



*Navigating Sustainability in a  
Time of Great Change*

# **A Blueprint for Regional Resiliency**

*September 2020*

# Table of Contents

**Background.....3-6**

**Top Ten Findings and Recommended Next Steps.....7-14**

**How it All Comes Together.....15**

**A Call to Action.....16**

**Companion Findings and Next Steps.....17-25**

**Appendix.....26-28**

# Navigating Sustainability in a Time of Great Change

## A Blueprint for Regional Resiliency

The convening *Navigating Sustainability in a Time of Great Change* explored our experience of managing during and through the COVID-19 crisis, taking stock of what regional leaders have learned regarding the resiliency of their lives, their organizations, and the region. We have consolidated this hard won information in this *Blueprint for Regional Resiliency*. It is the summation of the collaborative thinking of the convening's 150 participants to help make the Pacific Northwest more sustainable, more equitable, and an even better place to live with significant and timely recommendations for action.

### What was said

*There is no returning to the old normal. Now is the time to significantly reinvest in our communities and ourselves to maximize the opportunities of this new order, with a particular eye towards equity and justice. It will make the Pacific Northwest more resilient and suitable.*

*COVID is a dry run for climate change. Today's disruptions, significant in their own right, will seem modest compared to the radical disturbances that will be brought on by climate change.*

*Navigating Sustainability in a Time of Great Change* is firmly rooted in the bold Earth Day vision of a movement launched 50 years ago to protect our planet's natural environment. It also is an explicit recognition that our region's sustainability and resiliency is as much about the human condition as it is about the natural world. We improve one and the other naturally follows.

The past six months have been a succession of jolts, accommodations, pivots, learning and relearning. To grapple with this unanticipated and far-outside-the-normal new, real world, we structured the convening to address four big questions:

1. What adjustments have we made that we should continue?
2. What challenges have been exposed that we still need to address?
3. What have we learned from this experience that will help us work toward equity, undo institutional racism and advance environmental justice?
4. What are the long term implications from this experience for the way our region, its landscapes and communities continue to evolve?



# Navigating Sustainability in a Time of Great Change

## A Blueprint for Regional Resiliency

### *What was said*

*This is a time for introspection and to rethink what makes our communities and neighborhoods welcoming and flourishing, we can't waste this opportunity.*

Launched by a charge from Governor Inslee and inspired by a “call to be bold” by Microsoft President Brad Smith and our panelists, the 150 participants divided into the seven facilitated working groups listed below. By considering specifically prepared prompts, these working groups addressed our four big questions across broad features of life in the Pacific Northwest.

- **How we live** – This working group considered how the COVID-19 experience will affect how we and our families live and flourish.
- **Where are the jobs** – This working group considered how the COVID-19 experience may affect or alter employment across the Pacific Northwest.
- **How we work** – This working group considered working practices and conditions.
- **How we get around** – This working group considered all forms and facets of transportation.
- **How we build** – This working group considered all facets of our built environment including infrastructure, urban form, smaller cities and rural communities.
- **How we create community** – This working group considered the social community impacts of the COVID-19 experience.
- **How we ensure Pacific Northwest's place in the world** – This working group considered the impacts of the COVID-19 experience to how the Pacific Northwest relates to other regions across the globe.



# Navigating Sustainability in a Time of Great Change

## A Blueprint for Regional Resiliency

### ***What was said***

*We must be intentional with engagement, investment and empowerment of local communities, especially with BIPOC communities. We must be committed to sharing of power, resources and decision-making in these communities. We need to build a sense of shared purpose and collective action and this framing and mindset should influence our decisions regarding issues from building design, public safety and open spaces.*

The working groups developed 40 findings and recommendations for action. These action recommendations range from activities any one of us could pursue on our own, to concerted calls for change of fundamental policies at the federal level. Then there was the larger, unified call for a change in “how we do business.” Across virtually every working group we heard this was not a time to waste by “rearranging the deck chairs.” Our multiple crises need all of us in the region to put aside our day-to-day agendas and come together for fundamental change. We move forward as a community of interests, not as an assembly of intransigent and opposing world views.

Motivated by this call across all the working groups to step up to the moment, and relying on several rounds of input from participants, over the intervening three weeks between the

first and second sessions the findings and recommendations were distilled down to the ten most critical. These were the subject of the second session and were considered, debated and refined during the plenary gathering of participants and the two panel discussions.

