

SEATTLE- FUTURE CITY: RESILIENCE ROADMAP

100 RESILIENT CITIES



SEATTLE- FUTURE CITY: RESILIENCE ROADMAP

FRAMEWORK:
4 CHAPTERS,
15 GOALS,
69 ACTIONS.





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MESSAGE FROM MAYOR JENNY A. DURKAN

While we know Seattle is a city of the future, we also know our City has its challenges. We want to ensure that our city continues to be a place where everyone feels welcome and safe. A place where they can thrive by finding a job close to their home in a welcoming neighborhood, and where they know that the roots they put down will endure, so that their children can grow up and continue to call Seattle home. This roadmap, graciously supported by The Rockefeller Foundation, is a set of holistic strategies to address many of the complex challenges facing our City. From affordable housing to climate change, from living-wage jobs to high-speed, connected transit—and everything in between, Seattle is ready to address some of the toughest challenges facing our cities.

Together, progress on all these fronts will help us realize our shared vision for building a city of the future. This is what progress looks like: providing more affordable housing in every part of this city and making meaningful progress on homelessness; creating true economic opportunity for young people and all workers, who continue to make us the city that invents the future; advancing public safety, justice, and equity, as we continue to dismantle institutional racism and bigotry that is a barrier to social justice; building civic treasures, public spaces and more green parks that everyone can enjoy – especially the next generation; and connecting all of it with world-class transit and other safe transportation choices. We can put all these ideas—big and small—into action to help people.

In the last decade, Seattle has become the fastest growing city in America. We have been fortunate that our region has become a magnet for so much incredible talent. This means that for many, Seattle is a place where opportunity is all around them. Where they can find a job that provides for them and their families, and where they can put their skills to good use. But that's not the case for everyone – that's why one of my main priorities is to build opportunity for our children, our youth, and everyone in our City. Whether it's providing free college to help close the opportunity gap for underrepresented groups in our public education system or providing on-the-job skills building and retraining opportunities for workers, we are looking at ways to give everyone in our City the tools they need to access the incredible opportunities available in our City.

That's what building a city of the future is all about.

Sincerely,

Jenny A. Durkan
Mayor of Seattle



**“WE ARE STRONG,
RESILIENT,
DETERMINED,
INNOVATIVE,
GENEROUS,
AND, FRANKLY...
THE BEST
DAMN CITY
ANYWHERE.”**

**MAYOR JENNY DURKAN,
SEATTLE STATE OF
THE CITY, 2018**

MESSAGE FROM 100 RESILIENT CITIES (100RC)

On behalf of 100 Resilient Cities (100RC), a program pioneered by The Rockefeller Foundation, congratulations to Mayor Jenny Durkan, Chief Resilience Officer Katya Sienkiewicz, and the City of Seattle on the release of Seattle—Future City: Resilience Roadmap.

This roadmap provides an initial path forward as the City aims to build a more resilient future by addressing current and future shocks and stresses. The tactics outlined in this document will help Seattle increase access to economic opportunity, promote affordability, foster a welcoming city for all, and catalyze critical investments to accommodate growth and address climate change.

We are particularly excited about Seattle's innovative approaches toward preparing workers and training youth for the jobs of the future. Taken together, the educational and workforce training programs described throughout this document will help equip all residents with the skills they will need to face challenges such as automation and a changing workplace.

Since Seattle joined the 100RC Network in 2016, 100RC has partnered with the City to provide technical support and resources to create this roadmap and address its resilience challenges. In addition, as a 100RC Network member, Seattle has had the opportunity to exchange best practices with other cities across the globe that are addressing similar shocks and stresses. Some of these collaborations have helped inspire initiatives described in this roadmap—for example, those related to the future of work. We were also proud that Seattle joined our conference in late 2018 to advance more equitable and resilient cities. At this network exchange, Seattle was able to share with other 100RC cities its groundbreaking work to date in embedding practices that foster racial equity, while drawing inspiration from innovative work in cities ranging from Los Angeles to Greater Manchester, UK.

While the release of this roadmap marks a critical milestone in the City's resilience journey, the work is far from over—and successful implementation will require dedication and partnership across all sectors. As this work continues, we are eager to see how this roadmap propels the City toward a more resilient future for all Seattle residents.

Sincerely,

Michael Berkowitz
President, 100 Resilient Cities



**MICHAEL BERKOWITZ,
PRESIDENT, 100RC**

EXECUTIVE SUMMARY

Seattle has always been a city that invents the future. From our early days as a logging town to our current status as the fastest-growing city in America, Seattle has been the birthplace of some of our country's greatest innovations. The city has changed the way people live, work, travel, and of course, drink their morning coffee.

Situated on land inhabited for thousands of years by indigenous peoples from the Suquamish, Duwamish, Nisqually, Snoqualmie, and Muckleshoot (Ilalkoamish, Stuckamish, and Skopamish) tribes, Seattle has a rich cultural fabric and deep roots of resilience. Despite losing much of their land and population to non-native settlers, their rich and complex cultural, social, and economic structures are still present and have become a vital and active part of Seattle's civic, cultural, and economic life.

This rich history served as the foundation for an entrepreneurial spirit and a sense of communal resilience for later generations. When the city burned to the ground in the Great Fire of 1889, enterprising residents rebuilt it better than before. When Seattle's leaders were faced with the challenge of welcoming thousands of new families chasing opportunity during the gold rush of the early 1900s, they literally moved the earth to reshape Seattle into the city that it is today.

Although our challenges today are different than the ones early Seattle settlers faced, they are no less significant. Today, our challenge is to harness the power of our strong economic and population growth for the benefit of all current and future Seattle residents. Great prosperity and opportunity for some have led to great inequality for others. We must intentionally work to keep Seattle a city where all residents have access to opportunity, can live affordably, and feel welcome.

To achieve this, we must address the key challenges that threaten Seattle's resilience. We must continue to prepare for acute shocks—events that could threaten our City's ability to function, such as natural disasters. We must also address chronic stresses—challenges that weaken our natural, built, or human resources, such as income inequality and chronic homelessness. Stresses often exacerbate the effects of shocks when they occur, particularly for vulnerable populations. For Seattle, this means working to mitigate the impacts of, and protect residents from, earthquakes, localized flooding, and wildfire smoke. At the same time, we must design policies and initiatives to improve affordability for low-income residents, make transportation more efficient and accessible, eliminate the opportunity gap, and remove structural inequities.



CITY OF SEATTLE

SEATTLE TODAY¹

Population

730,400



Fastest-growing
city in America

108 

languages spoken
in Seattle Schools

18% 

of Seattle's popula-
tion is foreign born

96% of residents live within a
10 minute walk of a park



34.7%

of Seattle's population
are people of color

20%

of people of color live
in poverty, Compared
to 9% of Whites



One in six households spend more
than half of their incomes on housing

5TH 

highest average household
income of top 30 cities

19.2%

increase in jobs
2005 to 2015



7TH 

largest hub nationally for tech
startups and home to world's 2
largest public cloud services

SEATTLE'S RESILIENCE JOURNEY

Seattle's location and rapid population boom have resulted in unique risks and vulnerabilities that impact our ability to maintain and deepen our city's resilience. Over the last decade, Seattle has been the fastest-growing big city in America, growing from 608,660 people in 2010 to 730,400 in 2018.² This growth has brought with it an amazing amount of diversity, adding to our city's vibrant and inclusive communities. More than 108 languages are spoken in our schools.³

The Seattle housing market, however, has struggled to keep pace with this significant growth. Our beautiful natural terrain—with Puget Sound bordering Seattle on the west and mountains, rivers, and lakes providing natural borders on all the other sides—presents one of our city's greatest challenges. Building new housing for our growing population and keeping housing affordable are difficult without the space to expand. Housing construction only grew by 13% from 2010 to 2018, causing home prices to jump nearly 93% over the roughly decade-long period between the bottom of the housing crisis and January 2018.⁴

As a result, one in six Seattle households is severely burdened by the cost of housing, spending more than half its income on housing, and we have seen growing rates of homelessness over the last decade. A recent report from the University of Washington disclosed that the amount a family of four needs to "scrape by" in Seattle has risen 86% from 2001 to 2017.⁵

While an abundant natural resource base, environmental amenities, a seaport location, a highly educated workforce, and a critical mass of globally recognized, export-oriented companies have enabled the Seattle region's economy to flourish over the last half-century, the benefits of this significant growth have not been realized by everyone. Average household income is the fifth highest of the top 30 largest cities in America, but approximately 20% of Seattle's people of color live in poverty, compared to approximately 9% of Seattle's white residents.⁶ In terms of income inequality, Seattle ranks 18 out of the 50 largest U.S. cities.⁷

This income inequality is exacerbated by a persistent gap in access to opportunity for Seattle residents. Seattle is the epicenter for much of the global innovation that is happening today: from Amazon, Boeing, Starbucks, Microsoft, Costco, Expedia, Alaska Airlines and more. The area has seen a 21% increase in jobs since 2011, but we know that many Seattle residents do not have access to these high-paying jobs that require a college degree. Only 26% of black/African American, native Hawaiian/other Pacific Islander, Latino, and American Indian/Alaska

native students in Washington State earn a college degree compared to 46% of their white counterparts.⁸

Seattle's recent growth has also strained its infrastructure systems, leading to traffic congestion and highlighting a need for more efficient and environmentally friendly transportation options. More than a quarter of Seattle's population still commute by driving alone.

We recognize that the negative impacts of reduced affordability and access to opportunities are felt more acutely by Seattle's residents of color: 78.6% of African American renters said it was unlikely that they would be able to afford living in Seattle in 5 years, compared to 65% of white renters.⁹ We are focused on correcting racial inequity and acknowledging Seattle's past with regard to racist and exclusionary practices and their ripple effects today. We are committed to partnering with community organizations to rectify this moving forward.

More than 2,000 residents were engaged to identify our most critical challenges.

Seattle is ready to face these challenges. Over the past decade, we have invested billions across the city in affordable homes and specifically invested almost \$232 million in rental and home ownership, and business support to our neighborhoods recently designated as "opportunity zones." Increasingly, our transit options are diversifying away from our strained highway system and connecting with populations centers to include light rail, electric buses and biking to preserve our environment for future generations. To counter the strain on housing and continue to cultivate the amenities that make Seattle so livable, we are expanding affordable housing in creative ways, exploring the conversion former military bases or surplus government property as well as facilitating accessory dwelling unit (ADU) development. We are focused on accessible preschool, healthy food options, walkability, co-working spaces, and accessibility to our 412 hiking and biking trails, dog parks, skate parks, playgrounds, as well as neighborhood community centers.

Seattle residents are also committed to investing in creating the future Seattle needs. In the last decade, alone, residents approved more than \$1.8 billion for education since 2010 through the Seattle School District Operations levy; a total of \$851 million from the Families and Education and the Families, Education, Preschool, and Promise (FEPP) Levy votes in 2011 and 2018, respectively; \$58 million in 2014 from the Preschool Program Levy; a total of \$335 million from renewal of the Low-Income Housing levy (votes in 2009 and 2016); approximately \$149 million from increased vehicle license fees (since 2015); and a sales tax increment of approximately \$127 million (since 2015) to pay for enhanced bus service from Metro. Likewise, throughout the region, we have already been making progress toward a resilient future for Seattle.



We must build off these successful efforts to continue to address our key resilience challenges, including lack of affordable housing and child care, traffic congestion, structural inequity, and the needs of the different groups of residents experiencing homelessness. To this end, this resilience roadmap will focus on four key pillars of Seattle's resilient future:



BUILDING OPPORTUNITY:

Seattle needs to be a city where everyone has access to the opportunities created by our strong economy. This can be achieved by providing college to all Seattle youth, working diligently to close the opportunity gap by addressing the root causes such as access to child care and preschool, connecting people to jobs and training opportunities, and preparing our youth for the future of work in Seattle.



CREATING A CITY WHERE EVERYONE IS WELCOME:

We must continue to celebrate and embrace diversity in Seattle by ensuring everyone can feel welcome. We need to focus on correcting historic injustices in the criminal justice system, protection of most vulnerable communities, standing up for our workers and making sure the City serves as a model employer.



MAKING SEATTLE MORE AFFORDABLE FOR ALL:

Seattle's attractiveness as a place to live should not displace longtime residents or discourage people to live here because of the high-cost of living. We must work to make Seattle not just an attractive place to live, but also an affordable one. To do this, we need to create more affordable housing, create policies to reduce displacement, improve access to affordable public transportation, and continue to connect residents with benefits.



FOSTERING GENERATIONAL INVESTMENTS:

Seattle's growth and high quality of life need to be preserved for future generations. We must preserve our civic treasures, continue to meet the needs of our growing city, and invest in making a more vibrant city for generations to come. This includes protecting our natural environment by committing to becoming carbon neutral by 2050.

EXISTING RESILIENCE EFFORTS



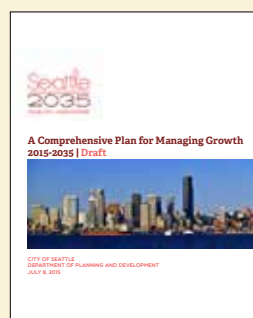
HOUSING AFFORDABILITY AND LIVABILITY AGENDA

Throughout the years, Seattle has continuously reinvented how it houses its residents and the way it fosters the livability of distinctive, vibrant neighborhoods to promote quality of life, walkability, access to efficient public transit, parks and the cultural amenities that enrich urban life. The Housing Affordability and Livability Agenda recommends initiatives that have the greatest potential to impact housing affordability in Seattle.



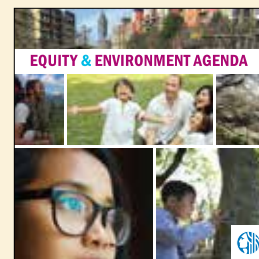
RACE AND SOCIAL JUSTICE INITIATIVE

Throughout the history of the United States, people and communities of color have been constantly oppressed by the government. The Race and Social Justice Initiative contains four strategies to help people of color in Seattle achieve equality in their daily lives, from building an anti-racist network within City government to transforming the internal government culture of the City toward one rooted in racial justice, humanistic relationships, belonging, and wellbeing.



SEATTLE 2035- SEATTLE COMPREHENSIVE PLAN

Since the Seattle Comprehensive Plan was first adopted in 1994, it has embraced the concept of sustainable growth, meaning that as the city grows, it can accommodate incoming residents and businesses, all while maintaining and enhancing resources for the future. This Plan, which is periodically updated, provides long-term guidance that will help the City make decisions that enable sustainable growth. The next update process will be this year.



EQUITY & ENVIRONMENT AGENDA

The Equity & Environment Agenda is a blueprint to advance racial equity in Seattle's environmental work. The Agenda lays out four key goal areas and recommended strategies in each area related to healthy environments, jobs, equity, and community leadership.

