



Seattle Industrial/Maritime: Forum & Next Steps Meeting Notes - June 10, 2020

Citywide Attendance

| Name | Organization | Present |
|----------------------------------|--|---------|
| Brian Surratt | Alexandria | Yes |
| Sally Clark | University of Washington | Yes |
| Nicole Grant | MLK Labor | Yes |
| Commissioner Stephanie Bowman | Port of Seattle | Yes |
| Fred Mendoza | Public Stadium Authority | Yes |
| Fred Rivera | Seattle Mariners | Yes |
| Dave Gering | Manufacturing Industrial Council of Seattle | No |
| John Persak | International Longshore and Warehouse Union | Yes |
| Terri Mast | Inlandboatman's Union | Yes |
| Jordan Royer | Pacific Merchant Shipping Association | Yes |
| Robb Stack | Stack Industrial Properties | Yes |
| Erin Goodman | SODO Business Improvement Area | Yes |
| Rick Kolpa | Prologis | No |
| Greg Smith | Urban Visions | Yes |
| Peter Nitze | Nitze-Stagen | Yes |
| Johan Hellman | BNSF | Yes |
| Alex Hudson | Transportation Choices Coalition | No |
| Marie Kurose | Workforce Development Council of Seattle-King County | Yes |
| Barbara Nabors-Glass | Seattle Goodwill | Yes |
| Sam Farrazaino | Georgetown Safety Task Force/Georgetown Strong | Yes |
| Mike Stewart | Ballard Alliance Business Improvement Area | No |

| | | |
|---------------------------|----------------------------|-----|
| Abel Pacheco | Sound Transit | Yes |
| Charles Royer | Public Facilities District | Yes |
| Erin Adams | Seattle Made | Yes |
| Councilmember Dan Strauss | Seattle City Council | No |
| Chad See | Freezer Longline Coalition | Yes |

How do COVID-19 and recovery change the future of the maritime and industrial sectors?

- **Bowman:** COVID has shown us how critical the maritime and industrial sectors are; the supply chain for essential products has been critical. How do we lean in to support these industries?
- **Mendoza:** COVID has already changed these sectors. The question is how can the City support these industries?
- **Rivera:** We expect a lot of changes, but unsure of long-term impact.
- **Persak:** It is very important to leverage the shifts in the supply change to emphasize the creation of maritime and industrial careers (not just jobs).
- **Mast:** Concur with Bowman. We've all seen the criticality of the supply chain. Ferry workers have shown flexibility. Industrial and Maritime workers are essential workers. How do we get them better healthcare?
- **J. Royer:** Applaud the unions for stepping up and protecting employees; I expect the further consolidation of shipping lines. Operating at a 30% reduction in cargo. West Seattle bridge is a huge problem being overshadowed by COVID and BLM
- **Stack:** We will need to incentivize development to build more space for jobs to locate. New rules will need to not be overly burdensome to business.
- **Goodman:** We've seen resiliency and nimbleness in SODO industrial businesses. We are still moving because of the essential businesses located here.
- **Nitze:** None of the issues that we started with are less important; but COVID, Racial Justice, and West Seattle Bridge are absorbing immense amounts of City resources and attention. Let's not forget about the need to come back to this process.
- **Hellman:** Trains (trucks and ships) have moved much of the critical supplies; opportunity to look at new infrastructure projects to put people to work. Regulatory streamlining.
- **Kurose:** COVID and racial justice are highly intertwined. The future depends on our approach to recovery. Accelerating AI is an area of opportunity. Importance of centering equity in recovery.
- **Nabors-Glass:** We are facing two pandemics: COVID and racism. Can we stop caging and incarcerating people? Look to the community colleges: native kids and people

of color have fallen even further behind because of the digital divide. We need to build in access to technology.