Following are the top ten findings and recommendations to advance the region’s resiliency and sustainability. Appearing next are the remaining findings and recommendations for action, each strong and compelling in its own right. Almost by definition, boiling any array of piercing findings and important next steps down to ten requires difficult choices. Many readers may consider equally important other findings and recommendations for action generated by the working groups. We encourage you to review all of them.

### ***What was said***

*Stories are of immeasurable value in creating a community and forging community ties, even if we’re not physically together. We should be democratizing who gets to tell those stories – whether in journalism or the arts – and be focused on building community through the medium of shared storytelling.*

# Navigating Sustainability in a Time of Great Change

## A Blueprint for Regional Resiliency

At key moments in our history, communities across the Pacific Northwest have come together to chart new paths forward. The COVID-19 pandemic, coupled with a painful and past due awakening to the racial injustice across our country, has been another such moment. We have learned much as we have worked through the unexpected social experiment of the months of our State's shutdown and its partial reopening. By listening intently to the participating regional leaders, speakers and panelists over these two sessions of *Navigating Sustainably in a Time of Great Change*, we are consolidating this hard won information in the Blueprint for Regional Resiliency. It is an important first step for our region to be better prepared for future major disruptions, from other unanticipated "shocks to the system" to the one that sits certainly and ominously on the horizon - climate change. The cartoon below, we think, illustrates this only too well. If we are to lick climate change, we had better learn all we can from our collective experience in coping with and growing from COVID-19.







# *Top Ten Findings and Recommended Next Steps*



# How We Live

Parts of the Whole	Findings from Our Experiences Over the Last Five Months	Recommended Next Steps*	Where Does this Happen	Suggested Information to Gather
		<i>*These are not exclusive. There are many other options and organizations already working to respond to many of these issues.</i>		
Living densely and living well	The environmental and social benefits of high density areas – such as a diverse community, more housing etc., are difficult to maintain while protecting against the spread of COVID and future disease.	Assemble a panel of 10 big thinkers, representative of <u>the diversity of</u> our communities to meet for no more than three months to develop 10 implementable policies distributed between local, state and federal levels that directly address this finding.  Balance services, infrastructure and capital improvements to support density.	State and Local Level	Identify potential candidates for panel  City data on capital improvement and infrastructure investments by density of neighborhoods
Weaving a stronger social safety net	The economic and social consequences of the pandemic have hit disadvantaged communities particularly hard. It is time to reweave our "social safety net." It has become frayed particularly for women and BIPOC.	Dramatically and quickly strengthen social care infrastructure.	Local, State and Federal Levels	State, County and City data on social services demand and gaps in supply  Review relevant <a href="#">State of Hawaii</a> report and mirror its data collection
Rethinking our neighborhoods	Telecommuting and virtual meetings have gained significant traction these last months. There is clear potential environmental upsides to this trend. There is also the possibility that more telecommuting and virtual meetings will result in significant changes in city cores and commercial areas. Moreover, it is clear that land uses in our neighborhoods, cities and towns can better "work" for their residents.	Local building and planning departments should structure a simpler, holistic approach to advancing healthy sustainable communities welcoming to everyone. We must develop new ways to encourage social cohesion and equity in our planning and development policies and regulations. Development and retail opportunities should be of secondary concern. In fact, enhancing social cohesion and equity will be of optimal value to the community and ultimately to the market place.  Create a next generation Growth Management Act (GMA) that focuses on equity, social cohesion, public health and environmental sustainability. Align other planning efforts (Shoreline Management Act, Vision 2050, local comp plans etc.) with this new vision of GMA.  Create new financial support and access to credit that considers a green home equity approach that advances more sustainable, high quality, livable and affordable housing, such as duplexes, row houses and multifamily.  New financial support should avoid exacerbating gentrification. It should address communities and individuals displaced from their traditional neighborhoods. Effort should recruit engagement of NGOs, Community leadership, elected leadership, developers and financial experts.  Redefine city centers and satellite urban areas to be responsive to the needs of neighborhoods and residents. Explore how to redeploy vacant commercial and office space for housing and other needs of our residents.  Commit to a ten minute walkability goal to parks, transit and neighborhood defining amenities and services for all communities in the region. This needs to be an 'all-in' effort with the engagement of planners, elected leaders, developers, the academy and bankers.	Community, Local, State and Federal Levels	Vacancy rates and availabilities  Ten minute walkability maps by neighborhoods  Reach out to academic for metrics of equity, social cohesion, public health and environmental sustainability; consult land use planners and lawyer to consider how GMA "concurrency" might be applied to these metrics.  Reach out to lenders for data on financial subsidies necessary to make loans for homes with these feature pencil.  Realtor/Assessor data re: commercial vacancies  GIS mapping of parks and transit; identify other amenities and map those too.



