Virtual Meetings in the Age of COVID-19

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**Welcome**

Adrienne Thompson  
Director Mayor’s Policy Office

Andrés Mantilla  
Director, Department of Neighborhoods

Rico Quirindongo  
Interim Director, Office of Planning & Community Development

Pamela Banks  
Interim Director, Office of Economic Development
Citywide Advisory Group

Sally Clark, co-chair
University of Washington

Nicole Grant, co-chair
MLK Labor

Brian Surratt, co-chair
Alexandria Real Estate Equities

Commissioner
Stephanie Bowman
Port of Seattle

Councilmember Dan Strauss
Seattle City Council

Alex Hudson
Transportation Choices Coalition

Barbara Nabors-Glass
Seattle Goodwill

Chad See
Freezer Longline Coalition

Charley Royer
Public Facilities District

Dave Gering
Manufacturing Industrial Council of Seattle

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 Stock
Stack Industrial Properties

Sam Farrazaino
Equinox Studios

Terri Mast
Inland Boatman’s Union

Neighborhood Groups

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<tr>
<th>Georgetown &amp; South Park</th>
<th>SODO</th>
<th>Interbay</th>
<th>Ballard</th>
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Meeting Purpose

• Review revised 11 draft strategies
• Test *consensus* support for each strategy
• Test *consensus* support for the overall package
• Provide *input* for further *refinement* of recommendations

**“Chat” function:**
- Seen by *facilitators/host only*
- Requests for *technical help*
- Comments to City (for later review)
  • Not for discussion
Meeting Purpose

- Review revised 11 draft strategies
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**CITYWIDE & NEIGHBORHOOD GROUPS ONLY**

2 Interactive Exercises (later in the meeting) will be much easier on a computer than a mobile device.

Meeting Purpose

- Review revised 11 draft strategies
- Test consensus support for the overall package
- Test consensus support for each strategy
- Provide input for further refinement of recommendations

**POSSIBLE MODIFICATIONS OF PROPOSED STRATEGIES**

Some process participants are interested in modifications to the latest Draft Consensus Recommendations.

We can consider possible modifications today, but if we do this, we need the group’s agreement to allow the facilitator to wrap-up the discussion and direct voting at an appropriate time.
Today’s Agenda

- Welcome & Introductions
- Process Update
  - Mayor’s Principles
  - Process Recap & Steps to Completion
  - Meeting Structure & Ground Rules
- Consensus Framework
  - Presentation (10 mins.)
  - Discussion (10 mins.)
- Draft Strategies
  - Presentation (20 minutes)
  - Discussion (30 minutes)
- Straw Polls
  - #1: Levels of Support for Each Strategy (10 minutes)
  - #2: Up or Down on the Whole Package (5 minutes)
  - Discussion (15 minutes)
- Wrap-up & Next Steps

Mayor Durkan’s Principles

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

B. 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

C. 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

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
### Procedures

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<th>Responsibilities</th>
<th>Working Consensus</th>
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<td>• Participate regularly &amp; on-time</td>
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<td>• Represent your perspective</td>
<td>• If we must vote: 80% = consensus (in attendance)</td>
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<td>– Listen respectfully</td>
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- **Ground Rules**
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  - Positive recommendations

- **Responsibilities**
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- **Working Consensus**
  - Everyone gets their say
  - Recommendations you can “live with”
  - If we must vote: 80% = consensus (in attendance)
# Neighborhood Issues & Visions

## Georgetown & South Park
- Affordable workforce housing
- Pathways for training into industrial jobs
- Environmental equity + pollution mitigation

## SODO
- Public safety as a jobs issue
- Transit access within SODO
- Improve cargo movement (Ballard <-> SODO <-> Kent)
- Pedestrian safety

## Ballard
- Industry friendly Sound Transit alignment
- Manage conflicts arising from growth pressure (RVs and tent camping)
- Protect zoning within MIC
- Apprenticeship programs for worker pipeline

