

King County Equitable Development Initiative Implementation Plan Phase 1

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King County

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I. EXECUTIVE SUMMARY

Background: On March 15, 2022, the King County Council passed Motion 16062 requesting the Executive establish a King County Equitable Development Initiative (hereinafter referred to as the King County EDI or the Initiative interchangeably) to provide investment, programs, and policies that take into account past policy decisions, historic inequities, and current conditions; improve access to opportunities to the most affected communities; and allocate resources to communities at risk of displacement.^{1,2} This report provides Phase 1 of the King County EDI Implementation Plan called for by the Motion.

This report responds to the requirements for Phase 1 of the Implementation Plan for a potential King County EDI, as set out in Motion 16062. Consistent with the Motion requirements, and as detailed in the report, a workgroup comprised of community members played a central role in planning, designing, and deciding on the King County EDI proposed framework and structure contained in this report. This Community Planning Workgroup (CPW) worked in close partnership with the Department of Community and Human Services (DCHS) to develop this report, with support from other County departments. The CPW and King County staff utilized a co-development model to develop the content of this report. The Office of Performance, Strategy, and Budget co-managed this project with DCHS.

The burdens and benefits of King County's rapid growth over the last decade have not been distributed equitably across people of all races, ethnic backgrounds, incomes, and places. Generations of racist policies and practices excluded low-income and Black, Indigenous, and people of color (BIPOC) communities from land ownership and effectively marginalized them from power and decision-making around development.^{3,4,5,6,7} This includes, but is not limited to, the theft and dispossession of Indigenous land, redlining of communities of color, and the disproportionate loss of wealth for Black households during the foreclosure crisis.^{8,9,10}

Equitable development work directly addresses legacies of exclusion. It mitigates the impacts of gentrification by promoting anti-displacement strategies and centering the needs and visions of communities most harmed by past and current inequities.^{11,12} When historically underrepresented

¹ King County Motion 16062. [\[LINK\]](#)

² See Glossary (Appendix B) for the definition of “displacement and risk of displacement.”

³ Racially restrictive covenants were deed restrictions that prohibited the sale or rental of property to Asian Americans, Jews, and African Americans. The restrictions were an enforceable contract and an owner who violated them risked forfeiting the property. University of Washington. The Seattle Civil Rights and Labor History Project. [\[LINK\]](#)

⁴ University of Washington and Eastern Washington University Racial Restrictive Covenants Project – Washington State. [\[LINK\]](#)

⁵ King County (2019). *2019 King County Analysis of Impediments to Fair Housing Choice*. [\[LINK\]](#)

⁶ See Glossary (Appendix B) for the definition of “low-income households.”

⁷ See Glossary (Appendix B) for the definition of “development.”

⁸ Ott, J. (2014, December 7). *Seattle Board of Trustees passes ordinance, calling for removal of Indians from the town, on February 7, 1865*. HistoryLink.org. [\[LINK\]](#)

⁹ Honig, D. (2021, October 29). *Redlining in Seattle*. HistoryLink.org. [\[LINK\]](#)

¹⁰ Henry, B., Reese, J., & Torres, A. (2013). *Wasted Wealth*. Alliance for a Just Society. [\[LINK\]](#)

¹¹ Acolin, A., Crowder, K., Decter-Frain, A., Hajat, A., & Hall, M. (2022). *Gentrification, Mobility, and Exposure to Contextual Determinants of Health*. Housing Policy Debate. [\[LINK\]](#)

¹² See Glossary (Appendix B) for the definition of “gentrification.”

groups have opportunities to own and develop land to serve the community's needs, it builds power and creates wealth, opportunity, and stability by and for those communities.¹³

This report defines equitable development as an approach to planning and community development paired with public and private investment and service delivery that advances equity and self-determination of communities that are adversely impacted by structural racism and discrimination, experiencing disparities in economic and health outcomes, and facing heightened risk of displacement.^{14,15}

Consistent with this definition, a potential King County EDI would prioritize equitable development investments in communities and places where needs are most significant, specifically:

- Communities adversely impacted by structural racism and discrimination;
- Areas with low access to economic and health opportunities;
- Areas with significant populations of communities experiencing disparities in life outcomes; and
- Areas at higher risk of displacement.

These communities (hereinafter referred to as priority communities) mainly include BIPOC, LGBTQ+, low-income individuals and families, immigrants and refugees, people with disabilities, and seniors. Phase 2 of the King County EDI Implementation Plan will provide further guidance regarding geographic priority areas, including recommendations for prioritizing unincorporated areas where King County has a unique and special obligation as the local government, after completing an analysis of current displacement risk indicators as directed in Section D of Motion 16062.¹⁶

King County EDI Framework: Based on the co-development process with the CPW, this report recommends the following framework to guide the design, implementation, decision-making, and evaluation of a potential King County EDI and its individual programs and investments. The framework has three distinct functions:

1. Guide the design and implementation of a King County EDI, including the funding of community-led and community-owned development and implementation of other equitable development strategies;¹⁷
2. Enable other County departments to integrate the equitable development objectives and strategies in the King County EDI framework into departments' own existing, related programs; and
3. Encourage departments to work together to implement anti-displacement policies, services, capital projects, and equitable development investments, prioritizing areas with the highest needs as described in the section above on priority communities.

¹³ See Glossary (Appendix B) for the definition of "historically (and currently) underrepresented and systematically marginalized."

¹⁴ See Glossary (Appendix B) for the definitions of "equity," "structural racism," and "discrimination."

¹⁵ Joint Center for Housing Studies of Harvard University (2019). *The Ingredients of Equitable Development Planning: A Cross-case Analysis of Equitable Development Planning and CDFIs*. [\[LINK\]](#)

¹⁶ Map of unincorporated King County. [\[LINK\]](#)

¹⁷ See Glossary (Appendix B) for the definition of "community-led and community-owned development."

The EDI framework consists of guiding values, a vision statement, a goal statement, seven objectives, the Initiative components and potential activity areas, and a preliminary set of outcomes, identified below.

Guiding Values

The CPW identified three values that should guide how equitable development activities would be implemented through the King County EDI:

- 1) Acknowledge and repair harmful impacts of historical and current structural racism, discrimination, and inequities in community investment;
- 2) Honor, support, and invest in the self-determination and leadership of impacted communities; and
- 3) Prevent harm from existing and future policies and practices, including the impacts of growth and redevelopment.

Vision

An inclusive and equitable King County with resilient, thriving, and welcoming communities.

Goal

Thriving King County communities where historically and currently underrepresented groups lead and own development, build wealth, and have the agency to choose where they live, work, and play.

Objectives

The following objectives will help to achieve the overarching King County EDI goal:

- Objective 1. Increase stability and support resilience of residents, businesses, and community organizations in geographic areas and cultural communities experiencing displacement and areas where displaced households have relocated.
- Objective 2. Support preservation and creation of cultural assets.¹⁸
- Objective 3. Honor and promote community power in planning and decision-making.
- Objective 4. Build the capacity of community-based organizations to lead community-controlled and community-owned development.¹⁹
- Objective 5. Invest in strong, inclusive, and cooperative local economies.²⁰
- Objective 6. Expand transportation mobility and connectivity while guarding against displacement.
- Objective 7. Advance healthy, livable communities with equitable quality-of-life outcomes.

Initiative Components

The King County EDI would consist of four essential and complementary parts to be implemented concurrently and in close partnership with a King County EDI Advisory Board and community-based organizations. Each part has a set of corresponding activity areas that could advance all seven objectives.

¹⁸ See Glossary (Appendix B) for the definition of “cultural assets.”

¹⁹ See Glossary (Appendix B) for the definition of “community-based organization.”

²⁰ See Glossary (Appendix B) for the definition of “cooperative model.”

Part 1. Make new investments in community-led equitable development projects.



Community grants issued by King County to pay for pre-development, land acquisition, and other capital costs of community-led and community-owned equitable development projects and to support community-initiated approaches to generational and community-wealth building.



Technical assistance and capacity building programs and services to increase community-based organizations' leadership and technical capacity, skills, knowledge, and experience through training, coaching, and other services.

Part 2. Collaborate across departments to promote equitable development as a goal countywide.



Cross-King County government coordination and collaboration. King County departments should seek out opportunities to optimize use of available financial resources, strengthen collaboration, and align EDI-related programs to the countywide EDI goal.



Strategic use of King County capital investments including leveraging publicly owned land to support equitable development, where feasible, and aligning anti-displacement approaches with community investments like transit.

Part 3. Build partnerships and leverage expertise, ideas, and resources beyond King County government.²¹



Policy analysis and innovation to reduce barriers to equitable development projects and encourage community-led and community-owned development, community wealth building strategies, and strategies to reduce and prevent displacement. This may include EDI staff, King County EDI Advisory Board, and EDI-funded organizations consulting on equitable development policies and plans across King County departments and with non-King County government partners.



Convening groups and events such as equitable development summits or conferences with community leaders, local governments, think tanks, developers, and other nonprofit and private sector entities to discuss big ideas, tackle strategic issues, exchange thoughts and best practices, share lessons learned, align resourcing strategies, and foster collaboration.



Innovative public-private partnerships with other public funders, philanthropy, the private sector, and community organizations to leverage resources and investments in equitable development projects. This may include loan guarantees and other innovative financial instruments to facilitate community-owned land and real estate acquisition.

Part 4. Integrate learning, monitoring, and evaluation objectives and practices.

²¹ In this context, leverage means connecting to related equitable development work external to King County and aligning public and private resources to further EDI vision, goals, and objectives.



Learning, monitoring, and evaluation of EDI program outcomes, including research and assessment of innovative strategies and best practices and collection, analysis, and dissemination of King County EDI-related data and lessons learned to support learning and evidence-based policy making in equitable development.

Recommendations: As called for by Motion 16062, this report provides recommendations and next actions for County and community structure, capacity, and related resources necessary to support a potential King County EDI.

The CPW and the Executive will continue to develop recommendations on the Initiative’s leadership structure in Phase 2 of implementation planning. Based on the process thus far, this report identified the following desired characteristics of the future leadership structure:

- Commitment of support from King County leadership;
- A lead King County agency/department with ability to drive development of equitable development policies and direct and coordinate EDI work among all involved King County agencies;
- Engagement by King County departments; and
- Power sharing and community co-led decision making.

Additional aspects of the County and community structure discussed by CPW during Phase 1 of a potential EDI include the following which are subsequently detailed in the report:

- **King County Staffing:** Implementation of the Initiative would require dedicated staffing resources. For Phase 1 of the King County EDI planning work, DCHS repurposed one full-time employee and is hiring one term-limited temporary full-time employee to lead and support the creation of the Phase 2 Implementation Plan in 2023. Additional staffing would be needed as soon as the Initiative and any of its parts are ready for launch. At a minimum, the lead agency would need three dedicated full-time employees to start implementation of the Initiative.
- **Involvement of Subject Matter Experts:** Experts with a deep understanding of topics such as capital financing, anti-displacement policies, and other specialized topics would be necessary to supplement staff knowledge and capacity.
- **Ability to Access Creative Revenue Options, Including Public-Private Partnerships:** Public-private partnerships that address the needs of priority communities and support King County’s interests could be a way for King County to leverage private sector funding to advance the goal and objectives of the Initiative.²² The Initiative would require King County policymakers’ support to access non-governmental funding to support its work.
- **EDI Community Advisory Board:** The King County EDI seeks to increase self-determination of priority communities. It is therefore vital that community guides the development and implementation of the Initiative. The King County EDI structure would center community leadership and involve the establishment of an Equitable Development Advisory Board. The Advisory Board would co-lead the implementation of the Initiative, including promoting

²² In this context, leverage means connecting to related equitable development work external to King County and aligning public and private resources to further EDI vision, goals, and objectives.

accountability to the King County EDI framework and Implementation Plan. Recommendations for the duties and responsibilities of the Advisory Board will be detailed in the forthcoming Phase 2 of the EDI Implementation Plan, as requested by Motion 16062. In addition, Phase 2 will address the Advisory Board appointment process, size, and composition of the Board along with ongoing staffing needs and compensation for community members serving on the Board.

- **Ad hoc Community Workgroups and Committees:** Additional committees and workgroups, comprised of community members and representatives of community-based organizations, would be needed to support the development and implementation of the Initiative and its specific components. Examples of such groups and committees could include a workgroup to co-develop, with County staff, grant solicitation processes and documents, including grant award evaluation criteria, and a grant application review committee to recommend funding awards to King County.

Needed Resources and Capacities

Undoing the effects of centuries of inequitable public and private investment in priority communities in King County will be a large-scale effort requiring sustained and substantial changes to existing practices. The CPW estimates that a King County EDI would need at least \$100 million annually in new funding to fully support meaningful EDI outcomes.²³ The CPW is hopeful that King County can work toward this goal through partnership, collaboration, and creativity. The CPW urges King County to move forward with implementing an EDI with existing and available resources while options are explored to develop sustained funding at scale.

In addition to this funding and the staffing needs referenced above, this report identified the following specific resources and capacities necessary to establish and begin implementing a King County EDI capable of meeting the needs of the community.

- Community needs:
 - Funding for capital investments and capacity building;
 - Clear and effective partnership and collaboration with King County staff and elected officials;
 - An expanded approach to land banking and strategic acquisition;
 - Access to technical experts and peers; and
 - Clear expectations and compensation for those serving on the Advisory Board and community workgroups/committees.
- King County needs:
 - Sustained and flexible funding;

²³ The CPW's estimate of at least \$100 million in annual need for the King County EDI is based on discussions about the City of Seattle's EDI program, the high cost of capital projects, and the level of interest and need in the community to address the challenge of displacement. Based on data shared by Seattle EDI staff, the City's EDI program has a growing gap between the total amount of funding requested in response to the City's solicitation of applications and the amount of funding the program deploys even as their budget has increased over time. In 2022, the unmet requests for funding for Seattle's EDI topped \$64.4 million. This amount only partially captures the actual funding needs of each project since applicants could only request a maximum of \$2 million. A potential King County EDI would serve projects countywide and fund projects more deeply than the Seattle EDI program due to limited capital funding streams in other jurisdictions. The Phase 2 Implementation Plan is expected to include additional analysis to refine the estimated budget need and outline budget assumptions for the Initiative.

- Access to technical experts and peers; and
- Cross sector partnerships.

Consistent with the Executive’s True North values and Equity and Social Justice Strategic Plan, the CPW finds that County must continue to move investments upstream where needs are greatest, partnering with community and dismantling systems of power, privilege, and racial injustice in favor of equitable access to resources and decisions.^{24,25} However, the scale of resources identified by the CPW as necessary to implement a meaningful countywide EDI would require substantial new revenue authority and likely state legislative action. Phase 2 implementation planning will include engagement with County leadership and CPW to identify a scope and scale of an actionable program with measurable and meaningful results.

As noted throughout this plan, implementing a countywide Equitable Development Initiative would require significant financial, organizational, and political resources. Success of a King County EDI would rely on collaboration and partnership between the Executive, the County Council, the State of Washington, city governments, other elected officials, and impacted communities.

The County Council’s adoption of the County’s 2023-2024 Biennial Budget includes up to \$15 million to advance equitable development through affordable housing investments. This funding allocation provides an important potential opportunity for the Initiative to parallel with other County equitable development work.²⁶ The County, in partnership with community, can invest these resources in programs and policies that improve access to opportunities for the most affected community members, including those at risk of or impacted by displacement.

²⁴ King County Executive Office. True North and Values. [\[LINK\]](#)

²⁵ Equity and Social Justice Strategic Plan. [\[LINK\]](#)

²⁶ Ordinance 19546. [\[LINK\]](#)

II. BACKGROUND

This section provides historical and current context for a potential King County Equitable Development Initiative (EDI) that responds to King County Council Motion 16062.²⁷ In 2022, community leaders working on anti-displacement and equitable development and King County’s executive branch came together to co-develop a framework and recommendations for implementing a King County EDI. (See Report Methodology subsection below for more information on the community leaders and the King County teams that participated in the work.)²⁸ The potential King County EDI would build on past community development programs and recent King County Council budgetary direction to invest in community-driven and community-owned development that advances equity and self-determination of communities harmed by racism, discrimination, and risk of displacement.²⁹ It also integrates learnings from the City of Seattle’s EDI program.³⁰

Overview of King County Departments

The following overview provides brief descriptions of the King County agencies that participated in developing the King County EDI Implementation Plan Phase 1, including departments that provided strategic guidance and input because their work may intersect with a potential King County EDI.

[Department of Community and Human Services \(DCHS\)](#)

DCHS’ mission is to provide equitable opportunities for King County residents to be healthy, happy, and connected to community. In pursuing its mission, DCHS organizes around two key principles. The first principle is that human services is the field of undoing or mitigating inequity, and that race and ethnicity are among the strongest correlates of inequity. The second principle is that most causes of human services challenges are systemic, and that systemic problems require systemic solutions. DCHS’ EDI-related work includes leading work on the King County EDI Implementation Plan; the Housing Finance Program that provides capital funding for income-restricted affordable housing; a suite of community development capital grant programs that support early learning, recreational facilities for youth, and other capital improvements; and partnering with the Department of Local Services on anti-displacement strategy development and implementation.^{31,32}

[Public Health Seattle-King County \(PHSKC\)](#)

PHSKC's mission and functions are to identify and promote the conditions under which all people can live within healthy communities and achieve optimum health. A major area of PHSKC’s work that intersects with EDI includes ensuring equitable access to healthcare services. Examples include location of COVID-19 vaccination sites in neighborhoods hit hardest by the COVID-19 pandemic, deployment of mobile vaccination clinics to further facilitate access to COVID-19 vaccination, support for community

²⁷ See Appendix A for the full Motion text.