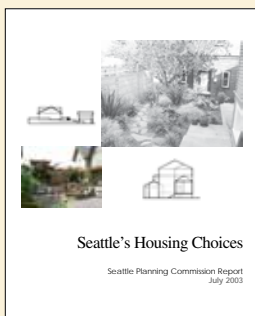
AFFORDABLE MIDDLE-INCOME HOUSING ADVISORY COUNCIL

The Affordable Middle-Income Housing Advisory Council aims to create more housing choices for Seattle's middle-income earners. The Advisory Council brings expertise in investment and housing development and will make recommendations based on both economic analysis and engagement with communities throughout our city. They will elevate investment strategies and innovative construction models to close the growing gap between housing that City subsidy may support and what the private market is producing.



SEAWALL PROJECT

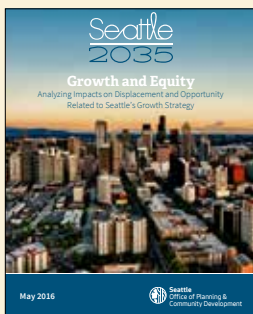
Seattle's seawall was originally built over 70 years ago. In 2017, the city completed major elements of the Seawall Project. The new Seawall protects public safety, meets current seismic standards, improves the salmon migration corridor, and serves as the foundation of Seattle's future waterfront.



Seattle's Housing Choices
Seattle Planning Commission Report
July 2003

HOUSING CHOICES REPORT

Following the Comprehensive Plan, the Planning Commissions recognized the need for more affordable housing in the community as well as a broader range of housing options. The Housing Choices Report contains results of the public process Commission sponsored with the City's Department of Construction and Land Use.



SEATTLE 2035 EQUITY ANALYSIS

The Seattle 2035 Equity Analysis report provides analysis of some of the ways that the growth strategies listed in the Environmental Impact Statement could affect the city's disadvantaged populations. It pulls information described in the Comprehensive Plan in order to create the analysis.



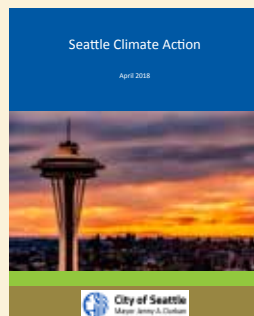
SEATTLE HAZARD IDENTIFICATION VULNERABILITY ASSESSMENT

Seattle is constantly threatened by natural disasters, ranging from violent earthquakes to blinding snowstorms. The Seattle Hazard Identification Vulnerability Assessment report identifies the hazards and examines their consequences in order better prepare for future disasters.



SOUND TRANSIT'S SUSTAINABILITY PLAN

Sound Transit's Sustainability Plan identifies how the transportation provider can not only provide affordable, reliable transportation options to the Central Puget Sound region, but also improve quality of life and protect the environment.



SEATTLE CLIMATE ACTION

The City of Seattle is committed to meeting the goals of the Paris Climate Agreement by making choices necessary to care for their community, their economy and the planet today and for the future. The focus of Seattle's Climate Action strategy is improving the efficiency of energy use in the transportation system and buildings.



EQUITABLE DEVELOPMENT INITIATIVE

The Equitable Development Initiative envisions Seattle as a diverse city where all residents can achieve their full potential regardless of race or means. The organization funds organizations working in the City on anti-displacement strategies and economic development opportunities. To date, this initiative has invested \$21 million in projects.

SMALL BUSINESS ADVISORY COUNCIL

To better understand the challenges facing our City's small business community, Mayor Durkan established Seattle's first Small Business Advisory Council (SBAC). SBAC is tasked with ensuring that small businesses both have a role in informing policies and programs, and access to resources. The Council will provide input on the impact of City decisions, make policy recommendations, and help increase access to tools and resources available to small businesses.

LOS ANGELES has formed a multi-million dollar, public-private partnership with L.A. County, the California Community Foundation, and the Wingart Foundation to promote due justice by promoting access to counsel and representation for those dealing with immigration court removal hearings.

OAKLAND

launched a program called Class-rooms2Careers, a year-round program that combines student financial assistance, relevant work experience, and career-oriented academic curriculum to the benefit of both students and participating companies.

VANCOUVER is improving building performance to lessen the impact from earthquakes. Currently, Canadian building code only requires that new buildings do not collapse during earthquakes. However, Vancouver will implement a recovery-based design that ensures a building is, not just standing, but also operable after an earthquake.

NETWORK INSPIRATION

QUITO has recently built its first metro line improving regional transportation. The creation of this line is key to building urban resilience through transit oriented development and improving accessibility.

NEW YORK CITY

is on track to become the first major U.S. city to implement congestion pricing to improve travel through congested city streets while also raising funds for public transit improvements.

ATLANTA

aims to end chronic homelessness in the city by 2020. To achieve this it is focusing on programs that improve access to permeant housing for homeless families and individuals.

WASHINGTON, DC

strives to grow automation-resistant industries that have large growth potential to ensure high quality jobs for all education backgrounds and withstand negative impacts from automation. To achieve this, the City will form new partnerships in all sectors to train residents in skills that are valuable for high-wage, high-demand jobs and resistant to automation.



CHAPTER 1: BUILDING OPPORTUNITY

Seattle has grown faster than any other city in America in the past decade. This incredible growth has brought with it incredible opportunity—and incredible challenges. The addition of tens of thousands of high-paying technology jobs in our city has led to unimaginable prosperity for some – but not everyone is benefitting equally from our region’s economic boom. We thrive when the diversity of workers, from our maritime and port workers to nurses and firefighters and teachers can continue to call Seattle home. To ensure that Seattle is a truly resilient city and to address growing economic inequality, we are making significant investments in social service, workforce development, and youth opportunity programs.

In Seattle, the challenge of closing the opportunity gap is compounded by Washington State’s education funding structure. Funding comes from three sources: the State Legislature, a levy by Seattle Public Schools, and a levy by the City of Seattle. Under this structure, Washington State is responsible for funding “basic” education needs, such as teacher salaries, while local levy funds are intended to improve the quality of education services based on local priorities. However, due to consistent shortfalls at the state funding level, local levies have often been used to make up for these gaps in basic funding. Seattle residents have consistently voted for high-quality education levies, proving their dedication to quality education and opportunity for Seattle’s youth.

The historic passage of Mayor Durkan’s Families, Education, Preschool, and Promise (FEPP) Levy in 2018 presented a historic opportunity for the City to improve Seattle residents’ preschool through career-preparation experience. Seattle is working to close the opportunity gap through strong early education programs and investments in K-12, college preparation, and job readiness programs. The City is also investing in physical and mental health services and postsecondary education through the Seattle Promise program. These are some of the ways that the City plans to ensure that Seattle’s youth are prepared to take on the high-paying jobs of the future.

“The City of Seattle must play an active role in reducing and removing financial barriers that keep our high school graduates from going to college or getting the technical training. They need this education to have a shot at good, family-wage jobs. This will not just be good for our students; it will be great for Seattle. It will help channel the prosperity of our thriving economy back into our community and let us start filling thousands of job openings with our home-grown talent. Creating the Seattle Promise will build economic opportunity through education and help to make progress to reduce the opportunity gap for students of color.”

-Mayor Durkan



GOAL 1. CLOSING THE OPPORTUNITY GAP

1.1 INVEST IN HIGH-QUALITY EARLY LEARNING SERVICES THAT PREPARE CHILDREN FOR SUCCESS

Closing the opportunity gap starts with high-quality early learning services. We know that children with access to high-quality pre-K and day care are better prepared for a life of continued learning and success.

Investments from Mayor Durkan's Families, Education, Preschool, and Promise (FEPP) Levy will nearly double the number of kids who are able to attend the Seattle Preschool Program (SPP), from 1,500 children in 2018-2019 to 2,700 in 2025-2026, and expand the SPP to 28 new classrooms. In the past 4 years, SPP has proven that to be successful, it must

be flexible and responsive to the community. These investments will help SPP maintain its high standards of quality while incorporating a more flexible design that allows them to reduce barriers to entry and enhance alignment between partnerships.

While these investments will help expand access to preschool programs, a shortage of childcare facilities presents a challenge for families even before pre-K begins. In an attempt to counter this shortage, the City of Seattle's Child Care Bonus Program invests capital funds in the development of new childcare

facilities in Seattle, which are funded through developer mitigation contributions that offset the additional need for childcare services due to the increased size of the commercial developments that choose to participate in the City's program. Many of the centers, current and proposed, are located on or near light-rail stations. All of the centers are required to be in operation for no less than 20 years, and 20% of the children served annually must be from families with incomes that are less than 80% of the area median.

1.2 PROMOTE HIGH SCHOOL GRADUATION THROUGH COLLEGE AND JOB READINESS PROGRAMS

Since 2014, more than 75% of the students in Seattle's public schools graduate on time each year, and rates continue to improve. In fact, 4-year high school graduation rates improved from nearly 73% in 2013 to 79% in 2017.

However, when graduation rates are disaggregated by race, significant opportunity gaps become evident. In 2016, on-time graduation rates for black, Latino, and American/Indian/Alaskan Native students in Seattle Public Schools were 70%, 63%, and 55% respectively, compared to 84% for white students and 81% for Asian

students. Such gaps have proven persistent and must be addressed in order to reduce disparities in educational attainment, promote equitable local economic development, and support the state's workforce needs.

To complement early learning funding and K-12 investments, Mayor Durkan's FEPP Levy funds research-based interventions targeting academic preparation and social, emotional, and behavioral skill building to encourage better high school graduation rates and prepare students for college and careers. Supplemental services using

culturally and linguistically responsive approaches designed to close opportunity gaps for historically underserved students, schools, and communities are also being funded. A key element of K-12 FEPP Levy investments is providing access to expanded learning opportunities, including high-quality before- and after-school, summer, and other out-of-school learning experiences that support the development of academic, social, emotional, and physical interests of students.

1.3 SUPPORT LEARNING THROUGH MENTAL HEALTH SERVICES

Physical and mental health services have proven to be critical support services that are necessary to help students achieve academic success. Since the passing of the first Families and Education Levy in 1990, the City has invested in health services.

Starting with the first school-based health center at Rainier Beach High School, this programming has expanded over the years to include health centers in 25 elementary,

middle, and high schools. These investments have funded school nursing, an oral health pilot, and health system enhancements across the school system. The City partners with Public Health—Seattle & King County to manage the investments that provide support to community providers and Seattle Public Schools.

These K-12 student health investments are designed to increase access to comprehensive medical

and mental health care and other services; promote early intervention, prevention, and treatment of health-related barriers to learning and life success; and increase the number of students that graduate prepared for the postsecondary pathway of their choice.

1.4 PROVIDE COLLEGE FOR ALL SEATTLE YOUTH

The rising cost of a college degree has meant that many Seattle high school graduates are unable to pursue the kind of advanced degree necessary to start a career in a highly competitive market. According to projections, Washington State is expected to add 740,000 jobs in the next 5 years. A majority of these jobs will require some sort of postsecondary degree or credential, yet currently only 31% of Washington State's high school students go on to attain a postsecondary credential by

the age of 26. In Seattle, preparing our youth to be ready to take on these jobs is a priority. On her second day in office, Mayor Durkan signed an executive order to create the Seattle Promise College Tuition Program¹⁰ and expand free access to college for Seattle public school students. With funding for this initiative integrated into the Families, Education, Preschool, and Promise (FEPP) Levy, these postsecondary investments provide students with access to a college pathway—in-

cluding tuition, wraparound student support services, and non-tuition financial support—that leads to a certificate, credential, or degree.

Beginning in the fall of 2019, all Seattle Public Schools graduates will be able to attend any of the Seattle colleges for 2 years tuition-free. Annually, this initiative will serve approximately 1,360 high school students in college prep courses and 870 Seattle Promise college students.





GOAL 2. CREATING PATHWAYS TO JOBS

2.1 CREATE AND SUPPORT CAREER PATHWAYS FOR NEW EMPLOYEES

Creating a pathway to true opportunity doesn't end with a credential or a college degree. To create lasting opportunity, we also need to support our youth by creating a pathway to good careers.

The Opportunity Promise program—an extension of the Seattle Promise scholarship program—is providing current Seattle Promise scholars with paid internships at some of our region's top companies. Alaska

Airlines, Amazon, Expedia, BECU, and many others are already participating in the Opportunity Promise program, and this is just the beginning. Our goal is to have this program available to interested Seattle Promise scholars by summer 2020.

Similarly, in partnership with one of the region's largest health-care providers, Seattle has piloted a new accelerated training program that prepares low-income job seekers

for careers in health care. Using an employer-designed curriculum, job-seekers receive the skills and support needed to enter and build a foundation for a health-care career. Seattle hopes to replicate and grow these partnerships with other employers in the region. In addition, Seattle has also piloted a new grant program to expand Career Experiences for Youth.

2.2 EMPOWER ALL WORKERS IN A CHANGING WORKFORCE THROUGH PROGRAMS THAT TRAIN AND UPSKILL INCUMBENT WORKERS

In the past several decades, the American workforce has shifted away from a model of lifelong employment with structured, predictable career advancement toward one with shorter tenures at a series of companies. This rise in "nontraditional" career paths means that incumbent workers with focused

skill sets are often at a disadvantage in a competitive labor market.

Seattle is advancing the training needs of youth and low-income working adults by increasing opportunities for more individuals to gain a postsecondary credential. Our Center of Working Adults initiative with the Seattle College District provides

education that is accessible and in worker-friendly formats (including online and hybrid courses). We plan to increase the number of course offerings and enrollments in these programs, and are evaluating the expansion of apprenticeship and pre-apprenticeship programs.

2.3 SUPPORT TRAINING, CAREER NAVIGATION, AND WRAPAROUND SERVICES FOR INDIVIDUALS WHO ARE EXPERIENCING BARRIERS TO EMPLOYMENT

While Seattle's strong economy and robust labor market have made our city a magnet for many high-skilled workers from across the country and around the world, few of the jobs being created are available to individuals facing barriers to employment.

By offering training, case management, and support, we are enabling more people to connect to careers. Seattle has collaborated with other regional partners to better address gaps in services for specific populations. Data-informed funding of workforce

services will ensure that those who are underserved receive the employment supports needed.

2.4 PROVIDE JOB AND SKILL BUILDING OPPORTUNITIES FOR SEATTLE YOUTH THROUGH CITY PROGRAMS

For more than 50 years, the Seattle Youth Employment Program (SYEP) has provided summer jobs to Seattle's most under-served young people, ages 16 to 24. While this program has long been successful in providing valuable training, good pay, and a safe place to be for our youth, in 2019 we are expanding SYEP to help students better prepare for twenty-first-century work.

Starting in fall 2019, SYEP participants will be enrolled in a year-round program that provides mentorship and skills training throughout the year, culminating in a summer

internship, which in turn will lead into an alumnae community. By shifting to a development-focused model for our largest youth internship program, we can provide training that connects to the next step in their career. In order to connect Seattle's youth with the living-wage jobs of the future, the first ever Career Connected Learning Grants were announced in May 2019. These will fund nine local organizations to increase the job readiness competencies of youth ages 14 to 24 and will reach an estimated 700 young adults with career experiences. The nine programs will lead Seattle youth through

hands-on trainings, workshops, tours, and more, all aimed at building job competencies while introducing youth to high-demand careers in the information technology (IT), health care, and maritime sectors. The grant awarded to Seattle Public Schools' Health Services Pathway Program, for example, will increase Seattle Public Schools' capacity to educate its youth about careers in the local health-care industry and embed career learning into its curriculum.