## Interbay
- Protection of land with water adjacency for industrial use
- Clarify intention for area north of Dravus St.
- Sound Transit alignment
- Incubate and support small maker businesses
Neighborhood Vision Elements: In 20 years…

**Georgetown & South Park** …
- Dense
- Sustainable industrial economy
- Diverse and skilled workforce
- Living locally
- Healthy environment

**Interbay** …
- Maritime and industrial innovation
- Modernized working waterfront
- Dynamic inland areas: ecosystem of maritime and industrial jobs coexist with housing and services for workers

**SODO** …
- Thriving manufacturing, maritime, logistics
- Protected working waterfront
- Intentional transition between worker housing and production jobs
- Connected by Transit

**Ballard** …
- Celebration of the value and heritage of industrial and maritime work
- Diversifying mix of maritime and production businesses complement and sustain each other

Industrial & Maritime Strategy Planning Process to date

1. **Nov 6, 2019** Kick-Off
2. **Dec 2, 2019** Industry Cluster Analysis
3. **Feb 5, 2020** Policy Alternatives
4. **June 10, 2020** Staff Work + Restorative Economics
5. **Nov 6, 2020** Listening Session
7. **Apr 15** Strategies Workshop
Industrial & Maritime Strategy Planning Process to finish

1. Nov 6, 2019
Kick-Off

2. Dec 2, 2019
Principles

3. Feb 5, 2020
Policy Alternatives

4. June 10, 2020
Recovery Citywide Meeting

5. Nov 6, 2020
Staff Work + Restorative Economics

6. Mar 25
Regroup + Strategy Framework

7. Apr 15
Strategies Workshop

8. May 6
Draft Recommendations

9. May 27
Final Recommendations

To Mayor & Council

Opportunities for Implementation — THIS YEAR —

• Annual Comprehensive Plan Update
• Launch an Environmental Impact Statement (EIS) for zoning update
• Land Use Legislation for Stronger Protections for Industrially Zoned Land
• Administrative Actions and City Budget
• Ongoing Stewardship Group
## Timeline: this year

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<td>Early June</td>
<td>Publish the Industrial / Maritime Strategy Report</td>
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<td>Consensus recommendations and supporting material.</td>
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<tr>
<td>June</td>
<td>Update Comprehensive Plan</td>
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<td>Publish annual comprehensive plan amendments to update industrial lands policies. Council action likely in September.</td>
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<tr>
<td>June</td>
<td>Launch Environmental Impact Statement (EIS)</td>
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<td>Begin detailed study of impacts for the consensus land use concepts. Draft EIS ready for public comment by November or December.</td>
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<td>June</td>
<td>Freight Master Plan Implementation</td>
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<td>Develop implementation strategy for the freight master plan. Conclude in December.</td>
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<td>July</td>
<td>Identify Stewardship Group(s)</td>
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<td>Identify and grow ongoing stewardship entities to champion the vision of the Industrial and Maritime Strategy.</td>
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<td>Fall</td>
<td>Budget Priorities</td>
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<td>Mayor’s budget submittal with investments guided by consensus framework, including workforce investments in industrial / maritime.</td>
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<tr>
<td>Aug</td>
<td>Legislation to Close Zoning Loopholes</td>
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<td>Narrow, focused changes to disallow unintended non-industrial development.</td>
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## Timeline: mid- to long-term

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<td>Final EIS</td>
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<td>Publish a final analysis, which could include a recommended preferred alternative.</td>
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<td>Fall 2022</td>
<td>Full-Scale Zoning Changes</td>
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<td>Council process to make map and zoning code changes.</td>
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<td>2022 - 2024</td>
<td>Initiate Armory Site and WOSCA Site Master Plans</td>
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<td>Partner with State, Port, Sound Transit and Stewardship Group, and community partners to establish the structure and process for detailed property reuse master plans.</td>
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### March 25 Feedback

[Diagram showing feedback on potential strategies]
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Kick-Off

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Regroup + Strategy Framework

