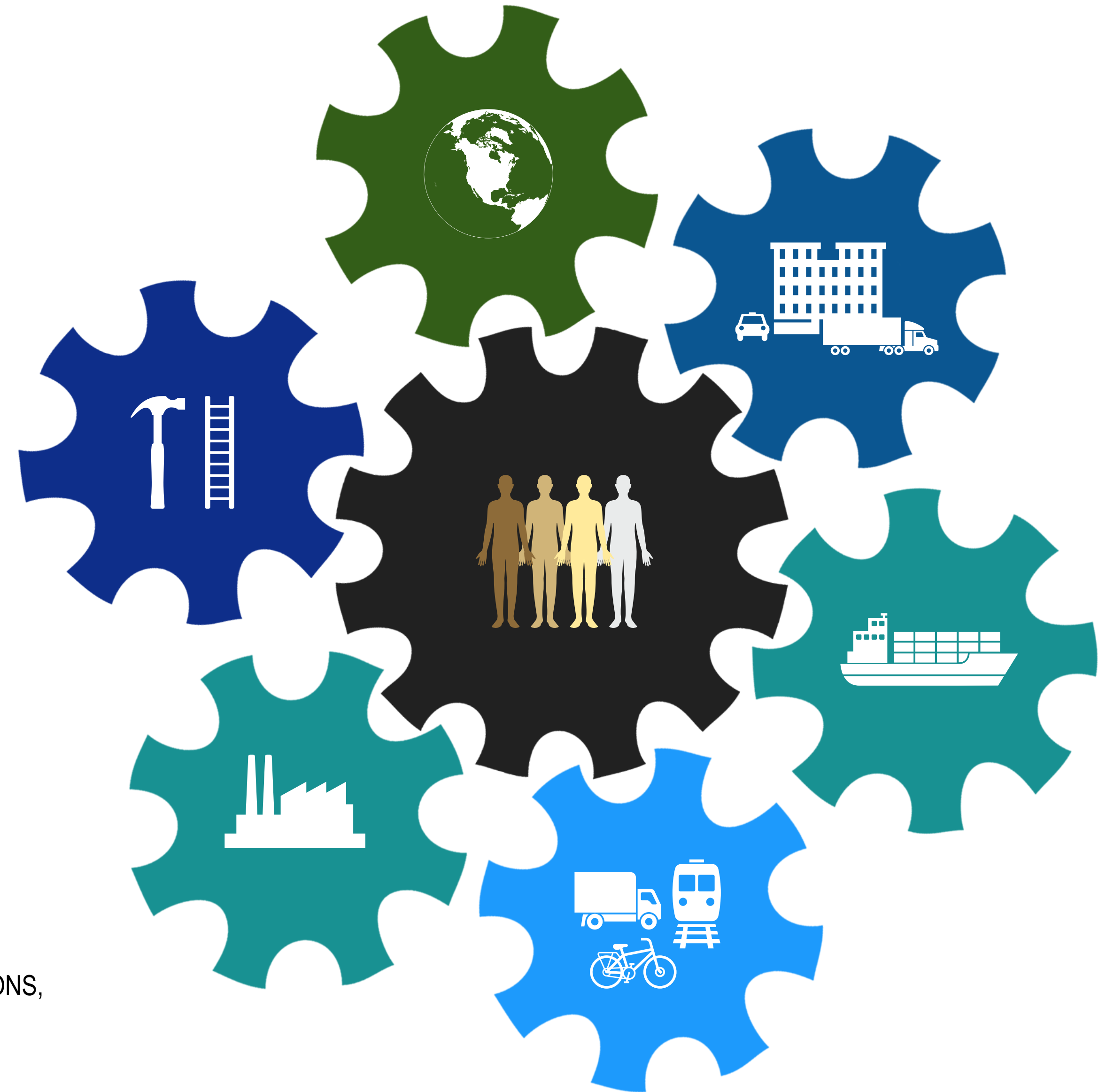


- **PEOPLE** Use the power of local workers and companies to chart a blueprint for the future using the principles of restorative economics to support the cultural, economic, and political power of communities most impacted by economic and racial inequities
- **JOBS & ENTREPRENEURSHIP** Promote equitable access to high quality, family-wage jobs and entrepreneurship for Black, Indigenous, and People of Color through an inclusive industrial economy and ladders of economic opportunity
- **LAND USE** Develop a proactive land use policy agenda that harnesses growth and economic opportunities to ensure innovation and industrial jobs are a robust part of our future economy that is inclusive of emerging industries and supportive of diverse entrepreneurship
- **TRANSPORTATION** Improve the movement of people and goods to and within industrial zones and increases safety for all travel modes
- **INDUSTRY MARITIME PROSPERITY** Strengthen and grow Seattle's industrial and maritime sectors so communities that have been excluded from the prosperity of our region can benefit from our future growth
- **ENVIRONMENT** Align Seattle's industrial and maritime strategy with key climate and environmental protection goals

