

Welcome! Today's Agenda

May 25, 2022

Please note this meeting is being audio and video recorded by the City

9:00

Welcome

Welcome from Councilmember Strauss

Land Acknowledgement

Meeting Logistics

Quick Recap and Design Review SLI Clarifications

9:30

Racial Equity Toolkit training (continued from last week)

9:55

Quick Break

10:00

Continue Racial Equity Toolkit training

10:25

Paradigm Shift facilitating

10:55

Closing

Land Acknowledgement

We acknowledge the role that traditional western-centric planning practices have played in harming, displacing, and attempting to erase Native communities. We commit to identifying racist practices, to practice allyship and strive to center restorative land stewardship rather than unsustainable and extractive use of the land.

We humbly recognize that we are on Indigenous land, the traditional and current territories of the Coast Salish people who have reserved treaty rights to this land, including the Duwamish, Suquamish, Muckleshoot, and Stillaguamish. We thank these caretakers of this land who have lived and continue to live here since time immemorial.

Meeting Facilitators and Speakers

Racial Equity Toolkit:

Shelley Bolser
Seattle Department of Construction and Inspections (SDCI)

Magda Hogness
Seattle Office of Planning & Community Development (OPCD)

Mike Podowski
Seattle Department of Construction and Inspections (SDCI)

Crystal Torres
Seattle Department of Construction and Inspections (SDCI)

Design Review SLI Discussion

Ti'esh Harper
Ti'esh Harper Consulting LLC and Paradigm Shift Seattle

Sofia Voz
Sofia Voz Consulting LLC and Paradigm Shift Seattle

Quick Recap

Design Review Statement of Legislative Intent (SLI)



City Council



Seattle Department of
Construction & Inspections

DESIGN

REVIEW



Seattle
Office of Planning &
Community Development

Racial Equity Toolkit

to Assess Policies, Initiatives, Programs, and Budget Issues



The vision of the Seattle Race and Social Justice Initiative is to eliminate racial inequity in the community. To do this requires ending [individual racism](#), [institutional racism](#) and [structural racism](#). The Racial Equity Toolkit lays out a process and a set of questions to guide the development, implementation and evaluation of policies, initiatives, programs, and budget issues to address the impacts on racial equity.

When Do I Use This Toolkit?

Early. Apply the toolkit early for alignment with departmental racial equity goals and desired outcomes.

How Do I Use This Toolkit?

With Inclusion. The analysis should be completed by people with different racial perspectives.

Step by step. The Racial Equity Analysis is made up of six steps from beginning to completion:



Quick Recap

What we're here to do:

Responding to City Council Statement of Legislative Intent

City Council issued a Statement of Legislative Intent requesting that SDCI report on Design Review program outcomes, process improvements, and equity.

This process will conduct a Racial Equity Toolkit (RET) analysis of the Design Review Program and report to the Council on the outcomes of that analysis.

We heard your concerns from the last meeting

To clarify, **Design Review** does not have authority over housing affordability, density, or the ability to require additional housing

The City of Seattle has convened another group that will be focusing specifically on housing issues: **The Housing Subcabinet**

The following slides include a brief overview of the Housing Subcabinet purpose, goals, structure, and schedule

Purpose of the housing subcabinet

Elevate and implement the actions necessary to address affordability, increase production, and expand choices across Seattle's housing market.



The Housing Subcabinet will focus on three areas of work:

| | Departments involved |
|--|-------------------------------------|
| 1 Data and accountability <i>Quantifying our housing needs and setting measurable targets for meeting them</i> | OPCD, OH, SDCI, HSD |
| 2 Removing permitting barriers <i>Collaborating across departments to remove barriers during permitting and construction to accelerate housing production</i> | OPCD, SDCI, OH, SPU, SCL, SFD, SDOT |
| 3 Strategic opportunities <i>Identifying policy and regulatory changes necessary to achieve our housing production targets</i> | OPCD, OH, SDCI |



Data & accountability

1

Data and accountability

Quantifying our housing needs and setting measurable targets for meeting them

OPCD, OH, SDCI, HSD

Purpose: Quantify the gaps between housing need and supply for various housing types and income levels and set measurable targets for closing them

What are we doing currently?

- Recently completed [market-rate housing needs and supply analysis](#)
- [Tracking](#) housing production by zone, location, and category (detached SF, townhouse, apartment, condo)
- Tracking [income-restricted affordable housing](#)
- Updating the [Consolidated Plan](#) and policies to affirmatively further fair housing
- Monitoring key [housing](#) and [displacement](#) indicators as part of the Equitable Development Monitoring Program
- Updating our housing needs analysis as part of [One Seattle Comprehensive Plan](#), in line with new state requirements

Outcomes

- Synthesize data on gaps between housing needs and supply
- Set targets to address those gaps that drive change and let us measure success

Removing permitting barriers

2

Removing permitting barriers

Collaborating across departments to remove barriers during permitting and construction to accelerate housing production

**OPCD, SDCI, OH, SPU,
SCL, SFD, SDOT**

Purpose: Collaborate across departments to improve permitting, inspection, and utility connection processes and accelerate housing production

What are we doing currently?