²⁸ The Department of Community and Human Services (DCHS) led the King County executive branch team. The team included the Office of Performance, Strategy, and Budget, the Office of Equity and Social Justice (OESJ), the Department of Local Services (DLS), and Public Health of Seattle King County (PHSKC). For more information, see Report Methodology. [\[LINK\]](#)

²⁹ Ordinance 19546

³⁰ See Appendix H for background on the Seattle EDI program.

³¹ See Glossary (Appendix B) for the definition of “affordable housing.”

³² DCHS’ community development capital grant programs that are relevant to EDI include funding from Best Starts for Kids (BSK), Community Development Block Grants (CDBG), and the Puget Sound Taxpayer Accountability Account (PSTAA).

health navigators, and increased community outreach. Other areas include strengthening capacity of, providing technical assistance to, and partnering with community-based organizations in support of their work promoting equitable life outcomes and leading change, such as through the Communities of Opportunity (COO) program; and food safety information and access to commercial kitchens for small businesses.^{33,34}

[Department of Local Services \(DLS\)](#)

The mission of DLS is to improve the delivery, responsiveness, and quality of local services to Unincorporated King County (UKC) and to strengthen unincorporated communities by supporting local planning and community initiatives. DLS' EDI-related work includes a community-led and equity-centered participatory budgeting process, which provides \$10 million per year in capital project funding in urban unincorporated areas. DLS' work also includes subarea planning in Skyway-West Hill and North Highline, including policy work to ensure that residents and businesses benefit from potential redevelopment and have the resources they need to thrive in place.

[King County Metro](#)

As the Puget Sound region's largest public transportation agency, King County Metro works to improve regional mobility and quality of life in the county. King County Metro's EDI-related work includes a Transit-Oriented Development (TOD) Program that provides opportunities for developers to construct affordable housing near transit; work to increase equitable contracting and hiring practices; supporting transit access for affordable housing residents in the Health Through Housing program; promoting King County Metro as an Employer of Choice; and promoting economic mobility and service accessibility through transit.³⁵

[Department of Natural Resources and Parks \(DNRP\)](#)

DNRP works to foster environmental stewardship and strengthen communities by protecting water, air, land, and natural habitats. Across its four divisions (Water and Land Resources, Wastewater Treatment, Solid Waste, and Parks and Recreation), DNRP's EDI-related work includes nearly 40 programs, projects, and services. Examples include providing equitable access to parks, recreation, and food; the Conservation Futures grant program that helps to buy or conserve parks and open spaces; the RE+ Circular Economy grant program intended to reduce waste going to landfill; the Black Farmer Collective program that supports the BIPOC farming community; and capacity building of community-based organizations doing environmental protection work.

[Department of Executive Services \(DES\)](#)

The Department of Executive Services provides primarily internal services to King County departments. DES' Facilities Management Division manages the County-owned real estate portfolio and provides policy direction on real estate matters, such as leasing, sale, acquisition, permitting, and investments in real estate. Related to EDI, the division supports DCHS with its Health Through Housing program and DLS with its grant program that supports the development of a Skyway Area Community Center.

³³ Capacity building of community-based organizations is largely done through the COO Learning Community Program funded by the Best Starts for Kids Initiative.

³⁴ Communities of Opportunity (2020). *Communities of Opportunity (COO) Learning Community – Building Momentum into 2021*. Best Starts for Kids. [\[LINK\]](#)

³⁵ Employer of Choice Recognition Program. [\[LINK\]](#)

[Office of Economic Opportunity and Creative Economy](#)

The new Office of Economic Opportunity and Creative Economy will lead the County's efforts to build an anti-racist, equitable, resilient, and sustainable regional economy, where every person can thrive.³⁶ The office will spearhead the County's equitable economic development strategic plan that focuses on workers and businesses that have been disproportionately impacted by the COVID-19 pandemic.

[Office of Equity and Social Justice \(OESJ\)](#)

The Office of Equity and Social Justice (OESJ) leads the King County Equity and Social Justice (ESJ) Strategic Plan, the blueprint to advance equity and social justice practices in the County's operations, services, and workplaces and in partnership with communities.

[Office of Performance, Strategy, and Budget](#)

The Office of Performance, Strategy, and Budget provides planning, management, budgeting, and performance assessment for King County government. As such, it directs countywide planning and runs enterprise management systems that serve to ensure that King County is an equitable, efficient, and effective government. The regional planning team of the Office of Performance, Strategy, and Budget leads the state-required King County Comprehensive Plan, which guides land use and development in UKC and regional services through the County (including transit, sewers, parks, trails, open space).³⁷

King County Historical Context

[Structural Disenfranchisement, Persistent Inequities, and Impacts of Rapid Growth](#)

The burdens and benefits of King County's rapid growth over the last two decades have not been distributed equitably across people of all races, ethnic backgrounds, incomes, and places.³⁸ Persistent inequities by race, ethnicity, and place hinder many communities' access to early childhood development, quality education, parks and open space, community spaces, culturally relevant businesses, affordable housing, healthcare, and human services.³⁹ While median household income in King County increased from \$53,157 in 2000 to \$99,258 in 2020, an increase of over 86 percent, racial inequities widened.^{40,41} For example, in 2020, white and Asian households had median incomes roughly twice as high as Black and African American and American Indian and Alaska Native households.⁴² According to data on median household incomes, Asian households had a median income of \$114,303, white households had a median income of \$105,122, Black and African American households had a median income of \$53,961, and American Indian and Alaska Native households had a median income of \$52,281.⁴³ Additionally, when broken down by place of birth for households with at least one foreign-born adult, there are stark disparities between median incomes for different Asian communities. For example, in 2017, households with at least one adult born in India had a median income of \$137,966.

³⁶ Ordinance 19541, adopted along with the 2023-2024 biennial budget, will establish a new Office of Economic Opportunity and Creative Economy within the Office of the Executive. [\[LINK\]](#)

³⁷ King County Comprehensive Plan. [\[LINK\]](#)

³⁸ Regional Affordable Housing Task Force (2018, December). *Final Report and Recommendations for King County, WA* (pg. 7). [\[LINK\]](#)

³⁹ King County Building Equity and Opportunity Infographic. [\[LINK\]](#)

⁴⁰ King County Office of Economic and Financial Analysis (2022). Household Income in King County. [\[LINK\]](#)

⁴¹ The overall median income increased in King County in part due to the increase in the number of jobs in the high-paying information and technology sector.

⁴² Communities Count (2022). Median Household Income. [\[LINK\]](#)

⁴³ Communities Count (2022). Median Household Income. [\[LINK\]](#)

The median income for households with at least one adult born in Vietnam was \$72,978. The median income households with at least one adult born in Cambodia was \$55,034.⁴⁴

The double-digit increase in housing prices in King County year-over-year and the estimated shortage of 159,000 units of housing affordable to those earning at or below 80 percent of the area median income have led to increasing unaffordability and ultimately displacement for low-income families and communities of color.^{45,46,47} Additionally, inequities in community investment further perpetuate disparate outcomes and displacement for systemically marginalized populations, including BIPOC, immigrants and refugees, LGBTQ+, and persons with disabilities.^{48,49,50}

[King County Equity and Social Justice \(ESJ\)](#)

Before 2008, King County departments, particularly those working in the health and the criminal justice sectors, focused on disparities in individual areas. In early 2008, the King County Executive launched an ESJ initiative. Based out of the executive branch, this initiative aimed to use an equity lens in executive departments' policies and decisions, organizational practices, and to more intentionally engage with community. Starting in 2010, ESJ became a more purposefully integrated part of the County's work through actions such as the countywide ESJ Strategic Plan and Ordinance 16948, also referred to as the County's "fair and just" Ordinance.^{51, 52} Ordinance 16948 formalized some ESJ systems and frameworks, including the Determinants of Equity, which include the social, economic, geographic, political and physical environment conditions in which people are born, grow, live, work, and age that lead to the creation of a fair and just society.⁵³

The OESJ supports the work of all County employees and agencies.⁵⁴ The office serves as the backbone and coordinator of key County efforts to advance equity in the organization and community. Since its establishment in 2015, the office has rapidly evolved. It is currently in the process of working with King County departments and community leaders to update King County's ESJ Strategic Plan which was first put in place in 2016 serving as a blueprint for action and change.

The ESJ Strategic Plan guides and informs the County's pro-equity policy development, decision-making, planning, operations and services, and workplace practices. As identified in the ESJ Strategic Plan, the County's ESJ strategies are to invest upstream and where needs are greatest; invest in community partnerships; and invest in current conditions, so that quality of life outcomes such as access to quality

⁴⁴ Communities Count (2022). Median Household Income. [\[LINK\]](#)

⁴⁵ See Glossary (Appendix B) for the definition of "area median household income."

⁴⁶ Pryne, E. (2012, July 5). *Double Digit Rise in King County Home Prices*. Seattle Times. [\[LINK\]](#)

⁴⁷ 2021 King County Countywide Planning Policies. [\[LINK\]](#)

⁴⁸ King County (2019). *2019 King County Analysis of Impediments to Fair Housing Choice*. [\[LINK\]](#)

⁴⁹ Puget Sound Regional Council Displacement Risk Mapping. [\[LINK\]](#)

⁵⁰ Zahilay, G (2020, February 17). *We failed the Central District, but we must do right by Skyway*. Seattle Times. [\[LINK\]](#)

⁵¹ Equity and Social Justice Strategic Plan. [\[LINK\]](#)

⁵² Ordinance 16948. [\[LINK\]](#)

⁵³ There are 14 Determinants of Equity: community economic development, community and public safety, a law and justice system, early childhood development, education, equity in county practices, food systems, health and human services, healthy build and natural environments, housing for all people, job training and jobs, neighborhoods, parks and natural resources, and transportation. Ordinance 16948. [\[LINK\]](#). See also King County's Determinants of Equity report (2015). [\[LINK\]](#)

⁵⁴ Ordinance 17941. [\[LINK\]](#)

education, living wage employment, healthy environment, affordable housing, and transportation, are equitably distributed for the people currently living and working in a community, as well as for new people moving in.⁵⁵ Furthermore, the Strategic Plan recognizes that visible and accountable leadership in King County government is critical to the success of this work and progress on equity.^{56,57} Error! Bookmark not defined.

[Unincorporated King County \(UKC\)](#)

King County is the local government for UKC, the geographic areas outside any incorporated city. UKC is home to approximately 253,000 residents, or 13 percent of the county's population.^{58,59} Through its 2020 Comprehensive Plan; local subarea planning processes; permitting and design standards; and program, service, and infrastructure investments, King County guides growth and development of its rural and urban unincorporated areas.⁶⁰

For many years, the County promoted annexation of UKC areas to cities as a way to serve the needs of residents and businesses in urban unincorporated areas.^{61,62} Over time, higher tax revenue-generating areas with retail, industrial, and/or commercial centers, and with more affluent residential neighborhoods, became incorporated or were annexed, while lower income, ethnically diverse communities remained unincorporated. In recent years, with the establishment of the King County DLS in 2019, the County demonstrated its renewed commitment to planning for the needs of urban unincorporated areas, including communities at risk of displacement like Skyway-West Hill and North Highline.⁶³

History of Racial Discrimination in Development

As Motion 16062 states, local laws and policies across multiple levels of government, such as alien land laws passed in Washington State between 1886 and 1923 and racially restrictive covenants, were racially discriminatory and prevented BIPOC populations from attaining homeownership and building generational wealth. Neighborhoods continued enforcing racial restrictions well into the 20th century.⁶⁴ Although Congress outlawed discrimination based on race or ethnicity in the sale or rental of housing by

⁵⁵ Seattle Office of Planning and Community Development. *Equitable Development Community Indicators Report* (pg. 9). [\[LINK\]](#)

⁵⁶ King County Equity and Social Justice Home Page. [\[LINK\]](#)

⁵⁷ King County. *Equity and Social Justice Strategic Plan 2016-2022*. [\[LINK\]](#)

⁵⁸ Map of unincorporated King County. [\[LINK\]](#)

⁵⁹ King County Comprehensive Plan. [\[LINK\]](#)

⁶⁰ King County Comprehensive Plan. [\[LINK\]](#)

⁶¹ Unincorporated urban areas include East Federal Way, North Highline, Skyway-West Hill, Fairwood, and East Renton. These areas have the potential to be annexed to neighboring cities. Department of Local Services Community Service Areas. See West King County Areas. [\[LINK\]](#)

⁶² King County Potential Annexation Area Action Plan [\[LINK\]](#)

⁶³ King County (2021, September 30). Skyway-West Hill and North Highline Anti-Displacement Strategies Report. [\[LINK\]](#)

⁶⁴ Racially restrictive covenants were deed restrictions that prohibited the sale or rental of property to Asian Americans, Jews, and African Americans. The restrictions were an enforceable contract and an owner who violated them risked forfeiting the property. University of Washington. The Seattle Civil Rights and Labor History Project. [\[LINK\]](#)

passing the Fair Housing Act in 1968, these covenants had already set the stage for racial inequities in access to housing and neighborhoods that persist across King County.^{65,66}

Nationally, historical racial zoning laws, restrictive covenants, redlining, and decades of disinvestment, along with increasing housing demand, have created conditions for gentrification.^{67,68} As a result, investors and developers capitalize on devalued land and property and redevelop neighborhoods.^{69, 70} At the same time, low-income and BIPOC populations do not have the financial means or protections needed to remain in place as their neighborhoods increase in value as new real estate investments take place, new higher-income residents move in, and the education level or racial makeup of residents change. These conditions and pressures can result in financial and/or cultural exclusion and displacement of long-time and low-income residents.⁷¹

Current Context of Equitable Development

BIPOC, LGBTQ+, low-income communities, immigrants and refugees, people with disabilities, and seniors have a long history of addressing challenges and driving efforts to improve and strengthen their communities.⁷² They are creating solutions, innovating culturally relevant reinvestment models, and leading equity focused approaches to anti-displacement and community development.^{73,74} These communities have also organized efforts seeking support from federal, state, and local governments to redress generations of discrimination in development and the compounding negative impacts on communities harmed by past and current inequities.^{75,76} Increasingly, government institutions are adopting programs and initiatives to invest in community-led and community-owned development to address the vital social, physical, and economic needs of communities that have experienced exclusion and disinvestment.^{77,78}

⁶⁵ University of Washington and Eastern Washington University Racial Restrictive Covenants Project – Washington State. [\[LINK\]](#)

⁶⁶ King County (2019). *2019 King County Analysis of Impediments to Fair Housing Choice*. [\[LINK\]](#)

⁶⁷ Plumer, B. & Popovich, N. (2020, August 24). *How Decades of Racist Housing Policy Left Neighborhoods Sweltering*. The New York Times. [\[LINK\]](#)

⁶⁸ See Glossary (Appendix B) for the definition of “disinvestment.”

⁶⁹ Richardson, J., Mitchell, B., & Franco, J. (2019). *Shifting Neighborhoods: Gentrification and Cultural Displacement in American Cities*. National Community Reinvestment Coalition. [\[LINK\]](#)

⁷⁰ Greenberg, D., Duranti-Martinez, J., Winston, F., Anderson, S., Udell, J., Kirk, C., & Hendra, R. (2022). *Gambling with Homes or Investing in Communities* (pg. 28). Local Initiatives Support Corporation. [\[LINK\]](#)

⁷¹ Urban Displacement Project (2021). *What are gentrification and displacement*. [\[LINK\]](#)

⁷² University of Washington. The Seattle Civil Rights and Labor History Project. [\[LINK\]](#)

⁷³ Seattle Office of Planning and Community Development (2020). EDI Funded Projects. [\[LINK\]](#)

⁷⁴ Puget Sound Sage (2018). *Why the Equitable Development Initiative matters – and how City Owned Surplus Property can help!* [\[LINK\]](#)

⁷⁵ Nakamura, C. (2022, August 24). *Affordable Housing as Local Reparations for Black Americans: Case Studies*. Othering & Belonging Institute. [\[LINK\]](#)

⁷⁶ Beekman, D. (2022, August 13). *Skyway Fights for Housing, Parks, and Community at ‘Critical Moment.’* The Seattle Times. [\[LINK\]](#)

⁷⁷ Government Alliance on Race and Equity. *Equitable Development as a Tool to Advance Racial Equity* (p. 8-9) [\[LINK\]](#).

⁷⁸ Joint Center for Housing Studies of Harvard University. *The Ingredients of Equitable Development Planning* (p. 29-32) [\[LINK\]](#)

This type of development, referred to as equitable development, is driven by social justice values as well as clear expectations that the outcomes from development need to be accountable to underserved populations and systemically marginalized groups.⁷⁹ Equitable development work directly addresses legacies of exclusion and mitigates the impacts of gentrification by promoting anti-displacement strategies and centering the needs and visions of directly impacted communities. When historically underrepresented groups have opportunities to own and develop land to serve the community's needs, it builds power and creates wealth, opportunity, and stability by and for those communities.