- **Farrazaino:** We need to stay focused on income inequity, the environment, etc. We need to be thinking critically about how we refill industrial businesses that close due to COVID. Importance of affordable housing adjacent to jobs.
- **Pacheco:** Sound Transit is working with the City on the West Seattle bridge. The importance of putting people back to work.
- **Adams:** Investment in an equitable recovery by supporting manufacturing. Opportunity to bring contracts and procurement home to Seattle.
- **See:** Shipping is providing good paying jobs; need to keep supporting the whole maritime ecosystem

Co-chair reactions:

- **Clark:** Worried about new economy post COVID being highly automated; between racism and COVID we need to be thinking about who gets the jobs
- **Surratt:** Appreciate everyone's understanding of the scale and scope of the problem. Great thinking about who essential workers are.
- **Grant:** It's great to see the word "essential" being applied to so many workers. Thank god for aerospace and maritime workers. They are keeping the local economy afloat.

South Park/Georgetown Break Out Group

Noel Frame / Kelly Kost

| Neighborhood Advisory Group | | Citywide Members | | Guests / Observers | |
|--|-----|------------------|--|--------------------|-----|
| Sam Farrazaino* | Yes | Rick Kolpa | No | Deirde Wilson | Yes |
| Kevin Kelly | No | Marie Kurose | Yes | Christine Wolf | Yes |
| Johnny Bianchi | No | Erin Adams | Yes | | |
| Clint Berquist | No | Nicole Grant | Yes | | |
| Roger Bialous | Yes | | | | |
| Paulina Lopez | No | | | | |
| Maria Ramirez | Yes | | | | |
| Jon Holden | No | | | | |
| Veronica Wade | Yes | | | | |
| Karen Lee | No | | | | |
| Elena Lamont | Yes | | | | |
| <p>City & Council Staff</p> <ul style="list-style-type: none"> • Bobby Lee • Jackie Mena • Ann Grodnik-Nagle • Geoff Wentlandt • Alexis Turla | | | | | |
| <p>Neighborhood Issues (Identified winter 2020)</p> <ul style="list-style-type: none"> • Affordable workforce housing • Pathways for training into industrial jobs • Environmental equity + pollution mitigation | | | <p>Vision Elements (Identified winter 2020)</p> <ul style="list-style-type: none"> • Dense • Sustainable industrial economy • Diverse and skilled workforce • Living locally • Healthy environment | | |

What are the impacts of COVID-19 on South Park/Georgetown's Top Issues and Vision?

- **Farrazaino:** COVID has highlighted these priorities for us. Income disparities, all the equity issues that were concerns are now on steroids. Need to focus on retraining for new jobs; build affordable housing closer to jobs; create communities that are safer (health, environment, etc.). Need to push our vision faster and further.
- **Bialous:** COVID has raised awareness in our sector of public health, how it impacts the workforce. Pollution is a big issue in our valley and that affects health and productivity. Essential workers/services; manufacturing businesses (previous goods and new ones due to the crisis) highlights the importance of working-class people and working-class jobs. Need industrial land, large equipment and large spaces to do these things.
- **Ramirez:** We have an opportunity brought to us by COVID; appreciate and agree with everyone's insights.
- **Wade:** With essential workers, the equity piece is highlighted as the lowest paid workers tend to be the essential ones, and they are put at higher risk. In training our workforce, we must look at alternate ways to build the skilled workforce given distancing issues. We need to still be able to deliver the skills we need.
- **Lamont:** (*representing Karen from Pioneer Services*) The same themes that have been mentioned, but also the other layers of equity around ongoing education, workforce education. Housing is another issue, as is transportation. Essential workers, as already noted, tend to be on the lower end of the pay scale, and COVID has had a tremendous impact on them. Public transport during COVID is very scary, and some people have no other option for getting around.
- **Kurose:** COVID could impact our work in a positive way if we are intentional; affordable workforce housing is very connected to inclusion. Many have been priced out of Seattle. *What's different now, after talking about this for twenty years?* Essential workers—how do we really value that? COVID has made the disparities more visible, but they are not new. Resources to support recovery—how do we do training in a different way? Need to return to a "living wage" for all workers.
- **Adams:** Appreciate Kurose's comments. I hope this is a rethinking of how our economy should be in service to workers. Not the other way around. Need to revalue human labor. Career pathways and valuing human labor; maybe higher prices should be ok, and we could all get by with less stuff. Need to pay people the true cost of what they are worth
- **Grant:** Per Kurose and others' comments about living wages—I think this will be affected by COVID, and will affect people that live in South Seattle. Amazon has benefited from this crisis. Yet Amazon drivers make far less than UPS drivers, as one example. Their warehouse workers make far less than other warehouse workers.

