

City of Seattle Office of Planning and Community Development

Equitable Development Initiative Program and Projects Status Report

September 24, 2024

Prepared by:



Prepared for:





*Community Attributes Inc. tells data-rich stories about communities
that are important to decision makers.*

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EXECUTIVE SUMMARY

Background

Seattle has grown rapidly, but the benefits and burdens of that growth have not been shared equally or equitably among its communities. Due to growth pressures and persisting inequity, some neighborhoods and populations have thrived at the expense of others. Equitable development is a strategy that promotes economic mobility and cultural preservation through community ownership, helping communities most vulnerable to displacement pressures stay rooted and thrive. These community-based, anti-displacement solutions protect cultural diversity and heritage across the city.

By investing in community-led growth and anti-displacement projects, the [Equitable Development Imitative \(EDI\)](#) increases access to community-owned, culturally attuned spaces and places. EDI projects acquire and activate commercial spaces, improving social capital and access to key resources and a broad array of determinants of equity.

Though focused on ownership of commercial space, EDI projects also promote community economic development and increase access to jobs and training, transportation, food systems, childcare, parks, education, cultural amenities, affordable housing, health and human services, a healthy built and natural environment, safe neighborhoods, and community gathering spaces that preserve culture and promote inclusion and belonging. For EDI-funded organizations, ownership provides stability and allows them to offer public programs and services that benefit and uplift communities—especially low- and moderate-income, BIPOC, marginalized, and socially vulnerable populations. These projects bring community vision for a more equitable future to life.

Equitable Development Initiative Program and Projects Status Report

The Equitable Development Initiative Program and Projects Status Report (Report) responds to the City Council [Ordinance 127036](#) request for a report on the Equitable Development Initiative (EDI). This report also demonstrates the Equitable Development Initiative (EDI) Division's commitment to utilizing objective assessment to develop recommendations for program growth and improvement, as outlined here. EDI's 2025 workplan includes undertaking a strategic planning process that will update program implementation guidance to reflect and best address changes in city and community conditions since the

start of EDI in 2016. The strategic planning process will engage grantees and program stakeholders on ways to turn recommendations for program improvements into actionable initiatives and tactical strategies that best support inclusive growth and anti-displacement in Seattle, particularly for marginalized communities most at-risk.

Summary of Request

Ordinance 127036 requests that the Office of Planning and Community Development (OPCD) submit a report to the Council President by September 24, 2024, on the EDI grant program and its funded projects. Specifically, the Ordinance identifies the following as a minimum:

- A. *A status update on each project funded by the EDI program, including the current project stage and the completion timeline. If there is no completion timeline, the report should describe activities completed to date and next steps in the project development process.*
- B. *Results of program evaluation in progress when this ordinance becomes effective. These evaluation results should demonstrate the effectiveness of the program, identify ways to improve or modify the program and program planning, identify streamlining and efficiency opportunities to successfully complete existing projects, and determine the optimal allocation of resources for future grant awards.*
- C. *Potential future funding requests within the existing portfolio of EDI projects.*
- D. *Identification of obstacles to completion of these projects unrelated to the funding.*

Summary of Key Findings

The following findings are summarized from the 60 responses (80% response rate) received in a survey of grantees. For grantees that lacked capacity to participate during the surveying period, where available, existing EDI data was used to provide accurate overall program level data. Additional information on key findings may be found in the [Findings](#) section.

Projects Status Update

Additional information can be found in the [Project Status](#) section and [Appendix B](#).

- Since its inception, the EDI program has awarded approximately \$116.5 million to 77 unique, community-led equitable development projects over nine award cycles.

- Of the 77 EDI projects, 2 two have exited the program due to one organization dissolution and one award cancelation prior to contracting.
- Of the 75 projects that remain active, 60 grantee organizations responded to the survey and 17 grantee organizations did not have capacity to respond during the survey period.
 - In total, at the time of the Report, nine EDI funded projects are in operations and monitoring phase, twenty-nine (39%) are in Phase 1 (pre site acquisition) and 37 (49%) have completed Phase 1 and begun Phase 2 (post site acquisition).
- Of the 60 survey respondents, three respondents reported they will finish their project by the end of 2024 (7%). Approximately 40% of all respondents anticipate entering the monitoring period with EDI in 2025. An additional 41% of respondents expect to complete their projects and enter the monitoring period between 2026 and 2028

Program Evaluation to Date

Additional information can be found in the section titled [Program Evaluation to Date](#) and [Appendix C](#).

- With the range of these types of organizations and the projects they pursue, EDI staff prioritize a nimble and flexible approach to project management and support. Different phases of projects may call for a different level of communication and collaboration.
- In addition, staff continue to modify and improve program practices through contracting and project delivery in collaboration with OPCD leadership, the EDI Advisory Board ([authorized via Ordinance 126173](#)), the City Attorney’s Office, and OPCD finance team.

Success to Date and Obstacles to Completion

Additional information can be found in the section titled [Success to Date and Obstacles to Completion](#).

- The uniqueness of each project, along with challenges like parcel scarcity and rising costs, make navigating equitable development projects challenging. High rates of displacement and changing community demographics and conditions also impact project progress and funding needs.
- EDI staff and grantees noted that capacity building, sufficient staffing, operational tools, reliable financial resources, and access to technical assistance are key to project readiness and successfully advancing projects towards completion.

- The majority of survey respondents (73%) experienced the most benefit through capacity building support offered by the EDI program. Approximately one-third of respondents also cite technical support and guidance through the development and site acquisition processes as particular benefits to their involvement in the EDI program.
- Many respondents identified the ability to leverage EDI funds as key to their projects as participation in EDI helped them secure additional funding from other government and private sources and lent legitimacy to early-stage projects, sometimes resulting in matched or additional funding.
- Over 50% of survey respondents have experienced the three most common barriers: access to consultants and resources, lack of technical knowledge, and internal organizational staffing capacity. Some obstacles, including those related to the permitting process and construction costs, affect fewer grantees, but can stop a project if not addressed.

Funding History and Future Requests

Additional information can be found in the [Funding History and Future Allocations](#) section as well as [Appendix B](#).

- Over nine award cycles, the EDI program has awarded approximately \$116.5 million to 77 projects (75 of which remain active in the program), and this investment amount includes one round of one-time COVID relief funds (\$1,780,602 awarded to 36 organizations, EDI program participation not required).
- The vast majority of survey respondents have received funds to date from sources other than EDI (90%) and/or plan to apply for or pursue funds from external sources (91%).
- The vast majority of survey respondents have received funds from sources other than EDI in support of their project (90%) and/or plan to apply for or pursue non-EDI funds (91%).
- Respondents report a total funding gap of \$590 million to complete their active projects. Grantees estimate they will request about \$69 million in future EDI award cycles, and EDI staff estimate that those who couldn't respond may increase this request by an additional \$5-10 million.
- Evolving social, community, and political conditions impact funding needs. Predicting or forecasting funding needs per project would need to take into account many variables for each project (including, organization capacity, phase, activities, site specifications and conditions, market and economic trends, and social and community context). These variables may make program- and project-level need forecasts challenging.