## How We Work

Parts of the Whole	Findings from Our Experiences Over the Last Five Months	Recommended Next Steps* <i>*These are not exclusive. There are many other options and organizations already working to respond to many of these issues.</i>	Where Does this Happen	Suggested Information to Gather
Providing workers their rightful due	Frontline and essential workers are bearing the weight of the pandemic.	<p>Assemble a panel of unions, medical care executives, infrastructure providers and workers to identify ways to improve the lives of frontline and essential workers.</p> <p>Call on all levels of government to support and strengthen the voice of line and essential workers, including supporting worker organizations</p>	Local, State and Federal Levels	<p>Consult with Economic Policy Institute on relevant reports.</p> <p>Review EPA environmental justice maps to determine environmental conditions around work places.</p>
Making our workplaces equitable	Systemic racism is deep in our workplace cultures and interferes with a resilient economy. Studies have shown that even some apparently benign actions can be biased laden, making it less likely that representatives from marginalized communities serve in leadership and decision making positions.	<p>As a first step, make diversity and equity training and reviews available for all businesses and governments and incentivize their use.</p> <p>Consider a Governor-led, urgent convening of the top DEI experts in our state to provide recommendations on how best to improve equity in the public, private and non-profit sectors.</p> <p>Environmental, Art and other NGOs beyond the social justice community should develop action plans to diversify employee roster, management and leadership.</p>	<p>Local, State and Federal Levels</p> <p>State Level</p> <p>NGOs across the region</p>	Review established programs across the region such as the Seattle Undoing Institutional Racism.

## How We Create Community

Parts of the Whole	Findings from Our Experiences Over the Last Five Months	Recommended Next Steps* <i>*These are not exclusive. There are many other options and organizations already working to respond to many of these issues.</i>	Where Does this Happen	Suggested Information to Gather
Keeping it real	There are limits to technology in terms of keeping an active and cohesive community. Technology does not alleviate isolation.	<p>Consider how we maintain community when social distancing is required. Sponsor a series of virtual conferences with regional and neighborhood groups to explore how we maintain community during this period and how we can safely use our common places like libraries and community centers.</p> <p>Create a truly common and shared "space" through a series of internet community campfires where everyone is encouraged to tell their stories. Develop safe common spaces, digital campfires, for those without immediate access to come and listen and tell their stories. Identify authentic community members and organizations to house these events and provide the needed training and technical support.</p> <p>Improve internet access – treat internet as an essential service.</p>	Community and Local Levels	<p>Identify communities underserved by the internet.</p> <p>Identify gaps in provision of internet hotspots</p>



## How We Build

Parts of the Whole	Findings from Our Experiences Over the Last Five Months	Recommended Next Steps* <i>*These are not exclusive. There are many other options and organizations already working to respond to many of these issues.</i>	Where Does this Happen	Suggested Information to Gather
So let's in fact wakeup and act with urgency	These last five months are a wakeup call to create a Pacific Northwest more resilient to the coming climate impacts. To paraphrase, it's the carbon stupid.	<p>Consider the embedded carbon in our building stock. Incentivize new sustainable technologies and products like cross laminated timber and other locally sourced material. Incentivize, but also hold these technologies to high, full life-cycle standards of sustainability. Structure these incentives so these new technologies are equitably available.</p> <p>Achieve a net zero carbon built environment considering both onsite measures and offsite offsets and other city building codes.</p> <p>Over 25% of our nation's energy is consumed by our built environment. Accordingly, dramatically tighten and incentivize Seattle and other cities' energy codes.</p> <p>Consider phasing out natural gas, a major climate gas for all new construction by 2025 and all existing uses by 2035.</p>	Local, State and Federal Levels	Identify local building and energy regulatory changes required to facilitate sustainable technologies