- **Wolf:** Maritime and industrial jobs are still good paying jobs; we want to keep these jobs, they are careers and can provide family-wage income. Would be great to pull younger folks into the conversation, see how they can contribute, combined with the knowledge we have gained over the years. We need systemic change.
- **Ramirez:** Was thinking about how we want to see more diversity among business ownership, and among City staff.

Noel asks: what does it mean to be intentional?

- **Farrazzino:** We need to bring others to the table—younger people, and more diverse groups—and figure out how to tweak the system and use it as leverage and move forward in a new way. Need to work together.
- **Kurose:** We need to reorganize and transform, get out of silos, in order to get at systemic change. Need housing, industry, and economic development at the table to work collectively to move forward. Need to get systemic change, rather than one-off initiatives. Take the outrage and do something with it.
- **Adams:** Agree with Kurose that we need focus, but also requires investment. How do we fund it?
- **Grant:** There is a problem in aerospace, will probably be a two- or three-year dip. Now is the moment to invest in training!!
- **Kurose:** Agrees—but they need wages while they are in training.

SODO Break Out Group

Brian Scott / Talia Tittelfitz

| Neighborhood Advisory Group | | Citywide Members | | Guests / Observers | |
|---|-----|-----------------------|---|--------------------|-----|
| Henry Liebman | Yes | Brian Surratt | Yes | Michaela Jellico | No |
| Mark Miller | Yes | Com. Stephanie Bowman | Yes | Calvin Shirley | Yes |
| Brian Mannelly | Yes | Robb Stack | Yes | Donald Ayres | Yes |
| Lisa Howard | Yes | Dave Gering | No | Heideh Eftehari | No |
| Maiko Winkler Chin | Yes | Greg Smith | Yes | Eric Ffitch | Yes |
| Rod Judd | Yes | | | LeeAnne Schirato | No |
| Erin Goodman* | Yes | | | Lizanne Lyons | Yes |
| Fred Mendoza* | Yes | | | Joshua Curtis | Yes |
| Fred Rivera* | Yes | | | | |
| John Persak* | Yes | | | | |
| Kristal Fiser | Yes | | | | |
| Alex Cooley | No | | | | |
| Charley Royer* | Yes | | | | |
| <p>City & Council Staff</p> <ul style="list-style-type: none"> • Samuel Assefa - Yes • Chase Kitchen - Yes • Sarah Scherer - Yes • LaKecia Farmer | | | | | |
| <p>Neighborhood Issues (Identified winter 2020)</p> <ul style="list-style-type: none"> • Public safety as a jobs issue • Transit access within SODO • Improve cargo movement (Ballard<->SODO<->Kent) • Pedestrian safety | | | <p>Vision Elements (Identified winter 2020)</p> <ul style="list-style-type: none"> • Thriving manufacturing, maritime, logistics • Protected working waterfront • Intentional transition between worker housing and production jobs • Connected by Transit | | |

What are the impacts of COVID-19 on SODO's Top Issues and Vision?