Program Evaluation and Considerations for Improvement

Considerations for improvement span four common themes identified through survey data collection and synthesis, insights into the EDI program provided by OPCD staff, and a literature review of relevant reporting and data collection frameworks in use across the City. These themes and considerations are summarized here. Additional information may be found in the [Considerations for Program Improvement](#) section below.

Recommendations will be implemented through a Strategic Planning Process which the EDI Division will undertake in 2025. In addition, this report will be followed by a November 2024 report update which will expand on the narrative storytelling of the EDI program's impact and highlight grantees through individual quantitative and qualitative data-informed profiles.

Theme 1: Integrate a data-strategic funding model. Leverage contractor performance data, budget and revenue forecasting by other departments, and best practices to create a strategic funding model for the EDI Division that enhances existing community leadership. This effort will enhance tools available to EDI, similar to other departments' efforts to forecast and anticipate budget needs and market impacts on funding, empower OPCD to identify future funding needs, and incorporate market or societal factors into budget and fund forecasting, and provide more nuanced and sophisticated understanding of existing funding data.

Theme 2: Create a regularly maintained reporting framework. OPCD staff and grantees desire more consistency in data collection and reporting for the program. A consistent method of data collection feeding into an annual reporting framework will provide more structure to the EDI program. Additionally, a regularly maintained reporting framework will help communicate the program's impact to City and external stakeholders. A regular reporting framework will also create a process through which the EDI Division can measure progress toward strategic goals.

Theme 3: Streamline EDI operations. Operations and administration of the EDI program is an additional area in which OPCD staff and grantees would like to see more centralization and better external facing resources. Adopting a centralized project management framework will streamline data collection efforts and provide EDI staff with more capacity to support grantees. In addition, centralized operations would continue EDI's history of continual

program improvements by creating a system in which trends, opportunities, and challenges may be more easily identified by OPCD staff. Resources and materials for grantees will also help grantees navigate the development process and access non-EDI support for certain activities. Finally, it will be essential for the program's future to continue to invest in staff's ability to assist grantees with technical and other expertise.

Theme 4: Better prepare grantees for success. Improvements to the application and contracting process can better communicate expectations to grantees, establish standardized protocols from the project outset, and better prepare grantees to successfully complete their community projects. Including performance reporting in EDI contracts will allow EDI staff to review and support grantee performance. Additionally, standardization of the reporting process will allow staff to create toolkits that would better prepare grantees to meet program reporting requirements.

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INTRODUCTION

Council Request

Council [Ordinance 127036](#) requests that the Office of Planning and Community Development (OPCD) submit a report to the Council President by September 24, 2024, on the EDI grant program and its funded projects. Specifically, the Ordinance identifies the following as a minimum:

- A. A status update on each project funded by the EDI program, including the current project stage and the completion timeline. If there is no completion timeline, the report should describe activities completed to date and next steps in the project development process.*
- B. Results of program evaluation in progress when this ordinance becomes effective. These evaluation results should demonstrate the effectiveness of the program, identify ways to improve or modify the program and program planning, identify streamlining and efficiency opportunities to successfully complete existing projects, and determine the optimal allocation of resources for future grant awards.*
- C. Potential future funding requests within the existing portfolio of EDI projects.*
- D. Identification of obstacles to completion of these projects unrelated to the funding.*

This report will also contribute to EDI's long-term reporting framework and data collection efforts, including work on the EDI program Reporting Framework and an update to this report in November of 2024 that expands the development journey of funded organizations and provides additional insights on opportunities for the EDI program to continuously evolve and improve in support of the City's inclusive growth and anti-displacement goals.

Additionally, results from this analysis will inform anticipated 2025 EDI Strategic Planning, which will shape updates to fund management strategies. Program updates may address policies, practices, and protocols to manage risk while maintaining program flexibility, innovation, and responsiveness to evolving community needs.

The structure of this report and how each section addresses Council Ordinance 127036 is summarized in

Exhibit 1.

Exhibit 1. Alignment of Report with Council Ordinance

Ordinance Language	Location Addressed
A A status update on each project funded by the EDI program, including the current project stage and the completion timeline. If there is no completion timeline, the report should describe activities completed to date and next steps in the project development process.	Project Status Update provides program level data. Additional project data are included in Appendix B .
B Results of program evaluation in progress when this ordinance becomes effective. These evaluation results should demonstrate the effectiveness of the program, identify ways to improve or modify the program and program planning, identify streamlining and efficiency opportunities to successfully complete existing projects, and determine the optimal allocation of resources for future grant awards.	Program Evaluation to Date summarizes evaluation activities, feedback from grantees, and includes a literature review of city best practices. Recommendations related to program improvements and modifications are examined in Considerations for Program Improvement . Future allocations are considered in Funding History and Future Allocations .
C Potential future funding requests within the existing portfolio of EDI projects.	Summarized in Funding History and Future Allocations .
D Identification of obstacles to completion of these projects unrelated to the funding.	Summarized in Success to Date and Obstacles to Completion .

Methods and Approach

In order to complete this Report, a data collection framework and tool was developed to direct the collection and analysis of data from the EDI program and individual EDI projects. This Report is informed by several sources and data collection efforts, including:

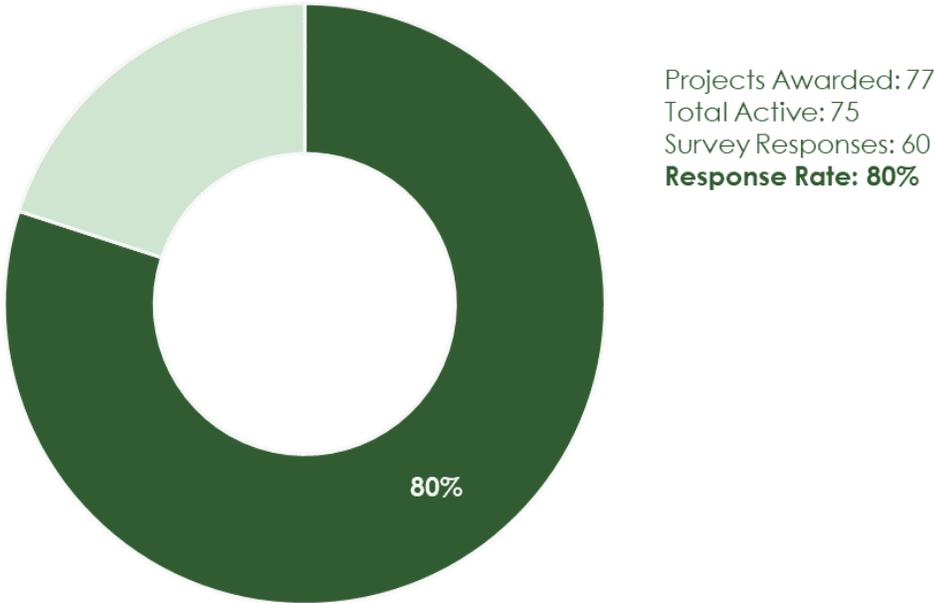
EDI Internal Data Collection. Collection and review of project and program evaluation data existing within EDI’s records (including grantee applications, application evaluation materials, project contracts, and project progress reports) and supplemented by data provided from EDI Project Managers (collected through regular outreach activities with grantees).