## Where are the Jobs

Parts of the Whole	Findings from Our Experiences Over the Last Five Months	Recommended Next Steps* <i>*These are not exclusive. There are many other options and organizations already working to respond to many of these issues.</i>	Where Does this Happen	Suggested Information to Gather
Making sure there is a path for all of us	Many jobs lost in the pandemic will not return. Jobs are contingent on funding and infrastructure to support the "new normal." We need to rethink how jobs are created and salaried.	Consider a Washington Sustainable New Deal with guaranteed employment to create employment where needed for sustainability, community and equity. The program needs to be comprehensive with special focus on including BIPOC and women. Look to successful programs not just from the USA but also in other countries as well.	Local and State Levels	Map areas of high unemployment
Before we can have jobs, we need a healthy region	These last five months have demonstrated a severe underfunding of public health.	Dramatically increase investment in public health infrastructure by State and local government, recognizing the nexus between healthy residents and a healthy economy. Again, look to successful programs not just from the USA but also in other countries as well.	Local and State Levels	Develop inventory of successful local programs.  Identify gaps in our current programs.





## How We Get Around

Parts of the Whole	Findings from Our Experiences Over the Last Five Months	Recommended Next Steps*	Where Does this Happen	Suggested Information to Gather
Transportation planning needs to change lanes	Changes in how we live and how we work resulting from the pandemic will drive fundamental changes in urban and regional form and how we get around. Increases in single occupant car commuting may be COVID safe, but will dramatically increase pollution and further clog our streets and highways. Transportation planning needs to further support pedestrians, bikes and transit.	<p><i>*These are not exclusive. There are many other options and organizations already working to respond to many of these issues.</i></p> <p>Under the GMA and other state provisions change the Vehicular Level of Service paradigm, which sets level of services based on time delay for auto traffic. Instead, broaden evaluation to include safety, climate, health, equity, and affordability.</p> <p>For capital transportation improvements at the state and local level, adopt a transportation mode hierarchy like Vancouver, BC. Each time a higher-rated mode is bypassed to invest in a lower-rated mode, it would need to have a compelling rationale.</p> <p>In addition to above next step, continue to explore all options for decarbonizing our transportation systems</p>	Local and State Levels	Identify necessary state and local regulatory changes to broaden LOS definition.





# How We Ensure Pacific Northwest's Place in the World

Parts of the Whole	Findings from Our Experiences Over the Last Five Months	Recommended Next Steps*	Where Does this Happen	Suggested Information to Gather
The findings and next steps for this working group were merged into the above working groups.				



## A Blueprint for Regional Resiliency

Each of the Top Ten findings and recommendations, along with the 33 companion findings and recommendations, merit real consideration and action in their own right. Moreover they sum to a whole far greater than each of their worth. They will significant advance our resilience along three critical pillars of a truly sustainable region.

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- **Environment:** The findings and recommendations direct us towards a decarbonized region. Our buildings and transportation networks need to reduce their carbon dependency drastically.
  - **Community:** We must redouble our focus on building our communities sustainably, affordably and for all people and their families. Business, commerce and a vibrant economy will naturally follow. Builders, developers, planners and financial institutions should engage as if they were building for their parents and children, as indeed they are for many of us. The COVID-19 crisis and social distancing call on us to find new ways to create the neighborhood commons where all voices are welcome. If we achieve these objectives for our communities and businesses, then commerce and a vibrant economy will naturally follow.
  - **Economy:** Our region will be that much more resilient as it becomes more inclusive with true and real opportunities extended to all our residents. The economy needs to serve all our people, especially including frontline and essential workers.
  - **There is a fourth, objective that is both derivative and at the same time fundamental to achieving those above.** To reach for the above objectives, we need all voices heard, valued and welcomed to make sure our steps forwards are the best and wisest possible and to undo the systemic racism that underlies many of our public and private systems. In these times, Broadband is a fundamental building block to meaningful participation, engagement and enfranchisement in each of the above objectives. It should be looked on as if it was a public utility.
- 

These are not minor objectives, easy to achieve. They will take long-term concerted action. Among the top ten findings and recommendations, the journey can start with this first, critical step:

***Draft and adopt a Washington Sustainable New Deal with guaranteed employment to create new opportunities where needed for sustainability, community and equity. The program needs to be comprehensive with special focus on including BIPOC communities and women. Look to successful programs not just from the USA but also in other countries as well.***





