



2021 Strategic Investment Fund RFP Guidelines

Purpose

The City of Seattle's Strategic Investment Fund (SIF) will invest \$30 million in land and property acquisition opportunities. The Fund will invest in mixed-use and mixed-income community wealth building and capital projects that create opportunities for multiple community benefits. Examples of community benefits could include: affordable housing, economic development, public open spaces, cultural spaces, and childcare facilities. This fund will support strategic investment in areas at [high risk of displacement and/or in areas of low access to opportunity](#) that present unique opportunities for transformational equitable development. This would include areas with significant planned public investment like light rail station areas and parks, where increased access to opportunities will likely also increase displacement pressure.

Please note that this RFP is for acquisition only of real estate including land, land with existing structures, or of space (for example buying space in an existing development) within a building.

Receipt of funding does not imply or guarantee a commitment of additional capital or capacity dollars from the City for site development or operations in the future.

The primary objectives of the SIF are:

- Respond to immediate displacement pressures.
- Create long-term impact by strengthening community relationships and growing community wealth in historically marginalized communities.
- Co-locate affordable housing with other community benefits such as affordable commercial spaces, public open spaces, cultural spaces, and childcare facilities.
- Fill gaps in the existing funding for community development.

Many urgent and qualified land and project investment opportunities exist in Seattle, and the SIF is unable to accommodate them all. To ensure community representation in the decision-making process The City of Seattle has created a Community Advisory Group (CAG) comprised of community representatives with diverse experience and expertise in affordable housing, community development, and equitable development to assist in the process of investing SIF funds.

Apply at bit.ly/OPCD-SIF

Questions about the RFP/Application

Questions may be submitted to staff at any time up to the application deadline. Staff will respond to questions based on availability. In addition, there will be three online workshops to introduce potential applicants to the program and answer questions. **Use the links below to register for the meetings:**

June 9 | 12-1:00 p.m.

June 15 | 6-7:00 p.m.

June 29 | 4-6:00 p.m.

For More Information

For questions or to receive this document in an alternate language or format, contact giulia.pasciuto@seattle.gov / (206) 386-1598.



Seattle
Office of Planning &
Community Development

Values

This RFP is intended for projects that align with the following values:

- **Build community wealth:** Grow assets that address historical disinvestment in BIPOC neighborhoods and communities. Invest in strategies that secure land and other assets for public and community ownership, create good jobs and career pathways, create stability for residents in housing and health, anchor and grow community institutions, and build on existing capacity for community-led development. Support long term plans to support multi-generational wealth and the sustainability of these assets.
- **Center communities most impacted by displacement:** Establish decision-making processes with clear accountability to impacted community members. Create transparent decision-making pathways where power flows from community to organizational leadership. Center community self-determination, influence, and leadership. Recognize that communities are resilient and resourceful, and that tapping into their own collective cultural cornerstones is key to ownership of initiatives and projects, as well as reducing invisibility.
- **Reflect broad-based community development:** The application reflects the complexity of community needs such as: economic development, affordable housing, cultural development, education, healthcare, food sovereignty, etc.
- **Acknowledge historic injustices and lead to system change:** Support reparative strategies that invest directly in communities of color to balance historic underinvestment and harm. Value efforts that are explicit about addressing systemic racism and the institutional barriers that exist for communities of color. Re-imagine the development process.
- **Be accountable to each other:** Recognize that affected communities deserve strong, accountable, accessible, transparent, and culturally appropriate solutions that include establishing an ongoing accountability practice with government and other entities.
- **Value non-financial assets:** Value intergenerational knowledge, sweat equity, cultural traditions, social networks, and other non-financial assets. Leverage community resources and support the existing assets available to low-income communities that are not typically recognized or valued in community development processes.
- **Build flexibility and interdependence:** Reduce barriers to participation while providing a fair structure for all communities seeking to participate. Recognize that all places and people are interconnected and commit to an approach of collective impact.
- **Always learn:** Question dominant cultural assumptions and remain inquisitive.

Site Requirements

All sites submitted for consideration **must** meet the following requirements:

- **Geographic focus:** This fund will support strategic investment in areas at high risk of displacement and/or in areas of low access to opportunity that present unique opportunities for transformational equitable development. This would include areas with significant planned public investment like light rail station areas and parks, where increased access to opportunities will likely also increase displacement pressure. Please be prepared to describe on your cover sheet why your proposal should be considered.
- **Multiple community benefits:** Have the capacity to provide:
 - Affordable or mixed-income rental units or homeownership opportunities and/or

- Additional community-determined benefits that might include small business spaces, childcare or cultural facilities, green infrastructure and open space, enhanced walkability, and/or food access. The vision and design of these benefits should be led by community members experiencing displacement, in alignment with the values listed above.

Who can apply?