In equitable development, community leaders, community organizations, the private sector, and government work together as strategic partners to increase availability and access to affordable housing and transportation, living wage jobs, culturally responsive healthcare and services, green spaces and healthy environments, social and cultural assets and networks, and quality education. Communities that are most directly impacted hold the knowledge and expertise to define what equity means in their context, identify the best equitable development strategies, and lead the implementation process. Public and private sectors can provide capacity building, capital funding, and technical assistance to representative and accountable community-based organizations that initiate and lead equitable development projects. The two sectors can also collaborate to identify and make policy changes that better support equitable development and anti-displacement.

[Equitable Development in King County](#)

King County EDI efforts evolved from the success of the City of Seattle's EDI program and King County's work in recent years on affordable housing and anti-displacement. King County's work to develop an EDI also results from years of community organizing by BIPOC-led community organizations that have advocated at the City and County levels of government to redress the harm caused by legacies of racism, exclusion, and disinvestment.

In 2016, the Seattle Race and Social Equity Taskforce, a coalition of BIPOC organizations from the Rainier Valley, Chinatown/International District, and the Central District, urged the City of Seattle to create an investment strategy for communities in historically redlined neighborhoods facing significant displacement risk and worked with the Office of Planning and Community Development to establish the

EQUITY VERSUS EQUALITY

*Equity is the full and equal access to opportunities, power, and resources so that all people achieve their full potential and thrive. Equity is an ardent journey toward well-being as defined by those most negatively affected.**

*Equality is giving everyone the exact same resources across the board, regardless of individuals' or groups of people's actual needs or opportunities/resources already provided to them.***

*Equity is different than equality in that it recognizes that each community has different circumstances and needs tailored strategies to address barriers to reach equitable outcomes.****

* King County. *Equity and Social Justice Strategic Plan 2016-2022*. [\[LINK\]](#)

** Equity vs. Equality: What's The Difference – Examples and Definitions, United Way of National Capital Area, 2021. [\[LINK\]](#)

*** King County EDI Community Planning Workgroup, 2022.

⁷⁹ United States Environmental Protection Agency. Equitable Development and Environmental Justice. [\[LINK\]](#)

Seattle EDI.^{80,81} Since 2017, the fund has distributed \$49 million in support of site acquisition and capacity building projects in high-displacement communities.^{82,83}

In 2018, the Final Report and Recommendations from the Regional Affordable Housing Task Force identified a goal of “protecting existing communities of color and low-income communities from displacement in gentrifying communities.”⁸⁴ In the report’s five-year action plan, King County committed to strategies such as increasing “investments in communities of color and low-income communities by developing programs and policies that serve individuals at risk of displacement” and “using Seattle’s EDI as a model for how government can invest in under-represented communities and promote community-driven development.”⁸⁵

In 2021, in accordance with the 2020 King County Comprehensive Plan update (Workplan Action 19) and King County Motion 15539, DCHS and DLS transmitted the Skyway-West Hill and North Highline Anti-displacement Strategies Report to King County Council.⁸⁶ The report, informed by a year of community engagement with Skyway and North Highline residents, recommends ten strategies to reduce and prevent residential displacement including increasing investment in community-driven affordable housing development and community land trusts.^{87,88,89} In 2021-2022, DCHS worked closely with Skyway-West Hill community members to deploy the Skyway-West Hill \$5 Million Fund for Affordable Housing request for proposal (RFP), representing the first time DCHS worked alongside impacted community members to design a capital RFP aimed specifically at reaching anti-displacement goals.⁹⁰ Decisions from that process supported two affordable housing projects which are driven by strong community partnerships.⁹¹

In 2021, the King County EDI Coalition, a group comprised of more than 40 BIPOC-led organizations headed by the Multicultural Community Coalition and Puget Sound Sage organized a year-long effort urging King County to establish a countywide EDI, modeled after the City of Seattle’s EDI.^{92,93,94} The

⁸⁰ Puget Sound Sage (2018). *Why the Equitable Development Initiative matters – and how the City Owned Surplus Property can help!* [\[LINK\]](#)

⁸¹ Seattle Office of Planning and Community Development (2022). Equitable Development Initiative. City of Seattle. [\[LINK\]](#)

⁸² Seattle Office of the Mayor (2021, September 10). *Mayor Durkan Announces \$9.8 Million to BIPOC- Led Community Organizations Through the Equitable Development Initiative.* [\[LINK\]](#)

⁸³ Equitable Development Initiative. Funded Projects. [\[LINK\]](#)

⁸⁴ Regional Affordable Housing Task Force (2018, December). *Final Report and Recommendations for King County, WA* (p. 29 & 48). [\[LINK\]](#)

⁸⁵ Regional Affordable Housing Task Force (2018, December). *Final Report and Recommendations for King County, WA* (p. 29 & 48). [\[LINK\]](#)

⁸⁶ King County (2021). Skyway-West Hill and North Highline Anti-Displacement Strategies Report. [\[LINK\]](#)

⁸⁷ King County Office of Performance, Strategy, and Budget (2020, July 24). *2016 King County Comprehensive Plan*. Chapter 12. [\[LINK\]](#)

⁸⁸ Motion 15539. [\[LINK\]](#)

⁸⁹ King County (2021). Skyway-West Hill and North Highline Anti-Displacement Strategies Report. [\[LINK\]](#)

⁹⁰ Skyway \$5M Fund for Affordable Housing. [\[LINK\]](#)

⁹¹ King County. *King County Announces Funding Awards for Two Affordable Housing Projects in Skyway-West Hill*. Cultivating Connections. [\[LINK\]](#)

⁹² Seattle Office of Planning and Community Development (2022). Equitable Development Initiative. City of Seattle. [\[LINK\]](#)

⁹³ Multicultural Community Coalition. [\[LINK\]](#)

⁹⁴ Puget Sound Sage. [\[LINK\]](#)

coalition advocated for a King County EDI to invest funds in community-led and community-owned land stewardship projects at all stages of the development process, including affordable housing, small business spaces, and cultural facilities that build long-term stability in neighborhoods experiencing displacement. The coalition collaborated with sponsoring councilmembers to co-develop Motion 16062.

On March 15, 2022, the King County Council passed Motion 16062 requesting the Executive to establish a countywide EDI, including recommendations on how to prioritize the Initiative's work in unincorporated area communities, particularly historically marginalized communities.⁹⁵ The Motion directs that Phase 1 of the EDI Implementation Plan should be created with the planning workgroup and should include:

- A framework that is consistent with equitable community-driven development principles.
- Recommendations and next steps for county and community structure, capacity, and related resources necessary to support an EDI.

The Motion describes equitable development as public and private investments, programs, and policies in geographic areas that take into account the history and current conditions to meet the needs of marginalized populations and to reduce disparities so that quality-of-life outcomes are equitably distributed for both existing residents and new residents to create strong communities.⁹⁶

The Motion lists the following principles that should guide the framework:

- Advances economic mobility and opportunity for residents;
- Prevents residential, commercial, and cultural displacement;
- Builds upon and protects local cultural assets that anchor communities;
- Supports organizational capacity building;
- Promotes transportation mobility and connectivity; and
- Enables equitable access for all communities.

Consistent with the requirements of Motion 16062, a Community Planning Workgroup (CPW) has been instrumental in the design of a potential King County EDI. The workgroup is made up of 16 individuals and is further described in the Report Methodology section, below. Members of the workgroup represent BIPOC-led community-based organizations working on equitable development and related issues, communities/geographies experiencing high risk of displacement, and areas of relevant expertise or lived experience. This workgroup partnered closely with County staff to develop the background information, framework, and recommendations detailed in this document.

⁹⁵ This report uses terms such as “marginalized” and “most directly impacted,” as well as “underrepresented” and “underserved” to describe the communities who need to be centered in equitable development. These terms can be useful in identifying communities most directly affected by structural racism, discrimination, displacement pressure, and barriers to opportunity, and they can have the unintended effect of defining communities only by the inequities they face without honoring and uplifting the work of community. BIPOC, LGBTQ+, low-income communities, immigrants and refugees, people with disabilities, and seniors have a long history of addressing challenges and driving efforts to improve and strengthen their communities. They are leading equitable development strategies and solutions. In the process, they are transforming how government agencies allocate resources and make planning decisions in their neighborhoods. These communities are not just impacted; they are *impacting* new approaches to development driven by equity and social justice values.

⁹⁶ King County Motion 16062. [LINK](#)

Report Methodology

In close partnership with the CPW, and as directed by the Executive, King County DCHS is leading the County's response to Motion 16062 with support from other County departments. This report addresses the requirements for Phase 1 of the Implementation Plan for a King County EDI per Motion 16062. It also includes additional components developed by the CPW. This document was compiled by DCHS staff in collaboration with the CPW, King County departments represented on the staff team, and an Interdepartmental Coordination Committee convened to inform the development of the King County EDI. Descriptions of the CPW, King County staff team, and the Interdepartmental Coordination Committee are below.

The CPW played a central role in planning, designing, and determining the proposed King County EDI framework and structure in this report. The Office of Performance, Strategy, and Budget supported this effort by co-managing the project with DCHS. OESJ participated in this work and contributed to the report by serving on the staff workgroup and the Interdepartmental Coordination Committee. Cascadia Consulting Group provided administrative and facilitation support for the staff workgroup and the CPW through its contract with Communities of Opportunity (COO) as the Learning Community Administrator.

Community Planning Workgroup (CPW)

Consistent with Motion 16062 requirements, a workgroup comprised of community members is planning and co-creating the Initiative with King County.^{97,98} The CPW members meet two to four times per month to co-develop recommendations and guidance on the content of the King County EDI Implementation Plan. The CPW is a dynamic group of new and experienced community leaders with broad geographic representation who were selected through an open application process in spring 2022. A review panel of five King County staff and three non-applicant community members selected 16 individuals based on the criteria aligned with priorities set in Motion 16062. Appendices E and F include the application and the selection rubric used to select CPW members.

The Motion directed creation of a planning group comprised of community members with lived experience or expertise relevant to the Initiative and emphasizing BIPOC leadership and broad geographic representation. Most of the CPW members represent organizations located outside of Seattle, with particular emphasis on representation from organizations serving South King County and urban UKC areas that are at a higher risk for displacement. All CPW members have lived experience or expertise relevant to the Initiative such as anti-displacement, building cultural community anchors, civic engagement, immigrant and refugee support services, community-driven development projects, affordable housing, and commercial affordability in communities vulnerable to displacement across King County. Table 1 of Appendix C lists the CPW members, organizational affiliations, and geographic representation. Table 2 of Appendix C provides aggregated data about the CPW makeup, which demonstrates how the CPW composition responds to the Motion's requirements.

Consistent with King County's practice, all CPW members received compensation for their time attending the CPW meetings and contributing their expertise, knowledge, and ideas in those discussions.⁹⁹

⁹⁷ King County Motion 16062. [\[LINK\]](#)

⁹⁸ See Glossary (Appendix B) for the definition of "co-creation."

⁹⁹ In 2021, Ordinance 19364 provided \$50,000 in funding to support development of a King County EDI, including workgroup facilitation costs and compensation for workgroup participants. [\[LINK\]](#)

Staff Team

A staff team consisting of County employees from the Office of Performance, Strategy, and Budget, OESJ, PHSKC, and DLS is supporting the CPW and DCHS on this project. The staff team meets weekly to plan and prepare for meetings with the CPW, share facilitation roles, and contribute knowledge, analytical support, and expertise related to the development of the Implementation Plan.

Interdepartmental Coordination Committee

An Interdepartmental Coordination Committee, consisting of representatives from King County departments listed in Appendix D, provides strategic input and departmental expertise as needed. The members of this committee meet monthly to share insight into departmental structure and King County processes and help to identify opportunities and address challenges and barriers to operationalizing the proposed recommendations in the King County EDI Implementation Plan internally at the County.

Co-creation Process

The CPW and the County staff team began meeting weekly on May 18, 2022. First, the CPW discussed community needs, challenges, and opportunities. Next, the CPW analyzed Motion 16062 and the principles of equitable development described in the Motion, followed by a close review of the City of Seattle EDI and other best practices. Based on these analyses, the CPW identified additional considerations for each principle based on the County context and used these principles as a starting point for setting the objectives for King County's EDI. In addition, the CPW reviewed the King County structure and programs related to equitable development. Based on this work, the CPW created the vision and framework for the King County EDI presented in this report.

III. REPORT REQUIREMENTS

This report directly responds to the requirements in King County Motion 16062, which requests the Executive transmit an Implementation Plan to establish a countywide EDI. The Motion directs that Phase 1 of the EDI Implementation Plan should include the following:

- A framework that is consistent with equitable community-driven development principles.
- Recommendations and next steps for county and community structure, capacity, and related resources necessary to support an EDI.

The CPW developed the analysis, framework, and recommendations put forth in this section over several months, through discussions during weekly meetings and a retreat. CPW members used consensus-building to make decisions and determine shared priorities and recommendations.

Based on the recommendation of the CPW, this section begins with a definition of equitable development and a description of priority communities and equitable development strategies in the context of King County. This section then provides a framework for the Initiative that is consistent with the equitable community-driven development principles identified in Section A of the Motion. Finally, it provides recommendations and next actions for County and community structure, capacity, and related resources necessary to implement and support a King County EDI.

A. Defining Equitable Development for King County

This report recommends the following definition of equitable development be used for the purposes of a potential King County EDI:

Equitable development is an approach to planning and community development paired with public and private investments and service delivery that advances equity and self-determination of communities:

- *Adversely impacted by structural racism and discrimination;*
- *Experiencing disparities in economic and health outcomes; and*
- *Facing a heightened risk of displacement.¹⁰⁰*

These communities primarily include BIPOC, low-income, immigrants and refugees, people with disabilities, seniors, and LGBTQ+ communities.

King County EDI Priority Communities

Based on the above definition, a potential King County EDI would prioritize equitable development investments in communities and places where needs are most significant, specifically:

- Communities adversely impacted by structural racism and discrimination;
- Areas with low access to economic and health opportunities;

¹⁰⁰ Joint Center for Housing Studies of Harvard University (2019). *The Ingredients of Equitable Development Planning: A Cross-case Analysis of Equitable Development Planning and CDFIs*. [\[LINK\]](#)

- Areas with significant populations of communities experiencing disparities in life outcomes; and
- Areas at higher risk of displacement.¹⁰¹

These communities (hereinafter referred to as priority communities) mainly include BIPOC, LGBTQ+, low-income individuals and families, immigrants and refugees, people with disabilities, and seniors. The Phase 2 report will provide an analysis of current displacement risk indicators, as directed in Section D of the Motion, accompanied by further guidance regarding geographic priority areas, including recommendations for prioritizing unincorporated areas where King County has a unique and special obligation as the local government.

Types of Equitable Development Strategies

This report broadly describes equitable development strategies as a range of public and private investments, policies, and programs that support and expand:

- Leadership of historically and currently underserved and underrepresented communities in planning and decision-making processes regarding the future of the neighborhoods and communities in which they live, work, and play;
- Strategies to undo, reduce, and prevent displacement of residents, businesses, cultural anchors, and community organizations and to maximize community benefits from future development;
- Community-led and community-owned development, including community stewardship and ownership of land and housing; and
- Strategies to increase equitable access to opportunity and generational and community wealth building.¹⁰²

EDI STRATEGIES AND ANTI-DISPLACEMENT

Capital investments in equitable development projects alone cannot prevent displacement. Additional strategies, such as anti-displacement policies and regulations, preservation and development of more affordable housing units, and increased funding for community organizing efforts led by and for communities most impacted by displacement are needed to ensure that communities at risk of displacement can remain in neighborhoods of their choice and benefit from new investments.

King County EDI Community Planning Workgroup, 2022

The King County EDI, once resourced, would deploy multiple equitable development strategies in partnership with priority communities. This includes funding capacity building, predevelopment, and capital investments for selected equitable development projects as well as informing County staff and policymakers of opportunities to advance equitable development strategies through new and existing programs and policies. Collaboration among King County’s departments, local jurisdictions, and community-based organizations will be essential for successfully serving priority communities in UKC and countywide. The recommendations section of this report further details this collaboration. Phase 2

¹⁰¹ Communities that have been most harmed by past and current inequities may lead an EDI project, regardless of their current presence in the geographic area surrounding the capital project. Hence, EDI projects should be accountable not just to communities as defined by who currently lives, works, and plays in a geography but also communities harmed by legacies of racism and exclusion, such as previously displaced residents and communities that were excluded from renting or owning property in certain areas. The Alliance, the Twin Cities (2021). Equitable Development: Principles & Scorecard. [\[LINK\]](#)

¹⁰² See Glossary (Appendix B) for the definition of “community stewardship of land.”

of the Implementation Plan will elaborate on specific strategies King County might utilize to facilitate this collaboration.

[King County EDI: A Reparative Approach to Eliminating Disparities](#)

The CPW's vision for equitable development centers eliminating racial, social, and economic disparities in community. The CPW recommends that government institutions take a first step toward this goal by acknowledging harm caused by historical and current policies, practices, and systems that discriminate based on race, ethnicity, income level, or social standing.