- Tracking permit and service connection volumes, timelines, and trends
- Exploring expedited permitting timeline for affordable housing

Outcomes

- Examine chokepoints that lengthen permit, inspection, and connection times
- Identify opportunities to reduce uncertainty and project costs
- Implement changes to processes and business practices across permitting departments

Strategic opportunities

3

Strategic opportunities

Identifying policy and regulatory changes necessary to achieve our housing production targets

OPCD, OH, SDCI

Purpose: Identify changes to policy, regulatory, and funding strategies necessary to achieve our housing production targets

What are we doing currently?

- Townhouse Reforms legislation
- **Design Review possible updates**
- Exploring potential SEPA threshold reform and utility system improvement charge reform
- Updating our 20-year growth strategy through One Seattle Comprehensive Plan
- Housing Levy renewal

Outcomes

- Determine near-term policy opportunities ahead of Comprehensive Plan update
- Coordinate interdepartmental issues and opportunities related to Housing Levy renewal and One Seattle Comprehensive Plan update

Schedule

- Housing Subcabinet meets monthly initially, possibly moving to every 2 months
- Each of 3 working groups meets as needed, and at least monthly, to support subcabinet
 - Data & accountability
 - Removing permitting barriers
 - Strategic opportunities
- OPCD and SDCI ensure coordination of working groups





Design Review Program

Before Design Review, many developments:

- Favored vehicles at the expense of other users
- Bulky forms, not responsive to context
- Did not contribute to walkable inviting public realm
- Were appealed to the Hearing Examiner, leading to permit delays
- Didn't allow flexibility in meeting code requirements (design review departures)

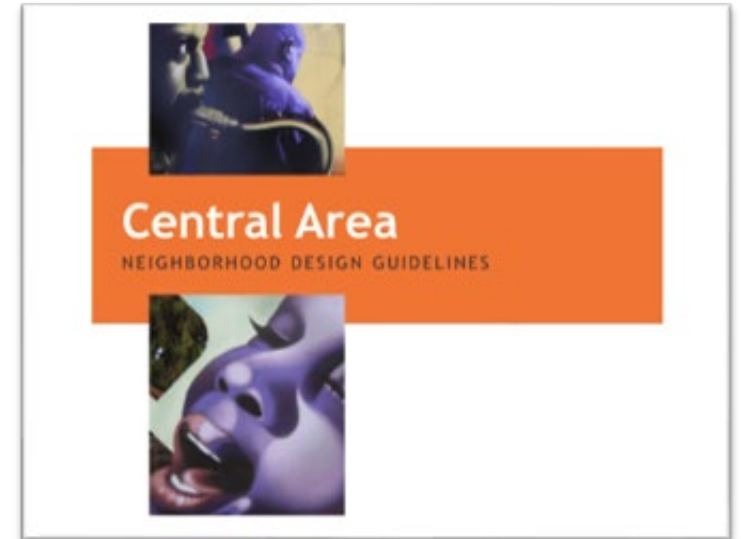


Design Review Program and Racial Equity

Design Review has evolved since being introduced in Seattle in 1991, with more focus on improving equity.

Some examples:

- [Early Community Outreach](#), with additional outreach requirement in Equity Areas
- [2018 Central Area Design Guidelines](#) - one model for relating new development to the racial communities that have shaped Seattle neighborhoods
- Focused efforts to increase racial representation on the Design Review Boards



Design Review Program and Racial Equity



Photo credit:
Lake Union Partners <https://lakeunionpartners.com/projects/midtown-public-square>

How can design review improve racial equity?

- Well designed publicly accessible areas
- Art and design treatments to express community identity and history
- Street frontages that are welcoming to all users and encourage community interaction
- Designs that improve quality of life for future tenants (large windows, access to outdoor space, etc.)