Grantee Survey. Collection of primary data from EDI program participant organizations focused on project status and timeline, funding needs and sources, obstacles and barriers, and

recommendations for program improvement. The methods of completion for this survey include a digital survey link, opportunity for an interview facilitated by an outreach partner, or completing a Word document.

The survey was deployed on August 23, 2024, and held open until September 13, 2024. Of the 77 total awarded projects in the EDI investment portfolio, 75 are active (two are inactive due to dissolution of organization or cancellation of award), and nine (9) projects have completed their major facility improvements and entered operations and are in the monitoring period within the EDI program. 60 grantees completed a survey about their experiences (**Exhibit 2**). This represents a response rate of 80% of the active projects.

Exhibit 2. Survey Response Rate



Source: EDI Grantee Survey, 2024; CAI, 2024.

Literature and Best Practices Review. Review of relevant comparable City practices and external equitable development efforts. This research contributes to recommendations on program improvements, as well as compiling resources that EDI may use in its 2025 Strategic Planning.

EDI BACKGROUND, PURPOSE, AND CONTEXT

Seattle has grown rapidly, but the benefits and burdens of that growth have not been shared equally or equitably among its communities. Seattle's booms and busts have seen some neighborhoods and populations thrive at the expense of others. Magnified by structural and institutional racism – such as restrictive racial covenants and redlining – discriminatory practices and racial disparities persist in income, unemployment rates, homeownership, and life outcomes – including life expectancy.

In 1994, Seattle established itself as a national leader by making social equity one of the four core values in its Comprehensive Plan. This commitment was further solidified in 2015 when Mayor Murray and the Seattle City Council outlined a bold vision for the city's future, affirming that "*Seattle is a diverse city where all people are able to achieve their full potential regardless of race or means.*"

Seattle's Comprehensive Plan provides an opportunity to envision a more equitable future, one in which all people who have been marginalized can attain resources, opportunities, and outcomes that improve their quality of life and enable them to reach their full potential. The City's planning framework emphasizes building community stability in the face of displacement pressures, creating economic mobility for those who have not been able to fully participate in Seattle's prosperity. Implementing equitable development strategies allows marginalized populations to be active decision makers in how their communities grow, and in guiding public investments, programs, and actions to meet the needs of marginalized populations and reduce disparities before displacement pressures are too great.

Established through community advocacy in 2016, [Equitable Development Initiative \(EDI\)](#), [empowered through Ordinance 125473](#), was launched to bring the vision of a diverse and thriving City where all can access opportunity and thrive. EDI fosters inclusive growth and anti-displacement through community-envisioned and community-led solutions and strategies. Simply put, equitable development is an approach to creating healthy, vibrant communities. It includes investments, programs, and policies that reduce disparities and meet the needs of people of color, low- and moderate-income persons, and other marginalized populations.

EDI funded projects acquire and activate culturally attuned commercial spaces and places, improving social capital and access to key resources and a broad array of [determinants of equity](#). Though focused on

commercial space ownership, EDI projects also promote community economic development and increase access to jobs and training, transportation, food systems, childcare, parks, education, cultural amenities, affordable housing, health and human services, a healthy built and natural environment, safe neighborhoods, and community gathering spaces that preserve culture and promote inclusion and belonging. For EDI-funded organizations, ownership provides stability and allows them to offer public programs and services that benefit and uplift communities—especially low- and moderate-income, BIPOC, marginalized, and socially vulnerable populations. These projects bring community vision for a more equitable future to life.

The origin and continued stewardship of EDI are rooted in ongoing community advocacy and joint planning efforts within historically redlined communities facing significant neighborhood change. Deep collaboration around neighborhood plan updates in Othello, Rainier Beach, Chinatown/ International District, and Central District uplifted community-led development as critical solutions to address ongoing displacement. These projects ultimately comprised the EDI demonstration projects (elaborated on in the Equitable Development Implementation Plan) and their sponsor organizations comprised the Race and Social Equity Taskforce Coalition (RSET). At the same time, communities led by South Communities Organizing for Racial Equity (South CORE) (a coalition of over 20 community organizations in the Rainier Valley) identified a lack of analysis of displacement risk during the 2015 Comprehensive Plan update process. Once a full displacement risk analysis was conducted for the growth alternatives, it became evident that no matter how the City planned for growth, communities who had been redlined and historically disinvested in would bear the brunt of redevelopment and displacement pressures.

This confluence of events led to a planning effort between the Department of Planning and Development (now OPCD) and the Office of Civil Rights, in deep collaboration with RSET and South CORE to develop the [EDI Advisory Board](#), Equitable Development Framework, Implementation Plan, and Financial Investment Strategy, which eventually became the Equitable Development Initiative.

Community Context, Demographics, and Displacement Risk

While people of color have been increasing as a share of the population, the pace of diversification has been much faster in the rest of King County than in Seattle. The difference in the rate of diversification is

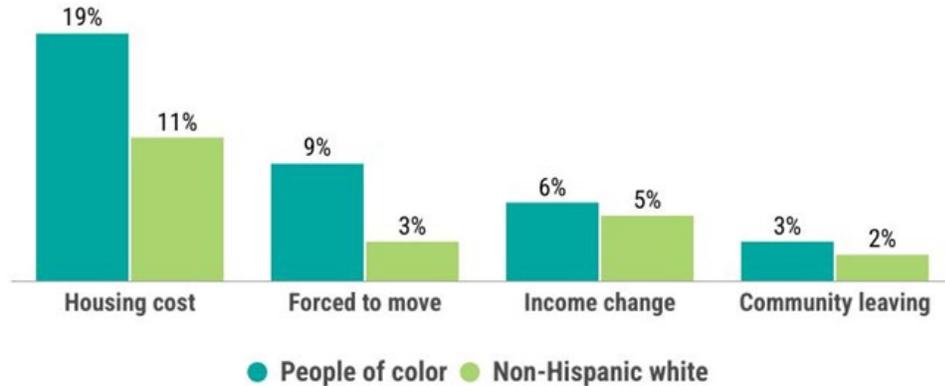
especially stark for children of color, suggesting that households of color with children are finding it especially difficult to move to and stay in Seattle.

Several Seattle neighborhoods have also seen population declines among racial and ethnic groups that used to make up majorities or large shares of neighborhood populations. From 2010 to 2020 the number of Black residents in the Central Area, Madrona/Leschi, and Rainier Beach; Asian residents in Beacon Hill and in North Beacon Hill/Jefferson Park; and Hispanic/Latino residents in South Park all saw substantial declines.