This RFP is designed for applicants at various stages of readiness. The following is not an exhaustive list of possible applicants, but illustrates the broad intended audience for this RFP:

- **Community-based organizations representing groups** at highest risk of displacement, or who have been displaced from the geographic focus areas, including Black, Indigenous, people of color (BIPOC), Queer and Trans BIPOC (QTBIPOC), and low-income communities, who have done collective visioning and are ready to purchase a site or portion of a building. Applications will be considered for proposals at different stages of readiness. It is not necessary to have a specific property identified – you may request to be matched with a property owner who is interested in selling their property in your neighborhood.
- **Commercial or residential tenants at risk of displacement**, including BIPOC, QTBIPOC, and low-income tenants and businesses, with an idea or momentum for community and wealth-building experiments in their building. These ideas might include co-ops or community land trusts. Acquisition would need to occur in partnership with non-profit and public development authorities.
- **Property owners** in geographic focus areas interested in discounting their land and providing public benefits for communities experiencing displacement. Your site will only be considered if you are already working with a community-based organization, existing tenants, or there is a group interested in matching with your site.
- **Developers or owners of affordable housing projects** with vacancies in commercial spaces, who are interested in offering community ownership opportunities in the building. Your site will only be considered if you are already working with a community-based organization or if there is a group interested in matching with your site.

Priority will be given to organizations that best meet most of the following criteria:

- Is the applicant incorporated as a non-profit in the State of Washington?
- If not, does the organization have a fiscal sponsor and does the fiscal sponsor limit sponsor fees to 10 percent of the funding award or less, and have a clear strategy to support the organization's long-term capacity building work?
- There may be exceptions where a for-profit organization can demonstrate extraordinary accountability to impacted communities and where requiring non-profit status or fiscal sponsorship would add unnecessary costs and inefficiency to the project.

Process

- **Application:** Please respond succinctly to the questions in both the Coversheet and Application, and email to (email) **by 11:59 PM, July 14th, 2021**. All applicants must submit a written cover page, but applicants may choose to submit a brief video (up to 10 minutes) describing how the project speaks to the application questions and three priority areas: (1) Builds assets, wealth, and community; (2) Prioritizes projects that provide affordable housing and/or other community benefits; and (3) Amplifies resources. Written applications should not exceed 3 pages. Either written or video response is fine; both are not necessary. Applications are due **by 11:59 PM, July 14th, 2021**.

- **Review and matching:** This application allows property owners or developers without a community connection to offer their land or commercial space ownership at a highly discounted value, but those projects will only be competitive if matched with applicants who have done community visioning but do not have a specific piece of property identified. Applicants who have not yet identified a site should convey their interest in being matched with a willing seller in their neighborhood and where the property specifications might support the proposed vision. No site matching would occur without the consent of the applicants.
- **Recommendation:** The CAG will meet in August 2021 to recommend the projects for funding from the applicant pool and consider possible matchmaking for strong combined projects. The CAG will score projects according to the scoring criteria table below. Any possible matches made will be confirmed with applicants before making final recommendations.
- **Selection:** Recommended projects will be submitted to the Mayor and City Council in August and September 2021 and are expected to be confirmed in October 2021.
- **Contracting requirements:** If your application is selected for funding, the Office of Planning and Community Development (OPCD) will work with you to develop contract documents specifying community benefits and other program requirements. Funding will be provided for the proposed project only to achieve public benefits consistent with the goals of this RFP and with the project, as proposed in your application. The facility must be dedicated to the approved public benefit for a term based on the value of the public benefits provided. This means your organization may be required to provide the City a property right established by a recorded covenant, running with the land and enforceable by the City, that ensures the facility is maintained for public benefit purposes.

Scoring Criteria

These criteria will be used by the review committee to score your project. Please note that each row corresponds directly to one of the questions in the application.

Score	1 (proposal does not meet the intended purpose)	3 (proposal addresses some but not all program requirements)	5 (proposal meets program requirements)	7 (proposal exceeds program requirements)
1.1 Build assets and wealth	No path to wealth-building for historically marginalized communities.	Unclear impact on communities at risk of displacement.	Strong plan for building wealth and assets that reverses historic divestment.	Transformational, generational opportunity for asset- and wealth-building.
1.2 Builds community	Does not build community consensus or collective vision.	Unclear community consensus and vision.	Strong community-building vision.	Systemic community impact beyond this one project that serves as an example for future projects. Creates new models for community development.
1.3 Responds to imminent displacement pressures	Proposal does not have imminent displacement impact.	Proposal addresses a possible future displacement impact.	Proposal addresses existing displacement impact.	Proposal addresses urgent displacement of residents, business tenants, and/or community institutions.
2.2 Project Readiness	The applicant's capacity is not yet fully developed to accomplish the proposed project. The proposed budget is high compared to similar project. This project is in an ideation stage and has an opportunity to identify additional partners	The applicant's capacity is not yet fully developed to accomplish the proposed project. This project is still in an ideation stage and the applicant has identified the capacity and technical	The organization, factoring in proposed capacity building, has the ability to deliver on the proposal. The proposal adheres to cost-constraint best practices. The organization has a clear idea of how to deliver on the programming aspects of the	The organization, factoring in proposed capacity building, has the ability to deliver on the proposal and supports leadership of impacted communities to develop capacity to lead in the project. Project displays financial feasibility with development