- **Liebman:** In aftermath of COVID will see limited new business creation. Restricted zoning that doesn't allow tech, residential. Fearful of having a ghost town if we don't adapt.
- **Miller:** Essential businesses here have kept busy during the pandemic. Transit access, getting workers to work in a way that allows them to feel healthy and safe. Will see a big economic boom here, will continue to thrive and grow.
- **Mannelly:** Committing to inclusiveness throughout supply train. Import cargo is down on west coast 20%, anticipate slow recovery but optimistic. PNWs competitive disadvantages highlighted (harbor maintenance tax, West Seattle Bridge) in the pandemic. Transit may never be the same. Safely connecting work force has to be a priority.
- **Howard:** Impact to human services in the district has been great. Upper floor businesses have changed models with people working from home, but when people want to drive to work, it will increase pressure on infrastructure.
- **Winkler Chin:** How to best make people feel safe in their workplace. In Chinatown/International District, it's been valuable having people living nearby because they can walk to work. Traffic will get worse as pandemic ends. Manufacturing will be important; also the cruise industry. We need to learn from this pandemic because we will have to go through this cycle every 8-10 years.
- **Judd:** When people don't move, WSDOT doesn't generate revenue. We will have a 9+ billion-dollar problem. Will need to cut 80-90% of our capital, so how are we going to build the infrastructure we need for this, especially when more people are going to want to be in their cars? These will be extremely tough decisions, try not to make them on the back of the work we're trying to do.
- **Goodman:** Public safety. A major employer moved to Kent during the pandemic due to safety issues; they had covered almost two blocks of property. Also, our infrastructure problems now include dealing with the West Seattle Bridge with reduced car volumes, but the impact at normal volumes is going to be significant. Also preserving I-5. A failed I-5 would be devastating.
- **Mendoza:** We may not recognize exactly what recovery looks like at first, will look different in each sector. But if we don't provide guidance, it will be more of the same, everyone left to themselves. We could help the mayor signal how recovery process can be for all of Seattle.
- **Rivera:** Recovery could accelerate the vision of this area: training, light industry, supports to maritime/industrial sectors. Transportation & safety will be imperatives to recovery here.
- **Persak:** Highlight that many essential workers are engaged in supply chain-based activity. Maritime industry is resilient and counter-cyclical to larger economic trends. Let's not transform space to industries that have lagging recovery. West Seattle Bridge, trade

wars also had an impact going into pandemic. Need to leverage for maritime manufacturing and logistics.

- **Fiser:** What are best job practices moving forward (hygiene, automation) so we can be resilient next time.
- **Royer:** History can tell us a lot about recovery. 1918 — Great Depression, New Deal — collaboration was essential at local government level. Land, land use regulations, racial and social equity: the timing is everything. Work regionally and put down our partisan conflicts.
- **Surratt:** This subgroup mirrors the whole industrial conversation. Adjacent to downtown, Chinatown/International District, water, stadiums. We have to send the proper signals to the rest of the City about turning the corner to recovery. Can we find pilot projects that address work force questions, land use questions, infrastructure questions — to demonstrate how it could work.
- **Bowman:** Opportunity to question all of our assumptions. Also: hospitality industry is really hurting and may suffer permanent layoffs. We may not be able to rely on this as a recovery for SODO. Transit may not recover any time soon. Amazon workers working from home and its impact on the downtown economy.
- **Stack:** Recovery will be long. Incentivize investment capital to SODO. Styles of working may change, and employers may not need the space they once did. Sound Transit design at SODO station — anticipating significant impact during construction for several years
- **Smith:** Collaboration will be key, but we need to question every assumption. The pandemic has been so disruptive to so many sectors that underpin SODO. Let's slow down and go deeper into all of our assumptions - what will the new normal be?

Additional Thoughts:

- **Judd:** We have responsibility to take the long vision. Protect our area of influence as we go through difficult cutbacks.
- **Surratt:** The social justice movement is huge, and a lot of radical ideas are now on the table. What are the radical ideas we want to throw out there?
- **Liebman:** West Seattle Bridge access — can we open the lower bridge on non-peak hours? It's already bad and it's going to get worse as traffic stacks up to get on the bridge. How can we alleviate the mess?
- **Smith:** Let's not forget about the climate change crisis. What can we do in SODO?