7. Apr 15
Strategies

8. May 6
Draft

9. May 27
Final

To Mayor

NEIGHBORHOOD GROUPS

• Staff Office Hours
• Written Comments
• Topical Mtgs

INDIVIDUAL OUTREACH

NEIGHBORHOOD GROUPS

April 15 Feedback:

✓ Little support for housing options, as stated
✓ Solid (but not universal) support for Transitional Areas, High Density Industrial, Workforce & Stronger Protections

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• Wrap-up & Next Steps
Consensus Framework

Ground Rules

• Citywide & Neighborhood Group members are invited to join the discussion and vote on recommendations

• Priority to Citywide members

Final Recommendation (May 27)

• Citywide Group

• Overall package of recommendations

• 80% of those present & voting

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# Draft Consensus Strategies

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Investment Strategies

1. **Workforce Investments**
   to support access to opportunities for people of color and women

2. **Public Safety Partnerships**
   to support maritime and industrial areas

3. **Transportation Priorities**
   to improve the movement of people and goods

4. **Environmental Initiatives**
   to advance environmental justice and climate action

---

1. **Workforce Investments**
   to support access to opportunities for people of color and 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.
2. PUBLIC SAFETY PARTNERSHIPS
to Support 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.

3. TRANSPORTATION PRIORITIES
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.
4. Environmental Strategies to Improve 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

5. Stronger Protections for industrially zoned land
6. High Density Industrial Development to support transit
7. Healthy Transitional Areas near Urban Villages
8. No New Residential Uses on Industrial & Maritime lands
9. Georgetown & South Park neighborhood goals
Industrial & Maritime Land Challenges

- Piecemeal land removal from industrial and maritime areas
- Loopholes in zoning allow box retail, mini-storage, etc.
- Speculative pressures increase land prices, undermining the competitiveness of manufacturing, maritime, and logistics uses

Employment Density Challenges

- Not enough employment density near light rail to support transit use
- Redevelopment costs are very expensive
- Developments that can bear costs are most frequently non-industrial
Transition Area Challenges

- Affordable spaces for small-scale artists and manufacturers are scarce
- Pedestrians and bicyclists are vulnerable to conflicts with freight movements
- Entrepreneurs and small manufacturers struggle to find affordable homes near their jobs

Housing Challenges for Industrial & Maritime Sectors

- Affordable homes for manufacturing, maritime, and logistics workers and entrepreneurs
- Risks of exposure to environmental hazards
- Resident complaints imperil industrial uses
- Personal vehicle trips can conflict with freight movement
Georgetown & South Park Challenges

- Some industrially zoned sections of Georgetown and South Park are no longer serving an industrial purpose
- This outdated zoning impedes progress towards neighborhood goals

5. 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.
6. **HIGH DENSITY INDUSTRIAL DEVELOPMENT**  

to support transit

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.) if coupled with industrial uses in the same project.

7. **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.
8. No New Residential Uses on industrial and maritime lands

Limited adjustments to existing allowances in transitional zones to support industry and arts entrepreneurship opportunities. Any limited adjustments to existing allowances in transitional zones would be determined after additional study of potential impacts, including an Environmental Impact Statement (EIS).

9. 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.
8. Residential Adjustments – Details

Existing Housing in Industrial Areas

- About 400 units, mostly non-conforming houses & multi-family structures
- 39 caretakers’ quarters, split between Duwamish MIC & BINMIC
Geographical Limit

- **No new residential** except adjacent to existing urban villages or residential populations

- These are transitional areas, currently labeled, “Neighborhood Industrial”

Modification of Artists / Studio Housing

- Not only artists, but also residents **who are engaged in production**, such as brewing, machining, woodworking, sewing/textile production, baking/catering, etc.