For some of these neighborhoods, most dramatically the Central District, the loss between 2010 and 2020 is part of a multi-decade trend. As reflected in maps compiled by the [Civil Rights and Labor History Consortium](#) at the University of Washington, Black people were a large majority of the population in the Central District in 1970. The 2020 census showed that Black residents make up only about one in ten of the people in this neighborhood.

The census data available do not allow us to measure the specific extent to which displacement has contributed to these trends. However, data from a [regional survey](#) by the Puget Sound Regional Council (PSRC) found that 26 percent of surveyed households in the four-county region that comprises PSRC's planning jurisdiction who moved within the region over a recent five-year period did so for one or more displacement-related reasons, with rising housing costs being the most common of these (**Exhibit 3**). The survey also found that people of color who moved cited all four displacement-related reasons more commonly than white movers did.

Exhibit 3. Factors in Decision to Move by Race and Ethnicity, Puget Sound Region, PSRC



Source: 2019 Household Travel Survey

Note: These results are representative for the four-county region's residents. They were calculated using the survey responses (i.e., raw data) and a statistical process (i.e., weights).

Source: Puget Sound Regional Council, 2020.

Note: Displacement factors are displayed as a percentage of recent movers.

These data, in combination with lived experience shared by EDI stakeholders, indicate that many households of color from Seattle's cultural communities have been displaced from Seattle or are at risk of having to move.

Program Implementation Guidance and Monitoring Toolkit

The EDI is a grant funding program designed to support community-led projects in historically marginalized communities, focusing on objectives such as affordable housing, economic development, cultural preservation, and anti-displacement. The program assists organizations in acquiring sites and developing major capital projects, while also providing capacity-building support to those with limited experience in such efforts.

The EDI program implementation team developed key documents to guide the program captured in the [Equitable Development Implementation Plan \(EDIP\)](#) and the [Equitable Development Financial Investment Strategy \(EDFIS\)](#).

- The EDIP, which provides an Equitable Development Framework, includes analysis on Seattle's progress toward becoming a more equitable city and serves as an ongoing tool for informing the City's work to advance equitable development.

- The EDIP and EDFIS were created to shape how the City sets priorities; develops its budgets, policies, programs, and makes investments. The plan also structures the implementation of targeted strategies and equitable development projects that seek to reduce disparities and achieve equitable outcomes for marginalized populations. Additionally, EDI’s work is guided by OPCD’s ongoing monitoring and analysis of underlying patterns and trends concerning neighborhood demographics, socioeconomic conditions, and displacement risk.

This includes the [Equitable Development Monitoring Program: \(EDMP\)](#) and a variety of additional resources, a few of which are highlighted below. Monitoring helps provide a deeper understanding of how ongoing challenges including displacement pressures are affecting households, businesses, and cultural institutions and is essential for the City to respond effectively to the needs of the community and prioritize actions that will achieve a more equitable future. EDI staff and the EDI Advisory Board use data drawn from these resources when formulating practices and decisions. These resources also provide data that community-based organizations and members of the public can use to foster racial and social equity.

Key monitoring and analysis resources that help inform EDI’s work include:

- [Equitable Development Monitoring Program \(EDMP\)](#): data and analysis of indicators chosen with participation of community stakeholders to inform work to reduce race-based disparities, advance equity, and combat displacement. Following are the three components of the EDMP. OPCD will be updating these and other monitoring tools to assist with implementation of both the EDI Program and the City’s comprehensive plan, a major update of which is underway.
 - [Community Indicators](#): Gauges progress on twenty-one indicators spanning four themes: housing affordability, neighborhood livability, transportation, education, and economic opportunity. The first Equitable Development Community Indicators report, designed as a baseline, was completed in 2020. The report illustrates how each of the four community indicator themes relate to the EDI Equity Drivers.
 - [Heightened Displacement Risk Indicators](#): Provides a greater understanding of who is most affected by displacement pressures and trends in where various types of displacement pressures are concentrated. Reporting was launched with a core set of indicators focusing on residential

displacement, with an aim to develop additional indicators, including those that address small business displacement and cultural displacement.

- **Neighborhood Change**: Webpage with charts and maps documenting the racial and ethnic makeup of residents across the city and how these demographics have been changing; includes historical context needed for considering current demographics.
- **Racial and Social Equity (RSE) Index**: Mapping tool that combines information on race, ethnicity, and related demographics with data on socioeconomic and health disadvantages to identify where priority populations make up relatively large proportions of neighborhood residents (the RSE index is shown in Exhibit 5 later in this report).
- **Displacement Risk Index**: Mapped index showing Seattle where marginalized populations may be more vulnerable to displacement, using a composite measure that integrates data on demographics, economic conditions, and the built environment (Exhibit 6 shows the 2016 version of the Displacement Risk index. The index is updated periodically to inform major comprehensive plan updates.).
- **Exploring the Patterns of People in Seattle and the Region (Story Map)**: Over 90 layers of demographic data derived from the U.S. Census Bureau's demographic profiles (DP02-DP05) for census tracts. Includes select layers for downloading tabular data for census tracts wholly within the City of Seattle
- **Quarterly Permit Dashboard**: Tool for monitoring residential construction
- **Future Land Use 2035**: Tool to explore planned land uses and monitor designated growth areas.

EDI program applicant projects are evaluated and selected in alignment with the aforementioned guidance and information. The City receives in-kind consideration for its investment in each project through public benefit programming and services in a “social good” community benefit over profit model and investments are also secured through deeds of trust and the public use covenants. EDI awards are amortized based on a public benefit valuation that considers programmable space and volume of public benefit service provision. Public benefits are valued at \$150,000 per year, unless the project has a significant square footage (over 16,000 square feet) dedicated to providing community benefits are valued at \$1 per square foot multiplied by 12 (months) to set the annual amortization rate. The City’s deed and covenant, combined with the

public benefit services, provide the City with a two-fold return through the duration of the City's Agreement for Services with the recipient organization, who agree to report annually after transitioning to operations.

EDI Relationship to Other Departments and Programs

EDI is primarily designed to provide financial support for capacity building and development activities in community-based organizations representing historically underserved communities, communities of color, and communities at risk of displacement. In addition to this mission, it also collaborates with and supports other municipal departments, programs, initiatives, and priorities. This section identifies where EDI most significantly overlaps with these efforts.

Interdepartmental relationships serve to leverage each other's work to maximize the gain and influence of their departments efforts towards equitable development. For complex development or construction projects, such as those supported by EDI, coordination across departments is encouraged in the Equitable Development Initiative to minimize cost and create opportunities for related investment.

Thus, EDI does not restrict grantees from obtaining funding and support from other programs for development. Further, EDI collaborates with and serves as a support mechanism for other departments, projects and initiatives. Some examples of this interconnected work are included below.