Interbay Break Out Group

Ishmael Nuñez / Beth Dufek

| Neighborhood Advisory Group | | Citywide Members | | Guests / Observers | |
|---|-----|----------------------|--|--------------------|-----|
| Ginny Gilder | Yes | Peter Nitze | Yes | Jeff Thompson | Yes |
| Nathan Hartman | No | Barbara Nabors-Glass | Yes | Louise Furrow | No |
| Daniel Martin | No | Sally Clark | Yes | Geri Poor | Yes |
| Richard Lazaro | No | | | Kyra Lise | Yes |
| Terri Mast* | Yes | | | | |
| Johan Hellman* | Yes | | | | |
| Chris Barrows | No | | | | |
| Brian Lloyd | No | | | | |
| Chad See* | Yes | | | | |
| Mike Murphy | No | | | | |
| Charlie Costanzo | No | | | | |
| <p>City & Council Staff</p> <ul style="list-style-type: none"> • Jim Holmes - yes • Andres Mantilla – (Morningstar attended in place) • Austin Miller - yes • Diane Wiatr - yes • Parker Dawson | | | | | |
| <p>Neighborhood Issues (Identified winter 2020)</p> <ul style="list-style-type: none"> • 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 | | | <p>Vision Elements (Identified winter 2020)</p> <ul style="list-style-type: none"> • Maritime and industrial innovation • Modernized working waterfront • Dynamic inland areas: ecosystem of maritime and industrial jobs coexist with housing and services for workers | | |

What are the impacts of COVID-19 on Interbay's Top Issues and Vision?

- **Gilder:** Echoed Nabor-Glass' comment from earlier calling COVID-19 and systemic racism as two pandemics from which to recover. While both are significant, the latter is complicated and will be difficult to address. How are we going to figure this out? Grappling with tough human challenge as we have to change how we think. The problem feels too overwhelming to have an idea of where to begin in Interbay or the city.
- **Mast:** Put all issues on hold: COVID gives us an opportunity to reevaluate what is important to move on. For example, the pandemic exemplifies the need for adequate housing close to work sites. Small business impact - economically - flexibility. Maritime work is essential.
- **Hellman:** Interbay has most blank space and opportunity (physical), but there are some constraints that cannot change: rail, Transport, movement, some parcels. Both the constraints and the opportunities are still there but COVID and systemic racism requires us to be especially thoughtful.
- **See:** Economic pressure on local & small businesses. Survival and recovery will be key to continue to provide jobs. Reduced gov't budgets will impact infrastructure (Ballard bridge) and will affect community. Support and invest in Pier 91 provides diverse workforce
- **Thompson:** Came into this process with major initiatives and opportunity e.g. Uplands is empty - Northwest Industries leaving. COVID impacts has accelerated an economic split: consolidation of big business and closure of small business. Need to try things (e.g. housing affordability) to see what works for small businesses who don't have access to resources.
- **Nitze:** Don't know enough about Interbay to contribute but will listen and learn.
- **Nabors-Glass:** Lack specific familiarity with Interbay neighborhood, but in general aware that people of color have a rich connection in Maritime history. Black people helped build Maritime in Seattle. Need to recognize Interbay is a resource for entire City - be sure to be inclusive of all people.
- **Clark:** Center equity and job access in Interbay. Large parcels of land available.
- **Wiatr:** Professional work centers around Ballard-Interbay Transportation. From their work they have been looking at the impacts of equity considerations in Interbay/maritime, i.e. frozen food industry/storage has 80% ethnic minority workers.
- **Poor:** This disruption showed us what one version can be when we need to move goods and people quickly.
- **Lise:** Fisherman's Terminal in the Uplands - importance of integrity of industrial lands protection to see the vitality of the businesses continue. Localize supply chains.
- **Morningstar:** Representing Mantilla. Here to listen. From perspective of DON have to consider getting ahead of potential gentrification. Small businesses are likely family

businesses. If generational wealth is a priority – we need to be clear about what we mean when we say that.