- **New construction** allowed

- Additional restrictions:
  - Must have a business license
  - 50% of unit in production / workspace
  - Does not displace industrial use
Modification of Caretakers Quarters

- Allow additional on-site employees quarters, more flexibility in location and number

Possible Additional Limits

- Maximum residential density (units/acre and/or % of floor area)
- Affordability requirement
- Rigorous enforcement
- Potential pilot area(s)
Potential Impacts

Rough, order-of-magnitude estimate only. Actuality will depend on Environmental Impact Statement & financial feasibility modeling.
Potential Impacts

Rough, order-of-magnitude estimate only. 
Actuality will depend on 
Environmental Impact Statement & financial feasibility modeling

* Estimates based on initial scan of potentially redevelopable parcels. 
  Low end estimates assume max 25 units/acre with 25% uptake. 
  High end estimates 50 units/acre max with 60% uptake.

Potential Areas to Apply Land Use Concepts

Ballard
- IB-zoned area: 100 – 400
- IG-zoned area / 14th Ave.: 100 – 500

Georgetown: 50 – 250

South Park: 50 – 250

Interbay: 10 – 50*

Stadium
- Existing overlay: 150 – 450
- 1st Ave. S. extension to Starbucks: 100 – 250

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* Interbay:
- < 2 acres redevelopable (Dravus area only)
- Not Armory site (later master plan)
- Not Smith Cove (better as Industry & Innovation)
- Allows Sound Transit construction and future station

Action Strategies

10. WOSCA and Armory Sites Master Planning

11. Ongoing Stewardship Entities to Champion this Vision
10. WOSCA & ARMORY SITES
Master Planning

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.

11. 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.
Draft Consensus Strategies

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Potential Areas to Apply Land Use Concepts

Close loopholes and provide additional procedural protections for existing industrially-zoned areas
Potential Areas to Apply Land Use Concepts

Most industrial areas designated Maritime / Industrial / Logistics

Maritime Manufacturing and Logistics
Industry and Innovation
Neighborhood Industrial
Seattle Mixed
Interbay Armona / WOSCA Sites (Coordinated Master Plan)

Potential Areas for Industrial / Maritime Strategy Land Use Concepts - Ballard

Stronger Protections. Potential Maritime, Manufacturing and Logistics (MML) zone.
Potential Change. Possible Industry and Innovation, or Transitional Area zone.
Existing Manufacturing / Industrial Center (MIC) boundary.
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  – #1: Levels of Support for Each Strategy (10 minutes)
  – #2: Up or Down on the Whole Package (5 minutes)
  – Discussion (15 minutes)
• Wrap-up & Next Steps
## Draft Consensus Strategies

<table>
<thead>
<tr>
<th>Investment Strategies</th>
<th>Land Use Strategies</th>
<th>Action Strategies</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Workforce Investments</td>
<td>5. Stronger Protections</td>
<td>10. WOSCA &amp; Armory</td>
</tr>
<tr>
<td>3. Transportation Priorities</td>
<td>7. Healthy Transitional Areas</td>
<td></td>
</tr>
<tr>
<td></td>
<td>9. Georgetown &amp; South Park</td>
<td></td>
</tr>
</tbody>
</table>

### STRAW POLL #1

(Citywide & Neighborhood Group members only)

**How do you feel about each strategy?**

- **A. Strong Support**
- **B. Cautious Support**
- **C. Neutral** [need more information]
- **D. Cautious Opposition**
- **E. Strong Opposition**
1. Look for a Mural link in the chat
2. Click the link to open the Mural Board in your web browser
3. The Mural Board looks like this
4. Find your name (with 11 dots)
5. One dot for each strategy
6. Drag your dot to the box indicating your choice for each nuance (Strongly Support – Strongly Oppose)
7. You can change your mind, until the exercise is closed

EVERYONE CAN WATCH IN THE ZOOM SCREENSHARE
Draft Consensus All Strategies Together