# AFFORDABILITY FOR EVERY PART OF THE INDUSTRIAL & MARITIME ECOSYSTEM

## WHOLE ECOSYSTEM INTERCONNECTED

- IF INDUSTRY CANNOT AFFORD TO BE HERE,  
JOBS GO AWAY
- IF MARITIME AND TRANSPORTATION NETWORKS ARE NOT EFFICIENT AND AFFORDABLE,  
INDUSTRY GOES AWAY
- IF WE CANNOT AFFORD TO OWN, MAINTAIN AND PRESERVE SPACE,  
MANUFACTURING AND MARITIME GO AWAY
- IF WE CANNOT AFFORD TO BUILD NEW SPACE,  
INNOVATION AND NEW MANUFACTURING OPPORTUNITIES GO AWAY
- IF PEOPLE CANNOT AFFORD TO LIVE NEAR WHERE THEY WORK,  
EMPLOYEES GO AWAY
- IF PEOPLE ARE NOT INSPIRED TO LEARN TRADES AND WORK FOR INDUSTRIAL & MARITIME,  
BUSINESSES GO AWAY
- IF WE CANNOT AFFORD TO FIX CURRENT ENVIRONMENTAL ISSUES AND CREATE CLIMATE SOLUTIONS,  
WE ALL GO AWAY



WE NEED A COMPREHENSIVE APPROACH FOR RESTORATIVE, SUSTAINABLE SOLUTIONS

# PIKE PLACE MARKET AS CASE STUDY / MODEL

.....

- MARKET INDUSTRY WAS EVOLVING
  - DISTRICT DEVELOPMENT PRESSURES
  - COLLECTIVE SUPPORT FOR PRESERVATION
  - COMPREHENSIVE APPROACH
- 
- HISTORIC DISTRICT, COMMISSION, PDA
  - PRESERVE - REHABILITATE - EXPAND
    - PHYSICAL STRUCTURES
    - SOCIAL AND ECONOMIC STRUCTURES
    - NETWORKS
    - AFFORDABILITY





# INDUSTRIAL & MARITIME SPECIAL REVIEW DISTRICT

.....

- PRESERVE AND PROTECT M/ICs AND PORT
- GUIDE AND APPROVE DEVELOPMENT
- ENSURE POLICY ENFORCEMENT
- CLOSE ZONING LOOPHOLES
- PREFERRED USES FOR CLUSTER SUPPORT



# MANUFACTURING INDUSTRIAL & MARITIME COMMISSION

.....

SETS AND LEADS RESTORATIVE ECONOMIC POLICY / PRACTICES

CENTERS PEOPLE AND EQUITY

LONG-TERM PLANNING

STEWARDS OF POLICY AND CHANGES

CAN EVOLVE POLICY FOR PRESERVATION

CONTINUITY OF EFFORTS, INPUT, DECISIONS

KEEPS ZONING LOOPHOLES CLOSED

CROSS SECTOR TASK FORCE TO BUILD PARAMETERS  
FOR DENSITY AND MIXED-USE DEVELOPMENT

# MANUFACTURING & INDUSTRIAL PUBLIC DEVELOPMENT AUTHORITY

.....

- MISSION DRIVEN REAL ESTATE DEVELOPMENT AUTHORITY
- CENTERING RACIAL EQUITY
- FIGHTING DISPLACEMENT OF:
  - MANUFACTURING
  - AFFORDABLE HOUSING
  - INDUSTRIAL
  - SMALL BUSINESS
  - MARITIME
  - ARTISAN / MAKER

.....