2.5 CREATE A YOUTH PORTAL TO INCREASE ENROLLMENT IN OPPORTUNITIES AT THE CITY

We know that many of the programs that our city offers lead to good outcomes for the youth who participate, but very few of these programs consistently operate at full capacity. To ensure that as many Seattle youth have access to these programs as possible, we are looking at ways to make it easy for young people ages 16 to 24 to access these

job and skill-building opportunities, to develop skills over time, and to plan for an economically secure and personally empowering career.

In addition to improved outreach and expanded programs, we are partnering with the Mayor's Innovation Advisory Council to create an online youth opportunity portal to help us

reach this goal. Future functions we hope to add to the youth portal include the following: access a jobs board with external youth employment and training opportunities; locate non-employment youth services in their area; create a profile with a résumé and skills bank; and create education and employment plans using labor market data.



GOODWILL'S YOUTH MARITIME PROGRAM

Goodwill's Youth Maritime Program helps prepare high school seniors for a career in the maritime industry. This 2-year, free program for qualifying students provides them a smooth transition through their senior year in high school toward college readiness. It helps build strong soft skills and connects students with future career maritime opportunities. It also includes ongoing support and Saturday workshops throughout the students' senior year to ensure they are on track for high school graduation and ready for college programs in maritime pathways. Program participants are eligible for up to four quarters of maritime classes at area colleges, a summer internship, and ongoing college and career navigation and support services.





GOAL 3. PREPARE ALL SEATTLE WORKERS FOR THE JOBS OF THE FUTURE

3.1

PREPARE SEATTLE'S WORKFORCE FOR THE INCREASING AUTOMATION OF SERVICE-RELATED JOBS

The creation of increasingly specialized robots and sophisticated artificial intelligence is putting more jobs at risk of automation and changing the face of the American workplace as we know it. According to a study of 702 occupational groupings, 47% of U.S. workers have a high probability of seeing their jobs automated over the next 20 years.¹¹ This disruption is also expected to impact low-wage earners disproportionately, as food preparation, office administration, and transportation jobs

are taken over by machines, which will potentially leave those workers unemployable. This situation is likely to exacerbate income inequality and must be consciously planned for now.

To reduce the impact of automation on Seattle residents and help prevent significant layoffs among low-wage workers, Seattle needs to provide its workforce with opportunities to further hone their skills and take on the kinds of jobs less suited to automation. These are the jobs that

often require advanced degrees, which further underscores the importance of Seattle's work to close the opportunity gap and provide ongoing training for its workers.

Nearly all jobs will feel the pressure of automation at some point in the future. Thus, continued training and a flexible, adaptive, and creative workforce will be critical to ensuring Seattle workers don't just survive but continue to thrive.



FUTURE OF WORK SUB-CABINET

The City's Future of Work Subcabinet focuses on building a robust local talent pipeline, creating sustainable opportunities for Seattle's youth, and addressing the challenges facing Seattle and its residents from increasing automation. In 2018, the Future of Work Subcabinet focused on building a unified development continuum for youth, aligning siloed programs into a common vision. The subcabinet carries that work forward in 2019 while also pursuing a new policy agenda of expanding worker protections and access to economic opportunity for adults working in the gig economy—an increasingly large section of the adult working population in our city and all U.S. cities.

3.2 CREATE A SERIES OF RECOMMENDATIONS THAT WILL ADDRESS THE UNIQUE CHALLENGES OF GIG ECONOMY WORKERS

In the past decade, the rise of non-standard employment and gig economy workers has provided people with more opportunities than ever to make additional income to support their hobbies, their families, and themselves. These same gig economy jobs have also introduced

new challenges relating to worker protections and labor standards.

The Office of Labor Standards, Office of Economic Development, and the Office of the Mayor are working with workers on app-based platforms to develop recommendations for ensuring workers in this large section

of the economy can continue to work, live, and thrive in our city. Recommendations may include clarifying labor standards for app-based platforms and increasing opportunities to access education and training for workers looking to transition from the gig economy into other employment sectors.

3.3 ESTABLISH WORKER PROTECTIONS FOR NONTRADITIONAL “PLATFORM” WORKERS

With a wide variety of revenue-generating opportunities available to workers through platforms like Uber, Lyft, and Instacart, many workers are now generating a substantial portion of their income through these applications.

Workers in the platform economy experience poor working conditions, such as low pay rates, tip theft, and constantly changing job

requirements. Platform workers are also more likely to report living in poverty or receiving public assistance. Put simply, the social safety net of workplace protections developed in the twentieth century is no longer available for many twenty-first century workers.

The City has begun outreach efforts to affected workers to better understand how platform work impacts

low-wage workers, particularly workers of color, immigrants, and refugees. Specifically, the City has worked with the University of Washington and Working Washington, a workers' rights organization based in Seattle, to identify affected workers and convene focus groups to discuss the benefits and challenges of platform work, and to develop the best possible policy solutions.



WORKING WASHINGTON



Working Washington, a workers' rights organization based in Seattle, is building a powerful workers' movement that aims to dramatically improve wages and working conditions for low-income workers and change the national conversation

about wealth, inequality, and the value of work.

Working Washington fast-food strikers sparked the fight that won Seattle's first-in-the-nation \$15 minimum wage. Working Washington made history once more when the City of Seattle passed secure scheduling in Seattle to provide employees with more information and advance notice regarding their work schedules.

Working Washington also led the Pay Up campaign, a national effort sparked by Instacart workers who organized to take back their tips and to push back against pay cuts. This effort has led to numerous groundbreaking actions to advance labor standards at the local, state, and corporate levels. For more information about Working Washington, check out workingWA.org.





CHAPTER 2: MAKING SEATTLE MORE AFFORDABLE FOR ALL

Seattle's recent economic growth has brought tremendous opportunity and prosperity to the region—but it has also created a dire need for more housing choices that are affordable for low-, moderate-, and middle-income households. If Seattle is to remain an equitable, welcoming, and just city, we must create more housing options so that people who work in Seattle can live in Seattle and benefit from all our city has to offer.

A booming population has also put stress on our neighborhoods and infrastructure and led to an increase in the cost of living. With limited space for expanding due to Seattle's geographical challenges, many communities have experienced rapid densification and gentrification of their neighborhoods.

Cities are constantly changing and evolving, and Seattle is no different. At the same time as we are welcoming new residents and supporting these high-skilled workers, we must also make intentional investments that help us preserve a strong community that remains open to working families, including our teachers, firefighters, nurses, and the thousands of others that keep our small businesses going.

“We need more housing for our low- and middle-income Seattleites who have raised their kids here, but now see a city where those kids can’t afford to live.

As we create new opportunities in every part of this city, we must ensure a mix of housing units from deeply affordable to market rate while creating more affordable spaces for small businesses, community organizations or artists.

Everyone has to be welcome in every part of our city.”

**- From the Mayor’s 2019 State of the City
(lightly edited for clarity)**



GOAL 4. BUILDING MORE AFFORDABLE HOUSING

4.1

PREVENT EVICTION AND DISPLACEMENT SO SEATTLE RESIDENTS CAN STAY IN THEIR CURRENT HOUSING

Increasing housing costs, rising property taxes, and a stressed housing market have all contributed to an increase in homelessness in Seattle. Together, these stresses have also made it more difficult for renters and homeowners on a fixed income to remain in their homes. The City of Seattle is working to help support residents to maintain and remain in their current housing, and to prevent them from falling into homelessness or being displaced.

To do this, the City is strengthening the Just Cause Eviction Ordinance to align with the Washington State's

new law and making additional reforms to protect renters, such as preventing domestic violence survivors from being held liable for property damage caused by their abusers. Seattle is also investing in more community-driven projects through the expansion of the Equitable Development Initiative (EDI), investing \$5 million per year in Seattle's existing community members and businesses in high-displacement-risk neighborhoods.

In her first official action, Mayor Durkan signed an executive order¹² to quickly develop and implement

strategies to increase access to the City's affordability benefits—including rental assistance—for lower-income, housing-cost-burdened households. This program, the Seattle Rental Housing Assistance Pilot Program, specifically focused on preventing households with incomes between 0% to 50% of the area median income and that are on the waitlist for a Housing Choice voucher from falling into homelessness while on the waitlist for longer-term assistance.

4.2

BUILD MORE HOUSING FOR FAMILIES OF ALL INCOME LEVELS TO HELP SEATTLE KEEP UP WITH INCREASED DEMAND

Truly addressing the housing shortage and affordability crisis in Seattle means adding more homes at all incomes levels. By providing a mix of housing types at prices people at all levels of income, both homeowners and renters are able to find homes they can afford.

With increased investment, the City will build housing for Seattle's most vulnerable residents experiencing homelessness and for workers and families earning less than \$88,250 for a family of four. Seattle is proposing to double the City's homeownership opportunities, and with the Mayor's Affordable

Middle-Income Housing Advisory Council, the City is aiming to find private market solutions to help middle-income families stay in Seattle and have housing choices.

Recent investments include a plan to rezone nearly a third of the 34-acre Fort Lawton property in North Seattle, adding up to 238 new units of mixed-income affordable housing, including supportive housing for seniors and veterans, apartments for low-income households, and opportunities for homeownership. On July 1, 2019, the Seattle City Council approved legislation that could make it easier to build accessory

dwelling units (ADUs)—for example, backyard cottages and mother-in-law apartments—which have the potential to provide new housing opportunities in neighborhoods where single-family homes are often unaffordable for many people. If just 5% of eligible lots in the city built ADUs, about 4,000 new affordable housing units would be created.

The City currently supports the operation of approximately 2,000 units of permanent supportive housing. Since 2017, the City has made unprecedented investments in creating 630 new units of permanent supportive housing.

URBAN SUSTAINABILITY ACCELERATOR

Through September 2019, the Office of Planning and Community Development is leading an inter-departmental team with representatives from the Seattle Department of Construction and Inspections, the Seattle Office of Housing, the Planning Commission, and Council Staff in participating in the Urban Sustainability Accelerator program, a year-long collaboration of city and county teams from across the country working to promote accessory dwelling units (ADUs). The team's work will focus on programmatic ideas that align with addressing the challenges we hear from homeowners and will prioritize programs that further racial equity.



BRING SEATTLE'S BUSINESS, PHILANTHROPY AND NON-PROFIT PARTNERS TOGETHER TO FIND CREATIVE SOLUTIONS TO OUR SHARED HOUSING CRISIS

Seattle's shared housing crisis cannot be solved by government alone. As we attempt to build more affordable housing, we must leverage the creative potential of partners all across our city. Many of Seattle's largest business and non-profit partners have already started pitching in:

- Plymouth Housing, a Seattle nonprofit that has created and operated supportive housing for homeless adults for almost 40 years, has raised close to \$50 million from businesses and philanthropy to expand its share of homes for extremely low-income residents;
- In January 2019 Microsoft made a \$500 million commitment to fund projects that create and preserve affordable housing in the Puget Sound region in an attempt to curb the housing crisis; and
- Amazon has helped to support nonprofits Farestart and Mary's Place by providing them with a combined 60,000+ square feet of space in the buildings of their South Lake Union campus.

4.3 INCREASE THE DIVERSITY OF HOUSING FINANCING SOURCES

One of the primary challenges related to building more affordable housing is finding sustainable, long-term funding sources for an ever-increasing need. Building affordable housing developments requires a large amount of upfront capital, and affordable housing

with ongoing resident services requires sustained funding.

In 2019, leaders in Olympia acted on a City of Seattle priority to approve more resources to build and operate affordable housing. They approved

a bill to allow cities like Seattle to retain more sales tax to fund affordable housing. This legislation authorizes cities and counties to use a local sales tax, credited against their state sales tax, for affordable and/or supportive housing.

4.4 ACQUIRE LAND STRATEGICALLY, WITH AN EYE TOWARD EQUITY AND FUTURE AFFORDABILITY

Strategic land acquisition provides an opportunity to secure land for affordable housing development both in areas of the city with low access to affordable housing options and in neighborhoods with high displacement risk. Affordable development on publicly owned sites includes community engagement to identify priorities for housing and any commercial and community spaces.

The Office of Housing (OH) is developing partnerships, including one with the Sound Transit regional transit agency, to explore opportunities to leverage publicly owned sites at a free or reduced cost. This will help to decrease the overall cost of development of permanently affordable homeownership opportunities around Seattle. Work is under way with community-based organizations, particularly in areas with a high displacement risk, to

ensure sites are developed in alignment with the community vision to meet neighborhood needs.

OH has also developed a funding policy that allows for strategic acquisition of key sites for future development. The policy also allows for acquisitions to preserve existing buildings with expiring subsidies to prevent displacement of low-income residents.

SUPPORTING RESIDENTS EXPERIENCING HOMELESSNESS AND PROTECTING THOSE AT RISK

Homelessness is a systemic problem that touches not just every city in the Puget Sound region, but every major U.S. city. While there are many root causes, in many cases adverse life events such as a health issue, the loss of a job, or the need to escape a domestic violence situation can quickly catapult our neighbors into homelessness. These root causes are inherently interconnected, and for our unsheltered neighbor, many factors compound one another to make homelessness an ongoing struggle to overcome.

While Seattle has the largest concentration of individuals experiencing homelessness in our region, this shared crisis is a regional problem that demands a regional response. As with most of our resilience challenges, it is increasingly important to coordinate efforts and investments countywide to best serve those in need. We are continuing to make significant investments in addressing homelessness that are having positive impacts for Seattle residents.

Create a Regional Governance Structure to Respond to Homelessness

On May 3, 2018, King County and the City of Seattle signed a Memorandum of Understanding to increase coordination of homeless services, to cooperate on planning and reporting, and to set a path for governance reforms to better coordinate investments region-wide. The agreement also establishes the Homeless Services and Housing Governance Partnership between King County, Seattle, All Home (the federally recognized Seattle/King County Continuum of Care responsible for coordinating homeless service investments in the King County region), and regional partners to improve outcomes and accountability. On December 19, 2018, the Mayor and County Executive further endorsed a plan to create a Regional Authority, setting the path for greater regional cooperation to make homelessness rare, brief, and nonrecurring.

The new governance partnership will take on the following tasks:

- Create a single Regional Authority that will align funding across the region and ensure a more efficient and effective response to homelessness.
- Set principles and outcomes that a new system governing homeless services and housing investments should address.

- Focus on results to achieve housing and support services impacts on their customers.
- Work with cities, providers and other regional partners to ensure coordinated investments provide a comprehensive network of services countywide.
- Consider models governing public health, homeless services and housing investments in other U.S. cities to explore best practices that can increase success here.
- Establish shared budget priorities and joint planning efforts to meet the needs of King County and Seattle's homeless populations.