<table>
<thead>
<tr>
<th>Investment Strategies</th>
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<tr>
<td>1. <strong>Workforce Investments</strong></td>
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<td>10. <strong>WOSCA &amp; Armory</strong></td>
</tr>
<tr>
<td>2. <strong>Public Safety Partnerships</strong></td>
<td>6. <strong>Dense Industrial Development</strong></td>
<td>11. <strong>Stewardship Entities</strong></td>
</tr>
<tr>
<td>3. <strong>Transportation Priorities</strong></td>
<td>7. <strong>Healthy Transitional Areas</strong></td>
<td></td>
</tr>
<tr>
<td>4. <strong>Environmental Initiatives</strong></td>
<td>8. <strong>No New Residential Uses</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td>9. <strong>Georgetown &amp; South Park</strong></td>
<td></td>
</tr>
</tbody>
</table>

**STRAW POLL #2**
(Citywide & Neighborhood Group members only)

**Do you support the package of all 11 strategies?**

A. Yes: Recommend to the Mayor  
B. No: Do Not Recommend to the Mayor
### Seattle Industrial and Maritime Strategy/Potential Strategies

#### Straw Poll #2

<table>
<thead>
<tr>
<th>Investment Strategies</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Workforce Investments to Support Access to Opportunity for People of Color and Women</td>
</tr>
<tr>
<td>2. Public Safety Partnership to Support Maritime and Industrial Areas</td>
</tr>
<tr>
<td>3. Transportation Priorities to Improve the Movement of People and Goods</td>
</tr>
<tr>
<td>4. Environmental Justice and Climate Action</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Land Use Strategies</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Stronger Protections for Industrically Zoned Land</td>
</tr>
<tr>
<td>B. High Density Industrial Development</td>
</tr>
<tr>
<td>C. Healthy Transitional Areas near Urban Villages</td>
</tr>
<tr>
<td>D. No use residential uses</td>
</tr>
<tr>
<td>E. Georgetown and South Park Neighborhood Goals</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Implementation Strategies</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Master Planning for WOSCA and Armory Sites</td>
</tr>
<tr>
<td>B. On-going Stewardship Entities to Champion this Vision</td>
</tr>
</tbody>
</table>

#### Citywide & Neighborhood Groups

<table>
<thead>
<tr>
<th>Recommendations</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Recommend to the Mayor</strong></td>
</tr>
<tr>
<td><strong>Do not Recommend to the Mayor</strong></td>
</tr>
</tbody>
</table>

- **Recommend to the Mayor**
  - Claire Adamson
  - Mike DeBeuf
  - John Black
  - Stephen Bennett
  - Alex Hedlund
  - Jordan Beyer

- **Do not Recommend to the Mayor**
  - Andrew Grant
  - Wendy Carron
  - Dr. Lekha Maki
  - Ryan Riddle
  - Bob Butcher
  - Mary Adey

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**EVERYONE CAN WATCH IN THE ZOOM SCREENSHARE**
Today’s Agenda

• Welcome & Introductions
• Process Update .
  – Mayor’s Principles
  – Process Recap & Steps to Completion
  – Meeting Structure & Ground Rules
• Consensus Framework .
  – Presentation (10 mins.)
  – Discussion (10 mins.)
• Draft Strategies
  – Presentation (20 minutes)
  – Discussion (30 minutes)
• Straw Polls
  – #1: Levels of Support for Each Strategy (10 minutes)
  – #2: Up or Down on the Whole Package (5 minutes)
  – Discussion (15 minutes)
• Wrap-up & Next Steps

Industrial & Maritime Strategy Planning Process to finish

1. NOV 6, 2019 Kick-Off
2. DEC 2- 2019 Principles
3. FEB 5, 2020 Industry Cluster Analysis
4. JUNE 10, 2020 Recovery Citywide Meeting
5. NOV 6, 2020 Staff Work + Restorative Economics
6. MAR 25 Regroup + Strategy Framework
7. APR 15 Strategies Workshop
8. MAY 6 Draft Recommendations
9. MAY 27 Final Recommendations

To Mayor & Council

Next Meeting:
May 27, 12-2, via Zoom
Final Meeting
Citywide Advisory Group

May 27, 2021
12-2pm via Zoom