Generations of racist policies and practices excluded low-income and BIPOC communities from land ownership and effectively marginalized them from power and decision-making around development.¹⁰³ This includes, but is not limited to, the theft and dispossession of Indigenous land, redlining of communities of color, and the disproportionate loss of wealth for Black households during the foreclosure crisis.^{104,105,106} This history of government-sponsored exclusion and segregation has exacerbated racial inequality in the United States and contributed to vulnerability to ongoing displacement.¹⁰⁷ Displacement disproportionately impacts low-income and BIPOC communities.¹⁰⁸ Displaced households may move to areas with lower housing costs but are often further from healthcare services, economic opportunities, and strong social and cultural networks.¹⁰⁹ Displacement can increase the risk of homelessness and have lasting negative impacts on health, education, safety, and earnings.¹¹⁰

A King County EDI would strive to address these past harms and prevent harm from current and future policies and practices through actions that reduce displacement and disparities and support the self-

EQUITABLE DEVELOPMENT AND RURAL COMMUNITIES

A countywide EDI could include investments in rural communities. While King County's approach to equitable development investments must adhere to limitations on development in rural and resource areas and remain consistent with the Comprehensive Plan and the Growth Management Act, here are some examples in which equity driven development in rural communities could be supported by a King County EDI:

- *Investments in community ownership of farmland for immigrant farmers at risk of displacement.*
- *Investments in a community-led affordable housing development to support low-income residents in a rural town.*
- *Investments in community-led projects addressing the housing needs of farmworkers.*

References:

- King County 2020 Comprehensive Plan Update [\[LINK\]](#)
- Growth Management Act, RCW 36.70A [\[LINK\]](#)
- Resource areas generally refer to areas where natural resource industries can productively operate, such as Agricultural or Forest Production Districts [\[LINK\]](#)

¹⁰³ Acolin, A., Crowder, K., Decker-Frain, A., Hajat, A., & Hall, M. (2022). *Gentrification, Mobility, and Exposure to Contextual Determinants of Health*. Housing Policy Debate. [\[LINK\]](#)

¹⁰⁴ Ott, J. (2014, December 7). *Seattle Board of Trustees passes ordinance, calling for removal of Indians from the town, on February 7, 1865*. HistoryLink.org. [\[LINK\]](#)

¹⁰⁵ Honig, D. (2021, October 29). *Redlining in Seattle*. HistoryLink.org. [\[LINK\]](#)

¹⁰⁶ Henry, B., Reese, J., & Torres, A. (2013). *Wasted Wealth*. Alliance for a Just Society. [\[LINK\]](#)

¹⁰⁷ Solomon, D., Maxwell, C., & Castro, A. (2019, August 7). *Systemic Inequality: Displacement, Exclusion, and Segregation*. Center for American Progress. [\[LINK\]](#)

¹⁰⁸ Urban Displacement Project (2021). *What are gentrification and displacement*. [\[LINK\]](#)

¹⁰⁹ Acolin, A., Crowder, K., Decker-Frain, A., Hajat, A., & Hall, M. (2022). *Gentrification, Mobility, and Exposure to Contextual Determinants of Health* (pg. 11-22). Housing Policy Debate. [\[LINK\]](#)

¹¹⁰ Urban Displacement Project (2021). *What are gentrification and displacement*. [\[LINK\]](#)

determination and leadership of communities most harmed by inequities. For example, a King County EDI would invest in community-led and community-owned development that increases the community's power, stability, and wealth and enables communities to heal on their own terms and define their own futures.

B. King County EDI Framework Consistent with Principles from Motion 16062

Based on a co-development process with the CPW, this report recommends the following framework to guide the design, implementation, decision-making, and evaluation of the Initiative and its individual programs and investments. The framework has three distinct functions that will be further refined during Phase 2:

1. Guide the design and implementation of a King County EDI, including the funding of community-led and community-owned development and implementation of other equitable development strategies;
2. Enable County departments such as DCHS, DNRP, Metro, PHSKC, and DLS to integrate the equitable development objectives and strategies in the King County EDI framework into departments' own existing, related programs; and
3. Encourage departments to work together to implement anti-displacement policies, services, capital projects, and equitable development investments, prioritizing areas with the highest needs as described in the section above on priority communities.

The EDI framework consists of guiding values, a vision statement, a goal statement, seven objectives, the Initiative components and activity areas, and a preliminary set of outcomes.

The EDI framework closely follows the six principles set out in Motion 16062 section A.4:

- Advances economic mobility and opportunity for residents;
- Prevents residential, commercial, and cultural displacement;
- Builds upon and protects local cultural assets that anchor communities;
- Supports organizational capacity building;
- Promotes transportation mobility and connectivity; and
- Enables equitable access for all communities.

These principles are similar to the equity drivers listed in the Seattle EDI Implementation Plan.¹¹¹ Appendix G maps the relationship between the principles listed in the motion and the King County EDI objectives proposed in this report.

Guiding Values

The CPW identified three values to guide how equitable development activities should be implemented through the King County EDI:

1. Acknowledge and repair harmful impacts of historical and current structural racism, discrimination, and inequities in community investment;
2. Honor, support, and invest in the self-determination and leadership of impacted communities; and
3. Prevent harm from existing and future policies and practices, including the impacts of growth and redevelopment.

¹¹¹ Seattle Office of Planning and Community Development (2016, April). *Equitable Development Implementation Plan*. [\[LINK\]](#)

Vision

A King County EDI would help achieve the CPW’s vision of an inclusive and equitable King County with resilient, thriving, and welcoming communities. Specific elements of the vision include the following, as identified by the CPW:

- Neighborhoods across the region have diverse and affordable housing options, economic opportunities, and quality of life amenities that make them accessible and vibrant places to live and work.
- All King County residents have equitable opportunities, including access to quality education and early learning opportunities, living wage jobs, affordable public transportation, high-quality healthcare, generational and community wealth-building opportunities, cultural and community connections, parks, open spaces, and healthy environments.
- Residents, businesses, cultural anchors, and community organizations in low-income, BIPOC, immigrant and refugee, people with disabilities, and LGBTQ+ communities have the resources they need to thrive in place as their neighborhoods change and grow.
- Communities are multicultural, with access to culturally relevant resources and services, gathering spaces to express and celebrate diverse cultures, and strong social networks.
- Neighborhoods have flourishing community assets that are community-led and community-owned such as community centers, mixed-use projects with affordable housing, arts and cultural spaces, childcare centers, senior housing, educational and health services, and incubators for small businesses.
- Underrepresented residents have meaningful opportunities to co-create community plans and impact decisions regarding the future of their neighborhoods.

Goal

The CPW identified the following goal for King County’s EDI:

Thriving King County communities where historically and currently underrepresented groups lead and own development, build wealth, and have the agency to choose where they live, work, and play.

GUIDING VALUES

- 1) *Acknowledge and repair harmful impacts of structural racism, discrimination, and inequities in community investment.*
- 2) *Honor, support, and invest in the self-determination and leadership of impacted communities.*
- 3) *Prevent harm from existing and future policies and practices.*

King County EDI Community Planning Workgroup, 2022

VISION

An inclusive and equitable King County with resilient, thriving, and welcoming communities.

King County EDI Community Planning Workgroup, 2022

GOAL

Thriving King County communities where historically and currently underrepresented groups lead and own development, build wealth, and have the agency to choose where they live, work, and play.

King County EDI Community Planning Workgroup and King County Executive, 2022

Objectives

The CPW defined seven objectives critical to achieving the King County EDI goal. These objectives are interrelated and, for the best outcomes, the CPW recommends that they are implemented in an integrated manner. The CPW expect that by pursuing multiple objectives and strategies, the King County EDI will have the greatest potential to transform systems and shift from the current trajectory of growth and development that marginalizes many populations to new development patterns that uplift historically underrepresented communities.

Each objective is accompanied by an illustrative list of strategies. These strategies demonstrate how the objective may be operationalized to ensure the EDI remains focused on priority communities. Each objective’s strategy list is not comprehensive, and communities should be supported to lead on innovative strategies not included in the lists below. Additionally, a single EDI-supported project or effort may encompass multiple objectives and strategies.

Objective 1. Increase stability and support resilience of residents, businesses, and community organizations in geographic areas and cultural communities experiencing displacement and areas where displaced households have relocated.

- **Strategy 1.1: Accelerate actions to preserve community assets at risk of displacement and acquire land for community-led and community-owned development.**
- **Strategy 1.2: Invest in community-led development of affordable housing and community spaces, incorporating models for permanent affordability.^{112,113,114}**
- **Strategy 1.3: Identify, support, and, where possible, implement anti-displacement policies and regulations.**
- **Strategy 1.4: Support the self-determination of priority communities negatively impacted by displacement, which may include efforts to return land to Indigenous-led organizations and tribes.**
- **Strategy 1.5: Identify and support policy changes to reduce systemic barriers to equitable development projects such as restrictive zoning and land use regulations and inadequate access to financing.**

Objective 2. Support preservation and creation of cultural assets.

- **Strategy 2.1: Support the preservation and creation of community-led and community-owned cultural assets that distinguish and strengthen community identity, such as food districts, marketplaces, parklands, gathering places, art and music venues, innovation centers, and learning centers.**

¹¹² Choi M., Van Zandt, S., & Matarrita-Cascante, D. (2017, September). *Can Community Land Trusts Slow Gentrification?* Journal of Urban Affairs 40, no. 3 (pg. 394-411). [\[LINK\]](#)

¹¹³ See Glossary (Appendix B) for the definition of “permanently affordable housing.”

¹¹⁴ The CPW routinely expressed the need for affordable commercial space in their communities. Phase 2 of the Implementation Plan intends to explore ways the King County EDI, within the limitations of government restrictions on funding commercial spaces and activities, can support the needs of the community, including affordable commercial space.

Objective 3. Honor and promote community power in planning and decision-making.

- **Strategy 3.1: Employ community engagement practices that honor and promote leadership of priority communities historically and currently excluded from planning processes.**
- **Strategy 3.2: Support community co-creation and meaningful roles for priority communities in decision-making about the future of neighborhoods, to ensure priority communities benefit from future development.**

Objective 4. Build the capacity of community-based organizations to lead community-controlled and community-owned development.

- **Strategy 4.1: Provide community-based organizations with capacity-building grants, leadership development support, and technical assistance resources to build their knowledge, skills, and experience to lead, own, and operate development projects. Capacity-building areas may include:**
 - o **Resident and tenant leadership and governance models;**
 - o **Housing and commercial development models that increase shared or community-level wealth building such as cooperatives, community land trusts, and community investment trusts;¹¹⁵ and**
 - o **Land stewardship in consultation and solidarity with Indigenous communities and tribes, including awareness of Native land designations.**
- **Strategy 4.2: Provide community-based organizations with predevelopment and capital funding to lead community-controlled and community-owned development.¹¹⁶**
- **Strategy 4.3: Leverage public resources such as publicly owned land for equitable development.¹¹⁷**

Objective 5. Invest in strong, inclusive, and cooperative local economies.

- **Strategy 5.1: Invest in equitable development projects that increase access to education, employment, entrepreneurial opportunities, and generational and community wealth-building opportunities such as affordable homeownership.**
- **Strategy 5.2: Identify and support equitable development strategies that generate jobs and support small businesses, artists, and cultural workers.¹¹⁸**
- **Strategy 5.3 Provide community-based organizations with pre-development and capital funding for equitable development projects that address community-level wealth building, such as limited equity cooperative housing projects, community investment trusts, and community land trusts.**

¹¹⁵ See Glossary (Appendix B) for the definition of “community land trust.”

¹¹⁶ Strategy 4.2 is similar to Strategy 1.2 with the distinction that the predevelopment and capital funding will be available to other communities, not just those experiencing displacement pressures.

¹¹⁷ In this context, leverage means connecting to ongoing work at King County that is related to equitable development and aligning County resources to further EDI vision, goals, and objectives.

¹¹⁸ The CPW routinely expressed the need for affordable commercial space in their communities. Phase 2 of the Implementation Plan intends to explore ways the King County EDI, within the limitations of government restrictions on funding commercial spaces and activities, can support the needs of the community, including affordable commercial space.

- **Strategy 5.4: Identify and support community benefits such as workforce development, hiring opportunities, and career pathways through future development projects.**

Objective 6. Expand transportation mobility and connectivity while guarding against displacement.

- **Strategy 6.1: Invest in equitable development projects that increase access to effective and affordable public transportation while mitigating gentrification and displacement near existing and planned transit investments.**
- **Strategy 6.2: Work with transit partners to identify and support opportunities for community benefits and equitable development projects at transit-oriented development sites.**

Objective 7. Advance healthy, livable communities with equitable quality-of-life outcomes.

- **Strategy 7.1: Invest in equitable development projects that improve access to determinants of health and improve quality of life, such as affordable and quality healthcare services, strong community connections, access to parks and open space, culturally relevant food, and healthy and climate-resilient environments for all residents.**
- **Strategy 7.2: Consult with County departments on shared equitable development goals and opportunities to collaborate on co-investments that can pair amenities, such as open space and urban gardens, with equitable development projects.**
- **Strategy 7.3: Invest in community-led strategies to heal and restore polluted and toxic land and repair harm caused by environmental racism.**
- **Strategy 7.4: Support equitable development projects that build climate resilience for frontline communities.¹¹⁹**

Initiative Components

The CPW recommends that the following four parts comprise the King County EDI. The first three parts are complementary to one another; each is essential to achieving the goals and objectives of the King County EDI. The fourth part is crosscutting and applies to the Initiative overall, as well as its first three parts individually. All four parts would begin concurrently and be implemented in close partnership with a King County EDI Advisory Board and community-based organizations. Each part could advance all seven objectives. Phase 2 of the Implementation Plan will elaborate on how each part should expand over time. This section details the elements included in each of the four parts.

Part 1. Make new investments in community-led equitable development projects (hereinafter referred to as “Part 1 of the Initiative”), with long-term, sustained and flexible funding to advance community-led and community-owned development as identified in the King County EDI objectives.¹²⁰

Part 2. Collaborate across departments to promote equitable development as a goal countywide (hereinafter referred to as “Part 2 of the Initiative”). Align King County’s existing and new

¹¹⁹ See Glossary (Appendix B) for the definition of “frontline communities.”

¹²⁰ See also the discussion of EDI Objectives in section III. [\[LINK\]](#)

programs, services, and resources, when possible, to the King County EDI framework and promote coordination of place-based strategies across King County departments.

Part 3. Build partnerships and leverage expertise, ideas, and resources beyond King County government (hereinafter referred to as “Part 3 of the Initiative”).¹²¹ Part 3 of the Initiative will cultivate best practices, develop innovative public-private partnerships, establish joint capital investments, and enact policy changes to amplify equitable development strategies. King County may seek partnerships with institutions outside of King County government including, but not limited to, community-based organizations, other jurisdictions, philanthropy, educational institutions, and private sector entities.

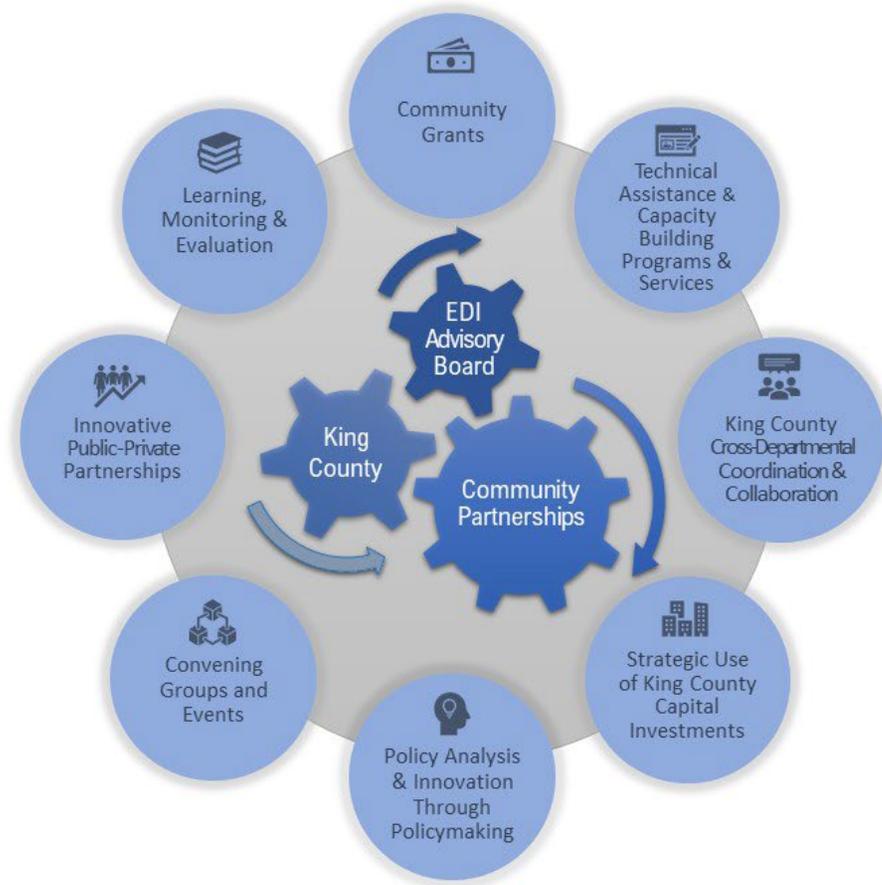
Part 4. Integrate learning, monitoring, and evaluation (LME) objectives and practices, to be defined in partnership with community stakeholders (hereinafter referred to as “Part 4 of the Initiative”).