Additional Thoughts:

- **Thompson:** Are any vision statements on track to happen any time soon? Do we wait and miss the opportunity? What will cause things to happen - this point of inflection?
- **Clark:** COVID doesn't change overall vision due to the high-level nature of the vision statements.
- **Hellman:** COVID gives us a pause about the unique opportunity but does not stop us from moving forward. Have to be thoughtful

Ballard Break Out Group
Gabriel Silberblatt / Bojie Mageo

| Neighborhood Advisory Group | | Citywide Members | | Guests / Observers | |
|---|-----|------------------|--|--------------------|-----|
| Eugene Wasserman | Yes | Jordan Royer | Yes | Joseph Gellings | Yes |
| Warren Aakervik | Yes | Alex Hudson | No | Chris Mefford | Yes |
| Haley Keller | Yes | Abel Pacheco | Yes | Noah An | Yes |
| Mike Stewart* | No | CM Dan Strauss | No | | |
| Suzie Burke | Yes | | | | |
| Tom Friedman | Yes | | | | |
| Eric Nelson | No | | | | |
| Brad Benson | No | | | | |
| Shaunie Wheeler | No | | | | |
| Daniel Blanchard | Yes | | | | |
| <p>City & Council Staff</p> <ul style="list-style-type: none"> • Karl Stickel • Jason Kelly - yes • Michelle Caulfield - yes • Noah An - yes | | | | | |
| <p>Neighborhood Issues (Identified winter 2020)</p> <ul style="list-style-type: none"> • Industry friendly Sound Transit alignment • Manage conflicts arising from growth pressure (RVs and tent camping) • Protect zoning within MIC • Apprenticeship programs for worker pipeline | | | <p>Vision Elements (Identified winter 2020)</p> <ul style="list-style-type: none"> • Celebration of the value and heritage of industrial and maritime work • Diversifying mix of maritime and production businesses complement and sustain each other | | |

What are the impacts of COVID-19 on Ballard’s Top Issues and Vision?

- **Wasserman:** Businesses I represent are in survival mode (payroll, new regulations for public health); construction, fishing industries have been resilient.

- **Aakervik:** transportation corridors have made a difference for supplies for maritime/fishing; housing is fine but we have to consider zoning/ordinances/noise; remote work has influenced transportation/traffic patterns; retail/small businesses have been impacted; our industry is extremely connected to purveyors and retailers; potential priorities: amount of vehicles for traffic; Concern of infrastructure - Ballard bridge and SDOT alignment (15th, Elliot)
- **Keller:** certain businesses are at risk for surviving; We will see which businesses are still here by the time we re-open; neighborhood issues: RV & camping has been an issue/potential concern (legislation: no removals)
- **Burke:** uptick of activity from tent encampment; north precinct protection; businesses have responded by boarding up; infrastructure: West Seattle connection is important for our business(es); concern: Ballard bridge repaired/fixed in timely manner (example: retaining wall can impact six businesses); diversity of mix is missing; we need a list of priorities for infrastructure for bridges
- **Friedman:** Real estate is critical to maintain (office space, land); Concerned about how plans to redo Market street will impact retail
- **Blanchard:** Construction restarted two weeks (28 students, 2 facilities - mid August); concern of increase of cost for spacing; social distancing is a challenge (# of people in a space); concern for internships due to slowing down; student/instructor ratio is a positive (more face time) (costs more); house boats are a new housing alternative
- **J. Royer:** Similar to .com bust (property availability, developers hesitant); concern for retail in general; "recovery now, repaving later";
- **An:** The City is adapting; we are observing changes and the city wants be helpful; budget changes will impact how we can improve the situation
- **Gellings:** Must protect industrial uses
- **Mefford:** Transportation project parallel (Burke corridor); see what business owners see as risk as they face the challenges; investment (cost improvements)