# — A Call to Action —

*There is much that is striking about these top ten recommendations.*

*Not the least is that they demand an ALL IN commitment and call on all of us – individuals, elected and civic leadership, government agencies and nongovernmental organizations, and also businesses, financial institutions and educational institutions – to act with urgency now.*

*These findings reflect the fact that this is not a normal time. Indeed, it is an ALL IN time.*





# *Companion Findings and Recommended Next Steps*

## How We Live

Parts of the Whole	Findings from Our Experiences Over the Last Five Months	Recommended Next Steps*
Housing now more than ever	<p>Housing has become an even greater issue as a result of COVID, especially for the unhoused.</p> <p>Housing is among the most basic of needs and ownership is a generation wealth builder that needs to be available to all.</p>	<p><i>*These are not exclusive. There are many other options and organizations already working to respond to many of these issues.</i></p> <p>Bring together banks and other real estate financing institutions with advocates and architects and developers to develop an array of solutions to building more rooftops, including new pathways to ownership.</p>
Connecting digitally to the world	<p>Broadband is ever more a fact of life, underpinning the work space, education and schools, connecting with family and friends and entertainment.</p> <p>Equipment and hardware, as well as the skills to successfully connect, are not accessible to all members of our community.</p>	<p>Assemble regulators, providers and advocates to develop a utility-like approach to broadband access, including needed hardware.</p> <p>Create a new branch of WSU Coop Extension focused on providing technical skills as well as remote workplace and civic engagement skills.</p> <p>Consider treating the internet as if it were a public utility.</p>
Keeping it green	<p>Last four months have shown nearby parks of unparalleled importance. Everyone should be within a five minute walk of first order greenspace.</p>	<p>Funding through all avenues -- federal, state, county, city and special districts -- needs to be explored for acquisition and highest level stewardship, particularly in historically underserved neighborhoods. Assemble representatives from state delegation, legislature, governor's office and executive and mayors offices along with open space advocates and financial experts and public relation professionals to identify new approaches.</p>
Towards hearing all voices	<p>Our convening Navigating Sustainability has produced key outcomes. Let's build on the approach and recruit more voices to participate in community wisdom events.</p>	<p>Consider an additional session on a weeknight or weekend</p>



## How We Live

Parts of the Whole	Findings from Our Experiences Over the Last Five Months	Recommended Next Steps*
Celebrating ourselves/the social glue of a community	These last months have shown that the connectedness and social cohesion of communities across our region are not what they should be. We have divided ourselves into close quarter camps. For example, why has wearing masks become such a fractious issue?	<p><i>*These are not exclusive. There are many other options and organizations already working to respond to many of these issues.</i></p> <p>Create third places that actively encourage the informal gathering of all our residents and are accessible by all our residents. Create festivals and cultural opportunities that bring people together in a meaningful way from different walks of life and backgrounds.</p>
Mother Nature is the boss	There is so much noise and false information bombarding all of us these last few months, it is difficult to know what is scientifically real. This deluge will not stop when we beat COVID. A great mistrust of facts and science is a major obstacle to tackling COVID and climate change.	Ask our major universities to become more visible arbiters of juried, real information and science. The many great institutions such as EarthLab can be called on for this need. The legislature should consider special funding for such a service.
Changing how we consume	We have more and more relied on ecommerce, especially over the last few months. How do we make it more sustainable?	Bring together major ecommerce businesses from Amazon to REI to UPS and ask them to consider this question. Two immediate topics for the conversation would be how to bundle deliveries so that truck trips can be significantly delayed. (Could consumers accept weekly deliveries, even while they may buy daily?) Ask merchants to significantly reduce the packaging of ecommerce sales.