Chart 1 below summarizes the Initiative’s components and potential activity areas.¹²² It reflects the CPW vision for the Initiative and illustrates the King County EDI consisting of four essential and complementary parts that should be implemented concurrently. As depicted in this chart, King County government, community partnerships, and a permanent advisory board act as the three gears that power and direct the Initiative. More detail on the activity areas and how they correspond to each component of the King County EDI is provided within the descriptions of the four parts of the Initiative below.

¹²¹ In this context, leverage means connecting to related equitable development work external to King County and aligning public and private resources to further EDI vision, goals, and objectives.

¹²² See Appendix I for the list and description of potential activity areas.

Chart 1: A King County EDI



KING COUNTY EQUITABLE DEVELOPMENT INITIATIVE (EDI)

Thriving King County communities where historically and currently underrepresented groups lead and own development, build wealth, and have the agency to choose where they live, work, and play.

PART 1 Make new investments in community-led equitable development projects:

- Community grants
- Technical assistance and capacity building programs and services

PART 2 Collaborate across King County departments to promote equitable development as a goal countywide:

- Alignment of King County’s existing and new programs, services, and resources to the EDI framework and coordination of place-based strategies across King County departments
- Strategic use of King County capital investments

PART 3 Build partnerships and leverage expertise, ideas, and resources beyond King County government:

- Policy analysis and innovation through policymaking
- Convening strategic conversations & events
- Driving innovative public-private partnerships (e.g., innovative financial instruments, joint capital investments)

PART 4 Integrate learning, monitoring, and evaluation objectives and practices.

- Define, measure, and evaluate the results of equitable development investments and activities

Part 1. Make New Investments in Community-led Equitable Development Projects

This report recommends that the Initiative fund equitable, community-led and community-owned development projects that support priority communities. Part 1 of the Initiative should include multiple components, each subject to funding availability and confirmation through Phase 2 implementation planning and detailed scoping. These include:



Community grants to fund community-led and community-owned equitable development projects and community-initiated approaches to generational and community wealth building. Examples include:

- i. **Capital funding:** Capital grant funding to help priority communities develop local assets including affordable housing and community uses. Unlike other capital funding programs, the King County EDI capital grants should have greater risk tolerance. King County should be the first funder in a project and provide capital funds. Capital grants may be used to preserve properties at risk of displacement and proactively acquire property for equitable development to support priority communities.
- ii. **Predevelopment funding:** Funding for equitable development projects in the early stages of development to refine development concepts. This is intended to support activities such as site identification, feasibility analysis and due diligence studies, architect services, legal counsel, or other development consulting services.
- iii. **Capacity building funding:** Grant funding to community-based organizations that have a concept for an equitable development project but need capacity to do community-led planning and visioning. Organizations or community coalitions could use capacity building funding to support community engagement processes to refine their project vision, explore partnerships, support consultant services, and develop leadership of staff within their organization.



Technical assistance and capacity building programs and services to provide community-based organizations representing priority communities with leadership development, coaching, and training opportunities to deepen development knowledge and skills and strengthen the capacity of these organizations to apply for funding. Examples of training and capacity building may include individualized coaching on project development, training on community stewardship of land models, strengthening accounting systems and practices, and disseminating best practices for conducting capital campaigns.

A King County EDI should seek close collaboration with COO on this component to take advantage of COO's developed procedures and experience supporting organizations in need of technical assistance and capacity building.¹²³ A King County EDI and COO should collaborate to refine and tailor existing and new capacity building efforts to align both programs' goals and objectives and optimize the use of financial resources.

¹²³ COO has a successful track record, expertise, and relationships supporting community-based organizations in efforts to address inequities in their communities under the broader Public Health frame. The King County EDI would build upon the COO program by bringing greater focus on equitable development strategies, supplementing capacity building grants with capital grants and technical assistance and growing the cadre of community-based organizations championing equitable development strategies in King County EDI Priority Communities.

Part 2. Collaborate Across Departments to Promote Equitable Development as a Goal Countywide

This report recommends that Part 2 of the Initiative focus on establishing cohesion and meaningful collaboration across County departments.

Beginning with the adoption of the ESJ Strategic Plan in 2016, King County has been increasingly deliberate in its focus on providing equitable access to public services and advancing economic mobility for all King County residents.¹²⁴ In recent years, for example, King County departments have been increasing equitable engagement and shared decision-making with community and expanding investments in capacity building of community-based organizations as they seek to deliver quality services to county residents and households.^{125, 126} Consistent with policy direction, departments invest in programs to increase access to services, parks, and other cultural assets, such as providing language services.¹²⁷ Equity is the centerpiece of several strategic frameworks that were co-created with community stakeholder groups (e.g., King County Metro Mobility Framework, Climate Equity Action Plan’s Resilient and Frontline Communities framework, and Open Space Equity Cabinet Recommendations).^{128, 129, 130}

Inter-divisional and inter-departmental coordination and collaboration will, therefore, be critical to the success of the King County EDI because community development intersects with other existing programs and frameworks. Phase 2 of the EDI Implementation Plan will include recommendations regarding how the King County EDI should work across departments and intersect with major existing equity-focused frameworks. The CPW recommends that activity areas in Part 2 of the Initiative should include:



Alignment of King County’s existing and new programs, services, and resources to the King County EDI framework and coordination of place-based strategies across King County departments. A King County EDI should seek out opportunities to optimize use of available financial resources and strengthen collaboration across King County departments. Collaboration with other programs related to equitable development (i.e., capacity building, capital programs, and anti-displacement activities) or interested in aligning with equitable development goals, objectives, policy recommendations, and best practices will be especially critical. This may entail cross-departmental workgroups and selection panels, joint or coordinated action plans and workplans for select programs or place-based strategies, and integration of the King County EDI framework into departmental business plans.

The graphic in Chart 2 lists some examples of the existing programs with which the King County EDI should seek to build awareness and alignment across King County departments.



Strategic use of King County capital investments including utilizing publicly owned land to support equitable development, where feasible, and deploying or promoting anti-

¹²⁴ King County Equity and Social Justice Strategic Plan, 2016-2022 [\[LINK\]](#)

¹²⁵ King County Executive. Equity and Social Justice. [\[LINK\]](#)

¹²⁶ King County Office of Equity and Social Justice. Community Engagement and Co-creation. [\[LINK\]](#)

¹²⁷ King County Code § 2.15 Immigrant, Refugees and Language Access. [\[LINK\]](#)

¹²⁸ King County Metro. *Mobility Framework Report*. [\[LINK\]](#)

¹²⁹ King County. Climate Equity Community Task Force. [\[LINK\]](#)

¹³⁰ King County. Open Space Equity Cabinet. [\[LINK\]](#)

displacement approaches alongside community investments like transit. Additionally, King County may facilitate or co-lead acquisition and ownership of land or real property to help build community assets for the benefit and use of priority communities.

Chart 2: Examples of Existing King County Programs to Leverage Through King County EDI¹³¹



DLS

- Participatory budgeting in UKC
- Subarea planning
- Economic development in UKC



DCHS

- Ongoing anti-displacement policy work (in partnership with DLS)
- Housing Finance Program
- Community Development Program (Early Learning and Best Starts for Kids Capital Grants)



DNRP

- Climate justice work
- Capital and capacity funding programs for healthy communities and parks
- Open space acquisition and equity programs



PSB

- King County Comprehensive Plan updates
- Biennial budget development process



OESJ

- ESJ Strategic Plan updates
- Equitable contracting and procurement best practices
- Racism is a Public Health Crisis - Gathering Collaborative



King County Metro

- Transit-Oriented Development
- Community Benefits Agreements



DES Facilities Management

- Disposition of surplus County-owned property

Photo credits: kingcounty.gov

¹³¹ In this context, leveraging means connecting to ongoing work at King County that is related to equitable development and aligning County resources to further EDI vision, goal, and objectives.

Part 3. Build Partnerships and Leverage Expertise, Ideas, and Resources Beyond King County Government

The King County EDI should seek to engage and partner with institutions outside of King County government, such as other jurisdictions, quasi-governmental organizations like 4Culture, philanthropic organizations, community development financial institutions (CDFIs), national and local institutional leaders in the field of equitable development, nonprofits, and other private sector organizations. This part of the King County EDI is intended to foster dialogue, leverage expertise and resources, exchange best practices, promote shared learning, and identify possible joint projects and investments that would amplify community-led efforts and equitable development strategies. This could include direct engagement by County EDI staff or supporting community-based organizations' engagement with new partners.

“King County is home to many community-based organizations that have deep understanding of cultures, racial equity issues, and dynamics in their communities; hold ancestral wisdom; enjoy strong and trusted relationships within their communities; and have a strong track record of running successful programs in their communities. Therefore, for the King County EDI to succeed, it will be important to draw on the wealth of knowledge and social capital possessed by community-based organizations.”

Community Planning Workgroup, 2022

Components of the Initiative's Part 3 may include:



Supporting policy analysis and promoting innovation through policymaking to reduce barriers to equitable development projects and to enable community wealth building and community-led and community-owned development. Examples of innovative policies include San Francisco's Community Opportunity to Purchase Act designed to stabilize communities by preventing displacement and preserving affordable housing and the City of Tacoma's resolution to prioritize affordable housing and equity goals on its real property dispositions.^{132,133} Several successful precedents exist in other cities, including Seattle, Washington DC, Chicago, and Boston.^{134,135,136,137}

This work may include researching specific policy issues and analyzing policy ideas, such as zoning and permitting barriers to equitable development projects, as well as supporting policy changes at the state and, possibly, federal levels. This may also include EDI staff, EDI-funded organizations, and the EDI permanent advisory board consulting on equitable

¹³² Washington DC Department of Housing and Community Development. Tenant Opportunity to Purchase Assistance. [\[LINK\]](#)

¹³³ City of Tacoma Resolution 40429 amending the Policy for the Sale/Disposition of City owned General Government Real Property gives the Puyallup Tribe of Indians ("PTOI") a right of first refusal to either purchase the property or to exchange tribal property or property rights for the surplus property where a General Government surplus property lies within the PTOI historic geographical boundaries existing prior to the Medicine Creek Treaty. [\[LINK\]](#)

¹³⁴ Seattle Office of Housing. Community Preference. [\[LINK\]](#)

¹³⁵ Washington DC Department of Housing and Community Development. Tenant Opportunity to Purchase Assistance. [\[LINK\]](#)

¹³⁶ Chicago Department of Housing. Woodlawn Housing Preservation Ordinance. [\[LINK\]](#)

¹³⁷ Massachusetts Association of Housing Cooperatives. Tenants Opportunity to Purchase Act (TOPA). [\[LINK\]](#)

development policies and plans across King County departments and with non-King County government partners.¹³⁸



Convening groups and events such as equitable development summits or conferences with community leaders, local governments, think tanks, developers, and other nonprofit and private sector entities to discuss big ideas, tackle strategic issues, exchange ideas and best practices, share lessons learned, align resourcing strategies, and foster collaboration.



Driving innovative public-private partnerships to leverage resources and investments in equitable development projects. This may include loan guarantees and other innovative financial instruments or joint development projects to support community acquisition of land and real property. For example, King County may consider starting up a County loan guarantee program when feasible to help community-based organizations and small businesses access better loans or bridge loans from CDFIs for acquisition and development. This might also fund a study to look into examples from other local governments and interest from CDFIs. Other partnerships could include working with Public Development Associations. For example, King County may seek to collaborate with 4Culture’s Building for Equity program to further the Initiative’s Objective 2 “Support preservation and creation of cultural assets.”

These concepts will be further defined and clarified in Phase 2 of the King County EDI, which the Executive expects to submit by August 31, 2023.

[Part 4. Integrate Learning, Monitoring, and Evaluation Objectives and Practices](#)

Part 4 of the Initiative would focus on the learning, monitoring, and evaluation (LME) of activities to be undertaken in Parts 1-3. This part of the Initiative would work with community stakeholders to define and measure, in qualitative and quantitative ways, the results of equitable development investments and activities. Measuring the results will help align the King County EDI’s intent with its impact and support meaningful evaluation of investment outcomes against the Initiative’s goal and objectives. Evaluation provides community and policymakers with important information on the King County EDI.



The key areas of the LME component would include monitoring and evaluation of EDI program outcomes; research and assessment of innovative strategies and best practices; and collection, analysis, and dissemination of King County EDI-related data and lessons learned to support learning and evidence-based policy making in equitable development. Examples of LME efforts include:

- Collecting participatory research on equitable development impacts;
- Generating and analyzing data on at-risk properties and displacement risks;
- Developing and tracking metrics for evaluation and monitoring of investments and programs; and
- Compiling and disseminating data, lessons learned, and best practices to support evidence-based policymaking around equitable development.

¹³⁸ Motion 16062 includes developing a recommendation on the duties and responsibilities of a permanent advisory board to implement the initiative. This recommendation will occur in Phase 2 of the King County EDI Implementation Plan. [\[LINK\]](#)

Preliminary Target Outcomes

Phase 2 will develop specific and measurable outcomes that the Initiative would strive to achieve by pursuing the proposed objectives. Phase 2 will also propose metrics for monitoring and evaluating those outcomes.

Preliminary discussions with the CPW touched on the following potential outcomes and outputs:

- (a) Improved health and life outcomes among King County’s historically underserved communities (improvements in the King County-identified Determinants of Equity indicators).¹³⁹
- (b) Increased access to affordable housing, transportation and mobility, education, health and human services, open space, and jobs and other economic opportunities for priority communities.
- (c) Increased development led and owned by priority communities and located in areas with high risk of displacement, low access to opportunity, or significant populations of communities experiencing disparities in life outcomes.
- (d) Preserved local cultural assets and community organizations previously at risk of displacement.
- (e) Increased coordination of place-based strategies across King County departments to address and alleviate displacement pressures and improve access to determinants of physical, social, and economic well-being.

C. Recommendations for County and Community Structure, Capacity, and Related Resources

As called for by Motion 16062, this section discusses the recommendations and next actions for the County and community structure, capacity, and related resources necessary to support a King County EDI. These recommendations are preliminary and will be further refined in Phase 2.

The CPW identified that the following conditions must exist for the King County EDI to have the broadest impact on the region’s priority communities:

- (a) Equitable development should be elevated as a shared priority across King County and reflected in the County policy frameworks, including but not limited to the ESJ Strategic Plan update, the Comprehensive Plan, and Subarea Plans.^{140, 141} Therefore, the King County EDI should be an integrated, *shared initiative that is not limited to one department or program*.
- (b) The King County EDI would require pursuing *innovative partnerships* with organizations in both the private and public sectors, outside of King County government.
- (c) The Initiative needs *sustained and flexible funding* to support equitable development activities and investments that match communities’ varying needs and priorities.
- (d) *Commitment from and prioritization of the Initiative by the King County Executive and the County Council* will be critical in seeking an ongoing level of resources for the Initiative and ensuring departments’ engagement with the EDI objectives and strategies.

¹³⁹ *The Determinants of Equity: Identifying Indicators to Establish a Baseline of Equity in King County*. [\[LINK\]](#)

¹⁴⁰ King County Office of Equity and Social Justice. *Equity and Social Justice Strategic Plan Update 2022*. [\[LINK\]](#)

¹⁴¹ King County Office of Performance, Strategy, and Budget. *King County Comprehensive Plan*. [\[LINK\]](#)

- (e) *King County departments should work collaboratively* toward the equitable development goal and objectives in a coordinated manner, sharing information and jointly addressing challenges, in alignment with King County’s True North and “We are one team” value.¹⁴²

King County government and County policymakers face financial constraints and limits in finding a sustained and flexible revenue stream due to restrictions of State legislation.¹⁴³ Finding a solution to this challenge may take time and could require action by the State Legislature, as well as collaboration with other jurisdictions. In the CPW’s analysis, the issues of disinvestment, lack of opportunity, and displacement are dire and need immediate action. The CPW urges King County to move forward with implementing the Initiative with existing and available resources, while options are explored to develop sustained funding at scale.

Discussions on County Structure:

The CPW will continue to develop recommendations about the Initiative’s leadership structure in Phase 2 of implementation planning. Based on the process thus far, this report identified the following desired characteristics of the future leadership structure:

- (a) *Commitment of support from King County leadership:* This joint commitment of support from King County’s leadership will be critical to securing proper funding, staff resources, and other support for the Initiative.
- (b) *A lead King County agency/department with ability to drive development of equitable development policies and direct and coordinate EDI work among involved King County agencies:* Ability to drive policy development and coordinate work related to the EDI across King County departments will be necessary for ensuring the lead agency’s effectiveness in the role and achievement of the Initiative’s envisioned outcomes. The role would include fostering interdepartmental collaboration, championing alignment across departments, facilitating resolution of issues that cross departments, and ensuring timely and efficient information-sharing across County government.
- (c) *Engagement by King County departments:* King County departments should work collaboratively toward the equitable development goal and objectives in a coordinated manner, sharing information with each other and jointly addressing challenges.
- (d) *Power sharing and community-led decision making:* CPW members seek to support priority communities’ ability to influence cross-departmental equitable development work, where feasible and without disrupting existing decision-making structures built to represent community accountability in their own way (such as existing advisory boards and equity cabinets). New investments explicitly made for an EDI would be more likely to share power with priority communities to tip the balance of decision-making toward representative community workgroups. For example, community representatives could set funding tiers for community grants and develop eligibility and grant selection criteria.