	<p>to make the proposal successful.</p> <p>There are significant issues that are not addressed that would limit the project's implementation.</p>	<p>support needed to advance the project.</p> <p>The organization has a clear idea of how to deliver on the programming aspects of the proposal and has adequately identified potential risks and mitigations.</p>	<p>proposal and has adequately identified potential risks and mitigation.</p>	<p>plan, budget, and underwriting and a clear use for funds.</p> <p>The organization has a clear idea of how to deliver on the programming aspects of the proposal and has adequately identified potential risks and mitigation.</p>
<p>2.3 Advances community capacity building for development and community self determination</p>	<p>Project does not advance community capacity for development. Project does not have a vision for incorporating impacted communities into decision making. Projected outcomes do not show how communities will have control over the outcomes and benefits of this project.</p>	<p>Unclear how project advances community capacity for development. Unclear how the proposals incorporates impacted communities into decision making and shows how communities will have control over the outcomes and benefits of this project.</p>	<p>Clearly builds organization's capacity to take on ownership and development. Participatory process with some community governance. Incorporates development and/or ownership by community. Strong vision of community benefits.</p>	<p>Systemic community impact beyond this one project that serves as an example for future projects.</p> <p>Creates new models for community development.</p> <p>Innovative community benefits will have broad systemic impact beyond this project.</p>
<p>3.1 Amplifies resources</p>	<p>Project has not identified other resources or cost-saving strategies.</p>	<p>Project has identified one additional funding source or cost-cutting measure.</p>	<p>Project identifies multiple sources and shows effort and creativity in resourcing.</p>	<p>Amplifies systemic resources, including community investment and non-financial resources.</p>

In addition to the scoring above, the CAG will balance projects selected so that there is a balance of projects that are poised to make significant progress once the site is acquired (“shovel-ready”), with projects in communities that need more time and capacity-building (“shovel-hungry”). A project that is in a visioning stage will not necessarily score low on project readiness if the applicant has thoughtfully considered and reached out to the types of supports needed to ensure a successful project.

Technical Terms used in this RFP

Pre-development: Any work that needs to be done before beginning construction, including feasibility and due diligence, permitting, architectural design, engineering, etc.

Feasibility and due diligence: Study and analysis that allow the developer to understand if their project vision is possible given the constraints of the land, zoning, timelines, access to and availability of funds, legal barriers, etc. Due diligence may include a Title Report, ALTA Survey, Phase 1 Environmental Analysis, Hazmat Survey (for properties with existing buildings), Capital Needs Assessment, Wetland Survey, Appraisal, Zoning Analysis, Availability of Utilities, and Geotechnical Studies. This type of analysis can be supported by development consultants, legal consultants, lenders and funders, and architects.

Infrastructure and public investment: As part of this funding, we will prioritize proposals near existing or planned transit lines, public parks, major public improvements to sidewalks and roads for pedestrians and cyclists, and other major government investments. Proposals within ½ mile of planned or existing transit (light rail and high frequency bus) and parks will be considered.

Capital project: A development project.

Land use or zoning constraints: The zoning and land use code sets rules about what and how much you can build on any given property. You may need to adjust your proposal or seek changes to the code to make your proposal successful.

Closing Costs: Closing costs are additional fees and charges related to a real estate transaction and may include fees related to the underwriting of a loan, commissions, taxes, insurance, and filing records.

Area Median Income (AMI) Thresholds: HUD defines and calculates different levels of AMI for geographic areas across the country by household size. Households earning less than 80% of the AMI are considered low-income households, households earning less than 50% of the AMI are considered to be very low-income, and households earning less than 30% of AMI are considered to be extremely low-income households. These AMI thresholds identify households that may be eligible for certain housing assistance programs.

Displacement Risk Index: Displacement risk index identifies areas of Seattle where displacement of marginalized populations is more likely to occur and represents data about demographics, economic conditions, and the built environment.

Access to Opportunity: Identifies disparities in marginalized populations' access to key determinants of well-being and represents data about demographics, economic conditions, and the built environment.

Capital Funding Strategy: The projects built on land acquired through this fund will require significant fundraising to complete and may include public or private grants, government loans, private loans, capital campaigns, investors, etc.