Photo credit:
Rise Together Now <https://risetogethernow.org/portfolio/liberty-bank-building/>

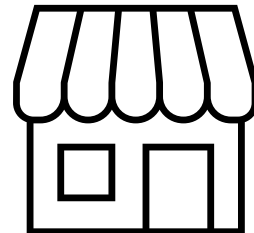
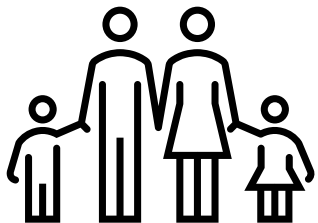
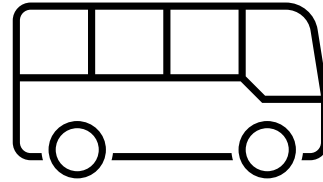
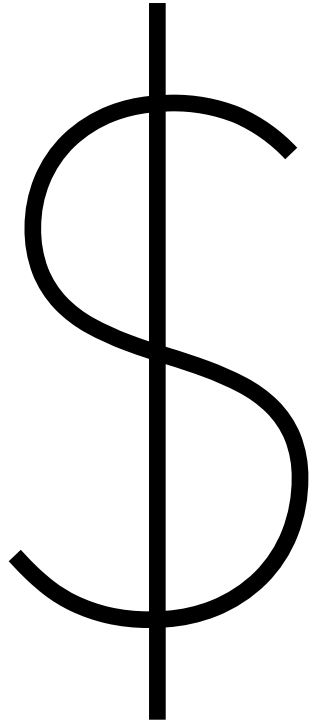


Photo credit:
SDCI 2017 People's Choice Urban Design Awards

Design Review Program and Racial Equity

How can design review improve racial equity?

- Street frontages that are welcoming to all users and encourage community interaction
- Large and usable shared open spaces for residents (especially when residential units are smaller, or the area lacks public parks)
- Minimizing shadows cast on shared public spaces
- Landscaping that reduces heat islands and improves comfort for all nearby users



Some challenges to racial equity that are beyond the scope of Design Review regulations...

- Housing: rents and affordability
- Displacement of existing residents and businesses
- Size of residential units (comments often ask for 'family size' units - 3 bedroom or larger)
- Cost of commercial leases
- Proposed use (type of use, requirement to provide space for displaced businesses, size of residential units, etc.)
- Shadows cast on nearby private property, including subsidized housing
- Lack of crosswalks
- Limited transit service or bus stops
- Street safety, traffic

Continued Introduction to the Racial Equity Toolkit



Seattle
Office for Civil Rights



Seattle Department of
Construction & Inspections



Seattle
Office of Planning &
Community Development



RACE & SOCIAL JUSTICE INITIATIVE

Racial disparities have been eliminated and racial equity achieved.



Seattle
Office for Civil Rights

[www. https://www.seattle.gov/rsji](https://www.seattle.gov/rsji)

GROUP AGREEMENTS

- Be present and stay engaged.
- Embrace other people's experiences even if they're not your own. Everyone's input is valued and needed.
- Oops and ouches: Be willing to own the impact of your contributions.
- Use "I" statements. Speak for yourself and from your own experience.
- Critique ideas, not people. Name behavior. Request or suggest changes without attacking character.
- Push beyond your current knowledge base! Embrace learning.

LEARNING OBJECTIVES

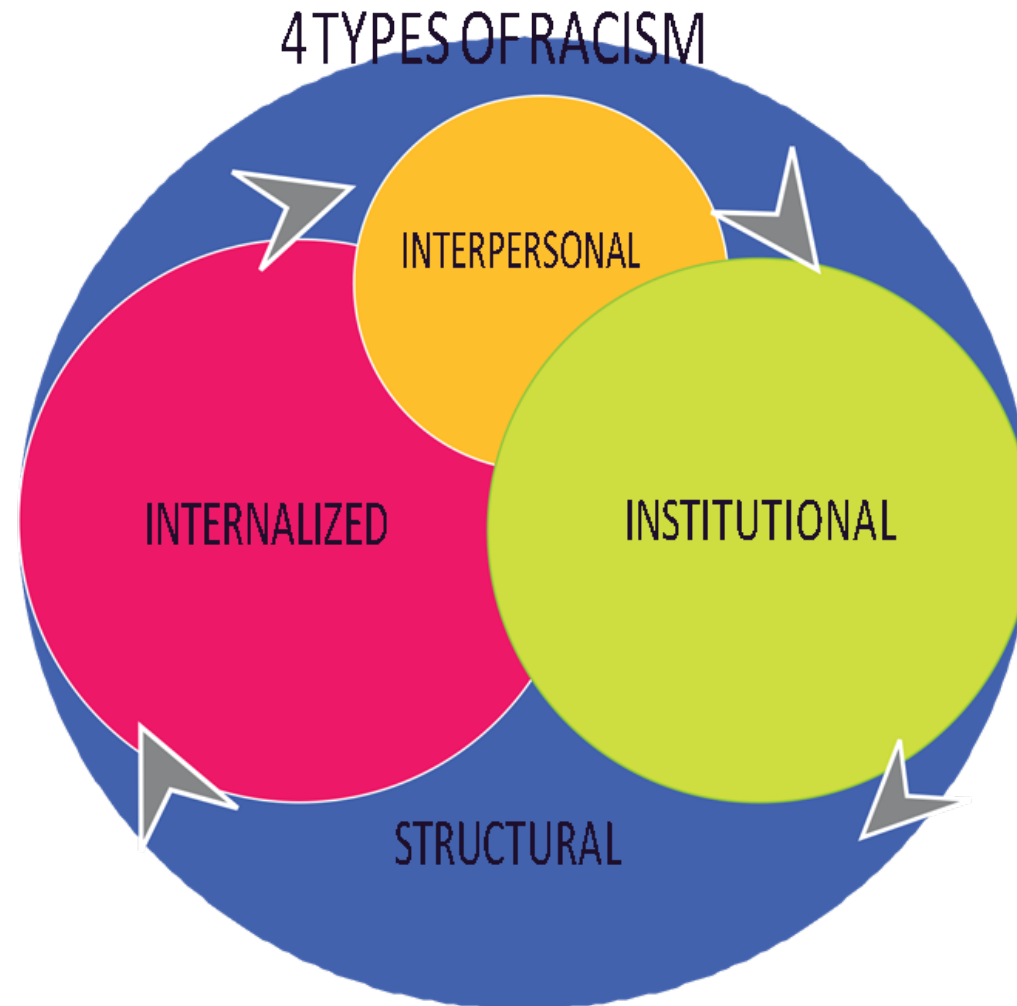
Last week:

- Introduction to Racial Equity Toolkit (RET)

Today:

- Review forms of implicit racial bias and explore strategies to interrupt it
- Explore the different stages of the RET and how to best utilize them
- Activities to apply Racial Equity Toolkit

4 TYPES OF RACISM

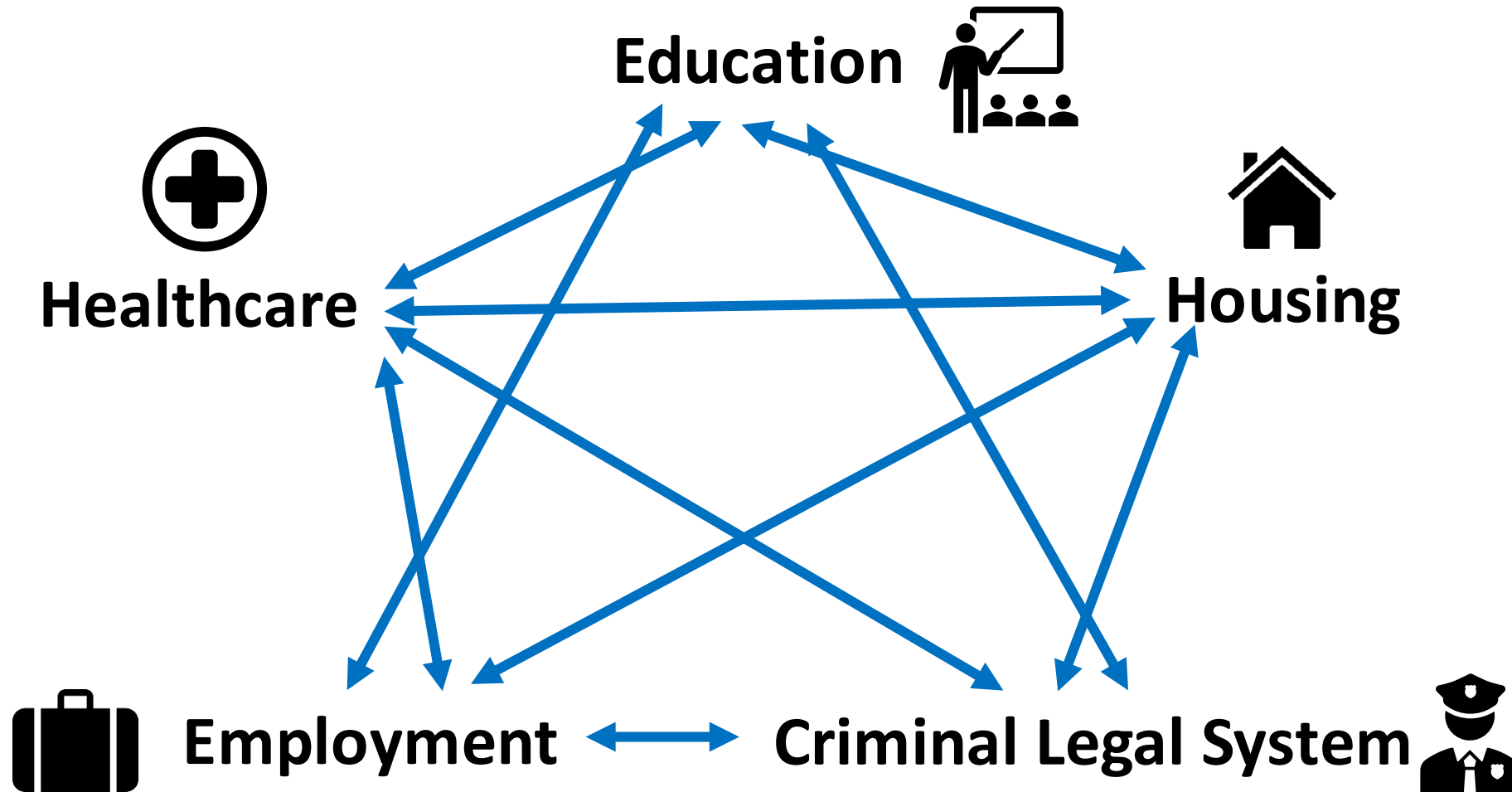


STRUCTURAL RACISM

Racism that plays out across multiple, interlocking institutions in a context of racialized historical and cultural conditions.

Structural racism leads to negative outcomes for communities of color compared to white communities.

WEB OF STRUCTURAL RACISM



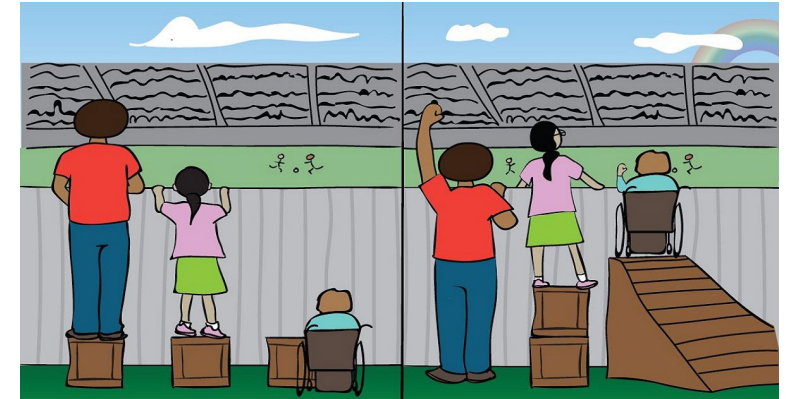
Identifying Institutional Barriers to Equity & Working With the Racial Equity Toolkit

The Racial Equity Toolkit directs us to:

- Identify the program, process, or improvement,
- Analyze the impacts of “the fence,” and
- Analyze the distribution of benefits and burdens related to proposed City action or programs.

Racially:

- *Who benefits?*
- *Who is harmed?*
- *What occurs at the individual, interpersonal, institutional, and structural level for these racialized inequities to exist?*
- *How should we proceed for maximum equity and to cause the least the amount of harm?*



Identifying Institutional Barriers to Equity & Working With the Racial Equity Toolkit

The Racial Equity Toolkit requires:

1. Prioritizing transformational change (decision-making processes) over merely relying on transactional change (products of decisions)
2. Being racially explicit about which communities are impacted by the identified issue area (focusing on structural racism)
3. Documenting the racial inequities
4. Analyzing how White supremacy culture contributes to these racial inequities and identifying what cultural changes need to be made

Racial Equity Toolkit

Identifying Institutional Barriers to Equity

4. *Analyzing how white supremacy culture contributes to these racial inequities and identifying what cultural changes need to be made*

How do we do that??

[Building a Relational Culture](#) is a helpful tool to identify:

- How we are currently functioning in a way that reinforces white supremacy culture, and
- Strategies to change so that we operate within a relational culture