## How We Work

Parts of the Whole	Findings from Our Experiences Over the Last Five Months	Recommended Next Steps*
A day in the life	For many workers, telecommuting has become the norm over these last months. Clearly we are not going back to five days a week in the workplace. There are many social and environmental benefits, but likely some real and troubling issues with this new workplace paradigm.	<p><i>*These are not exclusive. There are many other options and organizations already working to respond to many of these issues.</i></p> <p>Ask major regional employers to fund an ongoing, long term study to identify the impacts to the workplace and work life, with recommendations how to maximize the benefits and moderate the challenges. The study should be independent, transparent and available to everyone. The study should provide periodic reports and updates.</p>
A portal to meaningful and important careers	Many frontline workers receive training from our technical and community colleges.	Review how we further support these programs.
Working while with kids	These last months have demonstrated the difficulty of working while raising children, especially in low wage jobs.	Assist and accommodate working parents. The future of our children depends on it AND economic vitality depends on it. Create a strike force to address this.
Not all home work spaces are created equal.	Not everyone has access to a "home office."	The private sector needs to develop new designs, configurations and tools for efficient, pleasant, affordable and home work spaces.



## How We Create Community

Parts of the Whole	Findings from Our Experiences Over the Last Five Months	Recommended Next Steps*
The arts build communities	Neighborhood and community artists and arts places are integral to community, the impacts of the Coronavirus has placed them in grave danger of disappearing.	<p><i>*These are not exclusive. There are many other options and organizations already working to respond to many of these issues.</i></p> <p>City and county art programs need to be particularly attuned to the pressing needs of neighborhood and community artists and art organizations.</p> <p>Consider forming a task for artists and neighborhood leaders to develop new approaches for keeping art in our cities and towns.</p>



# How We Build

Parts of the Whole	Findings from Our Experiences Over the Last Five Months	Recommended Next Steps*
A frothy land pattern	There is great speculation that land use will turn outwards to rural areas and that our city neighborhoods and core will be less active.	<p><i>*These are not exclusive. There are many other options and organizations already working to respond to many of these issues.</i></p> <p>WA DOC should closely track changing land use patterns for the next several years and issue local recommendations and proposed enhancements to the GMA to incentive maximally sustainable development in response to these market shifts.</p>
Thinking about public health	As the region has become denser, private living spaces have become smaller in response to amenities and services nearby - such as community spaces, restaurants and third places.	Ask the strike force above to consider proposals to ensure the public health of these services and amenities.
Greening the nearby	For many of us, now more than ever, cannot "escape" our city neighborhoods and go elsewhere for a breath of fresh air.	<p>Redouble efforts to grow and steward an urban canopy of big trees including giving young trees to residents who agree to plant and nurture these trees on private land away from sewer and power lines.</p> <p>Seattle has closed 20 miles of streets to cars and vehicular traffic. Consider closing the 130 miles of neighborhood greenways except for local use. Other cities should consider similar programs.</p>
Giving the best of what we have a new lease on life	<p>Our cities need to keep the best of what they have to help anchor our neighborhoods.</p> <p>Only two percent of our buildings are replaced each year. Let's target saving those buildings that define a neighborhood.</p>	Develop strategies for retrofitting all existing buildings for "deep" efficiency. Seattle's "Tune up" program is an initial first step example, much more can be done.
Timing is everything	Clearly the real estate market is in a state of flux	Direct current and newly developed incentives and subsidies and public capital investments to maximize the mutually reinforcing objectives of equity and sustainability.



## Where are the Jobs

Parts of the Whole	Findings from Our Experiences Over the Last Five Months	Recommended Next Steps*
Small businesses supply big services	Small and community businesses have been particularly hard hit. They are the major employers, provide critical neighborhood services and amenities and are the way many BIPOC have become entrepreneurs.	<p><i>*These are not exclusive. There are many other options and organizations already working to respond to many of these issues.</i></p> <p>Ask DOC to develop a strike force to determine how to help small businesses grow and prosper. Include small business owners in this effort.</p>
Healthcare now more than ever. (Yes, this recommendation is similar to ones above. It is worth repeating, now more than ever.)	These last four months have highlighted the extreme inequities for access to healthcare and delivery of healthcare.	This is not just a five-month problem. It is a perennial issue and will be until we get it right. Our State and federal governments, and healthcare provider need to address this fundamental right in good faith and non-partisan manner and finally provide services comparable to the rest of the developed world.
Green new jobs	s Green jobs are a growing part of the economy and are critical to addressing climate change.	Create an entrepreneurial, commercialization center for new green technologies that makes Washington a center for these future jobs and ensures that they are equitable available to all.
Squabbles among cities don't help	Cities compete for everything from stadiums to assembly plants.	Develop a regional approach to minimize the destructive playing of one city vs. another.
Diversity in the workplace	A strong sustainable economy is built by all people contributing.	Hiring practices start at the top, business need to hire more woman and BIPOC at the highest levels