- DEDICATED SUPPORT TO M/ICs FOR ECOSYSTEM AFFORDABILITY
- FACILITATE LONG-TERM COMMUNITY OWNERSHIP
- BUILD COMMUNITY WEALTH
- SUPPORT WORKFORCE DEVELOPMENT, ENTREPRENEURSHIP



# LAND USE CHANGES FOR COMPREHENSIVE AFFORDABILITY

- USE RESTORATIVE ECONOMIC APPROACHES FOR PRESERVATION AND DEVELOPMENT
- CREATE INCENTIVES TO PRESERVE, REHABILITATE, AND EXPAND MANUFACTURING AND INDUSTRIAL SPACE
- DO NOT ALLOW NET LOSS OF MANUFACTURING / INDUSTRIAL SPACE
- REQUIRE  $> 1.0$  F.A.R. FOR MANUFACTURING / INDUSTRIAL SPACE IN MIXED USE DEVELOPMENT



100 and 150 Hooper, San Francisco, California  
400,000sf Light Industrial Mixed-Use Development

photography credits : pfaulong.com / PFAU LONG ARCHITECTURE







photography credit : artspace.org



## LAND USE CHANGES FOR COMPREHENSIVE AFFORDABILITY

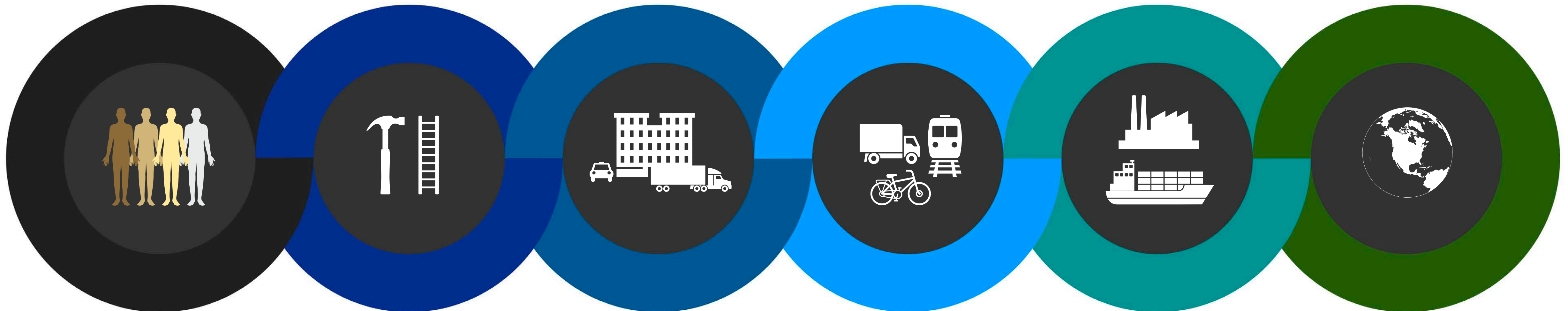
.....

- LEVERAGE NEW MIXED-USE DEVELOPMENT TO ENABLE:
  - AFFORDABLE MANUFACTURING, MAKER, SMALL BUSINESS, COMMERCIAL SPACE
  - AFFORDABLE WORK FORCE HOUSING, SUPPORTIVE HOUSING
  - WORK FORCE DEVELOPMENT AND TRAINING FACILITIES
  - SUPPORT FOR NONPROFIT MANUFACTURING / INDUSTRIAL DEVELOPMENT
- IMPROVE TRANSPORTATION NETWORK FOR EVERYONE AND ENVIRONMENT
- USE IMPACT FEES TO IMPROVE INFRASTRUCTURE
- CREATE 24-HOUR COMMUNITIES TO MITIGATE CRIME AND HOUSELESS ISSUES
- BRING PEOPLE, JOBS, TRAINING, HOUSING, TRANSIT, MANUFACTURING AND MARITIME TOGETHER FOR ECOSYSTEM SUCCESS

# COMPREHENSIVE APPROACHES COMBINE COMMUNITY RESOURCES FOR RESTORATIVE SOLUTIONS

.....