¹⁴² King County Executive Office. True North and Values. [\[LINK\]](#)

¹⁴³ Washington State legislation restricts counties’ property tax revenue growth to one percent per year and does not authorize counties to impose utility or business taxes. Washington State Department of Revenue. Property tax – How the one percent property tax levy limit works. [\[LINK\]](#)

Phase 2 will more fully detail the County’s power sharing with community for allocating resources among priority communities. Resource allocation decisions are opportunities for King County to execute on the EDI guiding value to “honor, support, and invest in the self-determination and leadership of impacted communities,” and Objective 3 to “honor and promote community power in planning and decision-making.”

The CPW discussed the potential of DCHS leading Part 1 and potentially other components of the Initiative. The CPW finds that DCHS has valuable related experience with capital funding programs, such as the Housing Finance Program and the Puget Sound Taxpayer Accountability Act Early Learning Facilities Program, and policy and planning work focused on displacement in Skyway-West Hill and North Highline.^{144, 145, 146} The department also hosts several community advisory boards and has strong working relationships with other relevant teams such as COO, DLS’ Planning and Permitting staff, and Metro’s transit-oriented development staff.¹⁴⁷ However, the CPW and DCHS recognize that continued dialogue and exploration of the best King County structure and, more generally, the leadership role are needed before a final recommendation can be made.

During the Phase 2 work, the CPW will explore leadership structures of other initiatives, both within King County government and beyond, that involve multiple departments within a government entity, do robust community engagement, and share decision making power with community.

Additional aspects of the County structure discussed during Phase 1 include the following:

- **King County Staffing:** The implementation of the Initiative would require dedicated staffing resources. For Phase 1 of the EDI planning work, DCHS repurposed one full-time employee and is hiring one term-limited temporary full-time employee to lead and support the creation of Phase 2 of the Implementation Plan in 2023. Additional staffing would be needed to launch any of the Initiative components.

At a minimum, the lead agency would need three dedicated full-time employees to start the Initiative. Over time, other King County departments that would be participating in the EDI work might require dedicated staff capacity to undertake this body of work. Each part of the Initiative would be scaled, including in timing, depending on the staffing and financial resources available, including their timing. Increased staffing capacity will be necessary to build and maintain King County’s relationships with community-based organizations, facilitate the work of the Permanent Advisory Board, and embed collaboration into broader departmental processes, among other responsibilities. DCHS anticipates that additional staff resources would also be necessary to manage requests for proposals and subsequent contracts.

¹⁴⁴ King County Department of Community and Human Services. Housing Finance Program. [\[LINK\]](#)

¹⁴⁵ King County Department of Community and Human Services. Puget Sound Taxpayer Accountability Account. [\[LINK\]](#)

¹⁴⁶ King County (2021, September 30). Skyway-West Hill and North Highlight Anti-Displacement Strategies Report. [\[LINK\]](#)

¹⁴⁷ Examples of current community advisory boards include the Eviction Prevention and Rent Assistance Program Advisory Committee [\[LINK\]](#), the MIDD Advisory Committee [\[LINK\]](#), the VSHSL Advisory Board [\[LINK\]](#), and the BSK Children and Youth Advisory Board [\[LINK\]](#).

- **Involvement of Subject Matter Experts:** Experts with a deep understanding of topics such as capital financing, anti-displacement policies, and other specialized topics would be necessary to supplement staff knowledge and capacity.
- **Ability to Access Creative Revenue Options, such as Public-Private Partnerships:** Public-private partnerships that address the needs of priority communities and support King County’s interests could be a way for King County to leverage private sector funding to advance the goal and objectives of the Initiative.¹⁴⁸ The Initiative would require King County policymakers’ support to access non-governmental funding.

Discussions on Community Structure:

- **Permanent EDI Community Advisory Board:** The King County EDI would seek to increase self-determination of priority communities. It is therefore vital that community guides the development and implementation of the Initiative. Consistent with Motion 16062, the King County EDI structure would center community leadership and involve the establishment of a permanent Equitable Development Advisory Board. The Advisory Board would co-lead implementation of the Initiative, including accountability to the King County EDI framework and Implementation Plan. Recommendations for the duties and responsibilities of the Advisory Board will be detailed in the forthcoming Phase 2 of the EDI Implementation Plan, as requested by Motion 16062. In addition, Phase 2 will address the Advisory Board appointment process, size, and composition, along with ongoing staffing needs and compensation for community members serving on the Board.
- **Ad hoc Community Workgroups and Committees:** To support the development and implementation of the Initiative and its specific components, additional committees and workgroups would be needed to be comprised of community members and representatives of community-based organizations. Examples of such groups and committees include workgroups to co-develop with County staff grant solicitation processes and documents, create grant award evaluation criteria, and serve on a grant application review committee to recommend funding awards to King County.

Needed Resources and Capacities

The CPW estimates that a King County EDI would need at least \$100 million in new funding annually to fully support meaningful outcomes to undo the effects of centuries of inequitable public and private investment in King County.¹⁴⁹ The CPW is hopeful that King County can work toward this goal through partnership, collaboration, and creativity as it moves forward with implementing an EDI.

¹⁴⁸ In this context, leverage means connecting to related equitable development work external to King County and aligning public and private resources to further EDI vision, goals, and objectives.

¹⁴⁹ The CPW’s estimate of at least \$100 million in annual need for the King County EDI is based on discussions about the City of Seattle’s EDI program, the high cost of capital projects, and the level of interest and need in the community to address the challenge of displacement. Based on data shared by Seattle EDI staff, the City’s EDI program has a growing gap between the total amount of funding requested in response to the City’s solicitation of applications and the amount of funding the program deploys even as their budget has increased over time. In 2022, the unmet requests for funding for Seattle’s EDI topped \$64.4 million. This amount only partially captures the actual funding needs of each project since applicants could only request a maximum of \$2 million. A potential

In addition, this report identifies the following specific resources and capacities, in addition to the projected staffing needs referenced above, that would be necessary to establish and begin implementing a King County EDI that meets the needs of the community. For each area, the table below identifies the type of resources necessary.

Need Types:

 Funding  Partnership(s)  Staff resources  Community-led decision-making process

Community Needs	Need Type
<p>Funding for capital investments and capacity building: Priority communities negatively impacted by historical under-representation in urban/area planning and development and disinvestment require significant financial assistance to gain access to land and buildings either for free or at a reduced cost; acquire land and buildings quickly; construct new buildings quickly; expand leadership and organizational development, skills, knowledge, and experience around equitable development; and build long-term capacity to lead and own development.</p>	
<p>Clear and effective partnership and collaboration with King County staff and elected officials: Success of the King County EDI will depend on community and King County engaging in meaningful ways, having a shared understanding of complex problems, sharing plans and resources, solving problems together, and leveraging the unique institutional strengths and cultures, types of power, and connections. Community and King County would need to set clear objectives, processes, and norms for effective engagement. In addition to King County’s staffing needs, community participants on the Advisory Board or workgroups (see the Recommendations on the Community Structure) will require adequate staffing support to serve effectively on the Board and workgroups.</p>	
<p>An expanded approach to land banking and strategic acquisition: Land banks and other types of strategic acquisition endeavors can make it possible for governments or other entities to acquire sites that are at risk of being lost to redevelopment or displacement and later transfer them to a community owner.¹⁵⁰ Land banking and strategic acquisition programs that can proactively acquire and preserve parcels in neighborhoods with high displacement risk for the</p>	

King County EDI would serve projects countywide and fund projects more deeply than the Seattle EDI program due to limited capital funding streams in other jurisdictions. The Phase 2 Implementation Plan is expected to include additional analysis to refine the estimated budget need and outline budget assumptions for the Initiative.

¹⁵⁰ A land bank is a governmental or nongovernmental nonprofit entity established, at least in part, to assemble, temporarily manage, and dispose of vacant land for the purpose of stabilizing neighborhoods and encouraging re-use or redevelopment of urban property. HUD Exchange. [\[LINK\]](#)

purpose of community-led development projects would be instrumental in advancing King County EDI’s goal and objectives.	
Access to technical experts and peers: CPW members identified a need for staff resources to support relationships with technical experts locally and nationally, as well as stronger peer networks for community-based organizations leading equitable development work.	
Clear expectations and compensation for those serving on the Advisory Board and community workgroups/committees: Serving on a committee, workgroup, or task force; attending meetings; and providing expertise and “community voice” in a meaningful way and on an ongoing basis is a large time commitment for residents. Therefore, the CPW recommends clear expectations for residents and representatives of community-based organizations serving on advisory groups and fair compensation for their time, experience, and expertise working on the King County EDI.	

King County Needs	Need Type
<p>Sustained and flexible funding: The Initiative, especially Part 1, requires sustained and flexible funding that can support the King County EDI framework and goal. Funds would support grantmaking for capital (including housing and non-housing uses), predevelopment, capacity building, technical assistance services, strategic planning and policy innovation work, strategic capital investments and innovative financial instruments, monitoring and evaluation, and County staffing costs associated with Part 1.</p> <p>Funding the \$100-million estimated need will be challenging. Given this need estimate and the recent General Fund forecast, the Initiative would require leveraging existing revenue sources and exploring new revenue options.^{151,152} Identifying and recommending potential fund sources will be addressed in Phase 2 of implementation planning. While specific fund sources have yet to be identified, the CPW recommends exploring existing funding that is currently invested in systems that cause harm to priority communities (such as the criminal legal system) as a potential funding source for the King County EDI.¹⁵³</p>	

¹⁵¹ The General Fund is projected to be out of balance by \$80 to 100 million for 2025-2026. 2023-2024 Executive Proposed Budget, Executive Summary (pg.1). [\[LINK\]](#)

¹⁵² Funding streams usually come with restrictions, which makes aligning larger scale projects with those restrictions harder. Leveraging existing funding may involve breaking up a larger-scale project into a few subprojects and seeking funding from available revenue streams for each subproject separately.

¹⁵³ This report recognizes that the Executive does not oversee the Court system, and decisions regarding funding of the criminal legal systems would be made collaboratively across all branches of government.

Access to technical experts and peers: Implementation of the King County EDI will greatly benefit from collaboration and consultation with national and local subject-matter experts. County EDI staff need to cultivate ongoing relationships with subject matter experts in national and local organizations as well as EDI programs in other cities and regions and staff in allied and partnering jurisdictions.



Cross-sector partnerships: The private sector is a significant actor in property development and holds substantial power, expertise, and resources.¹⁵⁴ To maximize the EDI’s effectiveness, King County should seek opportunities to establish innovative public-private engagement, such as formal public-private partnerships with philanthropic organizations, CDFIs, and other private sector institutions like developers, investors, banks, architecture firms, and others. In addition, it will be important to engage with local jurisdictions that have legal authority, including zoning and land use authority, over geographic areas and territories, to align policy and amplify equitable development strategies.



¹⁵⁴ Heurkens, E. (2018) *Private sector-led urban development: Characteristics, typologies and practices*. In: Squires, G., Heurkens, E. & Peiser, R. (eds.) *Routledge Companion to Real Estate Development*. London, Routledge (pg. 107-122). [\[LINK\]](#)

IV. CONCLUSION AND NEXT ACTIONS

Making King County a welcoming community where every person can thrive happens when the County takes steps to address past harms, invest in communities at risk of displacement, and work with communities to build wealth, power, opportunity, and stability. Phase 1 of the King County EDI Implementation Plan helps the County meet its values of being racially just, leading the way, driving for results, solving problems, and respecting all people, by creating a framework and defining the structure and resources needed to implement a King County EDI. The framework outlines a pathway to continue addressing legacies of exclusion and work with priority communities to combat the impacts of gentrification by centering the needs and visions of communities most affected by past and current inequities.

The Executive is committed to working with the CPW and other community partners to build on the work identified in this Phase 1 report during the development of Phase 2 of the Implementation Plan, which is expected to be transmitted to the Council by August 31, 2023. Through Phase 2 implementation planning, the Executive aims to work with the Council and the CPW to identify a feasible scope and scale for the Initiative for an actionable program with measurable and meaningful results.

Given the significant financial, organizational, and political resources necessary to implement this plan, success of a King County EDI would rely on collaboration and partnership between the Executive, the King County Council, the State of Washington, local jurisdictions, other elected officials, and impacted communities. The County Council's adoption of the 2023-2024 Biennial Budget, including up to \$15 million to advance equitable development through affordable housing, provides a potential and important opportunity to further this work.¹⁵⁵

¹⁵⁵ Ordinance 19546. [\[LINK\]](#)

V. APPENDICES

Appendix A. Motion No. 16062

Proposed No. 2021-0467.2 **Sponsors** Dembowski, Zahilay and Kohl-Welles

A MOTION requesting the executive establish an equitable development initiative and prepare an implementation plan.

WHEREAS, King County is committed to creating a racially and socially just county for all residents, and

WHEREAS, historic structural racism and disenfranchisement have suppressed access for marginalized populations, including communities of color, to economic, health and environmental opportunities to reach their full potential and thrive, and

WHEREAS, laws and policies at every level of government, such as alien land laws passed in Washington state between 1886 and 1923 and racially restrictive covenants, were racially discriminatory and prevented Black, indigenous and people of color ("BIPOC") populations from attaining homeownership and achieving generational wealth, and

WHEREAS, there are persistent inequities by race, ethnicity and place for many communities that hinder access to early childhood development, quality education, parks and open space, community spaces, culturally relevant businesses, affordable housing, healthcare and human services, and

WHEREAS, the double-digit increase in housing prices in King County year-over-year and the loss of 112,000 units of housing affordable to those making 80 percent area median income or less since 2012 has led to increasing unaffordability and ultimately displacement of low-income families and communities of color, and

WHEREAS, equitable development refers to public and private investments, programs and policies in geographic areas that take into account past history and current conditions to meet the needs of marginalized populations and to reduce disparities so that quality of life outcomes are equitably distributed for both existing residents and new residents to create strong communities, and

WHEREAS, inequities in community investment perpetuate disparate outcomes and displacement for historically marginalized populations including BIPOC, immigrants and refugees, LGBTQ and persons with disabilities, and

WHEREAS, the council seeks to directly address negative impacts caused by historical structural racism, disenfranchisement and inequities in community investment, and

WHEREAS, the council unanimously adopted Ordinance 16948, which is also referred to as the Equity and Social Justice Ordinance, in 2010, reaffirming a shared vision in which all King County residents have equitable opportunity to thrive, defining equity for the county and identifying determinants of equity and priorities for government in advancing equity, and

WHEREAS, the 2016-2022 King County Equity and Social Justice Strategic Plan establishes a blueprint for action and change aimed at expanding access to opportunities in eight areas, including: child and youth development; economic development and jobs; environment and climate; health and human services; housing; information and technology; the justice system; and transportation and mobility, and

WHEREAS, dedicated place-based funding to advance these eight opportunity areas, along with community partnerships, is critical to advance and implement racial and social equity in King County, and

WHEREAS, an equitable development initiative provides investment, programs and policies that

take into account past policy decisions, historic inequities and current conditions that will improve access to opportunities to the most affected communities and allocate resources to communities at risk from displacement, and

WHEREAS, an equitable development initiative includes investment and resource allocation to identified communities to advance economic mobility and opportunity, prevent residential, economic and cultural displacement, build upon local cultural assets, promote transportation mobility and connectivity, create healthy and safe communities, and enable equitable access for all communities;

NOW, THEREFORE, BE IT MOVED by the Council of King County:

A.1. The council requests that the executive establish an equitable development initiative.

2. Planning and creation of the initiative shall be completed in partnership with a planning workgroup comprised of community membership emphasizing Black, indigenous and people of color leadership and broad geographic representation, who are appointed by the executive in consultation with the council using an open application process. Consideration should be given to individuals with lived experience or expertise relevant to the initiative. Appointees shall be compensated for their participation.

3. The initiative shall be countywide in scope. The planning workgroup is requested to make recommendations to the executive and council regarding how to prioritize the initiative's work in unincorporated area communities, particularly historically marginalized communities, consistent with King County's responsibility as the unincorporated local government.

4. The initiative should be guided by a framework with the following principles:

- a. advances economic mobility and opportunity for residents;
- b. prevents residential, commercial and cultural displacement;
- c. builds upon and protects local cultural assets that anchor communities;
- d. supports organizational capacity building;
- e. promotes transportation mobility and connectivity; and
- f. enables equitable access for all communities.

B. Any new focus or framework principles adopted by this motion shall not apply to the Best Starts Capital Grants Program. The workgroup and executive are requested to recommend how the initiative, if adopted and implemented, would inform and collaborate with the Best Starts Capital Grant Program, consistent with the previously adopted grant criteria in the Best Starts for Kids implementation plan.

C. The council requests that the executive transmit phase 1 of an equitable development initiative implementation plan created with the planning workgroup identified in section A. of this motion. Phase 1 of the plan should include, but is not limited to, the following:

1. A framework that is consistent with equitable community-driven development principles identified in section A. of this motion;
2. Recommendations and next steps for county and community structure, capacity and related resources necessary to support an equitable development initiative, informed by similar programs.