- **Seattle Interdepartmental Data Team:** The One Seattle Data Strategy is a resource towards developing a monitoring system across departments on the success of equitable development projects across departments
- **Seattle's Office of Housing:** Housing Levy that supports the development of affordable rental units in Seattle can support development costs directly associated with rental units. However, funding from EDI is one of the only equity driven funding programs that can cover ground floor commercial and community spaces in mixed-use affordable housing projects.
- **Department of Construction and Inspection:** Consultation, grantee support, and issue resolution on project design, code compliance, change of use, permitting, inspections, title issue resolution, certificates of occupancy, and land use code updates. EDI coordinates with SDCI regarding Equitable Development Zoning and Affordable Housing on Religious Property land use policies.

- **Arts & Culture:** Consultation and partnership for projects that include community placemaking public art elements, or where arts and culture programming and service provision are key components of a funded projects scope of work and public benefits agreement.
- **Human Services:** Funding contracting support for projects that fund childcare facilities. Aligning project evaluation with goals to support empowering youth and families, foster safe and thriving communities, support older adults and disabled persons, increase access to health local food sources, reduce the likeliness of housing insecurity or homelessness, and increase the capacity of human services providers to operate sustainably and serve more community members. Capital funds for childcare and HSD administered CDBG funds can serve as leverage for EDI projects.
- **Economic Development:** Consultation on Commercial Affordability, ways funded projects can thrive when operational through access to small business support or participation in Business Improvement Areas, and though fostering workforce development. OED capital funding, including the Business Community Ownership Fund, represent the small business complement to EDI.
- **Education and Early Learning:** Aligning project evaluation with goals to increase access to affordable childcare that promotes kindergarten readiness, and goals to increase access to education and college and career readiness.
- **Parks and Recreation:** Aligning project evaluation with goals to increase access to parks, recreation, and green space – including funding projects that provide outdoor exploration, land stewardship, or create cultural community centers that meet the needs of specific populations.
- **Neighborhoods:** Mutual aid for development and execution of funding cycle criteria, and alignment to support advancing goals regarding building stronger community connections and neighborhood belonging, historic preservation, and food equity and increasing access to community gardens and urban farms. EDI grantees regularly apply for Neighborhood Matching Fund dollars to support components of their project.
- **Seattle Public Utilities and City Light:** Consultation, grantee support, and issue resolution on project planning, green infrastructure, utility connections, and construction resources and services, renewable energy and business support solutions.
- **Sustainability and the Environment:** Consultation and alignment regarding projects that seek to improve food access or center climate justice such as creating resilience hubs or remediating environmental contamination in marginalized

communities. Environmental Justice Fund and Green New Deal Funds incorporate equitable development outcomes and can be used to enhance climate resiliency components of EDI funded projects.

- **Civil Rights:** Consultation and alignment with City Race and Social Justice Initiative strategic plan, goals, and policies, conducting equity impact assessments and Racial Equity Toolkits, equity data evaluation, and management of selected Participatory Budgeting equitable development projects.
- **The Mayor’s Office and City Council:** Collaboration and consultation regarding advancing City objectives through program funding strategies, alignment with comprehensive planning and anti-displacement goals, and improving policies and practices – such as the creation of Equitable Development Zoning.

PROJECT STATUS UPDATE

This section presents both quantitative and qualitative summaries of the Equitable Development Initiative (EDI) program, gathered through survey responses and informed by EDI program materials and information. Project Status Update is a quantitative section that aggregates survey responses and EDI program data to provide a holistic summary of the program and its projects. Additional information on projects and these data are available in [Appendix B](#).

Pro-Equity Direction

The 2016 Equitable Development Implementation Plan brought the Equitable Development Initiative from a policy priority to life as a real-world program. Providing an Equitable Development Framework, the Plan “integrates people and place to create strong communities and people as well as great places with equitable access.”¹ The Framework, building upon the Puget Sound Regional Equity Network’s Principles of Equitable Development, prioritizes advancing six key Equity Drivers to reduce disparities and achieve equitable outcomes for marginalized populations. These drivers are:

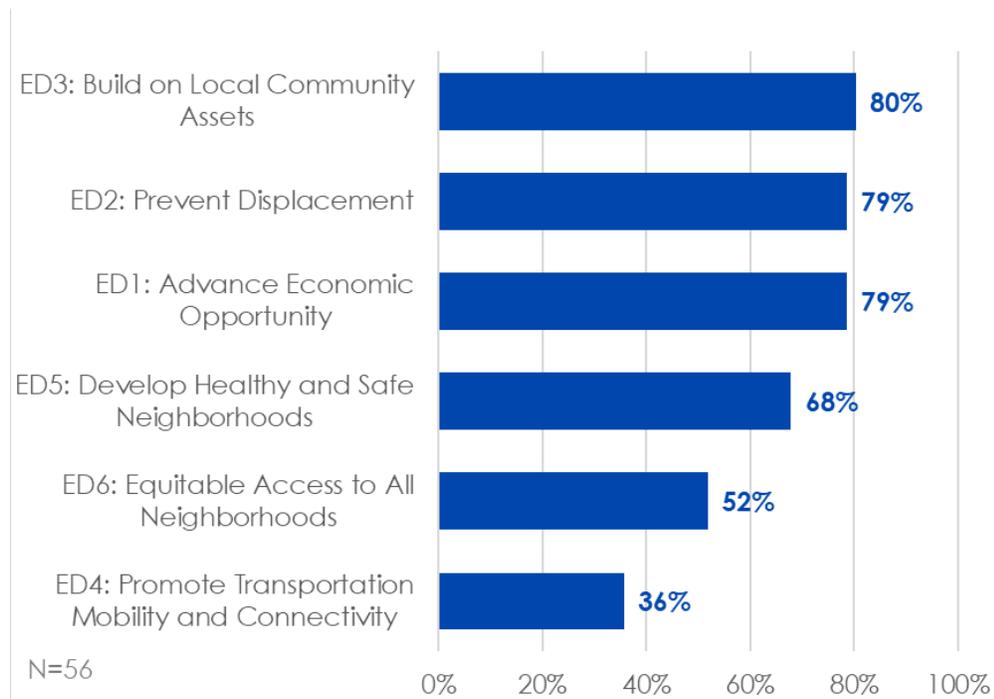
1. **Advance economic mobility and opportunity.** Promote economic opportunities for marginalized populations and enhance community cultural anchors. Provide access to quality education, training, and living-wage career path jobs.
2. **Prevent residential, commercial, and cultural displacement.** Enact policies and programs that allow marginalized populations, businesses, and community organizations to stay in their neighborhoods.
3. **Build on local cultural assets.** Respect local community character, cultural diversity, and values. Preserve and strengthen cultural communities and build the capacity of their leaders, organizations, and coalitions to have greater self-determination.
4. **Promote transportation mobility and connectivity.** Prioritize investment in effective and affordable transportation that supports transit-dependent communities.
5. **Develop healthy and safe neighborhoods.** Create neighborhoods that enhance community health through access to public amenities, healthy, affordable and culturally relevant food, and safe environments for everyone.