Implement Seattle's First-Ever Performance-Based Contracting for Homeless Services and Housing Providers

In 2018, to address the overarching failure to achieve the new standards adopted in 2017, the City's Human Services Department implemented performance-based contracting and developed benchmarks that serve as service points for homeless service providers. The new benchmarks will reduce contract payments when providers fail to meet performance benchmarks and will reward providers for improvement over the course of a year. While this new policy has challenged the prior culture of providers driving their program outcomes, the shift to openly discussing the need for data-driven contracting as well as the obstacles providers face in meeting targets has already resulted in more efficiencies and improvements by homeless services and housing providers.

Expand the Navigation Team to Connect More People with Services and Help Them Move into Safer Places

In June 2019, Mayor Durkan announced the addition of four new members to the Navigation Team, bringing the total to 38 under Mayor Durkan's tenure. The Navigation team is a specially trained team of outreach workers, paired with Seattle Police Department personnel, to connect unsheltered people to housing and critical resources while helping to address pervasive challenges around the issue of homelessness in Seattle. The addition allows the Navigation Team to now connect people to services 7 days a week. Two of these positions are newly created System Navigators who will help provide outreach services and shelter referrals to people living unsheltered, whether in the right-of-way or in large encampments.

Increase Services for People Experiencing Homelessness

Over the past year, the City of Seattle has taken some important steps to address homelessness, and we know we are having an impact. In 2018, more than 4,200 households moved from homelessness to housing or were prevented from becoming homeless. Mayor Durkan increased the investment in enhanced shelter, which provides 24/7 access to shelter and services and increased exits to permanent housing, by 88% in 2018 over 2017. As part of the Mayor's Path to 500, a plan that creates additional shelter capacity for more than 500 people, 516 new safe spaces have been added to our system, increasing access to services and housing opportunities. Still, every night, too many of our neighbors sleep outside without shelter, in inhumane and dangerous conditions. We have an obligation to bring more people off the streets and into safer places.

Pilot a Safe Parking Site for Residents Experiencing Homelessness

In the 2019 budget, Mayor Durkan provided \$250,000 for a Safe Parking pilot to provide a safe and secure place to park overnight, accompanied by case management, for people living in their cars. Participants in this pilot will focus on reestablishing permanent housing. This pilot is designed based on the best practices of successful programs in San Diego and Santa Barbara.

Remediate Hazardous and Predatory RV Vehicle Rental

In June 2019, Mayor Durkan announced new steps to stem the supply of hazardous vehicles by preventing the resale of towed cars and recreational vehicles (RVs) and preventing the rental of hazardous vehicles to vulnerable individuals. Under the current process, derelict vehicles may be, in some instances, returned to the market after being towed. The goal of this initiative is to decrease the number of vehicles that pose significant public health and safety risks. After a vehicle is towed, public health criteria will be used to evaluate the safety of a vehicle in the tow yard. Those deemed uninhabitable will not be allowed to reenter the market through the auction process.

Additionally, the Mayor has transmitted legislation to amend the Seattle Municipal Code to prohibit the rental of unsafe vehicles. The proposed amendment would include restitution for the person paying rent to live in the vehicle. These new steps will complement the work of the RV Remediation Program established by Mayor Durkan in 2018, which cleans up the public right-of-way to mitigate the public health hazards of debris, garbage, and waste adjacent to RVs. In the pilot, City of Seattle teams engage individuals living in RVs and vehicles to voluntarily move their vehicles to allow for cleaning and the removal of garbage and inoperable or unsafe vehicles left behind. Navigation Team members assist in the Program, helping to store personal belongings and offering referrals to services and shelter.



SEATTLE—FUTURE CITY: RESILIENCE ROADMAP

CHIEF SEATTLE CLUB

Located in Seattle's historic Pioneer Square district, the Chief Seattle Club provides a safe and sacred place to rest, revive, and nurture the spirit of urban Native peoples in need. It is a 501(c)3 registered organization dedicated to physically and spiritually supporting American Indian and Alaska Native people. At its center in the Pioneer Square district of downtown Seattle, the club provides food, medical support, and housing assistance; the Urban Indian Legal Clinic; a Native art program and gallery; frequent outings to tribes, pow wows, and museums; and much more.

“WE BELIEVE IN THE POWER OF ANCESTRAL WAYS AND PRESERVING THEM MEANS FOSTERING A SENSE OF COMMUNITY AMONG THOSE WITHOUT ONE TO CALL THEIR OWN.”
QUOTE FROM CHIEF SEATTLE CLUB WEBSITE



GOAL 5. PREVENTING DISPLACEMENT

5.1 KEEP LONG-TIME HOME OWNERS IN THEIR HOMES

As with many rapidly growing cities, many of Seattle's long-time residents are struggling in neighborhoods where market rate housing is no longer affordable.

In February 2019, the Mayor signed an anti-displacement order¹³ recognizing the need to create affordable, inclusive neighborhoods and directing City departments to develop

and implement strategies to further affordability—including affordability of low- and middle-income housing—to mitigate residential displacement, particularly in neighborhoods with communities at high risk of displacement. In addition to efforts around Mandatory Housing Affordability and Affordable Middle Income Housing, it includes initiatives around home ownership and tenant protections.

Additionally, the Office of Housing is currently exploring a policy that would expand the City's home repair program to provide no-interest loans to low-income homeowners to improve or increase habitable space, and to address critical health, safety, and structural issues.

5.2 STAND UP FOR THE RIGHTS OF TENANTS AND HELP PREVENT UNJUST EVICTIONS

The City of Seattle, in conjunction with changes to the State Residential Landlord-Tenant Act, is working to improve the protections for tenants facing a potential eviction. The changes to state law and the City's harmonization efforts include the following:

- Extending the amount of time tenants have to respond

to a notice to pay or vacate from 3 days to 14 days

- Requiring the notice to vacate to be translated into the top 10 languages spoken in Washington State
- Including information regarding access to legal or advocacy resources and identifying which cultural organizations can provide assistance in the primary language of the tenant

- Allowing the court the discretion to reinstate tenancy if the tenant is able to commit to a payment plan for outstanding rent and fees

Finally, we are exploring other opportunities to create more just, equitable, and fairer laws and more informed relationships between tenants and landlords.

CORRECTING HISTORIC INEQUITY IN NEIGHBORHOODS THROUGH OUR EQUITABLE DEVELOPMENT INITIATIVE (EDI)

Like many cities in the U.S., Seattle was once tightly segregated due to policies like redlining and racial restrictive covenants in the early twentieth century. Recognizing that the effects of these policies are still impacting our communities today, Seattle has taken steps to correct these historic inequities and ensure all our neighborhoods are welcoming, vibrant places for all Seattle residents.

Our Equitable Development Initiative (EDI) was created to make public and private investments in neighborhoods that support those most in need and that consider past history and current conditions so that future outcomes are equitably distributed, both for those currently living and working in Seattle as well as new arrivals.

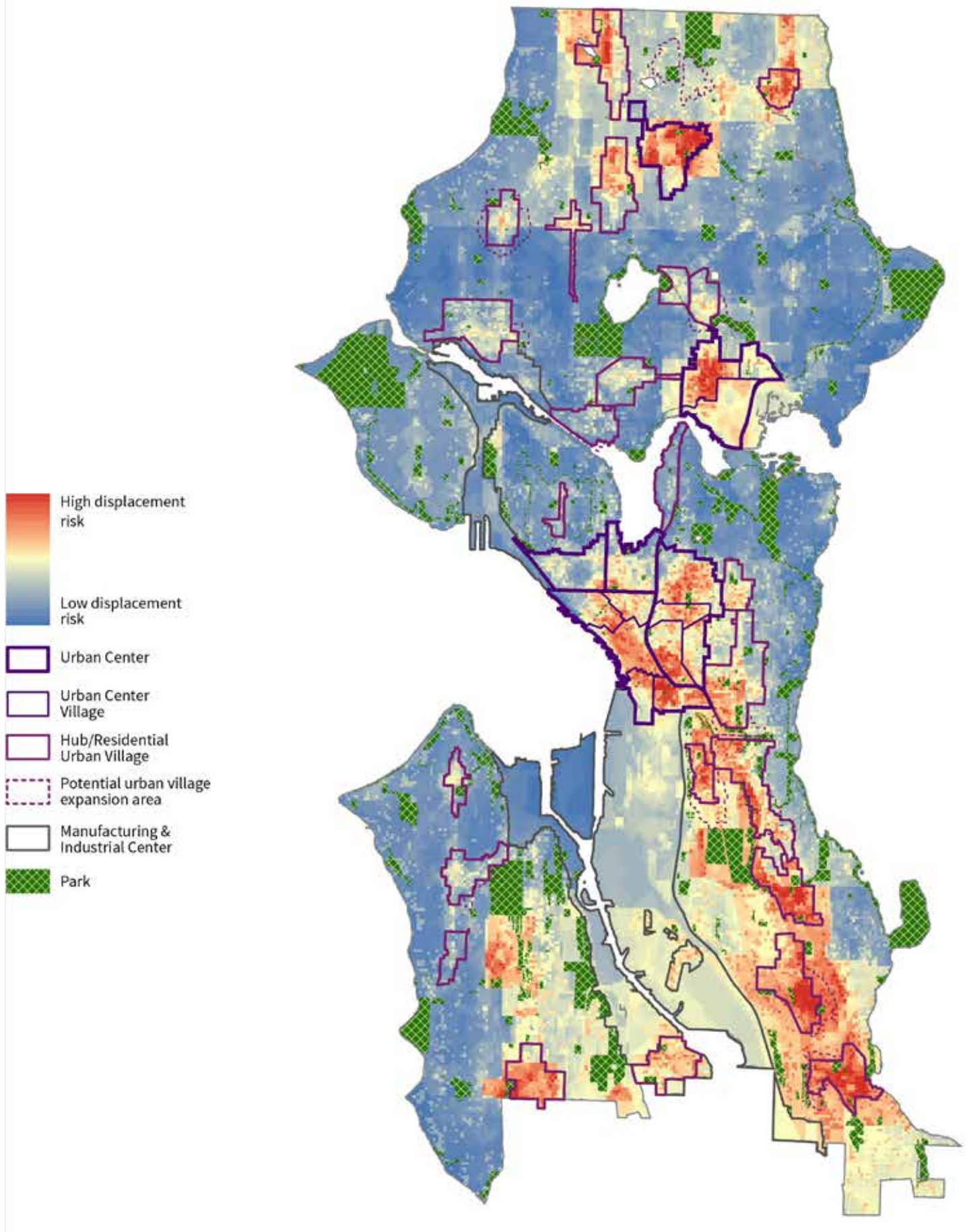
The Equitable Development Framework guides how the City prioritizes its work; shapes its budgets, policies, programs, and investments; and structures the implementation of targeted strategies and equitable development projects by using clear objectives for reducing disparities and achieving equitable outcomes for marginalized populations. The Equitable Development Framework supports two equity goals: “Strong Communities and People” and “Great Places with Equitable Access.” Six equity drivers are key to achieving equity objectives:

- Advance economic opportunity. Promote economic opportunities for marginalized populations and enhance community cultural anchors. Provide access to quality education, training, and living-wage career paths.
- Prevent residential, commercial, and cultural displacement. Enact policies and programs that allow marginalized populations, businesses, and community organizations to stay in their neighborhoods.

- Build on local cultural assets. Respect local community character, cultural diversity, and values. Preserve and strengthen cultural communities and build the capacity of their leaders, organizations, and coalitions to have greater self-determination.
- Promote transportation mobility and connectivity. Prioritize investment in effective and affordable transportation that supports transit-dependent communities.
- Develop healthy and safe neighborhoods. Create neighborhoods that enhance community health through access to public amenities; access to healthy, affordable and culturally relevant food; and safe environments for everyone.
- Enable equitable access to all neighborhoods. Leverage private developments to fill gaps in amenities, expand the supply and variety of housing and employment choices, and create equitable access to neighborhoods with high access to opportunity.

As part of her budget, Mayor Durkan made this program permanent and announced an additional \$5 million in 2019, for a total of \$21 million, to fund community-based organizations working in Seattle on anti-displacement strategies and economic development opportunities. In September, the City celebrated the first property acquisition by an organization made possible through EDI funding (a childcare provider serving immigrant families purchased a day care and community center). Starting this year, the EDI annual monitoring program will track equitable development outcomes and heightened risk of residential, commercial and cultural displacement trends in Seattle.





REACHING OUR EQUITY GOALS

From focus groups conducted as part of the Racial Equity Toolkit, we learned that while the City offers multiple programs through its Office of Housing (OH) that support low-income homeowners in staying in their homes, many people who are eligible for these programs do not know about them. We added additional resources to the OH budget to contract with community-based organizations to share information about existing and possible future programs, which will help ensure we meet our racial equity goals.



5.3 LEVERAGE OPPORTUNITY ZONE CAPITAL TO INVEST IN OUR COMMUNITIES

Opportunity zones, included in the federal tax code as part of the December 2017 Tax Cuts and Jobs Act, were enacted to spur economic development and job creation in underserved communities. We are working to ensure that the communities that were intended to benefit from the opportunity zone

legislation actually benefit—through their development priorities, small and medium businesses, and workforce opportunities. To this end, we are exploring all the tools at the City's disposal, from public land and expedited permitting to combining this incentive with other tax incentives, to bring community projects

to fruition. The City has focused on these critical areas of unique civic innovation and high displacement by investing almost \$232 million in affordable rental and ownership housing, and business support in these zones over the past decade.

5.4

MINIMIZE THE IMPACTS OF GENTRIFICATION ON OUR COMMUNITIES

Thanks to a significant influx of new residents, many of Seattle's neighborhoods are changing and expanding to accommodate this growing population. Many longtime Seattle residents are passionate about their neighborhoods and are deeply concerned about gentrification erasing the unique aspects of their neighborhoods.

The City of Seattle recently passed a new community pref-

erence policy that would allow a housing developer to choose to give priority access to a portion of housing units in a project to applicants who live or work in a neighborhood at high risk of displacement or who formerly resided in a neighborhood that has experienced displacement. Because giving preference to a specific group could be considered at odds with federal, state, and local fair housing laws, OH will approve preference policies on a case-by-case basis

if the housing developer can demonstrate that the preference policy furthers fair housing, does not perpetuate segregation, and does not disadvantage a protected class. Lotteries run by the projects themselves would be used to select residents in accordance with the preference policy. Communities experiencing displacement have long asked for this policy.

AFRICATOWN

The City supported a community led partnership to redevelop the Liberty Bank Building, the first black-owned bank west of the Mississippi, which was founded as a community response to redlining and disinvestment in Central Seattle. The partnership was between Africatown Community Land Trust, the Black Community Impact Alliance, Byrd Barr Place, and Capitol Hill Housing to create 115 new affordable homes, affordable retail space for black-owned businesses, and a living monument to the heritage, legacy, and future of the Central District. The Central District has historically been home to Seattle's African-American population, but has faced increasing displacement pressure in recent decades.