Why is that important?

*“These patterns exist today within our institutions and organizations as **norms, behaviors and practices** that are **consciously or unconsciously valued even as they disconnect us from the resilient and liberatory ways of being and doing** that our many **diverse human cultures have relied on to thrive** for millennia...so tied to notions of success and the ability to survive that all of us, regardless of our agent and target positionalities, have **learned to perform and perpetuate them** in order to **“achieve” and “succeed,” or to merely survive.**”*

Racial Equity Toolkit

Identifying Institutional Barriers to Equity

Building a Relational Culture example

| Manifestations of Relational Culture Reinforce <i>power with</i> | Manifestations of White Supremacy Culture Reinforce <i>power over</i> |
|--|--|
| <p>Spaciousness, Flexibility & Planning</p> <ul style="list-style-type: none"> • Cultivate being responsive, not reactive, to transformational strategies. • Make realistic work plans that include intentional moments for relationship building, even and especially in times of crisis. These moments can be brief – even a few minutes at the beginning of a meeting. • Cultivate an understanding among leadership that things take longer than anyone expects. • Discuss and plan for what it means to set goals of racial equity, social justice and belonging, particularly in terms of time (allotted and spent). • Learn from past experiences how long things take to move through. | <p>Sense of Urgency</p> <ul style="list-style-type: none"> • Focus on timelines and getting it done now over investing in relationships and change that can transform systems and outcomes. • Not looking at the whole picture of contributing factors to success or failure; does not integrate an historical analysis as part of the whole picture. • As a result, prioritize white communities or historically white led organizations serving BIPOC communities over BIPOC communities that are of/by/for them; can also result in prioritizing BIPOC communities in a tokenizing way (without meaningfully engaging those communities in what they actually need/want). |