¹ Equitable Development Implementation Plan, City of Seattle, April 2016.

6. **Enable equitable access to all neighborhoods.** Leverage private developments to fill gaps in amenities, expand the supply and variety of housing and employment choices, and create equitable access to neighborhoods with high access to opportunity.

Exhibit 4 summarizes grantee responses indicating which Equity Drivers their respective projects advance. The Equity Drivers are intended to be implemented in a coordinated and coincident approach. In fact, almost every project advances multiple drivers. The most predominant equity drivers advanced by EDI projects are to advance economic opportunity (Driver 1), prevent displacement (Driver 2), and build on local community assets (Driver 3).

Exhibit 4. Projects by Equity Drivers, Grantee Survey



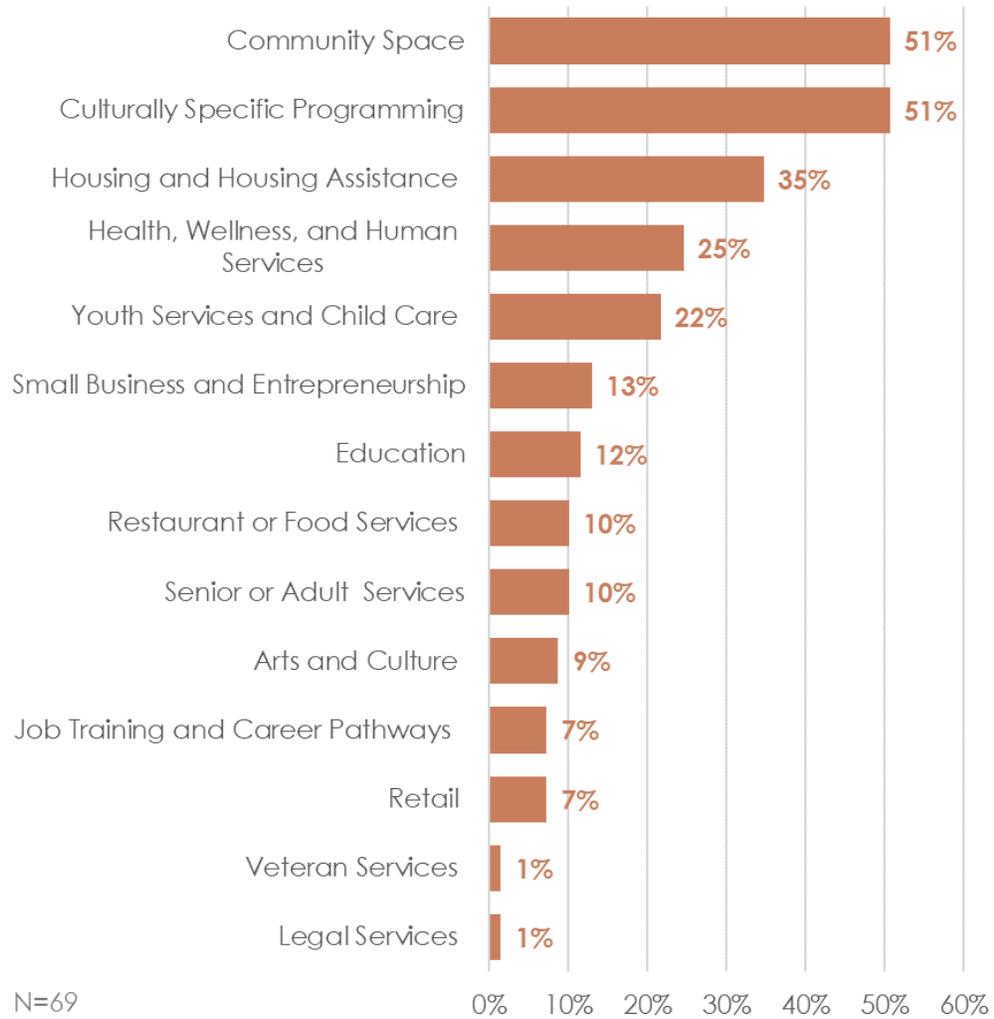
Source: EDI Grantee Survey, 2024; CAI, 2024.

OPCD data, including application and contract language provided by grantees, were also coded by their key features. Key features help illuminate the type of service, programming, or role a project plans to provide to its community upon completion. Key features are inclusive; every project provides at least two of the services or resources listed in Exhibit 5.

Exhibit 5 shows the results of this coding. Approximately half of all projects include space for the community’s use and/or culturally specific programming. Approximately one-third of the commercial space projects

(35%) intend to also provide housing or housing assistance on site. An additional 25% of projects will provide health, wellness, and human services on site, and 22% will provide youth services and childcare.

Exhibit 5. Projects by Key Features



Source: OPCD, 2024; CAI, 2024.

The EDI Program was initially funded in 2016 with \$16 million in one-time proceeds from the sale of surplus City property known as the Civic Square. In 2017, the Seattle City Council identified the first five projects to receive EDI funds. The five initial EDI projects include:

1. Friends of Little Saigon Landmark Project
2. William Grose Center for Cultural Innovation
3. Southeast Economic Opportunity Center
4. Rainier Valley Multicultural Community Center
5. Rainier Beach Action Coalition Food Innovation District

In 2017, the City Council adopted [Ordinance 125442](#), a Short-Term Rental Tax (STRT) which allocated the first \$5 million of collected tax towards "investments in community-initiated equitable development projects." [Ordinance 125872](#), adopted in 2019, repealed this original ordinance and updated the city's code to align with the state's [HB 2015](#), which stated that "payments made to a city must be used to support community-initiated equitable development and affordable housing programs." This updated ordinance more specifically directed the first \$5 million in tax "to the Office of Planning and Community Development for grants made to organizations for investments in community-initiated equitable development projects.", which stated that "payments made to a city must be used to support community-initiated equitable development and affordable housing programs." This updated ordinance more specifically directed the first \$5 million in tax "to the Office of Planning and Community Development for grants made to organizations for investments in community-initiated equitable development projects."

The 2019 Mercer MegaBlock property sale in South Lake Union provided funding for EDI and established a new one-time site acquisition program called the Strategic Investment Fund (SIF), a competitive grant process with the goal of leveraging the investment to achieve multiple community benefits, including affordable housing, affordable commercial spaces, cultural spaces, and childcare facilities. The 2021 Adopted Budget appropriated \$30 million in SIF funds. Work to develop and administer the associated grant contracts began in the summer of 2021.