GOAL 6. CREATING A CONNECTED AND AFFORDABLE TRANSPORTATION NETWORK

6.1

CULTIVATE A CULTURE OF TRANSIT RIDERSHIP AMONG SEATTLE'S YOUTH

A thriving, vibrant and resilient city is one where residents have access to reliable, high-quality public transportation—and where all residents feel empowered to use public transit as a primary means of transportation. Seattle is home to a number of public transit options, including the Seattle

Streetcar, Sound Transit Link Light Rail, and King County Metro buses.

By partnering with Seattle Public Schools, King County Metro, Seattle colleges, and the Seattle Department of Transportation, the City of Seattle now provides up to

15,000 young people with unlimited access to public transportation through the ORCA Opportunity program. Seattle is now the largest city in the U.S. to provide free transit passes to high school students and is ushering in a new generation of public transportation riders.

6.2

PROVIDE TRANSIT SERVICES TO MORE SEATTLE RESIDENTS THROUGH SMART INVESTMENTS IN THE SEATTLE TRANSPORTATION BENEFIT DISTRICT

The Seattle Transportation Benefit District (STBD) was established in 2010 to raise additional revenue that helps fund improvements to Seattle's transportation services. Through the STBD, Seattle raises about \$50

million annually to improve transit availability and access through 2020.

Thanks to changes to the STBD made in 2018 under Mayor Durkan, 14,200 additional Seattle households

now have access to 10-minute or better King County Metro bus service. In the past year, the City of Seattle also invested in additional transit service to provide capacity for 4,800 new weekday daily rides in Seattle, which is a 5% increase.

6.3

EXPAND OUR REGIONAL PUBLIC TRANSIT SYSTEM

Sound Transit 3 (ST3), which was a ballot measure in Seattle's November 2016 elections, proposed an expansion of the regional public transit system managed by Sound Transit. This is the City's most ambitious effort to strategically plan for

affordable transit-oriented development for generations to come.

The \$53.8 billion ST3 plan will expand the existing Link light rail system to the suburbs of Tacoma, Federal Way, Everett, and Issaquah, and to the

Seattle neighborhoods of Ballard and West Seattle. The local portion of the measure would be partially funded by increases in the sales tax, the motor vehicle excise tax, and property taxes. This expansion will improve accessibility, efficiency, and affordability for residents across the region.

6.4 ENCOURAGE BIKE USE BY CONNECTING ALMOST 200 MILES OF A BIKE LANE NETWORK BY 2024

A bikeable city is one where people ride bicycles because it is a convenient, fun, safe, and healthy choice. It is a city in which people of all ages and abilities bicycle for any trip purpose. Seattle is already regarded as one of the most bikeable cities in America. In 2019, Seattle was even named America's "Best Bike City" by Bicycling magazine.

The Seattle Bicycle Master Plan (BMP) aspires to encourage and accommodate more people to ride a bicycle. The BMP provides a blueprint to make it easier to decide to ride a bicycle because it is a comfortable and integral part

of daily life in Seattle for people of all ages and abilities. The BMP identifies projects and programs to be implemented from 2014 to 2033 to achieve the vision and meet the plan's goals for safety, ridership, equity, connectivity, and livability. The Center City Bike Network is a project to build a network of protected bike lanes connecting downtown and the rest of Seattle as our city continues to grow. Check out the project web page to learn more about the Center City Bike Network.

We have also launched the Seattle Free-Floating Bike Share Program, which lets anyone borrow an

electric-assist bike for a quick errand, a trip to Link light rail, an all-day adventure, and everything in between. You pick up the bikeshare bike closest to you, ride it to where you want to go, and leave the bike for the next person to ride. Bike share in Seattle is run by three private vendors, Jump, Lime, and Lyft. In order to operate bikes from any of the three vendors, you will need to download the company's app, and follow the instructions provided. The bike share program partnered with local nonprofit Rooted in Rights to make a video about how and why bike share users should park their bikes correctly at the end of a ride.

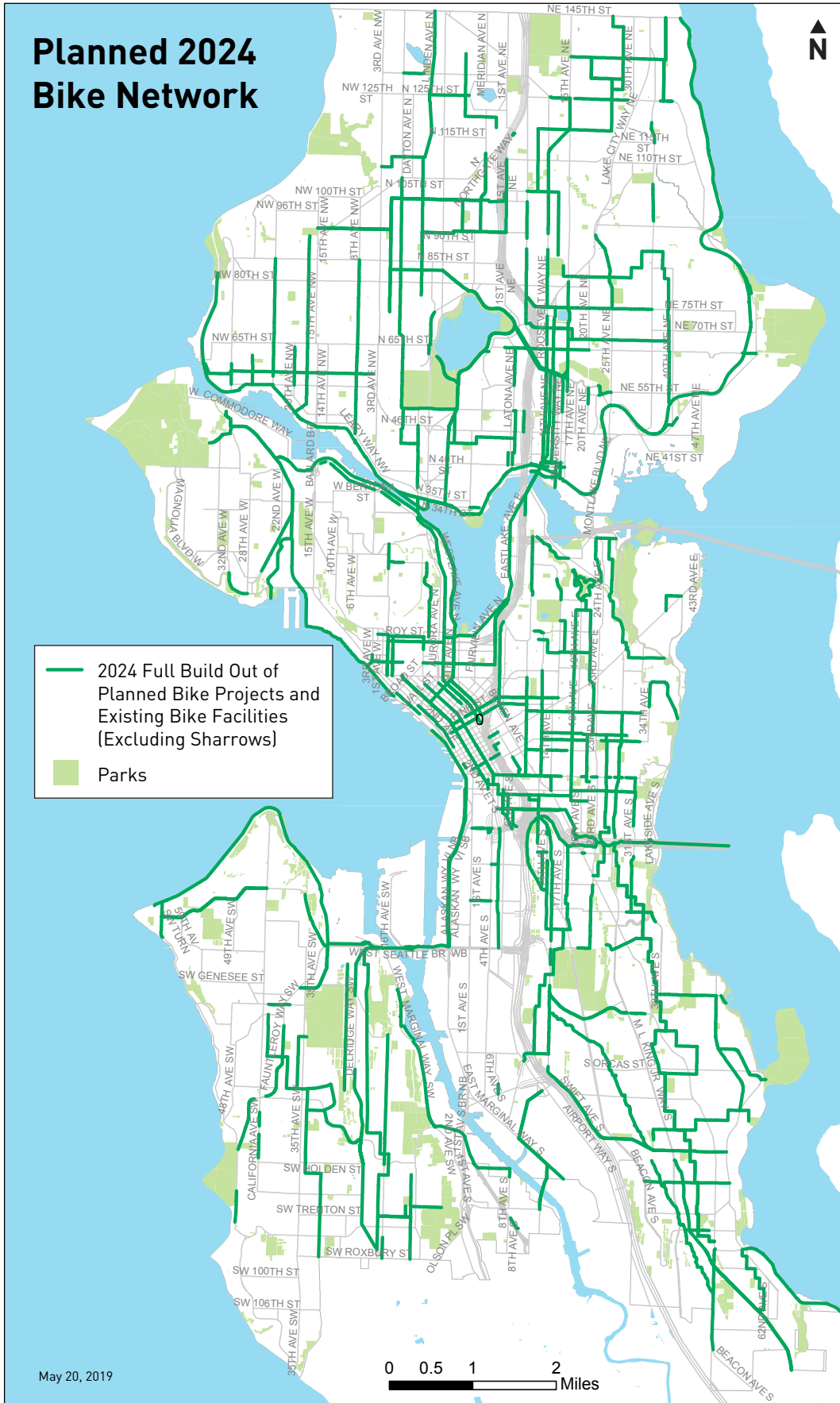
6.5 COORDINATE TO MINIMIZE THE IMPACT OF EXTENDED PLANNED TRAFFIC DISRUPTIONS IN SEATTLE

Traffic disruptions due to construction and major improvements are not uncommon in major cities like Seattle. Projects like Boston's Big Dig and the replacement of the eastern span of the San Francisco-Oakland Bay Bridge are frequently accompanied by extended regional traffic impacts.

In Seattle, between 2019 and 2024, the City will be changing how

residents travel to and through downtown. The opening of the State Route 99 (SR 99) tunnel, the demolition of the Alaskan Way Viaduct, the rebuilding of the Central Waterfront, and the extension of Link light rail—all of these public and private megaprojects will transform our downtown and have extended impacts on traffic.

During this challenging period, the City is working with partners across the region to manage congestion, limit the impact on commuters and businesses, and keep downtown open for business through a five-strategy approach: monitoring our transportation system, investing in transit, reducing drive-alone trips downtown, managing the public right-of-way, and coordinating regional communications.





GOAL 7. HELPING RESIDENTS MEET THEIR BASIC NEEDS

7.1 REDUCE COSTS FOR SENIORS AND FIXED-INCOME RESIDENTS

In February, 2018 Mayor Durkan announced a new innovative joint pilot program by the Seattle Office of Housing and Seattle City Light to help senior homeowners stay warm while reducing their energy bills. Under the pilot program, senior homeowners with electric heat already receiving help with their utility bills will be notified that they can now automatically qualify for energy efficiency upgrades to their home that provide additional utility bill savings, freeing up resources to pay for other important household needs.

As part of the pilot, the Office of Housing and Seattle City Light will notify almost 800 senior homeowners who participate in the Utility Discount Program about their eligibility for energy-saving improvements to their home. The improvements, such as insulation and new heating systems, are made available through the Office of Housing's HomeWise weatherization program.

Additionally, Seattle's Utility Discount Program (UDP) offers eligible customers a 60% discount on their Seattle City Light bill and a 50% discount on their Seattle Public Utilities bill.

UDP is available for income-qualified residential households. The Utility Discount Program helps income-qualified Seattle City Light customers lower their electric bills by 60%.

7.2 ELIMINATE PUNITIVE FINES AT THE SEATTLE PUBLIC LIBRARY

Almost \$8 million from the proposed \$213 million property-tax levy would go toward eliminating Seattle Public Library fines for late items. The 7-year, \$213 million property-tax levy would replace the expiring 7-year, \$123 million levy, and would cost a median value homeowner approximately \$7 per month, or \$1.58 per month more than the current levy. In addition to eliminating library fines, the levy would extend library hours, fund renovations and maintenance, and invest in library collections and technology services, among other needs.



7.3

HELP SEATTLE RESIDENTS DISCOVER WHICH DISCOUNT PROGRAMS THEY QUALIFY FOR - CENTRALIZED RESOURCES & A NEW AFFORDABILITY PORTAL

In 2018, Seattle launched a new website, seattle.gov/affordable¹⁴, which is a page of centralized resources. Seattle residents can now access more than 100 free and discounted resources and benefits that the City provides to all eligible Seattle residents. These resources and benefits range from free Internet hotspots and tax

preparation advice to the UDP, which can save income-qualified residential households money on their bills.

In partnership with Expedia Group, F5, and Tableau, the City is improving this resource page by building a new, easier-to-navigate Affordability Portal. The Affordability Portal seeks

to create an online information and screening tool to connect individuals and families to City of Seattle benefit programs and services that can lower their cost of living. The portal will support both benefit seekers and the professional and informal navigators, such as caseworkers and family members, who support them.

7.4

MAKE AFFORDABLE UNITS IN SEATTLE MORE ACCESSIBLE AND EASY TO FIND

Between the decentralized affordable housing units and resources across the city, it can be hard for residents in need to identify the housing that is available.

To rectify this, the City of Seattle has partnered with Zillow Group,

Inc. (Zillow) to build an app to help people in need of affordable housing find units and connect with landlords in one place. Currently being developed through a partnership with Mayor Durkan's Innovation Advisory Council, the tool will live on the Zillow platform in perpetuity. Upon

successful completion of the tool, Zillow, whose mission is to empower consumers with unparalleled data around homes and connect them with local professionals, will consider scaling it to other cities.



7.5

ENSURE ALL SEATTLE FAMILIES HAVE ACCESS TO FRESH, HEALTHY FOOD OPTIONS REGARDLESS OF INCOME LEVEL

In Seattle, 12% of Seattle adults faced food hardship in 2013, up from only 6% in 2010. Food hardship affects many communities of color disproportionately. Hispanic adults were impacted almost three times more (29%) than white or Asian adults (10%). Multiracial (20%), black (18%), and Native American/Alaska Native adults (17%) also experienced food hardship at disproportionate rates¹⁵.

Seattle's Fresh Bucks program helps families and individuals stretch tight food budgets with two key programs: Fresh Bucks Match and Fresh Bucks Vouchers. Fresh Bucks Match doubles the purchasing power for low-income residents who use their federal food stamp (Supplemental Nutrition Assistance Program [SNAP]) benefits to purchase fresh

fruits and vegetables. Every dollar spent at a Fresh Bucks retailer using food stamp benefits is matched to purchase local produce. Eligible and enrolled participants receive monthly Fresh Bucks Vouchers. Vouchers can be used like cash to buy fruits and vegetables at all Fresh Bucks retailers. We are committed to expanding this program.

Fresh Bucks can be used at more than 60 participating retailers in Seattle and King County¹⁶, including farmers' markets, farm stands, neighborhood grocers, and all Seattle Safeway stores. Fresh Bucks is a solution that helps low-income residents afford healthy foods, diversifies the customer base of farmers' markets, and keeps federal food stamp dollars in our regional economy.





CHAPTER 3: CREATING A CITY WHERE EVERYONE IS WELCOME

“The Trump administration views immigrants and refugees as a threat to our country. He is wrong. Here in Seattle, we have always welcomed people who have faced tremendous hardships around the world. Immigrants and refugees are part of Seattle’s heritage, and they will continue to make us the city of the future. The Seattle-King County Expanded Legal Defense Network is a critical tool to fight for the rights and dignities of our immigrant and refugee neighbors.” - Mayor Jenny A. Durkan

A resilient city is a city that stands up for all of its residents—especially the most vulnerable. Many of the challenges that are facing Seattle and other major cities across the globe hit vulnerable populations the hardest. We know that income inequality, gaps in education, and the environmental impacts of man-made climate change have an outsized impact on low-income residents, communities of color, and immigrant and refugee communities. True resilience means understanding and meeting these challenges head on, and enacting policies that mitigate these historic injustices and help to make our city a more equitable place for all.

With a federal administration that is targeting vulnerable populations like lesbian, gay, bisexual, transgender, and queer/questioning (LGBTQ+) people and immigrant and refugee communities across the country, progressive cities like Seattle have had to step up to increase protections against unjust incursions from some federal agencies like U.S. Immigration and Customs Enforcement (ICE). Protecting all of our residents is critical to ensuring that our city can survive both long-term stresses and acute shocks while keeping all of our communities safe.



GOAL 8. CORRECTING HISTORIC INJUSTICES IN THE CRIMINAL JUSTICE SYSTEM

8.1

CREATE A FUND TO HELP FORMERLY INCARCERATED INDIVIDUALS START OVER

Reentry programs offer formerly incarcerated individuals a chance to start over by providing bridge housing, skill-building opportunities, and addiction recovery services. Seattle's Fair Chance Employment Ordinance and Washington State's successful Ban the Box initiative means that many formerly incarcerated individuals are not automatically disqualified from employment and

housing due to a prior conviction history—but there is always more to do to help address the specific reentry needs of our diverse communities.