## WE ALL DO BETTER WHEN WE ALL DO BETTER



# Stadium District

## Original Group Members (self-nominated):

- Greg Smith
- Fred Mendoza
- Fred Rivera
- Charley Royer
- John Persak
- Nicole Grant
- Stephanie Bowman

## Presentation Lead(s):

- Charley Royer
- Fred Mendoza



# Seattle Maker's Zone

November 2020



# PFD and PSA Board Members

## **Public Facilities District**

(T-Mobile)

Stacy Graven, Chair  
Carol Kobuke Nelson, Vice Chair  
Tim Burgess  
Paul Mar  
Chris Marr  
R. Omar Riojas  
Charles Royer

Joshua Curtis, Exec. Dir.  
Email: [curtisj@ballpark.org](mailto:curtisj@ballpark.org)

## **Public Stadium Authority**

(CenturyLink)

Fred Mendoza, Chair  
Jacob Jundt, Vice Chair  
Joel Ing  
Randy Loomans  
Jud Marquardt  
Jay Roberts  
Cindy Zehnder

John Marchione, Deputy Exec. Dir.  
Email: [JohnM@stadium.org](mailto:JohnM@stadium.org)



**Opportunities**

- A mix of small-sized production spaces, artisan spaces, and ancillary retail spaces
- Improve environmental health
- Improve enforcement of environmental protections
- Leverage the industrial aesthetic, including adaptive reuse
- Conducive and safe for non-motorized transportation
- Allow a limited amount of workforce or affordable housing (subject to rigorous criteria)



# MAKERSPACE

Foster vibrant districts that support a mix of local manufacturing, production, arts and a sense of place



**How would we support the concept?**

- Explore a new Maker Space zone
- Example areas could include the stadium district and north portion of SODO, Georgetown and South Park adjacent areas, and northeast Ballard.
- Combine resources and supports from Office of Economic Development, and Office of Arts and Culture to support small business and art spaces.



# Maker's Zone concept:

As Seattle recovers from the pandemic downturn, we have a unique opportunity to preserve and refine the transitional buffer zone in north SoDo between heavily populated urban neighborhoods to the north and east and the industrial areas to the south and the west.

- Create light industrial uses
- Incorporate workforce and skills development
- Support a working waterfront
- Preserve and enhance transportation corridors
- Add sustainable practices
- Mixed use and protective zoning
- Target adaptive reuse to keep community character
- Include targeted workforce housing



# Portland, Oregon

## Pearl District

- **Primary zoning – Industrial/Commercial Residential**
- **Mixed-Use at main street corridors and bridgeheads**
- **District prioritizes job growth, protects existing industrial users, and allows more residential**

- **299 acres**
- **Over 5300 residential units**
- **Originally warehouses/industrial and railyards**
- **Includes North Park blocks and three new parks**





# Denver, Colorado River North Art District (RiNo)



- 640 acres
- Transitioning from heavy industrial uses to mixed-use, creative and cultural district
- Affordable housing provision tied to height incentives

# Washington D.C. Noma & Union Market District



# Birmingham, Alabama

## Sloss Industrial Arts District



# Why Create a Maker's Zone?

- Development pressures in North SoDo are real. Maker's Zone lessens negative impacts on industrial areas
- Spark post-COVID economic recovery
- Ensure no net loss of industrial lands
- Allows for TOD development around light rail
- Creates hundreds of skilled blue collar jobs
- Blends with the diversity of uses in industrial and maritime areas
- Helps workers to afford to live near where they work.



# Advancing Equity

- Would incentivize small and start up business development based on principles of restorative economics.
- Promote artisanal business entrepreneurship by women and members of minority communities
- Skills training and workforce development directed at a diverse populations



# Embracing Sustainability

- Include a robust electric charging infrastructure
- Emphasis on prioritizing the smooth flow of freight
- Opportunity for meaningful carbon reduction via a new clean energy source.
- An opportunity for adaptive reuse that builds a sense of community.



# Creating Jobs & Opportunity while Helping Workers to Thrive

- Creates sustained emphasis on creating well-paid, blue-collar jobs
- Provide a training center, job placement for low income, formerly homeless or incarcerated people.
- Incubate and grow new businesses within networks of cooperation and cross-pollination



## How to make it happen here

- Conduct a SoDo transportation analysis as part of an EIS process.
- Strengthen City codes and amend land use decision making practices to protect a working waterfront
- Create and define a new *Maker's Zone* land use classification



# Comment from Fred Rivera (Seattle Mariners)





# Higher Density/Mixed-Use

Original Group Members  
(self-nominated):

- Sam Farrazaino
- Ted Lehmann  
(Robb Stack designee)
- Charley Royer
- Peter Nitze

Presentation Lead(s):