[Ordinance 126393](#), which created a new JumpStart Payroll Expense Tax (PET) Fund in the City Treasury effective January 1, 2022, allocates funding to EDI. The 2024 Adopted Budget allocates \$20.5 million of PET funding for EDI, including staffing costs. The Mayor's 2025 Proposed Budget for EDI includes \$22.04 million of PET funding and \$6.2 million of STRT, including staffing costs. Funds from the STRT declined in 2020 due to impacts stemming from the COVID-19 pandemic. When feasible, EDI has also deployed Community Development Block Grant (CDBG) funds, not exceeding \$430,000 annually. Notably, CDBG funding is no longer a component of program funding due to changes in CDBG practices and consistent difficulty aligning Federal funding criteria with the scope of EDI projects and the need for funding flexibility by grantees.

As of 2024, the City has invested \$116.5 million in 77 unique, community-led inclusive growth and anti-displacement equitable development projects over nine award cycles through the EDI program–

75 projects remain active and two have exited the program due to one organization dissolution and one award cancellation prior to contracting. **Exhibit 6** summarizes the annual number of awards and total funding. In 2020, the EDI Division renewed capacity-building funds with Advisory Board approval and awarded \$1.8 million in COVID relief grants to 36 organizations that year. This total award is often referred to as the 78th EDI project. This resulted in a total of \$10.7 million in 2020 funds awarded to organizations and projects. In 2021, EDI saw a nearly \$30 million boost from the SIF grant cycle. Two RFP cycles in 2023 awarded a total of \$23.2 million to 31 total projects.

Exhibit 6. EDI Portfolio Investments by Year

Year	Fund Type	Awards	Projects	Funds Awarded
2017	Ordinance	5	5	\$6,035,500
2018	RFP Cycle 1	14	14	\$7,624,405
2019	RFP Cycle 2	17	17	\$5,802,700
2020	RFP Cycle 3	21	21	\$8,940,000
	COVID Relief Grants	36	NA	\$1,780,602
2021	RFP Cycle 4	26	35	\$16,635,907
	SIF Grant Cycle	12		\$27,896,930
2022	RFP Cycle 5	22	21*	\$18,588,526
2023	RFP Cycle 6 (Winter)	14	31	\$13,550,000
	RFP Cycle 6 (Summer)	20		\$9,582,651

Source: OPCD, 2024; CAI, 2024.

* One award cancellation.

** The EDI Program total budget in 2020 was \$10.7 million, which included \$1.8 million of one-time COVID relief grants which EDI administered to non-EDI organizations. The total of \$8.9 million was awarded to EDI programs.

Data notes:

- Award amounts often reflect multiple funding sources.
- Some projects receive more than one award type each year.
- Some projects receive funding across multiple years.
- Approximately \$4 million in project transfers to other departments account for the difference between \$116.5 million in EDI awards retained and \$120.4 total equitable development funds allocated.

Project Location and Overlap with Displacement and Equity

Exhibit 7 and **Exhibit 8** present intended and actual project locations and their overlap with:

- Seattle City Council districts.
- Racial and Social Equity Index, which identifies equity priority areas for place-based interventions based on concentrations of Racial and Social Justice Initiative priority populations.

- Displacement Risk Index highlights areas in Seattle where marginalized populations may be more vulnerable to displacement, using a composite measure that integrates data on demographics, economic conditions, and the built environment.

In total, 44 projects have acquired a site and are represented by a white dot on each map. Each map also includes the number of projects that intend to find a location in a certain Council District. The ultimate location of site acquisition is contingent upon several factors, including land availability, market conditions, and site suitability and these locations are subject to change upon site selection and acquisition.

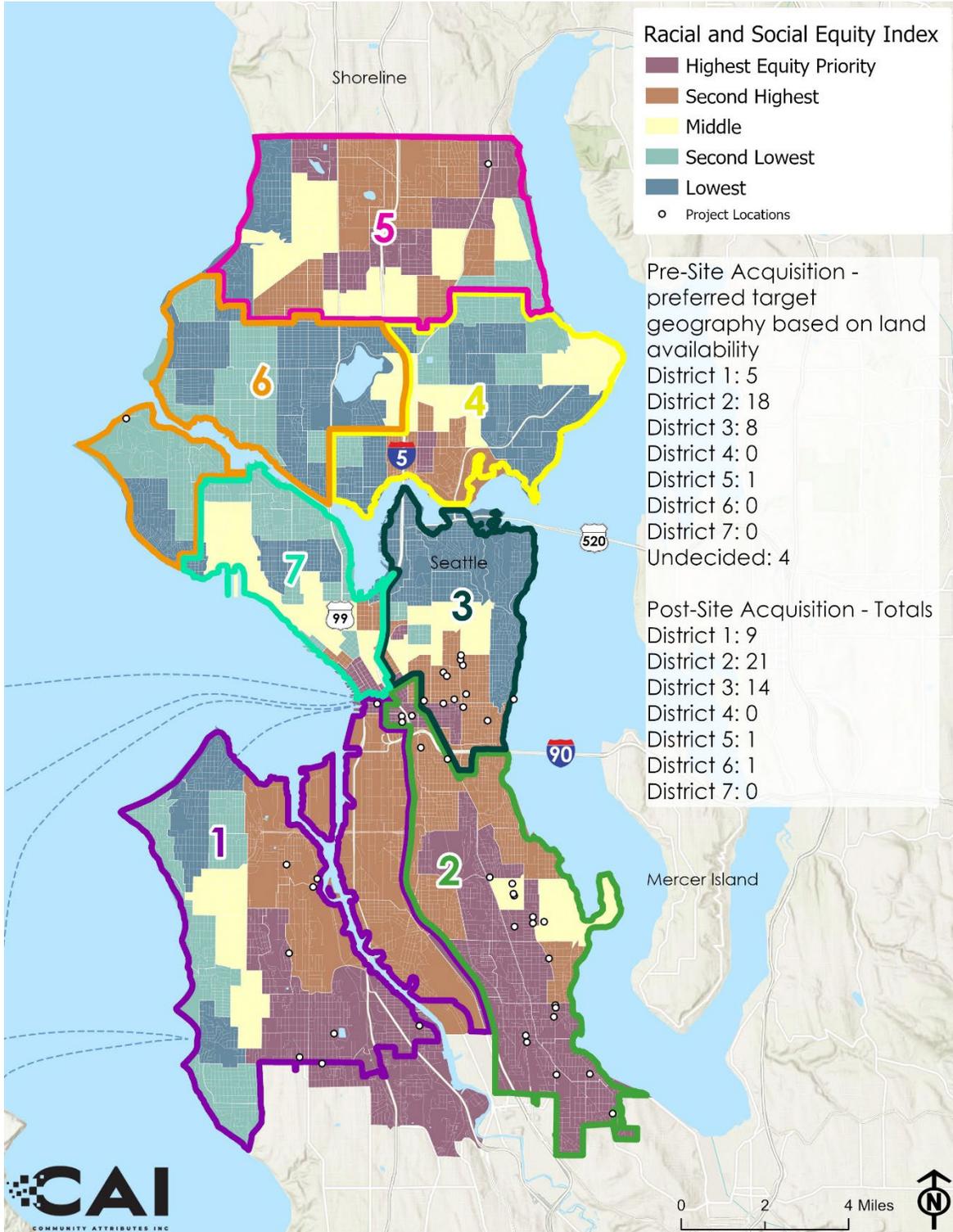
Exhibit 7 visualizes EDI project locations within Seattle City Council districts overlaid with the Racial and Social Equity Index. District 1 (West Seattle) and District 2 (southeast Seattle) have large areas that have been identified by the index as high equity priority areas. These areas correspond with a higher concentration of project locations, particularly in District 2, which has the highest concentration of project sites and intended project sites. Areas of Seattle that are least at risk for displacement or that have low equity-priority have fewer EDI projects, including Districts 4 (northeast Seattle), 6 (northwest Seattle and Magnolia), and 7 (downtown, South Lake Union, and Queen Anne).