Racial Equity Toolkit

Identifying Institutional Barriers to Equity

Building a Relational Culture

“The intention is not to create an either/or situation, where we either completely disregard the value of timelines and deadlines or we are “bad” if we tend to timelines and deadlines.

Rather, the **intention is to counter the existing and potential harmful impacts of overemphasizing timelines and deadlines at the expense of humans and other living systems, especially those most impacted by the inequities and harm we’re trying to address.**

We do this by living into the practices described in “Spaciousness, Flexibility & Planning,” the aspect of Relational Culture offered to help orient us back toward a culture that supports racial equity, social justice and belonging.”

| Manifestations of Relational Culture Reinforce power with | Manifestations of White Supremacy Culture Reinforce power over |
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TYPES OF RACIAL BIAS

Explicit Racial Bias

Conscious prejudice in favor of, or against, one racial group compared with another.

Implicit Racial Bias

Unconscious negative or positive associations based on racial identity.

IMPLICIT RACIAL BIAS

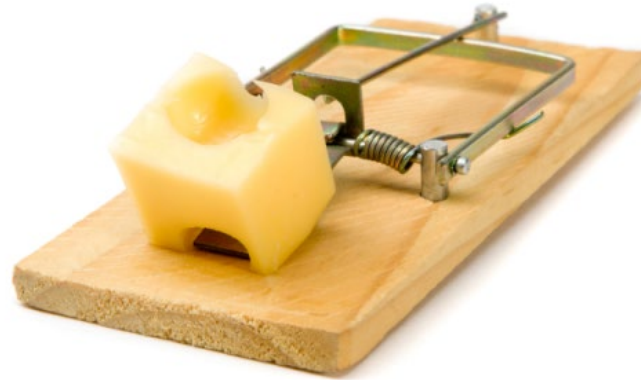
What are some examples of implicit racial bias in different systems?

- Healthcare
- Law Enforcement
- Employment
- Education



You must be intentional in interrupting racial bias.

AVOIDING IMPLICIT BIAS TRAPS



- Increase awareness of your own implicit bias.
- Be mindful of your positionality, power, and body in relation to others.
- Diversify your media and information sources.
- Slow down rushed processes that strain systems and the people in them.
(This is why we use the Racial Equity Toolkit, a collective decision-making process.)

RACIAL EQUITY TOOLKIT

Step 1. Set Outcomes.

Leadership communicates key community outcomes for racial equity to guide analysis.

Step 2. Involve Stakeholders + Analyze Data.

Gather information from community and staff on how the issue benefits or burdens the community in terms of racial equity.

Step 3. Determine Benefit and/or Burden.

Analyze issue for impacts and alignment with racial equity outcomes.

Step 4. Advance Opportunity or Minimize Harm.

Develop strategies to create greater racial equity or minimize unintended consequences.

Step 5. Evaluate. Raise Racial Awareness. Be Accountable.

Track impacts on communities of color overtime. Continue to communicate with and involve stakeholders. Document unresolved issues.

Step 6. Report Back.

Share information learned from analysis and unresolved issue with Department Leadership and Change Team.

GUIDING QUESTIONS



1. SET RACIAL EQUITY OUTCOMES

Step 1. Set Outcomes.

Leadership communicates key community outcomes for racial equity to guide analysis.

What are the most important racially equitable community outcomes related to this project/program/decision?

This includes:

- *Specifically identifying racial group(s) that could be impacted negatively or positively by a City action or program.*
- *Identifying an increase or decrease/elimination in racial disparity in benefits/services.*
- *Centering the racial equity outcome around the needs and values articulated by community.*

STEP 1:

What Have We Done So Far?

What have OPCD/SDCI done so far, related to RET Step 1?

DRAFT OUTCOMES

Step 1. Set Outcomes.

Leadership communicates key community outcomes for racial equity to guide analysis.