- Peter Nitze
- Ted Lehmann





# LIVE, LEARN, WORK, PLAY

MIXED-USE ZONING VISION  
FOR SEATTLE'S INDUSTRIAL LANDS

# INTRO

- SEATTLE'S CURRENT INDUSTRIAL LANDS ZONING DOES NOT MEET THE NEEDS OF EXISTING MANUFACTURING AND NEW MAKERS;
- TO STAY ECONOMICALLY COMPETITIVE, ATTRACT THE JOBS OF TOMORROW, AND ACHIEVE EQUITY SEATTLE'S NEIGHBORHOODS NEED TO EMBODY A LIVE, LEARN, WORK, PLAY APPROACH TO GROWTH;
- INDUSTRIAL LANDS ARE PERFECTLY-ALIGNED TO BRING NEW UNION JOBS TO THE AREA DUE TO ONGOING INFRASTRUCTURE AND TRANSPORTATION INVESTMENT;
- INDUSTRIAL LANDS CANNOT MEANINGFULLY HELP TO ACHIEVE SEATTLE'S ENVIRONMENTAL AND EQUITY GOALS OF REDUCING SINGLE-OCCUPANCY CARS, PROMOTING THE PROXIMITY OF HOME AND WORK, MAKING HOUSING AFFORDABLE, AND PROVIDING YOUTH JOB TRAINING UNLESS MIXED-USE ZONING IS ADOPTED.



# CHALLENGES

- LAND, LABOR, ENERGY AND ENVIRONMENTAL CLEAN-UP COSTS MAKE SEATTLE LESS COMPETITIVE FOR ATTRACTING TRADITIONAL MANUFACTURING. WITHOUT MIXED-USE ZONING - THE ECONOMICS DO NOT PENCIL;
- EXISTING BUILDING STOCK IS TOO OLD AND / OR EXPENSIVE TO ATTRACT R&D AND VOCATIONAL SCHOOLS;
- UNDERUSE OF EXISTING LIGHT RAIL STATIONS FAILS TO ADDRESS CLIMATE CHANGE AND EQUITY GOALS, WHICH REQUIRE TRANSIT-ORIENTED DEVELOPMENT (TOD);
- WORK-ONLY INDUSTRIAL DISTRICTS ARE NOT DESIRABLE TO JOB SEEKERS SINCE MANY JOBS DO NOT SUPPORT THE COST OF LONG-DISTANCE COMMUTING.



# PROPOSALS

- IDENTIFY AREAS FOR MIXED-USE ZONING THAT COMPLEMENT MARITIME AND INDUSTRIALS USES;
- IMPLEMENT TOD ZONING AROUND EXISTING AND PROPOSED LIGHT RAIL STATIONS AS A MEANS FOR SPURRING LIVE, LEARN, WORK, PLAY MIXED-USE DEVELOPMENT;
- STUDY ECONOMIC IMPACTS OF DEVELOPMENT WITHIN A 15-MINUTE WALKSHED;
- IDENTIFY DEVELOPMENT INCENTIVES FOR PROJECTS THAT ADDRESS RACIAL AND ECONOMIC EQUITY;
- IDENTIFY AND STRENGTHEN FREIGHT TRANSIT CORRIDORS THROUGH INDUSTRIAL LANDS.



# INDUSTRIAL LANDS TODAY

- NOT ALL INDUSTRIAL LANDS ARE FACING THE SAME CHALLENGES;
- INFILL AND SPOT ZONING ARE NOT A SOLUTION;
- WITH THE OVERALL COSTS, TRADITIONAL MANUFACTURING DOES NOT WORK;
- MIXED-USE ZONING ADDRESSES THESE SHORTFALLS.



# BELLEVUE SPRING DISTRICT

- FORMER INDUSTRIAL LAND, NOW MIXED-USE TOD
- 36 ACRE SITE
- 5.3 MILLION SQ/FT OF DEVELOPMENT
- OFFICE, RETAIL, RESIDENTIAL, HOTEL USES FOR APPROX. 13,000 WORKERS
- SERVICED BY SPRING DISTRICT / 120TH STATION



# PDX PEARL DISTRICT

- RAILROAD AND LIGHT INDUSTRY RE-DEVELOPMENT
- 299 ACRE NEIGHBORHOOD
- 5,315 HOUSEHOLDS, APPROX. 7,000 PEOPLE





# Light Rail/Transit

Original Group Members  
(self-nominated):

- Mike Stewart
- Alex Hudson
- Abel Pacheco
- Ted Lehmann  
(Robb Stack designee)
- Fred Rivera
- John Persak