Mayor Durkan committed \$250,000 of one-time funding in 2019 for reentry investments to pilot new and innovative strategies to facilitate successful reentry. For example, a future pilot could focus

on preventing the discharge of people from jail into homelessness or addressing the specific reentry needs of Native Americans. Specific indigenous healing practices include cultural, spiritual, and ceremonial activities, such as drumming circles and Inipi ceremonies (sweat lodges), that focus on healing, building connection and trust, and providing a sense of community.

8.2

REMOVE OUTSTANDING NON-VIOLENT WARRANTS TO FREE PEOPLE FROM THE STIGMA AND FINANCIAL BURDENS OF MINOR OFFENSES

In November 2018, the Seattle City Attorney's Office filed a motion asking a judge to quash more than 200 outstanding warrants for non-violent, non-felony offenses. Felonies are handled by the King County Superior Court. While most of the warrants

are for people who were convicted but failed to show up to court for subsequent hearings, according to the City, others are for people who did not appear in court before a judgment could be reached (known as pre-dispositional warrants).

While the City Attorney's Office works with the municipal court on a quarterly basis for pre-dispositional warrants not cleared within 7 years, this request was the first to consider post-conviction warrants.

SQUAREPEG CONSTRUCTION

Brady and Amy King started Square Peg Construction in 2014 and shortly after found a labor shortage that many other builders in Seattle were facing as well. Around this time, they met six men who became the first employees at Square Peg. These men were all skilled craftsmen, hard workers, and trustworthy; they all also happened to have a history of criminal justice involvement, addiction recovery, or homelessness. Listening to the stories of the barriers these men faced, the Kings learned that a person's past should not define who they are capable of becoming and that a good, steady job is critically important when someone is reintegrating into society. Square Peg provides much more than a job. The company strives to give purpose and a family environment in which individuals can find love and accountability.



8.3 ADDRESS THE NEGATIVE IMPACT OF THE FAILED WAR ON DRUGS ON COMMUNITIES OF COLOR

For too many who call Seattle home, a misdemeanor marijuana conviction or charge has historically created barriers to opportunity—to good jobs, housing, loans, and education. It created a permanent criminal record that traveled with someone their whole life. We also know that these

charges and convictions disproportionately target communities of color.

The City of Seattle no longer prosecutes misdemeanor marijuana possessions, and has not done so since 2010. In February 2018, Seattle Mayor Jenny Durkan and City Attor-

ney Pete Holmes moved to vacate convictions for misdemeanor marijuana possession prosecuted by the City before legalization in 2012. Later in 2018, the Seattle Municipal Court agreed to vacate these convictions.





GOAL 9. PROTECTING OUR MOST VULNERABLE COMMUNITIES

9.1

PROTECT SEATTLE FAMILIES BY MAKING IT HARDER FOR UNSECURED FIREARMS TO END UP IN THE WRONG HANDS

Across the country, nearly 1,300 children die and 5,790 are treated for gunshot wounds each year. In 2015, an estimated 150,000 adults in King County reported keeping a firearm unlocked in their homes. In Seattle, 250 stolen guns were reported from burglaries and car prowls in 2017 according to the Seattle Police Department. Safe storage is a commonsense, easy way to save lives and keep firearms from falling into the wrong hands.

In February 2019, Seattle passed a Safe Storage law that will reduce gun violence and help protect Seattle communities by requiring the responsible storage of firearms unless carried by or under the control of an owner or lawfully authorized user. If a minor, at-risk person, or person not legally allowed to possess a firearm accesses a gun that was not safely stored, the owner could face a fine of up to \$1,000. If the person accesses the

gun and uses it in connection with a crime or to kill or injure someone, the owner could face a fine of up to \$10,000. If the gun is used in a mass shooting, courts would have the ability to levy more than one \$10,000 fine against the gun owner. Courts could consider restitution in lieu of fines. Supporters of the legislation said it is meant to reduce accidental gun injuries, thefts, and suicides.

9.2

WORK TO DEVELOP AN EARTHQUAKE EARLY WARNING SYSTEM AND EXPLORE OPPORTUNITIES TO RETROFIT UNREINFORCED MASONRY BUILDINGS

Seattle has an estimated 1,164 Unreinforced Masonry Buildings (URMs) throughout the city and they have long been identified as a significant threat to public safety in the event of an earthquake. The City of Seattle's Department of Construction and Inspections (SDCI) and Office of Emergency Management (OEM) have been involved in a multi-year effort to explore policy options for retrofitting these buildings, while minimizing the financial burden to property owners and addressing issues of displacement. Retrofitting of public buildings is underway. Using a local public safety levy, we seismically strengthened all Fire Stations, and some water reservoirs. In addition, also using grant funding, we seismically upgraded Jefferson

and Queen Anne Community centers, two Pioneer Square area ways, the old Armory, and installed natural gas shut-off valves on 35 critical City facilities. SDOT has also been upgrading bridges and overpasses through its capital budget.

We are also working on an Earthquake Early Warning project that will build software to automatically warn infrastructure control systems and personnel about earthquakes before the ground starts shaking. Trains could be automatically slowed or elevators could return to the ground floor, for example. Since earthquakes can only be detected after they initiate, and even with the best technology we will probably only have seconds of warning, automated

action is critical. The project will integrate pre-developed partner components, such as the United States Geological Survey's (USGS) ShakeAlert system, which detects and models earthquakes; middleware that will distribute warning to end-point receivers; and the end-point receivers that can securely convey warnings to infrastructure control systems. While there is still much to learn about how ShakeAlert will work with warning delivery components and infrastructure systems, this beta project will test the effectiveness of the earthquake sensor network and notification platform. This beta project will help inform a successful launch to the general public in the Pacific Northwest.

9.3 UPHOLD LASTING REFORM AT THE SEATTLE POLICE DEPARTMENT

Signed by Mayor Durkan as the then-United States Attorney for the Western District of Washington, the consent decree required the Seattle Police Department to enact significant reforms, including new use-of-force policies and trainings that emphasize deescalation, a new ap-

proach to how officers interact with people experiencing a mental crisis, and new supervision and oversight with community involvement. As a result, there has been a decrease in uses of force overall—including a significant reduction of the most serious uses of force—and a signif-

icant decline in force used against people in crisis. The City of Seattle will continue working to sustain its 2 years of full and effective compliance with the consent decree to build lasting reform and accountability.

TO DATE, THE IMMIGRANT LEGAL DEFENSE FUND HAS GIVEN OVER \$4.7 MILLION TO HELP LOCAL ORGANIZATIONS PROTECT OUR IMMIGRANT AND REFUGEE COMMUNITIES:

KIDS IN NEED OF DEFENSE: \$860,000

NORTHWEST IMMIGRANT RIGHTS PROJECT (NWIRP) AND COLECTIVA LEGAL DEL PUEBLO JOINT APPLICATION: \$2,665,000

WEST AFRICAN COMMUNITY COUNCIL (WACC): \$748,000

ASIAN COUNSELING AND REFERRAL SERVICES - LEGAL DEFENSE TEAM: \$493,333

ENTRE HERMANOS: \$680,000



9.4

PROTECT SEATTLE'S IMMIGRANT & REFUGEE COMMUNITY FROM UNCONSTITUTIONAL FEDERAL POLICIES

The changing direction of the U.S. Immigration and Customs Enforcement's (ICE) focus in recent years distracts and drains resources from real public safety threats and has the explicit outcome of causing widespread fear and uncertainty for all immigrants on a daily basis. As a resilient city, Seattle is committed to standing with its immigrant and refugee communities, and to protecting them from attempts to undermine their sense of safety and security.

On May 29, 2019, the Seattle Mayor and the King County Executive announced the grantees of the Expanded Seattle-King County Immigrant Legal Defense Network (ELDN). ELDN grants \$5.6 million to commu-

nity-based organizations working to provide legal services to immigrants and refugees at risk of deportation. In 2017, Seattle and King County established the first Legal Defense Network, a partnership to respond to increases in both anti-immigrant rhetoric and immigration enforcement under the Trump administration.

To further Seattle as a Welcoming City for immigrant and refugee residents and workers, City department directors must refer all requests from ICE authorities, including requests for access to certain private work areas, to the Mayor's Office of Legal Counsel. The directive also ensures that all staff members understand and comply with our Welcoming City

laws. These protocols will work in conjunction with the existing City ordinance and policy, which states that City employees are prohibited from asking about immigration status, that City employees will serve all residents, and that City services will be accessible to all residents, regardless of immigration status.

9.5

PROVIDE PERMANENT RESIDENTS IN SEATTLE WITH THE TOOLS THEY NEED TO BECOME CITIZENS

Today's immigrants are tomorrow's American citizens who should have the chance to contribute to the economic, cultural, and civic life of Seattle—and our nation

The New Citizen Campaign of the Office of Immigrant and Refugee Affairs is an effort to help the tens of thousands of legal permanent residents (LPRs) in Seattle to become U.S. citizens. This campaign uses citizenship clinics, outreach and

education, citizenship curriculum and legal assistance, and engagement with local and national partners to achieve our goal of naturalizing the more than 75,000 LPRs living in the Seattle and King County area.

9.6 ENSURE ALL OF SEATTLE'S RESIDENTS ARE COUNTED

We know that the U.S. Census is critically important to the health and well-being of many of our communities. The Census allocates billions of dollars in federal aid to Washington State each year. Because of the important role that the Census plays in supporting our communities and shaping our city for years to

come, Mayor Durkan created the Seattle Census Task Force in 2018.

This task force advises the Mayor on policy and outreach to historically undercounted communities and will help implement 2020 Census preparations. In light of attempts by the Federal Government to influence the Census turnout, Seattle and

King County partnered to create a \$1 million Regional Census Fund to ensure a complete, informed, and safe count. The Seattle Census Task Force is working to ensure our residents have the resources and information they deserve to participate in the 2020 Census.

9.7 PREPARE OUR MOST VULNERABLE RESIDENTS FOR NEW AND EMERGING PUBLIC HEALTH CONCERNS DUE TO GLOBAL CLIMATE CHANGE

In an effort to prepare the community—especially children, the elderly, those with respiratory conditions, and those experiencing homelessness—for the rising impact of wildfire smoke, the City is partnering with other agencies to coordinate our response. June 19, 2019, was the Regional Public Information Campaign for Smoke-Ready Communities Day in the Puget Sound, which aimed to inform residents on what they can do to prepare for our impending smoke season.

Our coordinated efforts include upgrading the heating, ventilation, and air conditioning (HVAC) systems at the International District Community Center, Rainier Beach Community Center, the Seattle Center Armory, the Exhibition Hall, and the Fisher Pavilion. We are adding MERV 11 filters, sealing access doors on outdoor HVAC units to prevent air leaks, providing stand-alone air scrubbers in childcare rooms, and installing air curtains to prevent smoke from entering the building as people come and go. We are also building a GIS Map for Red Quality Days to ensure

citizens can easily find out where to go to avoid the unsafe air. Internally, the City is reviewing our compensation policies during “inclement weather” and adding periods of poor air quality to the definition, and writing City Policy for Voluntary Respirator Use for employees who primarily work outdoors. With unsafe air days included in the “inclement weather” definition, City staff can take similar measures as in a snowstorm—activate alternative work arrangements or take vacation if needed to protect their health or care for their children.





GOAL 10. STANDING UP FOR ALL OF SEATTLE'S WORKERS

10.1 PROTECT FAMILY-WAGE JOBS IN THE INDUSTRIAL SECTOR

With Seattle's growing population and the increasing housing demand, there is ever-increasing market pressure to convert industrial lands to other land uses, such as multi-family residential and commercial developments. Industrial lands are a backbone to support family-wage jobs and are necessary to build an inclusive economy in Seattle.

Without question, housing and commercial developments are necessary and have greatly improved many areas of our city, meeting the needs of a growing city, creating vibrant neighborhoods and supporting thousands of new jobs. Land zoned for industrial use supports many good family-wage jobs. Seattle's most recent study on industrial lands found 106,000 current industrial jobs in Seattle, representing 18% of

total employment in the city. More than 67% of Seattle's industrial jobs require only a high school diploma or no formal education credential. In maritime industry clusters like fishing or water transportation, average earnings per worker are more than \$100,000 a year. We are committed to ensuring that the diverse and resilient economic base Seattle is built on is maintained.

10.2 ESTABLISH LABOR STANDARDS FOR WORKERS AT HIGH RISK OF ABUSE

In 2015, Seattle became one of the first cities in the nation to establish a \$15 minimum wage to help address the increased cost of living. While this was an enormous step forward for many low-wage workers in Seattle, this ordinance did not address certain classes of workers that are at a high risk for abuse. Key among these groups are domestic workers and hotel workers, and both of these groups have long been subjected to unfair, unregulated, and often unsafe working conditions.

In order to address these potential abuses, Seattle passed the Domestic Workers Bill of Rights in 2018, which mandates that domestic workers be paid the Seattle minimum wage, establishes uninterrupted meal and rest periods, and provides 1 day (24 hours) off in a 7-day period for workers who reside where they are employed.¹⁷

Similarly, due to the unique nature of hotel work, hotel workers are subjected to a higher risk of harassment and violence on the job. In June 2019,

the City proposed new legislation to provide basic safeguards to protect hotel employees from assault and injury on the job, improve their access to affordable health care, and provide them with a minimum standard of job security. This measure also includes strong enforcement mechanisms to ensure that hotel owners and operators comply with the law.¹⁸

10.3 ADDRESS WORKPLACE VIOLATIONS EFFECTIVELY

The Office of Labor Standards (OLS) was established on April 1, 2015, as part of Seattle's \$15 minimum wage ordinance. It was created to assist with the citywide implementation of the new \$15 minimum wage and to provide a central location for Seattle workers to file workplace violations related to unfair practices such as

tip withholding and time theft or being asked to work without breaks.

Since 2015, OLS has been investigating complaints against employers, leading to a substantial backlog at the beginning of 2018. Recognizing that many low-wage workers could not wait indefinitely for their claims to close, Seattle prioritized clearing

out this backlog. Without sacrificing effectiveness, OLS closed many of these older investigations, assessing a total of \$2,130,619 for the benefit of 2,521 workers. By the end of 2018, OLS had reduced this backlog by 83%, closed 193 investigations, and opened 114 new investigations.

10.4 ENSURE THAT LOW WAGE WORKERS HAVE ACCESS TO WORKER PROTECTIONS

Based on current outreach to affected platform economy workers to better understand the impacts of their work, the City's Office of

Labor Standards will be exploring the possibility of a pilot initiative with The Rockefeller Foundation to shape

a portable benefits mechanism for workers in the gig economy.

