



Date: March 22, 2021
To: Industrial and Maritime Strategy Advisory Groups
From: City of Seattle Staff
Subject: March 2021 Update Memo

This memo provides background information and previews the upcoming meeting's intended discussions about the project's direction and potential outcomes. Reading this memo in advance of the March 25 meeting will help establish a baseline of shared information to facilitate group discussion.

Reminder of Project Purpose

Mayor Durkan's Industrial / Maritime Strategy seeks to strengthen and support Seattle's maritime and industrial sectors and ensure the benefits of economic diversity and opportunity are equitably extended to Seattle community members. Mayor Durkan also set out a vision for the development of a comprehensive strategy that looks to the future to anticipate trends and new opportunities. The strategy takes on increased importance due to the economic effects from the COVID-19 global pandemic that have further exacerbated existing racial inequities. The following principles were suggested by Mayor Durkan and amended at the time of the restart in June 2021 to better highlight the need for recommendations that advance equity. Advisory group members discussed how those principles would guide their recommendations and those discussions have provided the foundation for this citywide and neighborhood advisory group process.

The Mayor's principles:

- 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
- 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
- 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
- Improve the movement of people and goods to and within industrial zones and increases safety for all travel modes
- Align Seattle's industrial and maritime strategy with key climate and environmental protection goals
- 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

Process Recap

The advisory group process has effectively included three phases due to unforeseen circumstances. In December of 2019, the groups kicked off and we held three in-person meetings of the citywide group and at least two for each neighborhood group (Ballard, Interbay, SODO/Stadium, Georgetown/South Park). During this phase, groups reviewed background, discussed the implications of the Mayor's principles, [identified top issues](#), and groups composed statements describing their collective visions for their local industrial areas. In-person group meetings then paused at the start of the COVID pandemic.

We held the first online meeting in June of 2021, and members agreed that the process should continue with a renewed emphasis on equity and recovery. We restarted a [revised process](#), including a session on [restorative economics](#) concepts and engagement with BIPOC youth conducted by the City. Advisory group members [presented their ideas in a listening session](#). Staff distributed detailed draft strategies and actions in tables for advisory group members review and comment. Advisory group members workshopped the strategy and action tables in 2-hour sessions on four topic areas in December 2021, and a session on public safety was held in January of 2021. While good progress was made during this phase, we did, however, hear from numerous participants that more discussion and vetting would be useful to reach substantial consensus.

We are now embarking on a final phase that includes up to four meetings of the citywide advisory group to conclude this process with substantial consensus regarding the key strategies the City should pursue. We believe that with additional dialogue in these meetings (described further below) we can reach positive conclusion of our efforts.

Potential Framework for Consensus

Based on advisory group discussions to date, we believe there are key strategies that could serve as a framework for consensus agreement. Below are a draft set of 11 strategy statements. We will vet and edit the statements in the meetings to come and ultimately ask for your endorsement of the package at roughly this level of detail. We encourage you to view these strategies as a comprehensive set of recommendations.

INVESTMENT STRATEGIES	
Topic	Strategy Statement
Workforce Investments to Support Access to Opportunity for People of Color & Women	Create, expand, and support initiatives that increase access to opportunity and economic prosperity for people of color and women through manufacturing, maritime, and logistics careers
Public Safety Partnership to Support in Maritime and Industrial Areas	Work closely with local business and community organizations to develop and implement a proactive public safety response to elevated levels of crime within maritime and industrial lands

Transportation Investments to Improve the Movement of People and Goods	Improve the movement of people and goods and make transit work for industrial and maritime users with better service, improved last mile connections, and advocating for a tunnel alignment for Ballard and Interbay future light rail
Environmental Justice and Climate Action	Address environmental inequities in industrial-adjacent communities, transition to a climate pollution free freight network, and prepare for a changing climate
LAND USE STRATEGIES	
Topic	Strategy Statement
Stronger Protections for Industrially Zoned Land	Strengthen protections for industrially zoned lands within Seattle by establishing higher thresholds to remove industrial land designations and closing loopholes that have allowed significant non-industrial development within industrially zoned lands
High Density Industrial Development	Encourage modern industrial development that supports high-density employment near transit stations and near existing industrial-commercial areas by creating density bonuses for employment uses (i.e., office, R&D, etc.) near transit stations if coupled with industrial uses in the same project
Healthy Transitional Areas near Urban Villages	Foster increased employment and entrepreneurship opportunities with a vibrant mix of affordable, small-scale places for light industry, makers, and creative arts, as well as industry supporting ancillary retail or housing spaces.
No Significant Housing on Industrial & Maritime Lands	No new significant residential uses on industrial and maritime lands, except for limited industry supportive housing in transitional zones.
Georgetown and South Park Neighborhood Goals	Remove a few small, focused locations from industrial zoning in Georgetown and South Park and convert them to mixed use zoning to achieve neighborhood goals.
IMPLEMENTATION STRATEGIES	
Topic	Strategy Statement
Master Planning for WOSCA and Armory Sites	Recognizing the time limitations of this process and the specialized nature of these sites, partner with the State of Washington or future owners on a master planning process for industrial redevelopment of the WOSCA and Armory Sites.
Ongoing Stewardship Entities to Champion this Vision	Identify and grow ongoing stewardship entities to champion the vision of the Industrial and Maritime Strategy and ensure its long-term implementation. In different neighborhoods, this could be an existing organization with a modified charter and/or a new organization.