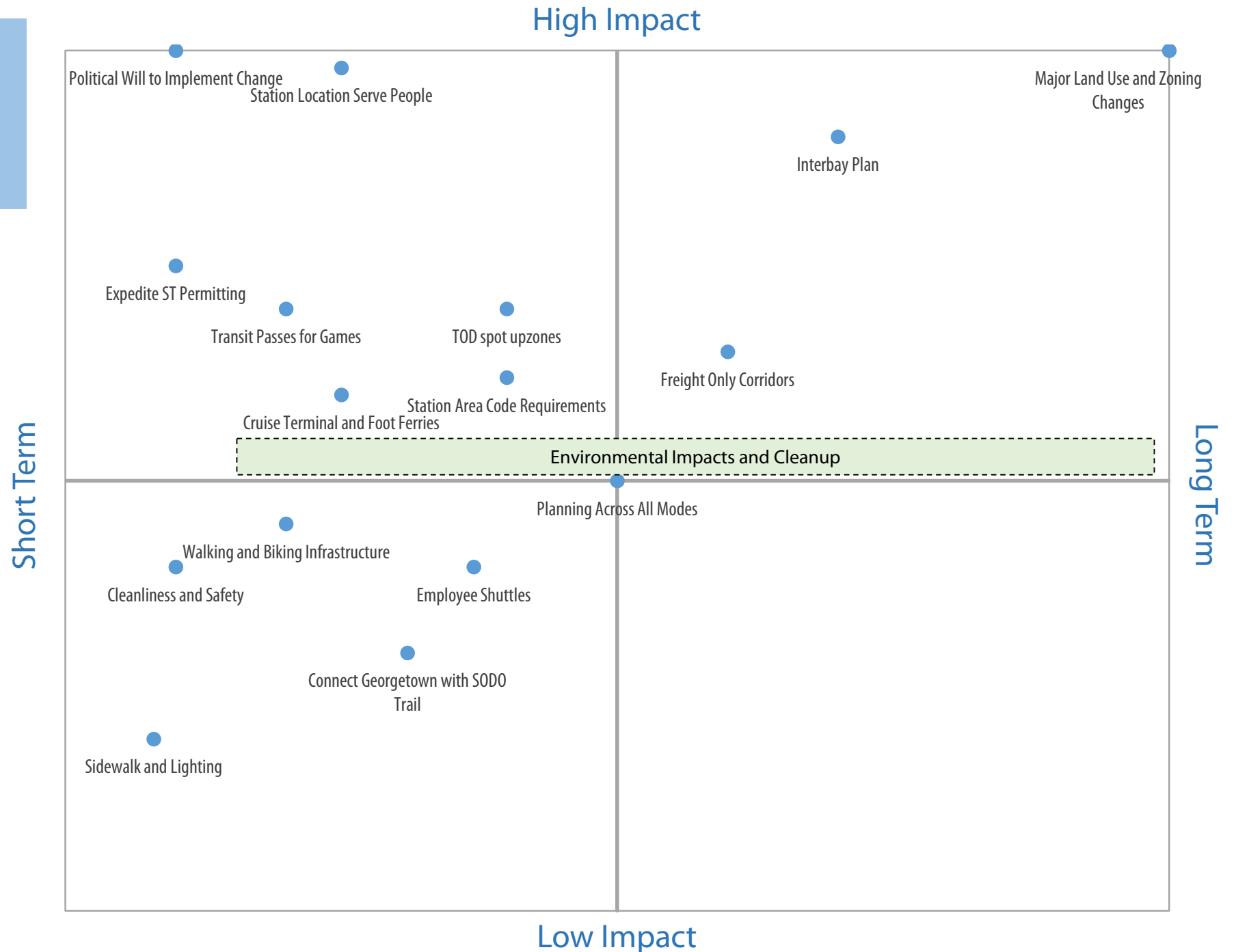
Presentation Lead(s):

- Alex Hudson



## Transportation Improvements can be Beneficial and Change is Happening

- Transit's purpose is to serve people, especially low-income and BIPOC people, and connect them to opportunity.
- Transit creates access to jobs, reduces barriers to prosperity, and supports a fair economy.
- Maximizing the usability and benefit of transit infrastructure is the best use of public dollars.
- Freight mobility is critical, corridor improvements can support predictability.
- Plan for the future, not the present.
- Manufacturing is changing, especially heavy industry.
- Infrastructure improvements lay the conditions for success of businesses, neighborhoods, and the economy.