Share one thought on how the Maritime/Industrial Strategy might proceed:

Citywide Members:

- **Bowman:** Hope we will take this unique opportunity to strengthen the strategy. Backbone of our City. We also need to let the dust settle and don't make any rash decisions.
- **Mendoza:** We really need to finish this process.
- **Rivera:** Process needs to move forward or even accelerate. It should become a part of the recovery process. Recovery will be a marathon, not a sprint.
- **Persak:** Agree with Bowman. Step back and dust settle. A lot of the stay at home shift in work will become permanent. We don't know how much.
- **Mast:** Continue to move forward cautiously. I think we should get a public message out there to communicate the importance of these industries. Invest in infrastructure and workers to support communities of color.
- **J. Royer:** This is a good group. The City and region can be focused on bringing downtown back.
- **Stack:** Don't think that SODO will look much different ten years from now particularly if we develop a very complicated "wish list" on this panel. We should focus our mission.
- **Goodman:** There is a strong need to have a finalized plan. SODO has suffered. Transportation infrastructure is critical.
- **Smith:** We're in the middle of a tornado; don't rush to a decision
- **Nitze:** Careful of scope creep: we should focus on the original issues and we need to finish the process. We should return to the working groups. They did good work. We should convene the listening session.
- **Hellman:** We have a unique opportunity to strengthen the industrial areas.
- **Kurose:** Need to think regionally. Can't be siloed. Don't forget about the great work happening on workforce development. We should bring together the workforce, housing, and recovery strategies.
- **BG:** Two pandemics: for one, we'll get a vaccination; for the other, what are we going to do to address structural inequalities? We need to be a part of that systems change.
- **Farrazaino:** The dust has settled on previous efforts that never got completed. We must forward this work and get it done. We can be a crucial part of the recovery right now.
- **Pacheco:** COVID and Black Lives Matter have really underscored the need to get this work finished.
- **C. Royer:** Can't wait for the dust to settle. We've already done this. Let's get some of the issues settled before Council starts working on budget. We need to work on our differences.

- **Adams:** We should be working more now, not less. Seize the moment and integrate with regional and federal dollars available for recovery.
- **See:** Continue to stay the course. We must preserve maritime industries as a cornerstone of our city.

Neighborhood Members:

- **Bialous:** We must use public funds to put people to work on infrastructure projects that support maritime and industrial sectors.
- **Ramirez:** All these industries are in the process of re-learning; we need to get involved in the process of change and recovery.
- **Lamont:** We need more conversation before we go to the Mayor. This group should have more young people. More racial and ethnic diversity.
- **Liebman:** Last time we went through this process we almost got a consensus agreement. We should get to work to finish this process.
- **Miller:** Investment in training is critical to advance an equitable recovery.
- **Mannelly:** This is the moment to create real actionable recommendations.
- **Winkler-Chin:** We should move forward. Need to look at what those jobs look like and how they benefit communities of color.
- **Judd:** I support the reconvening of the work groups. We should be working on short-medium-long term goals. We can get to work immediately on some of those goals.
- **Gilder:** We need to invest in community trust-building. Composition of these groups should be more representative. Critical infrastructure is so important to tackle.
- **Aakervik:** Need to ensure training is getting into the high schools so that we are reaching young, diverse people (CORE Plus)
- **Burke:** We won't solve the training issues without the school district getting involved. Infrastructure: Roads, bridges, retaining walls. We need to get serious about infrastructure. I rely on the north precinct for community safety.
- **Blanchard:** We've lost high school students at the Maritime Academy. Now is an opportunity to build equity into our recovery efforts.

Co-chairs:

- **Surratt:** Really important to come back together. This has been a generation-long conversation. Need bold ideas to address the twin crises. We really need a plan that we can take to electeds. Critical next step: identify the timeline for the rest of the process.
- **Grant:** Times up for black and indigenous people from our economy and industries. The labor movement is committed to doing this work.