Public Development Authority (PDA): Under Washington State law, public corporations as quasi-municipal corporations for public purposes may be established by cities, towns, and counties. PDAs are created to provide public services in more flexible ways than the public sector can provide, to administer federal and state funds, and to provide services that government agencies cannot provide. As a government steward, PDAs are accountable to the public for accomplishing public purposes in a high quality and responsive manner, but outside of the regular functions of City government. PDAs in Seattle

are governed by volunteer councils that oversee staffing and activities. PDAs are a possible partner for community ownership of land and may be required for commercial tenants who are interested in this funding for acquisition.

Affirmative Covenant that Runs with the Land: To ensure a long-term public benefit from SIF acquisitions, the City will add legally binding language to the deed of the land that sets an obligation for how the land will be used, in line with the proposal made by the applicant. The covenant will remain on the land until the public benefit is met.

The RFP Team

Community Advisory Group

The following Community Advisory Group, consisting of people from impacted communities, have advised on the values, criteria, and questions in this RFP. Once submissions are received, members will be screened for potential conflicts of interest. Members will not review or score applications for which they have a conflict of interest.

- Joel Ing - Edge Developers
- Ann Melone - US Bank
- Tony To - Homesight
- Sue Taoka - Formerly Craft 3
- Paulina Lopez - Duwamish River Cleanup Coalition, Equitable Communities Initiative Taskforce
- Cesar Garcia - Lake City Collective
- Susan Balbas - Na'ah Illahee Fund
- Marty Jackson - Boys and Girls Club
- Willard Brown - Formerly Delridge Neighborhood Development Association, EDI Advisory Board
- Kris Hermanns - Seattle Foundation
- Kateesha Atterberry - Urban Black LLC
- Rich Stolz - One America
- Vivian Phillips - 4Culture Board President, Cultural Space Agency PDA
- Tim Lennon - Langston Hughes Performing Art Center, Cultural Space Agency PDA
- Ebony Arunga - Seaweed International
- Esther Lucero - Seattle Indian Health Board, Equitable Communities Initiative Taskforce
- Yordanos Teferi - Multicultural Community Center, EDI Advisory Board
- Sharon Williams - Central District Forums, Equitable Communities Initiative Taskforce
- Ray Williams - Black Farmers Collective, Equitable Communities Initiative Taskforce
- Sophia Benalfew - Ethiopian Community Seattle
- Derrick Belgarde - Chief Seattle Club (invited)
- Andrea Caupain - Byrd Barr Place, Equitable Communities Initiative Taskforce (invited)

City of Seattle

The following program staff have been directly involved in coordinating this RFP. Each program below is separate and distinct and cannot guarantee additional funding or support toward projects funded through this RFP, but the programs are mission-aligned and could be potential resources for your project.

[Office of Planning and Community Development, Equitable Development Initiative \(EDI\)](#): EDI might fund anti-displacement strategies led by community-based organizations, with an emphasis on serving BIPOC communities that have been targeted by systemic and institutional racism. Funds can be used for

organizational capacity building, property acquisition, and capital expenses. Applications for this year's funding round are due June 20th. You can [read more about EDI and the funding round here](#).

Cultural Space Agency, a public development authority (PDA): The Cultural Space Agency PDA might be a vehicle for purchasing property if the applicant has identified a property but does not have the capacity to purchase it themselves. It has been designed to partner with community projects to increase capacity and extend timelines. You can [read more about the PDA here](#) or email info@theculturalspaceagency.org.

The Cultural Facilities Fund, managed by the Office of Arts & Culture, is a potential source of support for capital projects with a cultural focus. Please note that due to COVID-related budget reductions the Cultural Facilities Fund is currently paused (2021).

Office of Housing (OH): OH supports production and preservation of affordable rental housing, permanently affordable homeownership and homeowner stabilization programs, and policies that advance long-term affordable housing for low-income families and individuals. Potential alignment opportunities include Notice of Intent to Sell, permanently affordable homeownership, and development of affordable ADUs through home repair loans.

Office of Economic Development (OED): OED could potentially provide tenant improvement/development financing for projects that offer affordable commercial space for small businesses and/or provide ownership opportunities for small businesses.

Department of Neighborhoods (DON): Provides resources and opportunities for community members to build strong communities and improve their quality of life.

Other aligned efforts

Transportation Equity Work Group (TEW): SDOT's Transportation Equity Program provides department-wide policy and strategic advisement on equitable, safe, environmentally sustainable, accessible, and affordable transportation systems that support Black, Indigenous and People of Color (BIPOC) communities and other communities historically and currently underinvested in by government. The program's principles center on building community trust through engagement and accountability, eliminating racial disparities, and mitigating the effects of displacement from transportation inequities.

Outside Citywide is an interdepartmental City initiative to envision and create a more integrated, equitable, and inspiring public space network that supports communities to thrive in place. Outside Citywide supports strategic collaboration between departments and community partners, delivering improvements that prioritize racial equity and environmental and climate justice.