# Today's Agenda



- Welcome
- Engagement Update
  - Mayor's Principles
  - Process Reminder + Recent Input
  - Virtual Participation Guidelines
- Stakeholder Presentations
  - Manufacturing, Maritime, & Logistics (Dave G.)
  - Production Workforce (Erin A.)
  - Affordability (Sam F.)
  - Stadium District (Charley R. & Fred M.)
  - Higher Density/Mixed-Use (Peter N. & Ted L.)
  - Light Rail/Transit (Alex H.)
- **Moderated Q&A**
- Summary & Wrap-up



# Citywide Advisory Group

**Sally Clark**, co-chair  
*University of Washington*

**Nicole Grant**, co-chair  
*MLK Labor*

**Brian Surratt**, co-chair  
*Alexandria*

Alex Hudson  
*Transportation Choices Coalition*

Barbara Nabors-Glass  
*Seattle Goodwill*

**Chad See**  
*Freezer Longline Coalition*

Charley Royer  
*Public Facilities District*

**Commissioner  
Stephanie Bowman**  
*Port of Seattle*

**Abel Pacheco**  
*Sound Transit*

Dave Gering  
*Manufacturing Industrial Council  
of Seattle*

**Councilmember Dan Strauss**  
*Seattle City Council*

Erin Adams  
*Seattle Made*

**Erin Goodman**  
*SODO Business Improvement Area*

Fred Mendoza  
*Public Stadium Authority*

Fred Rivera  
*Seattle Mariners*

**Greg Smith**  
*Urban Visions*

**Johan Hellman**  
*BNSF*

**John Persak**  
*International Longshore and  
Warehouse Union*

**Jordan Royer**  
*Pacific Merchant Shipping  
Association*

**Marie Kurose**  
*Workforce Development Council  
of Seattle-King County*

**Mike Stewart**  
*Ballard Alliance*

Peter Nitze  
*Nitze-Stagen*

**Rick Kolpa**  
*Prologis*

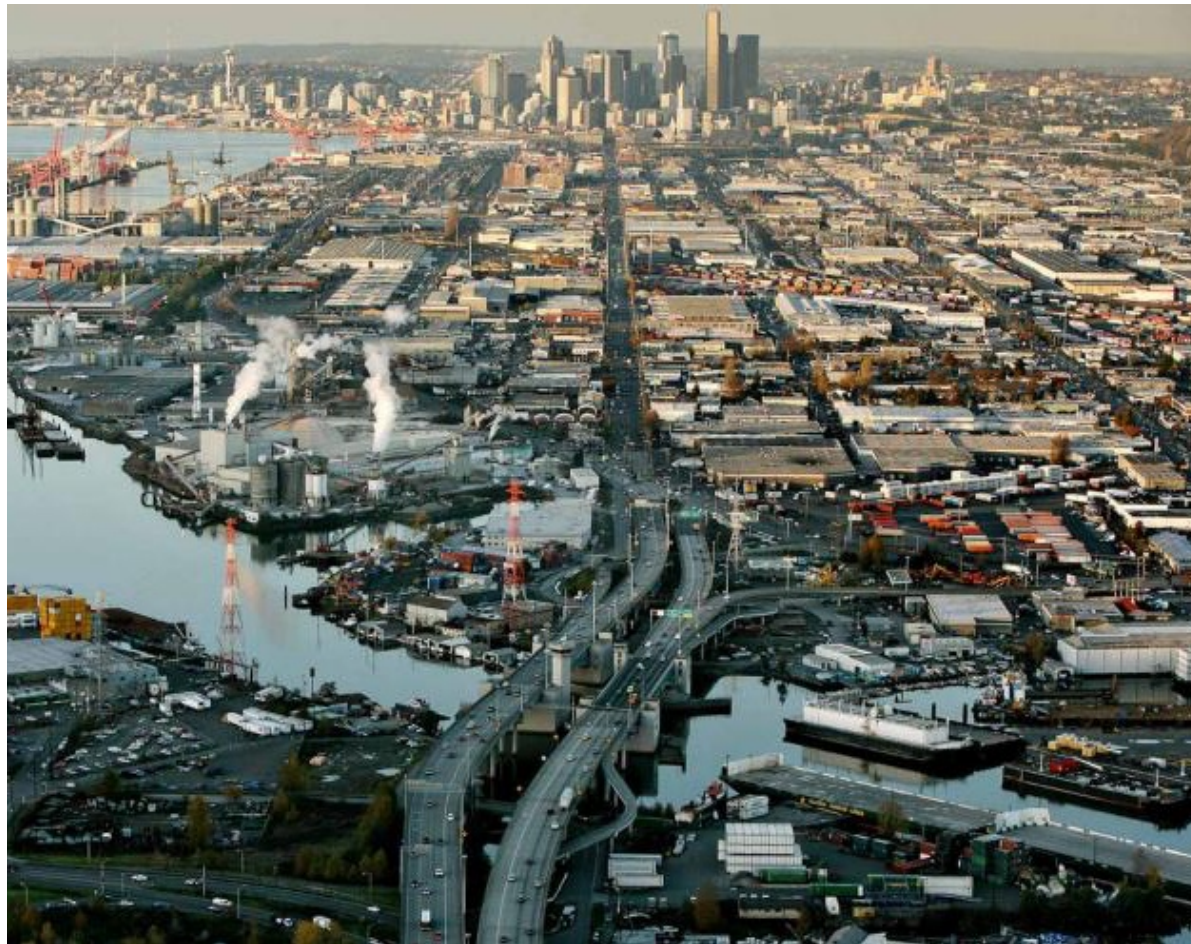
**Robb Stack**  
*Stack Industrial Properties*