PUGET SOUND SAGE

Puget Sound Sage builds thriving, resilient communities rooted in good jobs, affordable housing, accessible transit, and a healthy environment. Puget Sound Sage is on the forefront of a renewed movement for economic justice in our region. They work to reduce inequality by advancing policy, such as a minimum wage, paid sick leave, access to full-time jobs, enforcement of good job standards, and placement of people with barriers to employment in public worker construction jobs. Some of their program accomplishments include:

- Passing the \$15 minimum wage and Paid Sick and Safe Time ordinances in Seattle.
- Convening the Interfaith Economic Justice Coalition—interfaith leaders from the region—as a means of uplifting worker issues for the public, organizing support in faith communities, and helping build power in worker organizing.
- In collaboration with partners, winning the City of Seattle's Priority Hire Ordinance for local workers to enter green construction careers.







GOAL 11. SERVING AS A MODEL EMPLOYER BY DRIVING EQUITABLE OUTCOMES

11.1

CREATE A SAFE AND WELCOMING WORKPLACE FOR ALL CITY OF SEATTLE EMPLOYEES

The City of Seattle employs almost 12,000 workers. This makes it one of the largest employers in the city, and gives us an opportunity to serve as a good example for other large employers in Seattle. Similarly, any challenges that City employees face in the workplace have significant impacts on resilience.

Following claims of harassment and hostile working conditions in City

departments, Mayor Durkan passed an executive order implementing a number of changes that will reform and update how the City addresses allegations of harassment, discrimination, and other forms of misconduct.¹⁹ This includes the creation of an Anti-Harassment Interdepartmental Team to review the City's harassment and discrimination policies and the creation of an Office of the Employee Ombud, which will provide independent,

impartial, and informal support to individual employees experiencing harassment or discrimination.

Both of these bodies provide recommendations to the Mayor and City Council on citywide policies and procedures related to harassment, discrimination, and creation of an inclusive workplace environment.

11.2

GENERATE OPPORTUNITIES FOR WORKERS IN UNDERREPRESENTED GROUPS

The City promotes access to construction careers for women, people of color, and others who are historically underrepresented in this field. In 2015, the City created a Priority Hire Program for City public works construction projects of \$5 million or more. Using City-funded construction

projects, the Priority Hire Program will prioritize the hiring of residents who live in economically distressed areas, particularly in Seattle and King County. In addition, City projects will have apprentice utilization requirements²⁰ and women and people of color aspirational goals. For CWA

(community workforce agreements) projects, 10% of the hours were performed by women and 28% of the hours were performed by people of color for the November 2013 through December 2018 time frame.

11.3

PROMOTE UTILIZATION OF WOMEN- AND MINORITY-OWNED BUSINESS ENTERPRISES (WMBE) IN SEATTLE PROCUREMENTS

The City of Seattle actively supports utilization of women- and minority-owned business enterprises (WMBE) on City contracts as both primes and subcontractors. Each City department establishes plans and annual voluntary goals for WMBE inclusion in consulting and purchasing contracts. WMBE firms need not be state certified to meet the City's WMBE definition. The City defines WMBE firms as at

least 51% owned by women and/or a minority. To be recognized as a WMBE, firms must register on the City's Online Business Directory.²¹ Federally funded transportation projects require a Disadvantaged Business Enterprise (DBE) program; for that program, firms must be certified by the Washington State Office of Minority and Women Business Enterprises (OMWBE).²²

In 2018, 14% of the City's purchasing dollars went to WMBE firms, while 22% of the City's consulting dollars went to WMBE firms. For 2019, the City has set the highest citywide WMBE aspirational goals for consultant and purchasing procurements: 17% for WMBE purchasing and 24% for WMBE consultants. Moreover, the Mayor challenged departments to a citywide prompt payment metric of 95%.

11.4

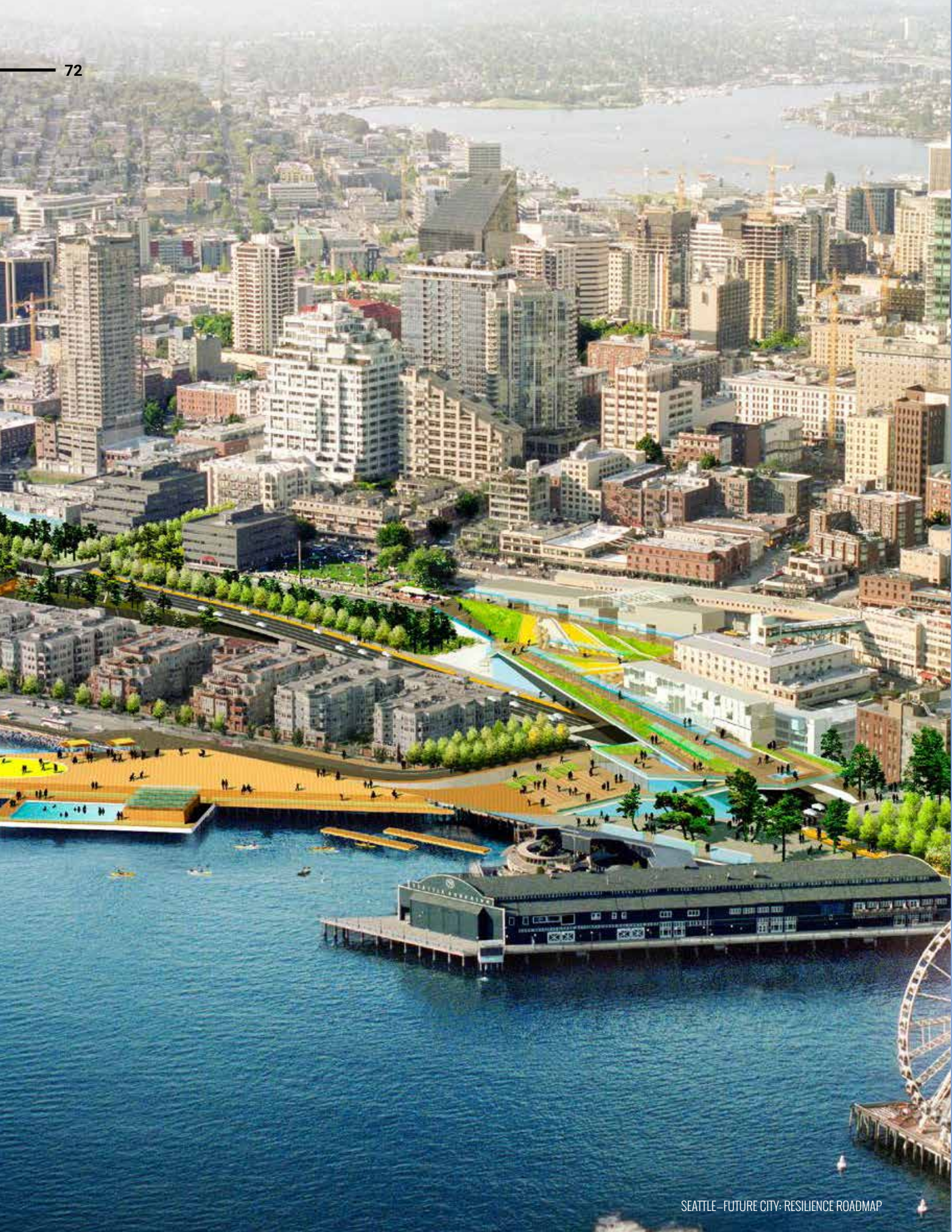
ENSURE THAT THE CITY OF SEATTLE'S HUMAN RESOURCES POLICIES SERVE OUR WORKERS

Part of serving as a model employer is ensuring that our policies are supporting our workers and providing them opportunities to deal with all of life's many uncertainties. In addition to providing high-quality benefits, compensation, and leave packages, we must continually examine the City of Seattle's policies to ensure that they are working as intended.

This is one example. Due to a loophole in City leave policies, City employees who lost a child were not eligible for paid family-care leave, which specifically requires that the City employee care for another family member. In addition, City employees who lost a child were not eligible for paid parental leave, which is exclusively for the purpose of bonding with a new child. Therefore, a City employee was forced to use paid sick or vacation time, as

available, to grieve the loss of their child and manage their affairs. If the City employee did not have any paid sick or vacation time available, they had to choose between either coming to work, requesting donated sick leave, or staying home without pay. On June 17, 2019, Mayor Durkan signed legislation to expand the City of Seattle's paid family-care leave to include access for city employees who lose a child.





CHAPTER 4: FOSTERING GENERATIONAL INVESTMENTS

As our city grows, Seattle has the chance to make generational investments in major public works projects that will literally change the face of our city and increase our economic resilience—including a greatly expanded light rail network, a brand new 20-acre waterfront park, and an updated Washington Convention Center. As we make these investments, we will continue to prioritize the stewardship of our environment, just as we have by pioneering the nation's first carbon-neutral electric utility and preserving safe drinking water by managing two large, regional watersheds.

Without leadership from the Federal Government, cities like Seattle must take bold action to address climate change and reduce emissions at the municipal level. In April 2018, Mayor Durkan announced her Climate Action Strategy, which includes 12 actions that will enable Seattle to reach its climate goals, including carbon neutrality by 2050. As part of Seattle's commitment to the Paris Climate Agreement, Mayor Durkan has undertaken bold new climate efforts to reduce carbon pollution from our transportation and building sectors and make Seattle a national leader in fighting climate change. These actions are designed to move beyond incremental change and fundamentally reshape our city's carbon footprint for a fossil-fuel-free future. To meet this goal, our Climate Action Plan has a goal of reducing greenhouse gas (GHG) emissions in the residential sector by 20% by 2030 and a goal of reducing passenger transportation emissions by 82% by 2030.

“This year, we will move ahead on some incredible public and private projects that will change the face of this city. These projects - and how we build them - must be guided by our vision and shared value of equity and community. Just look at our waterfront - we are reconnecting our city with our heart: the Puget Sound. We are opening up the space we need to create a 20 acre park right at our front porch for everybody who calls Seattle home. It is going to be magnificent.” - Mayor Jenny A. Durkan



GOAL 12.

REIMAGINING AND ENHANCING OUR CIVIC TREASURES

12.1 CREATE A NEW WATERFRONT FOR ALL

Built during the 1950s, Seattle's double-decker Alaskan Way Viaduct (Viaduct) has stretched across our downtown waterfront for more than 60 years. Long a fixture of the Seattle skyline, the Viaduct was damaged in the 6.8-magnitude Nisqually quake in 2001. Although the structure was repaired and stabilized in the following years, in 2009 Washington State, King County, the City of Seattle, and the Port of Seattle decided to replace the Viaduct with a deep-bore tunnel through downtown Seattle.

The demolition of the Viaduct has given Seattle a chance to reimagine the waterfront as a brand-new "waterfront for all." Seattle's new waterfront will include 20 acres

of public space and an elevated pathway reconnecting Pike Place Market and downtown to the waterfront. It will support safe and efficient travel for pedestrians, bicyclists, vehicles, and freight while providing much-needed green space to support Seattle's continued growth.

Construction began in 2019 with funding from the philanthropic community, the City of Seattle, and Washington State. Of the approximately \$711 million needed to construct the new waterfront, less than one-third will come from City sources. The philanthropic community has committed \$110 million, while the City will invest \$248 million, which will include funding

from the Park Improvement District. Commercial and residential property owners who stand to benefit most directly from the waterfront improvements will contribute \$160 million as part of a Local Improvement District.

This historic effort has also established a partnership between Seattle Parks and Recreation and the nonprofit Friends of Waterfront Seattle to ensure that new waterfront park spaces are safe and well maintained. In addition, the State has committed \$193 million for the new Alaskan Way Viaduct to maintain a critical freight and port connection along the waterfront.

12.2 CULTIVATE A NEW GENERATION OF SPORTS FANS IN SEATTLE

Seattle is already well-known for its incredible, competitive sports teams. Seattle has several nationally renowned teams, including the Sounders FC, the Mariners, the Seahawks, the Seattle Storm, Seattle Reign FC, and our brand new U.S. Major League Rugby team, the Seattle Seawolves.

With so many amazing teams, it's clear why sports are a vital part of Seattle's civic fabric. And we are striving to expand our sports scene even further. The renovation of the Arena at Seattle Center (previously known as the Key Arena) will not only provide our city with yet another world-class music and arts

venue that will generate jobs and economic activity, but it will allow Seattle to bring professional hockey back to our city for the first time in 100 years. A \$75 million training center in Northgate, a shopping area in the north of the city, will have three ice sheets to provide more opportunities for people to skate.



12.3

ENCOURAGE A THRIVING, CIVICALLY ENGAGED ARTS COMMUNITY IN SEATTLE

The City of Seattle strives to create spaces that encourage and support the community of artists who call Seattle home. To recognize the contributions of the mosaic of communities in Southeast Seattle, in 2018 Columbia City and Hillman City became Seattle's fourth Arts & Cultural District.

The mission of this Arts & Cultural District is to celebrate and enhance the authentic and culturally diverse soul of the Columbia City and

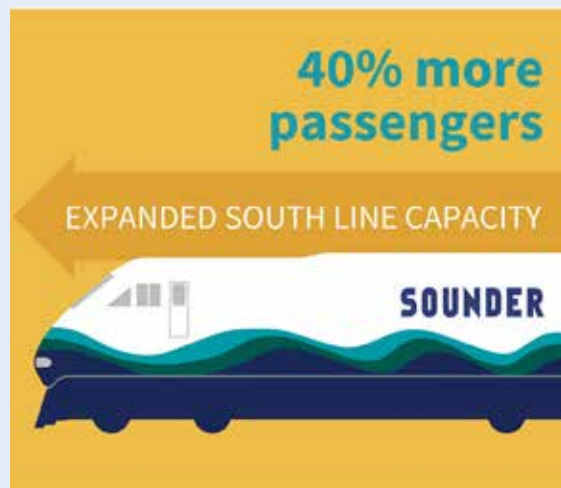
Hillman City neighborhoods through identification with, and advancement of, arts and culture and celebration of the historic role the arts have played in these communities. The Seattle Asian Art Museum is a world-class cultural resource and park amenity for residents and visitors. Its renovation and expansion preserved the 1933 historic building and its Art Deco façade. In 2019, the City opened a renovated King Street Station to create a dynamic new hub for the presentation and

enjoyment of arts and culture, increasing opportunities for people of color and other underrepresented populations in Seattle to generate and present their work. ARTS at King Street Station incorporates a new 7,500-square-foot cultural space plus meeting and presentation areas that are available to the general public; a studio for an artist-in-residence; and offices for staff of the Seattle Office of Arts & Culture (ARTS).

12.4

INVEST IN OUR REGIONAL TRANSIT SYSTEM AND CREATING MORE TRANSIT-ORIENTED DEVELOPMENT

Our audacious expansion of the regional public transit system will improve accessibility, efficiency and affordability for residents across the region for generations to come. This is our effort to plan strategically for affordable, regional transit-oriented development. The \$53.8 billion Sound Transit 3 plan will expand the existing Link light rail system to the suburbs of Tacoma, Federal Way, Everett, and Issaquah as well as to the Seattle neighborhoods of Ballard and West Seattle. The local portion of the measure would be partially funded by increases in the sales tax, motor vehicle excise tax, and property tax.