When we have refined the Design Review Program, it should:

- ***Empower Black, Indigenous, and People of Color (BIPOC)** to effect change by understanding the process, feeling comfortable participating, and having equitable access to decision-makers*
- ***Reflect the community vision** by ensuring that the thoughts, opinions, and concerns of Seattle residents with diverse lived experiences are heard, captured, and used to shape the design of new development by the Design Review Board members, planners, and applicants.*
- ***Create equitable power dynamics** in Design Review meetings*
- ***Support equitable housing** that meets goal for affordability, quality, and diverse housing types*
- ***Maximize benefits and minimize impacts to housing costs** by working with BIPOC communities*

2. INVOLVE STAKEHOLDERS AND ANALYZE DATA

Step 2. Involve Stakeholders + Analyze Data.

Gather information from community and staff on how the issue benefits or burdens the community in terms of racial equity.

Who is most impacted by structural racism related to Design Review? How are these community members involved in this process? What racial inequities are at play? What root causes create these inequities?

This should include:

- *Soliciting input on the racial equity outcome from community. It is important to engage with a range of perspectives to understand the problem comprehensively.*
- *Identifying specific data we need to pull about our organization's current racial equity outcomes.*
- *Exploring how will we gather information on root causes of disparities from the community in order to dispel assumptions.*

STEP 2:

What Have We Done So Far?

Step 2. Involve Stakeholders + Analyze Data.

Gather information from community and staff on how the issue benefits or burdens the community in terms of racial equity.

What have OPCD/SDCI done so far, related to RET Step 2?

- Formed initial stakeholder group
- Identified funding for the RET, including a stipend
- Hired facilitation consultants to help keep us accountable and focused on equitable outcomes
- Hired economic consultants to help us examine the cost question related to the Statement of Legislative Intent (SLI) questions
- Worked with consultants to do focused outreach
- Reached out to the Office of Housing and extending an invitation to the meetings where the agenda will include the topic of affordable housing

3. DETERMINE BENEFITS/BURDENS

Step 3. Determine Benefit and/or Burden.

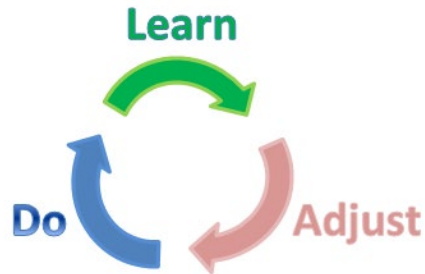
Analyze issue for impacts and alignment with racial equity outcomes.

How will the Design Review Program increase or decrease racial equity?

Consider:

- *What are potential unintended consequences (harm)?*
- *What benefits may result?*
- *How are the impacts aligned with desired community outcomes and community priorities?*
- *What kind of resistance might you experience when making changes? How will you meet that resistance?*

FUTURE STEPS



SDCI and OPCD will use Stakeholder input to inform Steps 4-6, asking questions such as:

- What steps do we need to take ensure an increase in racial equity?*
- What strategies address immediate impacts? What strategies address root causes of inequity?*
- How will we evaluate and report racial equity impacts over time? What are our long-term goals for eliminating racial inequity?*
- What resources are needed? What obstacles might be encountered?*
- How do we ensure internal and public accountability?*

Activity:

Who is Most Affected by Structural Racism, Related to the Design Review Program?

“Identify which communities will be most affected by structural racism and center these groups in engagement and decision making.” (Related to RET Step 2)

Related to the Design Review Program and its scope:

- **Which communities will be most affected by structural racism related to design review?**
- **What voices are missing from those communities, and how do we involve those communities?**

Refining Draft Racial Equity Toolkit Outcomes

WHAT: What is the group's mission/overall goal/central question?

HOW: *When we have refined the Design Review Program, it should: (Add/edit)*

| Goals | Thoughts and Feedback |
|--|-----------------------|
| <i>Empower Black, Indigenous, and People of Color (BIPOC) to effect change by understanding the process, feeling comfortable participating, and having equitable access to decision-makers</i> | |
| <i>Reflect the community vision by ensuring that the thoughts, opinions, and concerns of Seattle residents with diverse lived experiences are heard, captured, and used to shape the design of new development by the Design Review Board members, planners, and applicants.</i> | |
| <i>Create equitable power dynamics in Design Review meetings</i> | |
| <i>Support equitable housing that meets goal for affordability, quality, and diverse housing types</i> | |
| <i>Maximize benefits and minimize impacts to housing costs by working with BIPOC communities</i> | |