Sam Farrazaino  
*Georgetown Safety Task  
Force/Georgetown Strong*

**Terri Mast**  
*Inlandboatman's Union*



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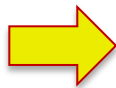


# Process Next Steps

- City Staff Leads Office Hours
- Stakeholder Written Comments
- Neighborhood Group Meetings
- 1x1 Calls
- Final Citywide Meeting



# Process Next Steps

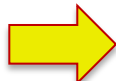
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## Next Week!

- Tuesday 11/10  
9am – 10:30am
- Thursday 11/12  
11am – 12:30pm
- Tuesday 11/17  
9am – 10:30am



# Process Next Steps

- City Staff Leads Office Hours
-   Stakeholder Written Comments
- Neighborhood Group Meetings
- 1x1 Calls
- Final Citywide Meeting

Submit comments by  
Friday Nov. 20th.

- E-mail all comments to Sarah Scherer at [Sarah.Scherer@Seattle.gov](mailto:Sarah.Scherer@Seattle.gov) and CC [Jane.Klein@Seattle.gov](mailto:Jane.Klein@Seattle.gov)





# Process Next Steps

- City Staff Leads Office Hours
- Stakeholder Written Comments
-   Neighborhood Group Meetings
- 1x1 Calls
- Final Citywide Meeting

- Sub-group meetings in early December to discuss actions / strategies topics in neighborhood areas.




# Neighborhood Group Meetings

	Workforce & Transportation	Land Use & Environment	Public Safety
<b>Ballard:</b>	<b>12/1 9:00-11:00 AM</b>	<b>12/3 2:30-4:30 PM</b>	<b>12/7 9:00 -11:00 AM</b>
<b>SODO:</b>	<b>12/1 2:30-4:30 PM</b>	<b>12/3 9:00-11:00 AM</b>	<b>12/7 2:30– 4:30 PM</b>
<b>Gt/SP:</b>	<b>12/2 9:00-11:00 AM</b>	<b>12/4 2:30-4:30 PM</b>	<b>12/8 9:00 – 11:00 AM</b>
<b>Interbay:</b>	<b>12/2 2:30-4:30 PM</b>	<b>12/4 9:00 – 11:00 AM</b>	<b>12/8 2:30 - 4:30 PM</b>
<b>Citywide:</b>	<b>12/9 2:30-4:30 PM</b>	<b>12/9 9:00 – 11:00 AM</b>	<b>12/10 9:00 – 11:00 AM</b>



# Process Next Steps

- City Staff Leads Office Hours
  - Stakeholder Written Comments
  - Neighborhood Group Meetings
  -   1x1 Calls
  - Final Citywide Meeting
- Mid-January



# Process Next Steps

- City Staff Leads Office Hours
  - Stakeholder Written Comments
  - Neighborhood Group Meetings
  - 1x1 Calls
  - Final Citywide Meeting
- February 2021





Next Meeting  
**Citywide Advisory Group**

**February 2021**