# How We Get Around

Parts of the Whole	Findings from Our Experiences Over the Last Five Months	Recommended Next Steps*
Making transit even better	Even in the pandemic, the answer is still yes, but clearly less so. That said, transit needs to respond with a flexible type of service. Ridership has gone down dramatically over the last several months, particularly on commuter routes in those neighborhoods with a smaller percentage of personal cars.	<p><i>*These are not exclusive. There are many other options and organizations already working to respond to many of these issues.</i></p> <p>Create a system that tracks real time use and incorporates the flexibility of routes so that service can shift throughout the day in direct response to demand.</p>
EOV's, Autonomous vehicles and equity	EOV's and fleet operated Autonomous vehicles are a step to a decarbonized transportation sector.	Need to expand programs that explore how to ensure equity and access to these vehicles and need to create procedures so that they do not weaken transit.
Do downtowns need cars?	Our downtowns could be more efficient and pleasant with less traffic.	Consider banning internal combustion engines from portions of downtown Seattle and other city downtowns by 2025. Develop a plan to grow that area every year into the future. Sidewalks and streets could be repurposed to outdoor restaurants and shops. Consider a small fleet of (autonomous?) electric buses and delivery vans to serve the gasoline and diesel-free area.





# How We Ensure Pacific Northwest's Place in the World

Parts of the Whole	Findings from Our Experiences Over the Last Five Months	Recommended Next Steps* <i>*These are not exclusive. There are many other options and organizations already working to respond to many of these issues.</i>	Where Does this Happen	Suggested Information to Gather
The findings and next steps for this working group were merged into the above working groups.				



# Appendix

## Session One, July 23rd

### Conference Charge and Purpose

Governor Jay Inslee | Washington State

### Keynote

- Brad Smith, President | Microsoft
- Julie Pham, Vice President, Community Engagement | Washington Technology Industry Association

### Panel Discussion

- Phyllis Campbell, Chairman | JPMorgan Chase & Co. Pacific Northwest Region
- Denis Hayes, President and CEO | The Bullitt Foundation
- Michelle Merriweather, President and CEO | Urban League of Metropolitan Seattle
- *Moderated by Enrique Cerna*

## Session Two, August 12th

### Panel Discussion One

- De'Sean Quinn | Tukwila City Councilmember
- Isha Sangani | Director, Earth Strategy

### Plenary Session

- Jessyn Farrell | Senior Vice President, Civic Ventures
- De'Sean Quinn | Tukwila City Councilmember
- Isha Sangani | Director, Earth Strategy
- *Moderated by Gene Duvernoy*

### Panel Discussion Two

- Dan Evans | Former Governor and Senator
- Christine Gregoire, CEO | Challenge Seattle and former Governor
- Gary Locke | Former Governor
- *Moderated by Ana Mari Cauce, President | University of Washington*



# Appendix

## Working Group Facilitators and Recorders

### How we live

- Facilitators: Jessyn Ferrell and Avi Fine
- Recorders: Maura Brueger and Steve Bragalone

### Where are the jobs

- Facilitators: Annie Fadley and Port of Seattle Commissioner Fred Felleman
- Recorders: Marcus Courtney and Kathy Roeder

### How we work

- Facilitators: Matt Galvin and April Sims
- Recorders: Mary Kay Clunies-Ross and Lynnee Jacks

### How we get around

- Facilitators: Tom Chandlee and Toby Crittenden
- Recorder: Erin Meyer

### How we build

- Facilitators: Jim Greenfield and Brian Surratt
- Recorders: Simone Barley-Greenfield and Kristi England

### How we create community

- Facilitators: Brian Carter and Julia Reed
- Recorders: Mandy Droke and Bobbi Miller

## Steering Committee

- Maura Brueger, Director of Government and Legislative Affairs | Seattle City Light
- Gene Duvernoy, Chair | Earth Day Northwest 2020 and President and CEO Emeritus | Forterra
- Kristi England, Executive Director | Earth Day Northwest 2020 and CRO and VP of Strategic Projects | Forterra
- Jessyn Farrell, Senior Vice President | Civic Ventures
- Jim Greenfield, Partner | Davis Wright Tremaine
- Kathy Roeder, Communications Director | Port of Seattle

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