Stakeholder Reflection

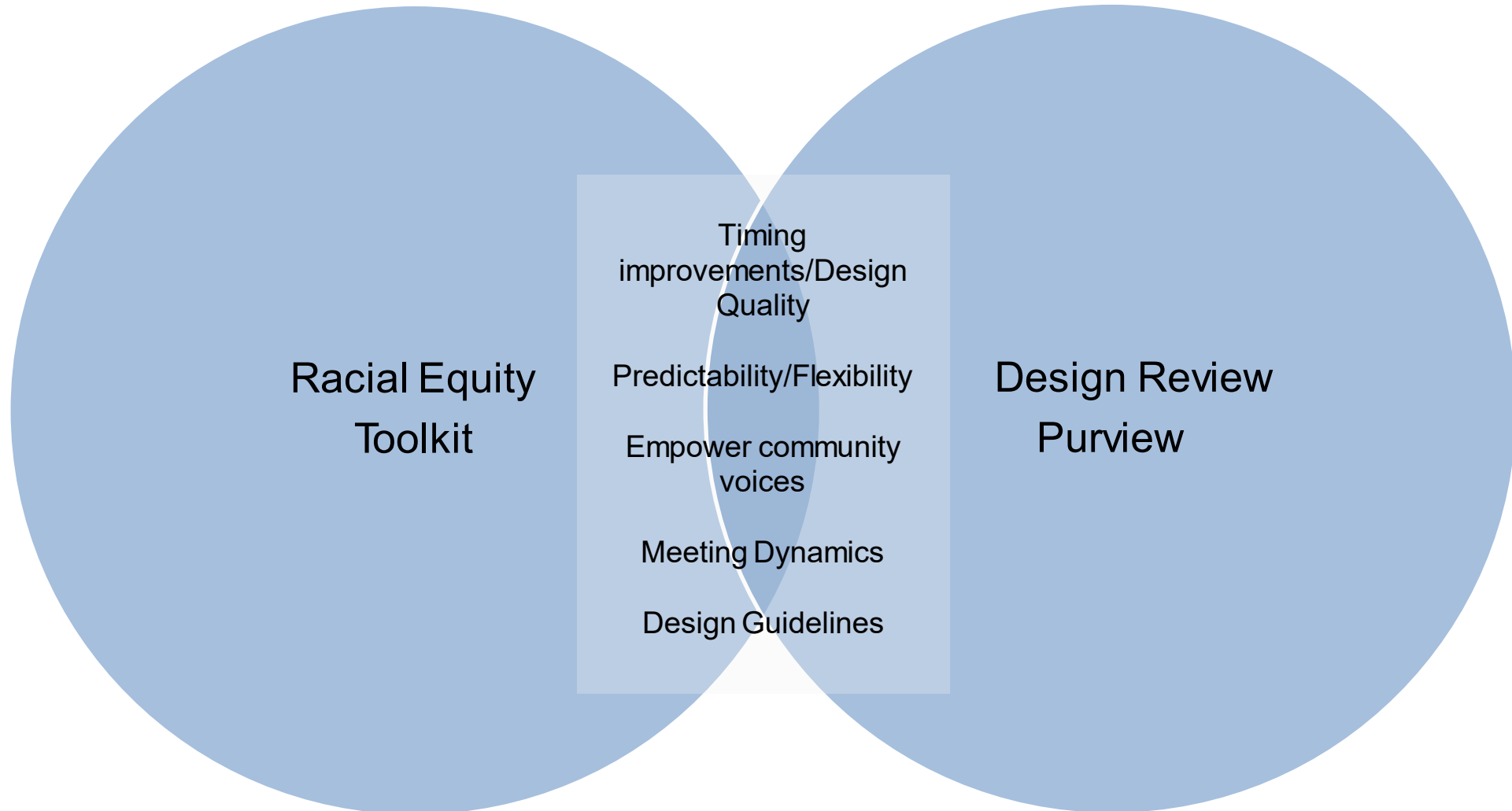
Let's discuss: How you will incorporate racial equity principles in this work? – discuss the draft outcomes with a focus on what is the ultimate vision/mission, with this question as focus

(We can come back to that primary idea to ground us at each future meeting)

Plus whatever Sofia and Ti'esh suggested...

Stakeholder Reflection

Some of the items we heard last meeting:



PRACTICING THE PROCESS

Homework & Resources

Homework to complete before our next meeting June 22:

- (30 minutes) [Building a Relational Culture](#)
 - **Read** this document
 - **Identify** how this relates to you and your work
 - **Think about how** we will use relational approaches in our stakeholder meetings
- (10 minutes) **Take the Race Implicit Association Test** [here](#) or [here \(choose the Race IAT\)](#)

Resources to Learn More:

- [Racial Equity Toolkit – questions and worksheets](#)
- [Seattle Race and Social Justice Initiative: Why We Lead With Race](#)
- And many more resources on the [City of Seattle RSJI website](#)
- Read/keep learning – such as Blind Spot (Banaji and Greenwalt), Whistling Vivaldi (Claude Steele), Micro-aggressions in Everyday Life (Derald Sue)
- Check out media such as [Colorlines](#), [The Root](#) or [This Week in Blackness](#)