A final report will also include an appendix or chapter with finer grained potential policy tables in the five issue areas identified by stakeholders: workforce opportunity, transportation, land use, environment, and public safety. Those sections could also note areas where viewpoints diverge or more analysis is needed. In this way the advisory groups can chart the essential policy course, while leaving space for fine grained actions to be sorted out through continued engagement and work with future decisionmakers.

Opportunities for Implementation this Year

There are several key opportunities for your recommendations to be implemented this year. Your recommendations will also inform longer term priorities.

- **Annual Comprehensive Plan Update:** Each year the City considers updates to our major land use planning framework, called The Comprehensive Plan. As the Mayor and City Council consider potential amendments to the Comprehensive Plan this year, we have an opportunity to include text policy updates to embed our land use policy concepts in the Comprehensive Plan. This action would not change the land use zoning (that will require the completion of an Environmental Impact Statement), rather it is an opportunity to implement the broad vision and intent of our land use concepts into the City's plans for the future. It is also an opportunity to establish a higher threshold for the City's review of requested amendments to the Comprehensive Plan that would remove an industrial zoning designation. This could occur in mid-2021.
- **Land Use Legislation for Stronger Protections for Industrially Zoned Land:** As an additional step in advance of a comprehensive update to industrial land use zoning, the City could compose legislation for Council consideration to curtail unintended types of development. This could include establishing higher thresholds to remove industrial land designations and closing loopholes that have allowed significant non-industrial development within industrially zoned lands. This could occur in mid-2021.
- **Launch of an Environmental Impact Statement (EIS) for zoning update:** The City could begin an EIS process to evaluate several alternatives for a comprehensive update to all of Seattle's industrial land use zones, which would be based on your recommendations. The EIS will set the parameters for potential comprehensive industrial zoning changes in 2022. The EIS could begin as early as mid-2021, with a draft EIS release in late 2021 or early 2022.
- **Administrative Actions and City Budget:** This year the City could take action to implement several key recommendations. For instance, based on feedback already received during this process, the City is preparing to focus \$270,000 of its Career Connected Learning Grants program to expand opportunities for people of color and women in key industries, including manufacturing and maritime careers. The City is also taking steps to implement the Freight Master Plan like conducting technical review, cost estimating, and prioritization effort to chart next steps. The City also prepares its annual budget each summer for Council review in the fall, which will provide an excellent opportunity to increase investments in key recommendations.
- **Ongoing Stewardship Group:** The City could support and help organize an ongoing stewardship to work with education, workforce development, economic development, planning and community organizations to tackle common needs of the maritime, manufacturing, and logistics industries. This group would continue to focus on the needs and concerns of the industry and issues related to competitiveness to ensure longer-term industry and public engagement.

Short Summary of Next Meeting

The meeting on March 23rd is the first in the final four meeting series. It will be led by the facilitator Brian Scott. The main parts of the meeting are:

- Re-orient the group to the industrial / maritime strategy process and quick recap
- Present the draft strategy statements, with additional information and background

- Gather input from each group member about their level of agreement or concerns with the strategy statements
- Sign-up for small group working sessions on strategies of group members' choice to be held at the second meeting

We greatly appreciate the time and attention you have devoted to this topic to date and thank you for your continued participation. We are enthusiastic that this process will yield positive and impactful results. See you on Tuesday.

Additional Background Materials

Some information that may help your depth and familiarity with technical background information is included below, but always keep in mind that we asked for your participation in this process for your perspective and expertise - familiarity with these background materials is not a prerequisite for your ability to help the City.

- The [geography](#) of the manufacturing / industrial centers (M/IC)
- Growth Management Act (GMA) and [regional policy framework](#) for M/ICs including the [criteria for M/IC status](#)
- Past studies such as the 2017/2018 inventories of [employment](#) and [land use](#) and the [Duwamish M/IC](#)
- The [2020 study](#) of Seattle industry clusters
- Sound Transit's ST3 station location and system design [alternatives](#) for light rail
- Current City of Seattle [Comprehensive Plan](#) policy framework for industrial areas (pgs. 58-61)
- [Duwamish Valley Action Plan](#)