D. The council further requests that the executive transmit phase 2 of the equitable development initiative implementation plan created in partnership with the planning workgroup identified in section A. of this motion. Phase 2 of the plan should:

1. Include objectives and strategies for reducing economic and racial disparities, by preventing residential, economic and cultural displacement and creating and preserving community stability;
2. Incorporate data of current and predicted future displacement risk and related metrics that

should be used to determine programs and policies;

3. Include metrics for monitoring and evaluating equitable outcomes;
4. Describe potential partnerships with community-based organizations, regional partners and other jurisdictions to establish the initiative program funding and policies countywide;
5. Identify potential funding options for the initiative;
6. Propose strategies to coordinate across county agencies and programs to advance initiative objectives;
7. Identify a process for community outreach and collaboration with community-based organizations and other jurisdictions, with a particular focus on communities experiencing or at risk of displacement;
8. Describe how the process will use the "community directs action" level of engagement as outlined in the office of equity and social justice's community engagement guide;
9. Propose next steps, including a timeline, that would be needed to implement the initiative, including legislation; and
10. Include a recommendation the duties and responsibilities of a permanent advisory board to implement the initiative. The permanent advisory board should be comprised of four representatives selected by the executive and one representative selected by each councilmember, and appointments should emphasize Black, indigenous and people of color and those most impacted by displacement pressures. The board shall be compensated for their participation.

E. The executive should electronically file phase 1 of the plan, no later than August 31, 2022, with the clerk of the council, who shall retain an electronic copy and provide an electronic copy to all councilmembers, the council chief of staff and the lead staff for the mobility and environment committee, or its successor.

F. The executive should electronically file phase 2 of the plan, as well as any necessary legislation to establish the equitable development initiative, no later than June 30, 2023, with the clerk of the council, who shall retain an electronic copy and provide an electronic copy to all councilmembers, the council chief of staff and the lead staff for the mobility and environment committee, or its successor. The plan should be accompanied by a proposed motion that should accept the plan.

Appendix B. Glossary

Affordable housing: The U.S. Department of Housing and Urban Development (HUD) defines affordable housing as households that spend no more than 30 percent of their gross monthly income on housing costs.¹⁵⁶ King County often defines affordable housing as publicly supported, income-restricted housing that specifically serves households earning at or below 80 percent of the area median income (AMI).¹⁵⁷

Area median household income: The household income for the median – or middle – household in a region. It is a criterion used by HUD and other agencies to determine what kinds of services households may qualify for.¹⁵⁸ HUD releases annual median income levels for different household sizes in King County. Households earning less than 80 percent of the AMI are considered low-income households. Households earning less than 50 percent of the AMI are considered very low-income. Households earning less than 30 percent of AMI are considered extremely low-income households. These AMI thresholds identify households that may be eligible for certain housing assistance programs. Use this [link](#) to view King County’s 2022 AMI and rent levels as published by HUD.¹⁵⁹

Co-creation: Co-creation refers to King County government and communities it serves working together to tackle specific challenges and creating solutions to those challenges together, through a collaborative process that draws on the knowledge, expertise, and perspectives of both King County communities and staff.¹⁶⁰ Co-creation entails an intentional focus on those communities most harmed by inequality. Co-creation involves engaging with community members on strategy at the earliest possible moment.

Community-based organization (CBO): A public or private nonprofit organization that is representative of a community or significant segments of a community, is committed to a community's health, well-being, empowerment, and/or provides social services or community organizing for individuals in the community.¹⁶¹

Community land trust (CLT): A community land trust is a nonprofit corporation governed by the community that develops and stewards affordable homeownership and other community assets.¹⁶² CLTs acquire land and maintain permanent ownership of the land, while individual homeowners or nonprofits own the structures on the land. CLTs use a renewable ground lease and a resale formula to limit the resale value of CLT homes so they remain affordable for income-qualified households in perpetuity.¹⁶³

Community-led and community-owned development: Community-led and community-owned development aims to preserve long-term affordability, ease displacement pressures, and build community wealth by advancing democratic control of land and housing and supporting racially and economically inclusive ownership and access. Community-led and community-owned development puts resources and decision-making into the hands of local communities, encourages participatory and

¹⁵⁶ U.S. Department of Housing and Urban Development. Glossary of Terms to Affordable Housing. [\[LINK\]](#)

¹⁵⁷ King County Department of Community and Human Services. Regional Affordable Housing Dashboard. [\[LINK\]](#)

¹⁵⁸ King County Department of Community and Human Services. Data Notes, Methodology, and Glossary. [\[LINK\]](#)

¹⁵⁹ King County. 2022 Income and Rent Limits – Multifamily Rental Housing. [\[LINK\]](#)

¹⁶⁰ King County Office of Equity and Social Justice. Community Engagement and Co-Creation. [\[LINK\]](#)

¹⁶¹ King County Office of Equity & Social Justice (2016). Equity and Social Justice Strategic Plan 2016-2022. [\[LINK\]](#)

¹⁶² Community Stewardship of Land (2021). Glossary. [\[LINK\]](#)

¹⁶³ King County (2021, September 30). *Skyway-West Hill and North Highlight Anti-Displacement Strategies Report*. [\[LINK\]](#)

democratic governance, and preserves affordability and access for the long-term.¹⁶⁴ In community-led and community-owned development, local communities, rather than an individual or corporation, own and develop the land. Some ways this can be achieved is through tenant cooperatives, multi-party or organization ownership, community land trusts (where an organization owns the land, and individual owns improvements), and ownership by an organization governed by community members.¹⁶⁵

Community stewardship of land: Community-controlled and stewarded development transforms local land and housing from commodities into shared resources for community prosperity. Impacted communities permanently own or control land for the long-term, primarily through land trusts, cooperatives, and other non-profit models. Community stewardship of land is more than just who owns what, but how. Community stewards of land are people who have relationships to the land, practice democratic decision making, and ensure permanent community benefits for generations.¹⁶⁶

Cooperative models: An autonomous association of persons united voluntarily to meet their common economic, social, and cultural needs and aspirations through a jointly owned and democratically controlled enterprise.¹⁶⁷ There are many types of cooperative models including business and housing co-ops.

Cultural assets: Buildings, locations, and other features of a neighborhood considered historically or socially significant and enhance the quality of life for the neighborhood residents.¹⁶⁸

Development: The process of converting land to a new purpose by constructing buildings or making use of its resources.

Discrimination: A person discriminates when they make a distinction, (whether intentional or not), based on a characteristic, or perceived characteristic that has the effect of imposing burdens, obligations or disadvantages on an individual or a class of individuals not imposed upon others and/or withholds or limits access to opportunities, benefits and advantages available to other individuals or classes of individuals in society.¹⁶⁹

Disinvestment in communities: Purposeful withdrawal of investment from communities whereby developers and builders no longer spend their money to improve neighborhoods, businesses, or shared spaces in the community. Disinvestment can be the result of policies, such as segregation and redlining, and current discriminatory practices. Over time, this lack of investment in a community means there is less infrastructure to support a healthy and vibrant community (such as housing, health care, school buildings, and grocery stores).¹⁷⁰

Displacement and risk of displacement: Displacement describes a pattern in which households involuntarily move as a result of factors such as housing market forces, disinvestment in communities of

¹⁶⁴ Green, J. & Hanna, T.M. (2018, August 19). *Community Control of Land & Housing*. Democracy Collaborative. [\[LINK\]](#)

¹⁶⁵ Community Stewardship of Land (2021). *The Power of Community Stewardship of Land*. [\[LINK\]](#)

¹⁶⁶ Community Stewardship of Land (2021). Glossary. [\[LINK\]](#)

¹⁶⁷ International Cooperative Alliance. Cooperative identity, values, and principles. [\[LINK\]](#)

¹⁶⁸ Law Insider. Cultural assets definition. [\[LINK\]](#)

¹⁶⁹ King County. Equity and Social Justice Resource Guide. [\[LINK\]](#)

¹⁷⁰ Systemic Racism and Disinvestment in Communities. OpenScieEd [\[LINK\]](#)

color, changing preferences for central city living, and redevelopment projects and new investments. Displacement can increase the risk of homelessness and have lasting negative effects on health, education, earnings, and cultural connections.¹⁷¹

Residential: Residential or housing displacement refers to instances where the existing residents of a neighborhood are involuntarily forced to relocate. This can take the following forms: direct economic displacement such as evictions, indirect economic displacement from rising housing costs, and physical displacement from redevelopment or climate disasters.¹⁷²

Commercial: Displacement of local businesses and cultural organizations often as a result of redevelopment, rising rents, and/or cultural displacement.¹⁷³

Cultural: Cultural displacement takes place when existing residents move from a neighborhood because their social and cultural connections within the area have declined as a result of gentrification factors.¹⁷⁴

Equity (vs Equality): Equity is the full and equal access to opportunities, power, and resources so that all people achieve their full potential and thrive. Equity is a system of fairness that gives everyone what they need to be successful as opposed to equality which means treating everyone the same. Equity recognizes that each individual or community has different circumstances. Equity, therefore, focuses on identifying obstacles and historical harm faced by specific groups and using tailored strategies to address barriers to achieve equitable outcomes. Equity is also about transforming the systems and practices that perpetuate and enforce inequities. Equity is an ardent journey toward well-being and must be defined by those most negatively affected by systems of racism, discrimination, and exclusion.¹⁷⁵

Framework: A set of ideas, beliefs, standards, and expectations that unify programs and investments and guide the design, implementation, and decision-making of the overall Initiative and each of its program and investment.¹⁷⁶ For the purposes of the King County EDI, the framework will consist of the following components:

Values: Fundamental beliefs that will guide how equitable development activities are implemented and the Initiative's approach to working with communities.

Vision: A statement describing the CPW's long-term vision of an inclusive and equitable King County.

Goal: The central aim of the King County EDI and the desired result.

Objectives: A set of results that lead to the King County EDI goal. Each objective will utilize a mix of strategies to operationalize equitable development by and for community most directly

¹⁷¹ Urban Displacement Project (2021). *What are gentrification and displacement*. [\[LINK\]](#)

¹⁷² King County Skyway-West Hill and North Highline Anti-displacement Strategies Report (2021). [\[LINK\]](#)

¹⁷³ Urban Displacement Project (2021). *What are gentrification and displacement*. [\[LINK\]](#)

¹⁷⁴ Urban Displacement Project. Cultural, Commercial, Industrial Displacement. [\[LINK\]](#)

¹⁷⁵ King County Office of Equity and Social Justice. Equity and Social Justice Strategic Plan Update 2022. [\[LINK\]](#)

¹⁷⁶ Seattle Office of Planning and Community Development (2016, April). *Equitable Development Implementation Plan* (pg. 8). [\[LINK\]](#)

affected by structural racism and discrimination, displacement pressure, and barriers to health and economic opportunities.

Initiative Components: Distinct parts, each with unique purpose and scope, that together comprise the Initiative as a whole. Each part has a set of corresponding activity areas.

Outcomes: The metrics to be used to quantitatively show that the goal and objectives have been met.

Frontline communities: Frontline communities are those that are disproportionately impacted by climate change due to existing and historic racial, social, environmental, and economic, inequities, and who have limited resources and/or capacity to adapt. These populations often experience the earliest and most acute impacts of climate change, but whose experiences afford unique strengths and insights into climate resilience strategies and practices.¹⁷⁷

Gentrification: Gentrification is a process of neighborhood change that includes economic change in historically underrepresented and systemically marginalized communities, by means of real estate investment and new higher-income residents moving in, as well as demographic change, not only in terms of income level, but also in terms of changes in the education level or racial make-up of residents.¹⁷⁸

Historically (and currently) underrepresented and systemically marginalized: Communities most directly harmed by structural racism and discrimination, displacement pressure, and barriers to economic and health opportunities. These communities primarily include Black, Indigenous, and people of color (BIPOC), low-income communities, immigrants and refugees, people with disabilities, seniors, and Lesbian, Gay, Bisexual, Transgender, and Queer (LGBTQ+) communities.¹⁷⁹

Low-income households: Households with incomes less than 80 percent of area median income, when adjusted for household size. In 2022 in King County, 80 percent of AMI for a household of four is \$95,300.¹⁸⁰

Permanently affordable models: Housing or commercial space that is subject to a deed restriction, ground lease, shared equity agreement, or similar enforceable, recorded instrument that requires all current and subsequent owners to maintain the use as affordable.¹⁸¹

Structural racism: The interplay of policies, practices, programs, and systems of multiple institutions which leads to adverse outcomes and conditions for Black and Indigenous communities and people of color compared to White communities, that occurs within the context of racialized historical and cultural conditions.¹⁸²

¹⁷⁷ King County (2021, May). *2020 Strategic Climate Action Plan*. [\[LINK\]](#)

¹⁷⁸ Urban Displacement Project (2021). *What are gentrification and displacement*. [\[LINK\]](#)

¹⁷⁹ King County Office of Equity & Social Justice (2016). *Equity and Social Justice Strategic Plan 2016-2022*. [\[LINK\]](#)

¹⁸⁰ King County Department of Community and Human Services. *Data Notes, Methodology, and Glossary*. [\[LINK\]](#)

¹⁸¹ Community Stewardship of Land (2021). *Glossary*. [\[LINK\]](#)

¹⁸² King County Office of Equity & Social Justice (2016). *Equity and Social Justice Strategic Plan 2016-2022*. [\[LINK\]](#)

Appendix C. Community Planning Workgroup (CPW) - Complete Roster

On April 26, 2022, DCHS solicited applications from members of King County community to serve on the King County Equitable Development Community Planning Workgroup. The application form is included as Appendix E. After extensive outreach, DCHS received 71 applications from interested community members who applied either as individuals or representatives of their community-based organization. A review panel of five King County staff and three non-applicant community members evaluated and selected workgroup members based on the criteria and priorities outlined in Motion 16062. The complete selection scoring rubric is included as Appendix F.

Table 1 below lists the individuals selected through this open process and serving on the Community Planning Workgroup. Table 2 provides additional highlights about the members.

Table 1: CPW Member Roster¹⁸³

CPW Member	Organization	King County Council District (D)¹⁸⁴
Aaron Garcia	White Center Community Development Association	D8, unincorporated
Bishop Steven Sawyer	People of Color Against AIDS Network (POCAAN)	D8, D2, D5
Cynthia Ramos Orozco	Comunidad Latina de Vashon	D8, unincorporated, rural
Debbie Lacy	Eastside For All	D1, D6
Eliana Horn	Interdependent Law PLLC	D2
Faisal Mohamed	Individual	D5
Fidelie Nawej	Mother Africa	D9, D7
Fin'es Scott	Individual	D2, unincorporated
Hoda Abdullahi	Living Well Kent	D5
Jill Kong	Global to Local	D5
Lindsay Goes Behind	Chief Seattle Club	D8
Maria Guadalupe Ramirez	Duwamish Valley Affordable Housing Coalition	D8, unincorporated
Ndidi Opara	Individual	D3
Rebecca Berry	Skyway Coalition	D5, D2, unincorporated
Stephanie Ung	Khmer Community of Seattle King County	D5, D8, unincorporated
Yordanos Teferi	Multicultural Community Coalition	D5, D2

¹⁸³ All CPW members on this roster, except Chief Seattle Club, will continue serving on the workgroup through Phase 2. Chief Seattle Club stepped off the CPW as of October 2022 for reasons related to capacity and representation. King County staff are exploring actions for better engaging Native communities in this process for Phase 2.

¹⁸⁴ Due to a very low number of applications received from Council District 4 and based on the criteria and priorities used in the selection, District 4 is not currently represented on the Community Planning Workgroup.

Table 2: Community Workgroup Member Demographics

Reside in UKC or are representing organizations rooted in and serving UKC	31%
Represent an organization based outside of Seattle	69%
Identify as having a lived experience of displacement and/or housing insecurity	81%
Identify as renters/tenants	69%
Identify as Black/African American/of African descent	44%
Identify as Latino/Latina/Latinx	31%
Identify as American Indian/Native American/Indigenous	13%
Identify as East Asian or Southeast Asian	19%
Identify as LGBTQ	31%
Identify as disabled	13%

Appendix D. Interdepartmental Coordination Committee - Complete Roster

Interdepartmental Coordination Committee Members

Name	King County Department
Jackie Moynahan	Community and Human Services (DCHS)
Kelly Rider	Community and Human Services (DCHS)
Susan McCallister	Community and Human Services (DCHS)
Ashton Allison	Executive Office
Arun Sambataro	Office of Equity and Social Justice (Executive Office)
Kapena Pflum	Performance, Strategy, and Budget (Executive Office)
Lauren Smith	Performance, Strategy, and Budget (Executive Office)
Matias Valenzuela	Public Health Seattle-King County (PHSKC)
David St. John	Natural Resources and Parks (DNRP)
David Daw	Local Services (DLS)
Ade Franklin	King County Metro
Erin Baker	Facilities Management (DES)
Jennifer Stacy	Prosecuting Attorney's Office

King County Equitable Development Initiative Planning Workgroup Application

PLEASE NOTE: Information provided on this form will be a public record subject to free and open examination by any person under the Washington State Public Records Act (RCW 42.56). However, while we will disclose the applicant's name, the applicant's address, phone number and email address will be redacted.

Section 1: Applicant Information

Applicant's Full Name

What pronouns do you like to be referred by? You can select all that apply

- She/her
- He/him
- They/them
- Other:

What is the best email address to contact you?

What phone number may we reach you at?