GOAL 13. MEETING THE NEEDS OF OUR GROWING CITY

13.1

FIND NEW OPPORTUNITIES TO EXPAND AFFORDABLE HOUSING OPTIONS AND INCREASE DENSITY IN NEW CONSTRUCTION

One of Seattle's key challenges to expanding the city's housing stock is our natural environment and geography. Steep hills, large lakes, and shipping channels limit our city's buildable land. As a result, increasing density in new construction has become more and

more vital to creating space for our rapidly growing population. One of the ways that Seattle is addressing this challenge is through Mandatory Housing Affordability (MHA).

MHA ensures that new commercial and multifamily residential develop-

ment contributes to affordable housing. MHA will provide an estimated 6,000 new rent-restricted homes for low-income people. The affordable housing requirements took effect in March 2019, when the Seattle City Council adopted new zoning that adds development capacity.

13.2

PROVIDE FOR THE HEALTH AND SAFETY OF ALL SEATTLE RESIDENTS

Seattle's growing population brings with it increased health and safety challenges. To help address this, Seattle has prioritized the hiring of public safety personnel, including 60 new firefighters for the Seattle Fire Department in 2019 and 10 new Seattle Police Department officers for 2019, with an additional 30 for 2020. New hires will help address the increased call volume and foster a community-based policing model to help build greater trust between the police and the community. The Seattle Fire Department also

recently rolled out a first-of-its-kind partnership with Seattle City Light to combat dangerous fires in underground electrical vaults.

In recent years, Seattle's first responders have responded to a record number of non-emergency calls—especially in our downtown core. To help address this increase in non-emergency calls, Seattle recently launched the Health One pilot program, a team of specially trained firefighters and civilians who will help people with non-emergency 911 re-

quests for issues such as substance abuse, non-life-threatening medical concerns, and access to services. This pilot program allows us to serve our most vulnerable residents while also saving taxpayer dollars and freeing up our public safety officers to respond to other critical needs (e.g., structure fires and vehicle collisions). The program is scheduled to go into service around October 1, 2019. Rollout of the pilot is on track to meet that anticipated date.

13.3 ENHANCE SEATTLE'S WALKABILITY AND PROTECTING PEDESTRIANS THROUGHOUT OUR CITY

Walkability and accessibility are at the core of a strong and healthy community. Among large U.S. cities, Seattle is one of the safest cities for pedestrians. Because even one crash is one too many, the City is committed to improving pedestrian safety through the Pedestrian

Master Plan (PMP) and delivery of the City's Vision Zero program.

Investing in safe and connected pedestrian facilities helps to ensure a high quality of life for people who live and work in Seattle, and for

visitors to our city. People who live in accessible, pedestrian-friendly areas are more likely to be familiar with their neighborhoods and to have richer social connections to their community. This is true for all Seattle residents, from young children to older adults and everyone in between.

13.4 MAINTAIN HIGH LEVELS OF EXCELLENCE AND EFFICIENCY FOR CUSTOMER SERVICE AT THE CITY OF SEATTLE

The City of Seattle plays a critical role in its residents' lives by connecting residents to services, helping them apply for permits and licenses, answering questions and addressing concerns every day that help make the lives of all Seattleites a little easier. It is critical

that the City respond quickly and efficiently to resident requests.

Shortly after taking office, Mayor Durkan learned that Seattle City Light had a customer service backlog—including requests for reforms, moves, and corrections or adjustments—that reached a

peak of 74,157. After direction from the Mayor to engage in a focused effort to address the backlog, it was cleared by March 23, 2018. The City continues to look for efficiencies in performance across departments in order to be responsive to citizens' needs and ensure that the delivery of basic services functions smoothly.

13.5 PROTECT AND PRESERVE SEATTLE'S UNIQUE MARITIME AND INDUSTRIAL LANDS

Our maritime, manufacturing, and industrial activities contribute significantly to the city's identity. They are part of what makes Seattle, "Seattle." The Coast Salish people have lived in this region for thousands of years, fishing in waters that, to this day, provide both jobs and food for the people of Seattle.

Our success as a city is deeply tied to the industries that prosper here. From fishing, ship building, lumber mills, and airplane manufacturing to the small- and medium-scale manufacturers of machine parts, apparel, and recreational goods sold around the world, the industrial activities supported by the city's industrial lands have long benefitted Seattle by providing family-wage jobs

and promoting economic diversity. Today, some of our most innovative manufacturers are combining information technology, artistic design, and sustainable manufacturing practices to drive us forward. We are committed to exploring how best to preserve these lands in the face of a growing and dynamic cityscape.





GOAL 14. COMBATting CLIMATE CHANGE

14.1

MANAGE SEATTLE'S CONGESTION IN A FAIR AND EQUITABLE WAY

Transportation is Seattle's greatest contributor to greenhouse gas (GHG) emissions citywide. The City of Seattle is in the early stages of gathering feedback, studying options, and using community perspectives to thoughtfully design a potential program to shorten commutes and reduce carbon emissions effectively, that is equitable, transparent, and responsive to the city's needs.

As a first step, the City started exploring congestion pricing to address traffic congestion, reduce GHG emissions, and create a more equitable transportation system. Congestion pricing is one strategy that cities around the world use to improve mobility by charging a fee or toll for single-occupancy vehicles to use specific downtown streets. This work will prioritize racial and social justice and explore how a pricing

program might improve access to opportunity and reduce current inequities. The Seattle Congestion Pricing Study summary report²³ includes highlights of our work to date, lessons other cities have learned, an initial analysis of different pricing tools, potential equity impacts, and next steps for future phases of work.

14.2

CHAMPION ENVIRONMENTAL JUSTICE IN THE DUWAMISH VALLEY

The Duwamish Valley's South Park and Georgetown neighborhoods are home to approximately 5,600 people and numerous businesses and industries. They are resilient, close-knit communities that are bound together by intimate social and cultural ties. Yet these Duwamish Valley communities have experienced documented inequities for years. The Duwamish River flows through the Duwamish

Manufacturing and Industrial Center and is a 5.5-mile Superfund site.

To respond to this, the City released the Duwamish Valley Action Plan²⁴, a City-community shared vision to promote collaboration and guide the City's work and investments in the Duwamish Valley communities of South Park and Georgetown for

years to come. The Duwamish Valley Action Plan reflects a shift in City work toward strategies that get us closer to structural racial equity, it describes our efforts to improve overall health and well-being in the Duwamish Valley and beyond, and it demonstrates an ongoing commitment to environmental justice and equitable development in this area.

14.3 REDUCE THE NUMBER OF HOMES IN SEATTLE THAT ARE DEPENDENT ON OIL HEAT

The City of Seattle has set a target to be carbon-neutral by 2050. To be on track, the City's Climate Action Plan has a target goal of reducing GHG emissions in the residential sector by 20% by 2030. In April 2018, Mayor Durkan announced her Climate Action Strategy, which includes 12 strategies that will enable Seattle to reach its climate goals. One of those 12 strategies is to identify opportunities to accelerate oil conversions to heat pumps, with support to

low-income households as a priority. Of the 180,000 single-family homes in Seattle, approximately 18,000 heat with oil. Of that number, 1,100 households with lower incomes participate in the Seattle City Light Utility Discount Program and have self identified as oil-heated.

The Oil-Heated Home Conversion program²⁵ provides incentives for homeowners to replace oil heating systems with clean, efficient electric

heat pumps. By partnering with a heat pump distributor that provides matching incentives, the program is converting 200 homes per year. At the same time, the program is also influencing the home heating market so that electric heat pumps will become a preferred heating system. Since its launch in July 2017, 135 homes have been converted, with a GHG emissions savings of 5 metric tons of carbon dioxide (MTCO₂) per home.

14.4 INCREASE SEATTLE'S ELECTRIC VEHICLE CHARGING INFRASTRUCTURE WITH A FOCUS ON UNDERSERVED COMMUNITIES

As improvements to technology make electric vehicles more affordable to a wider variety of households, the City is working to ensure that communities across the city have access to electric vehicle (EV) charging infrastructure. Visible and ready access to charging infrastructure is essential to meet this goal.

In 2017, a pilot program was initiated to permit the installation of publicly available EV charging stations on non-residential streets in urban villages, urban centers, and commercial streets. Seattle has installed EV charging stations for residents at the Seattle Municipal Tower as well as in the Beacon Hill neighborhood.

In addition to this pilot program, the City recently passed an EV readiness bill that will help to further increase access to EV charging infrastructure by requiring that all new buildings in Seattle with off-street parking—such as a parking garage—have the necessary infrastructure to support EV charging stations.

14.5

REDUCE CARBON EMISSIONS FROM THE CITY OF SEATTLE'S BIGGEST POLLUTERS

In addition to creating more EV charging infrastructure and expanding residents' access to more forms of alternative transportation, Seattle is also looking to curb carbon emissions from our city's biggest carbon emitters. In order to reduce emissions, Seattle is pioneering innovative policies that will both reduce our carbon footprint and benefit our city.

Mayor Durkan signed the 2030 Buildings Pilot, passed by the City Council in July 2018. Through this pilot, the City will offer additional height and floor space incentives for up to 20 major renovations in urban centers for significant upgrades in energy and water use, stormwater management, and better transportation efficiency.

In recognition of Seattle's progress in fighting climate change, the city was announced as an initial winner of Bloomberg's American Cities Climate Challenge. The award grants the City of Seattle \$2.5 million to invest in Seattle's toughest climate challenges.

14.6

INTEGRATE RESILIENCE AND SUSTAINABILITY PRINCIPLES INTO CITY CAPITAL PLANNING

While the City of Seattle is expanding public transit and exploring policies that will reduce single-occupancy vehicle trips, the City is leading the way with its own fleet to reduce the climate and air pollution from Seattle's cars and trucks by using Seattle City Light's carbon-neutral electricity.

In April, 2018, Mayor Durkan signed two executive orders that embed climate considerations more fully into the City's operations. The orders follow the release of new bold actions in Seattle to reduce carbon pollution from our transportation and building sectors and make Seattle a national leader in fighting climate change.

The first executive order calls for accelerating the electrification of the City's municipal fleet and phasing out fossil fuel use in City-owned vehicles by 2030. The second executive order directs the Office of Sustainability & Environment to develop a process for assessing the GHG emissions and climate resilience of the City's major policies, capital projects, and purchasing decisions.



GOAL 15. HARNESSING THE POWER OF PARTNERSHIPS

15.1

ESTABLISH AN ADVISORY COUNCIL TO LOOK AT AFFORDABLE HOUSING SOLUTIONS FOR ALL INCOME LEVELS

While the private sector has responded to market demand for smaller apartments in the city's densest neighborhoods and nonprofit developers are helping respond to the significant need for lower-income affordability, the "missing middle" has become an area of increasing concern.

The Affordable Middle-Income Housing Advisory Council will focus its efforts on creating more rental and ownership housing choices for Seattle's middle-income earners. The Advisory Council brings expertise in investment and housing development and will make recommendations based on

economic analysis with communities and neighborhoods throughout our city. They will elevate investment strategies and innovative construction models to close the growing gap between housing that a City subsidy may support and what the private market is producing.

15.2

BRING SEATTLE'S VIBRANT AND ENGAGED SMALL BUSINESS COMMUNITY TOGETHER

Seattle has a thriving small business economy, with about 36,500 businesses with fewer than 50 employees. Together, these businesses employ nearly 200,000 people in Seattle—far more than our city's largest single employer.

To better understand the challenges facing our city's small business community, Mayor Durkan estab-

lished Seattle's first Small Business Advisory Council (SBAC). SBAC is tasked with ensuring that small businesses both have a role in informing policies and programs, and access to resources. The Council will provide input on the impact of the City's decisions, make policy recommendations, and help increase access to the tools and resources that are available to small businesses.

SBAC members will represent businesses of different sizes, different industries, and different neighborhoods; will come from different sectors, stages, and ownership models; and will include underrepresented entrepreneurs: women, immigrants, refugees, people of color, and the LGBTQ community.

15.3

CREATE A REGIONAL GOVERNANCE STRUCTURE FOR OUR SHARED HOMELESSNESS RESPONSE

While Seattle is at the center of our region's growing homelessness challenge—and in many ways is hit hardest by the impacts of addressing it—the problem does not stop at our city's borders. In order to help ad-

dress gaps in Seattle's homelessness response efforts, the City launched a new effort to bring local government, service providers, business leaders, philanthropists, advocates, people with lived experience of homeless-

ness, and local residents together to develop innovative solutions to the homelessness crisis. This new Regional Governance Authority aims to make homelessness rare, brief, and non-recurring.

15.4

LEVERAGE THE SIGNIFICANT INNOVATION TALENT IN OUR REGION TO HELP SOLVE OUR MOST PRESSING ISSUES

Thanks to Seattle's status as an emerging technology hub, our city is home to some of the world's most innovative thinkers. To leverage this substantial talent, and to help ensure that the City is well prepared to use data and technology solutions for Seattle's challenges, Mayor Durkan established the Innovation Advisory Council (IAC). The IAC is one of the

first of its kind in the nation, and will tackle challenges that include the delivery of basic services, the housing and homelessness crisis, and mobility and transportation issues.

The IAC consists of 16 members including Amazon, Microsoft, Expedia, Technology Access Foundation,

Artefact, F5, Facebook, Flying Fish Partners, Loftium, Twitter, Tableau, We Count, University of Washington, Washington Technology Industry Association, and Zillow. The IAC program includes a knowledge-exchange learning series that invites keynote speakers to discuss new technology and process management tools with City of Seattle staff.

15.5 STRIVE FOR BUILDING EFFICIENCY TO FURTHER OUR SUSTAINABILITY GOALS

The Seattle 2030 District works to break down market barriers to building efficiency in an effort to make Seattle and its surrounding communities more sustainable, and to contribute to the region's environmental resilience, livability, and affordability. It is an interdisciplinary public-private collaboration to create a groundbreaking, high-performance building district in downtown Seattle.

By achieving the 2030 Challenge targets at a district scale and focusing on existing medium to large

buildings that are privately owned, the Seattle 2030 District will provide a model that other cities and regions can use to reduce emissions and impacts. While individual buildings will have specific opportunities for energy reductions, a district approach offers the opportunity for district-wide heat recovery, distributed generation, and other district energy efficiencies that can reduce the demand for resources. This effort gives members a roadmap to own, manage, and develop high-performance buildings by leveraging

existing market resources and creating new tools and partnerships to overcome current market barriers. This type of collaborative action is a strategic undertaking to help the City of Seattle meet its goal of carbon neutrality by 2030, and it represents a major investment in Seattle's future. Seattle has 58 million square feet committed to this challenge.

THE CITY OF THE FUTURE

Seattle is committed to moving forward together—to bringing community advocates, businesses, philanthropies, government agencies, and nonprofits to the table to find lasting solutions to some of our region's biggest problems. We also know that it's impossible for any one city to achieve resiliency on its own. We are proud to be part of the 100 Resilient Cities Network. This unique Network gives Seattle the chance to work closely with other vanguard cities that are working to create a better future for generations to come all across the world. We understand and value the power of these partnerships. There is difficult work ahead of us, and we know that the only way to move forward and protect our shared future is to step up and do that work together.

ACKNOWLEDGEMENTS

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