Can you receive texts at the above phone number? Yes / No

Which methods of communication are good for you? (Select all that apply)

- Email
- Phone call
- Text
- Other:

Are you applying as an individual or as a representative of a Community-Based Organization (CBO)?

- I am applying as an individual
- I am applying as a representative of a community-based organization

What is your current address of residence? Please include street address, City, and Zip code

Do you live in unincorporated King County? Yes/ No / Not Sure

Please read the full King County EDI Planning Workgroup Description before filling out this application. It contains important details about the project background, responsibilities of this workgroup, the criteria for selection, time commitment, and compensation.

The full King County EDI Planning Workgroup Description can be viewed at

<https://tinyurl.com/KCEDlwrkgrp>

- I have read the full King County EDI Planning Workgroup Description and understand the responsibilities described

Section 2: Community Based Organization Information

If you are applying as a representative of a CBO please complete Section 2. If you are applying as an

individual please skip to Section 3 of the application.

Organization's name

Organization's address (Please include the street address, City, and Zip code)

Organization's website

Organization type:

- 501c3
- 501c4
- Fiscally sponsored
- Tribal entity
- Other:

Please briefly describe your organization's work and mission

Section 3: Interest in the Role

- Why do you (or your organization) want to serve on the EDI Planning Workgroup? (250 words max)
- How would you describe the community/communities you are a part of and would be representing on the workgroup? (100 words)
- What displacement pressures does your community/communities face? Please share examples if you can. If your community is place-based, please indicate where your community is located. (250 words max)
- How would the community/communities you represent benefit from increased access to capacity building and capital funds to buy or develop buildings for community-driven projects? (250 words max)
- What lived experience, skills and knowledge will you bring to the workgroup and what do you hope to learn from the process? (250 words max)
- How familiar are you with topics related to equitable development? Previous experience is not required. Please select the level of familiarity that best matches your experience.

	New to me	I have some knowledge or experience	Very familiar	I could teach a workshop!
Community organizing				
Racial and economic justice				
Anti-displacement policies & programs				
Affordable housing				
Community-driven development				
Community-centered grantmaking				
Arts & cultural work				
Managing a facility: building, business, cultural space				
Equitable development policies & programs				

- Is there anything else you would like to add about your relevant experience or interest in the topics of equitable community-driven development and anti-displacement? (250 words max)
- Is there anything else you would like to add about why you would make a great planning workgroup member? (100 words max)

Section 4: Personal Information (Optional)

To prioritize community members that are most vulnerable to displacement we are asking the following questions. Providing information in the section below is voluntary but will assist in achieving this goal.

Which best describes your race or ethnicity? Please select all that apply.

- American Indian/Indigenous/Native American
- Arab/Middle Eastern
- Black/African-American/of African descent
- Caucasian/White
- East Asian
- Latina/Latino/Latinx
- South Asian
- Other (Please describe):

Which best describes your current housing situation?

- Homeowner
- Houseless
- Renter/Tenant
- Landlord
- Other (please describe)

Do you identify as currently being “low income”? “Low to moderate income” is defined as having a household gross income at or below the following amounts depending on your household size:

1 Person \$64,800, 2 Persons \$74,050, 3 Persons \$83,300, 4 Persons \$92,550, 5 Persons \$99,950, 6 Persons \$107,350, 7 Persons \$114,750, 8 Persons \$122,200

- Yes
- No
- Other (please describe):

Have you personally experienced being displaced or having insecure housing?

- Yes
- No
- Other (please describe):

Do you have a disability as defined by the Americans with Disabilities Act?

Link to the Americans with Disabilities Act: <https://www.ada.gov/pubs/adastatute08.htm>

- Yes
- No

Do you identify as being a part of any of the following communities? Please select all that apply.

- Immigrant
- Refugee
- Artist/Cultural worker
- Lesbian, Gay, Bisexual, or Queer
- Transgender
- Non-binary or gender non-conforming
- Student
- Youth (under age 25)
- Senior (age 62+)
- Other (please describe):

Is there anything else you would like to share about your lived experience?

Section 5: Capacity & Availability

By checking the boxes, below you are indicating that you are available and able to fulfill the time commitment required

- I understand that this workgroup will convene in early May 2022 and conclude its work at the end of June 2023, and I can commit to participating for this entire time period.
- I understand that this workgroup will require attending virtual meetings up to weekly starting in mid-May through the end of August 2022.
- I understand that this workgroup will require attending virtual meetings up to twice a month starting in September 2022 through the end of June 2023.

What days and times are you available to meet? Please select all that apply.

	Mornings (between 8am-11am)	Afternoons (between 12pm-4pm)	Evenings (between 5pm-7pm)	This day is never good for me
Mondays				
Tuesdays				
Wednesdays				
Thursdays				
Fridays				
Saturdays				
Sundays				

Is there anything else you would like to explain about your scheduling availability?

Do you have access to internet service and a laptop, desktop computer, or a tablet in which you can participate in virtual meetings, review materials, and give comments/edits on shared documents?

- Yes
- No
- Other (please describe)

We are looking at the following options for a 3 hour kick off orientation meeting. Please indicate which dates you are available and hold them on your calendar until we can confirm. If you are available for both, please select both options. If you are available for both, but have a preference please state so in the 'Other' field.

- Option 1: Saturday, May 14th from 9am-12pm
- Option 2: Wednesday, May 18th from 4pm-7pm
- I am not available during either option
- Other:

Planning workgroup membership is open to all members of the public who are current King County residents. However, King County staff members are taking steps to recruit and ensure representation from BIPOC communities and those who are LGBTQ, immigrants, refugees, and those who have low incomes or disabilities, as well as people from other underrepresented areas such as unincorporated King County.

SUBMISSION: The deadline to submit your application is Monday, May 9th at 1pm. Please email your application to **Yasmeen Perez, Equitable Development Program Manager** at yaperez@kingcounty.gov. If you have any questions, please call 206-263-8636.

Appendix F. Community Planning Workgroup (CPW) Member Selection Process, Criteria, and Scoring Rubric

On April 26, 2022, DCHS solicited applications from members of King County community to serve on a planning workgroup for a King County EDI. DCHS received 71 applications. A review panel of five King County staff and three non-applicant community members selected 16 individuals based on criteria aligned with priorities set in Motion 16062. Below are the criteria and the scoring rubric used to select CPW members.

Criteria	Percent	High Score = 4 to 5	Low Score = 1 to 2
Interest in the role	20%	Enthusiastic about the role, has clear reasons why they want to participate. Expresses explicit interest in the topic of equitable development and anti-displacement and explains why these are important issues to them and their communities. Identifies skills/experience they can bring to the committee and skills or experience they hope to gain.	Unclear why they want to participate. Does not express explicit interest in the topic of equitable development and anti-displacement or how this would impact their community. Does not identify any skills or experience they would bring to the committee or anything they hope to learn.
Lived experience	30%	Demonstrates that they have lived experience of displacement or is rooted in a community vulnerable to displacement. Is a renter, BIPOC, low-income, and/or has experienced displacement or housing insecurity or are part of an underrepresented group such as live in unincorporated KC. (score higher if someone has multiple) If a CBO, they demonstrate that they are led by and for communities vulnerable to displacement such as the ones stated above.	Does not have lived experience with displacement or deep ties to a community vulnerable to displacement. Is not a renter, BIPOC, low-income, and/or is not part of an underrepresented group such as living in unincorporated KC. Has not experienced displacement or housing insecurity. If a CBO, is not led by and for communities vulnerable to displacement.
Experience or expertise in relevant topics	15%	Demonstrates that they have strong skills or experience to offer in terms of community organizing, equitable development, community development, economic development, community centered grantmaking, etc.	Does not have strong skills or experience to offer in terms of community organizing, equitable development, community development, economic development, community centered grantmaking, etc.
Race & social equity analysis	20%	Describes clearly how their community is affected by displacement pressure, providing compelling examples. Can identify how their community would benefit from increased investments in	Cannot describe how their community is affected by displacement pressure. Does not make any clear connections

Criteria	Percent	High Score = 4 to 5	Low Score = 1 to 2
		<p>capacity building and capital funds for equitable development.</p> <p>Connects the importance of community voice and ensuring that resources are directed to community members most impacted by displacement. Draws connections between displacement and BIPOC community members or other impacted groups.</p>	<p>between the work of the Planning Workgroup and race and social equity. Does not describe importance of community voice or directing resources to those most impacted by displacement/insecurity.</p>
Availability	15%	<p>Indicates that they understand the time commitment and are available. Has provided us with their scheduling preferences. Their availability aligns with the availability of others.</p>	<p>Is not available or unsure if they can commit. Identifies scheduling issues that will be challenging to work around. Their availability does not align with the availability of others.</p>
Other priorities to balance		<p>Geographic diversity Equitable representation from communities and areas high risk for displacement Experience/expertise vs. leadership development Individuals vs. CBOs</p>	

Appendix G. Motion Principles and Proposed King County EDI Objectives

Equitable Development Principles – Motion 16062, Section A.4	King County EDI Objectives – Proposed in the Report
Principle 1. Advance economic mobility and opportunity for residents	Objective 5. Invest in strong, inclusive, and cooperative local economies
Principle 2. Prevent residential, commercial and cultural displacement	Objective 1. Increase stability and support resilience of residents, businesses, and community organizations in geographic areas and cultural communities experiencing displacement and areas where displaced households have relocated
Principle 3. Build upon and protects local cultural assets that anchor communities	Objective 2. Support preservation and creation of cultural assets
Principle 4. Support organizational capacity building	Objective 4. Build the capacity of community-based organizations to lead community-controlled and community-owned development
Principle 5. Promote transportation mobility and connectivity	Objective 6. Expand transportation mobility and connectivity while guarding against displacement
Principle 6. Enable equitable access for all communities.	Built in throughout the framework, across all objectives
N/A	Objective 3. Honor and promote community power in planning and decision-making
N/A	Objective 7. Advance healthy, livable communities with equitable quality-of-life outcomes

Appendix H. City of Seattle Equitable Development Initiative

The City of Seattle's EDI began when the City adopted Resolution 31577 in 2015 and Ordinance 124173 in 2016. Combined, this legislation made race and social equity one of the core values of Seattle's Comprehensive Plan and incorporated race and social equity throughout the plan.^{185,186,187} To create the Seattle EDI, the City, through its Office of Planning and Community Development and Office of Civil Rights, partnered with South Communities Organization for Racial-Regional Equity (SouthCORE), Race and Social Equity Taskforce (RSET), and the Center for Social Inclusion.

The City's Growth and Equity Analysis of the Growth Strategy (Equity Analysis) provided the basis for the City EDI Implementation Plan.¹⁸⁸ The Equity Analysis report described how development could displace marginalized populations and how it could affect their access to economic opportunities. It combined demographic data and information about locations of employment and institutions to produce Displacement Risk and Access to Opportunity indices.¹⁸⁹

The City of Seattle defines equitable development as:

Public and private investments, programs, and policies in neighborhoods to meet the needs of marginalized people and reduce disparities, taking into account past history and current conditions, so that quality of life outcomes such as access to quality education, living wage employment, healthy environment, affordable housing and transportation, are equitably distributed for the people currently living and working there, as well as for new people moving in.¹⁹⁰

The City of Seattle's EDI framework centers on six equity drivers: advance economic opportunity; prevent residential, commercial, and community displacement; build on local cultural assets; promote transportation mobility and connectivity; develop healthy and safe neighborhoods; and equitable access to all neighborhoods. The Seattle EDI uses place-based strategies that prioritize neighborhoods with significant populations of marginalized communities, marked by high levels of displacement and a history of racially driven disinvestment, and that are anticipating or have received major transit investment.

The Seattle EDI builds on the Equitable Development Implementation Plan and Financial Investment

¹⁸⁵ Seattle's Comprehensive Plan is a 20-year vision and roadmap for Seattle's future. The Plan will guide City decisions about where to locate housing and jobs, and where and how to invest in transportation, utilities, parks, and other public assets. Seattle 2035 Comprehensive Plan adopted in 2018. [\[LINK\]](#)

¹⁸⁶ City of Seattle Resolution 31577. [\[LINK\]](#)

¹⁸⁷ City of Seattle Ordinance 125173. [\[LINK\]](#)

¹⁸⁸ Seattle Office of Planning and Community Development (2016, April). *Equitable Development Implementation Plan*. [\[LINK\]](#)

¹⁸⁹ Seattle Office of Planning and Community Development (2016, May). *Seattle 2035: Growth and Equity* (pg. 10-31). [\[LINK\]](#)

¹⁹⁰ Seattle Office of Planning and Community Development. *Equitable Development Community Indicators Report* (pg. 9). [\[LINK\]](#)

Strategy adopted by City Council in 2016 as part of the City’s Comprehensive Plan—Seattle 2035.^{191,192,193}

A notable accomplishment of the Seattle EDI is the creation of an Equitable Development Fund to support projects that address displacement and lack of access to opportunity for Seattle’s historically marginalized communities.¹⁹⁴ Since 2017, the fund has distributed \$49 million in support of site acquisition and capacity building projects in high displacement communities.¹⁹⁵ In 2020 and 2021, the City awarded \$5.65 million and \$9.8 million respectively.^{196,197}

Through its Equitable Development Monitoring Program, the City monitors and evaluates displacement around the city using a set of standard indicators, such as affordability, livability, education and economic opportunity, and heightened displacement risk.^{198,199,200} The City has also started incorporating the EDI framework in other areas of work. Examples include incorporating race and social equity policies throughout the City’s comprehensive plan and use of the equitable development framework in planning and prioritization of capital projects that may result in displacement.

¹⁹¹ Seattle Office of Planning and Community Development (2016, April). *Equitable Development Implementation Plan*. [\[LINK\]](#)

¹⁹² Seattle Office of Planning and Community Development (2016, June). *Equitable Development Financial Investment Strategy*. [\[LINK\]](#)

¹⁹³ Seattle Office of Planning and Community Development. Seattle 2035 Comprehensive Plan. [\[LINK\]](#)

¹⁹⁴ Funding for the Equitable Development Fund comes from seed money from the sale of Pacific Square Plaza, revenue from the short-term lodging tax, and revenue from the payroll expense tax.

¹⁹⁵ Seattle Office of the Mayor (2021, September 10). *Mayor Durkan Announces \$9.8 Million to BIPOC- Led Community Organizations Through the Equitable Development Initiative*. [\[LINK\]](#)

¹⁹⁶ Seattle Office of the Mayor (2020, November 10). *Mayor Durkan Announces \$5.65 Million to Community Organizations Through the Equitable Development Initiative*. [\[LINK\]](#)

¹⁹⁷ Seattle Office of the Mayor (2021, September 10). *Mayor Durkan Announces \$9.8 Million to BIPOC- Led Community Organizations Through the Equitable Development Initiative*. [\[LINK\]](#)

¹⁹⁸ City of Seattle Equitable Development Monitoring Program. [\[LINK\]](#)

¹⁹⁹ Seattle Heightened Displacement Risk Indicators. [\[LINK\]](#)

²⁰⁰ Puget Sound Regional Council Displacement Risk Mapping. [\[LINK\]](#)

Appendix I. King County EDI Activity Areas

To achieve the EDI objectives, King County may implement the following activities. More detail on these potential activity areas is provided within the descriptions of the four component parts of the Initiative.

Part 1. Make new investments in community-led equitable development projects.



Community grants issued by King County to pay for pre-development, land acquisition, and other capital costs of community-led and community-owned equitable development projects and to support community-initiated approaches to generational and community-wealth building.



Technical assistance and capacity building programs and services to increase community-based organizations' leadership and technical capacity, skills, knowledge, and experience through training, coaching, and other services.

Part 2. Collaborate across departments to promote equitable development as a goal countywide.



Cross-King County government coordination and collaboration. King County departments should seek out opportunities to optimize use of available financial resources, strengthen collaboration, and align EDI-related programs to the countywide EDI goal.



Strategic use of King County capital investments including leveraging publicly owned land to support equitable development, where feasible, and aligning anti-displacement approaches with community investments like transit.

Part 3. Build partnerships and leverage expertise, ideas, and resources beyond King County government.²⁰¹



Policy analysis and innovation to reduce barriers to equitable development projects and encourage community-led and community-owned development, community wealth building strategies, and strategies to reduce and prevent displacement. This may include the EDI staff, the EDI Advisory Board, and EDI-funded organizations consulting on equitable development policies and plans across King County departments and with non-King County government partners.



Convening groups and events such as equitable development summits or conferences with community leaders, local governments, think tanks, developers, and other nonprofit and private sector entities to discuss big ideas, tackle strategic issues, exchange thoughts and best practices, share lessons learned, align resourcing strategies, and foster collaboration.

²⁰¹ In this context, leverage means connecting to related equitable development work external to King County and aligning public and private resources to further EDI vision, goals, and objectives.



Innovative public-private partnerships with other public funders, philanthropy, the private sector, and community organizations to leverage resources and investments in equitable development projects. This may include loan guarantees and other innovative financial instruments to facilitate community-owned land and real estate acquisition.

Part 4. Integrate learning, monitoring, and evaluation objectives and practices.



Learning, monitoring, and evaluation of EDI program outcomes, including research and assessment of innovative strategies and best practices and collection, analysis, and dissemination of King County EDI-related data and lessons learned to support learning and evidence-based policy making in equitable development.