The Displacement Risk Index reflects displacement risk impacting vulnerable populations, including people of color, individuals without a bachelor's degree, linguistically isolated households, and renters. Red and orange indicate a greater risk of displacement. Similar to the previous map, the distribution of projects correlates with many areas' vulnerability to displacement and socioeconomic pressures (**Exhibit 8**). High-risk displacement areas are concentrated primarily in the central and southern parts of Seattle, particularly in District 2 and parts of District 3. Neighborhoods which have a lower risk of displacement are located mostly in the northern and western parts of the City, particularly in Districts 5, 6, and parts of District 1.

Most EDI development projects are concentrated in high-risk areas for displacement (red/orange areas) and the highest equity priority zones (purple/orange tracts), particularly along major transit corridors and in historically underserved neighborhoods. This alignment indicates that the City's EDI development efforts are generally well-located amongst the communities most vulnerable to displacement and/ or inequitable economic outcomes.

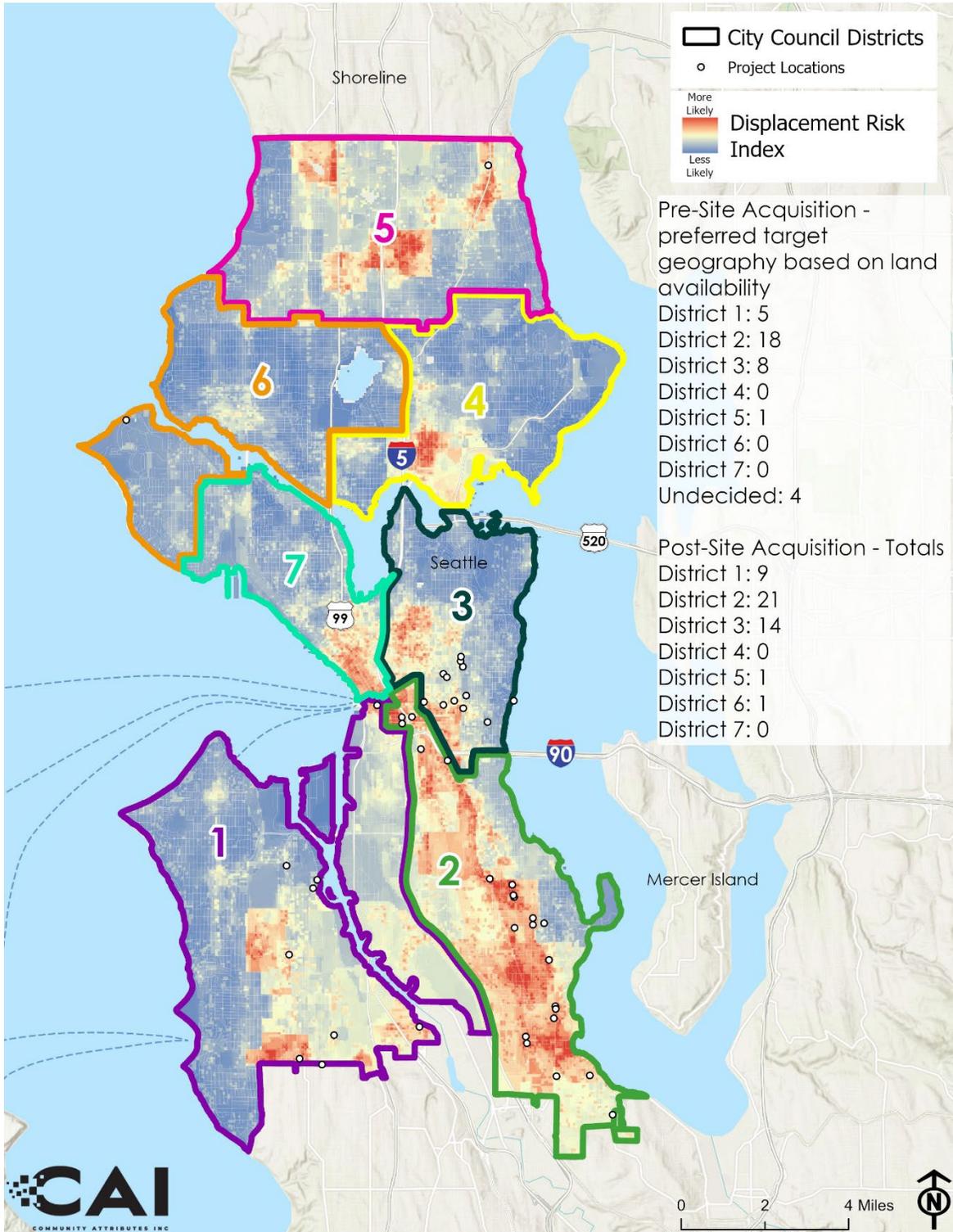
Please note that two of the 29 projects that are searching for a site are considering multiple Council Districts in their search; the target geographies listed in the maps sum to 31.

Exhibit 7. Racial and Social Equity Index, 2022



Source: City of Seattle Office of Planning and Community Development, 2022; City of Seattle Office of Planning and Community Development Equitable Development Initiative, 2024; CAI, 2024.

Exhibit 8. Displacement Risk Index, 2016



Source: City of Seattle Office of Planning and Community Development, 2016; City of Seattle Office of Planning and Community Development Equitable Development Initiative, 2024; CAI, 2024.

Project Status

The EDI program is designed to provide opportunities to build community wealth and invest public dollars in ways that enhance a community’s capacity to develop and implement projects that can become long-standing community assets. By design, EDI staff work with community organizations and projects with a diverse range of goals and project parameters. The following project phases help identify and categorize projects into three distinct segments:

- **Phase 1: Pre-Site Acquisition**, including Capacity Building.
- **Phase 2: Post-Site Acquisition**, including Capacity Building.
- **Project Complete**: Entered into EDI monitoring.

Exhibit 9 outlines milestones in Phase 1 and Phase 2, which include both the development process and capacity-building activities (some of which span the entirety of the project).

Exhibit 9. Project Phases and Milestones

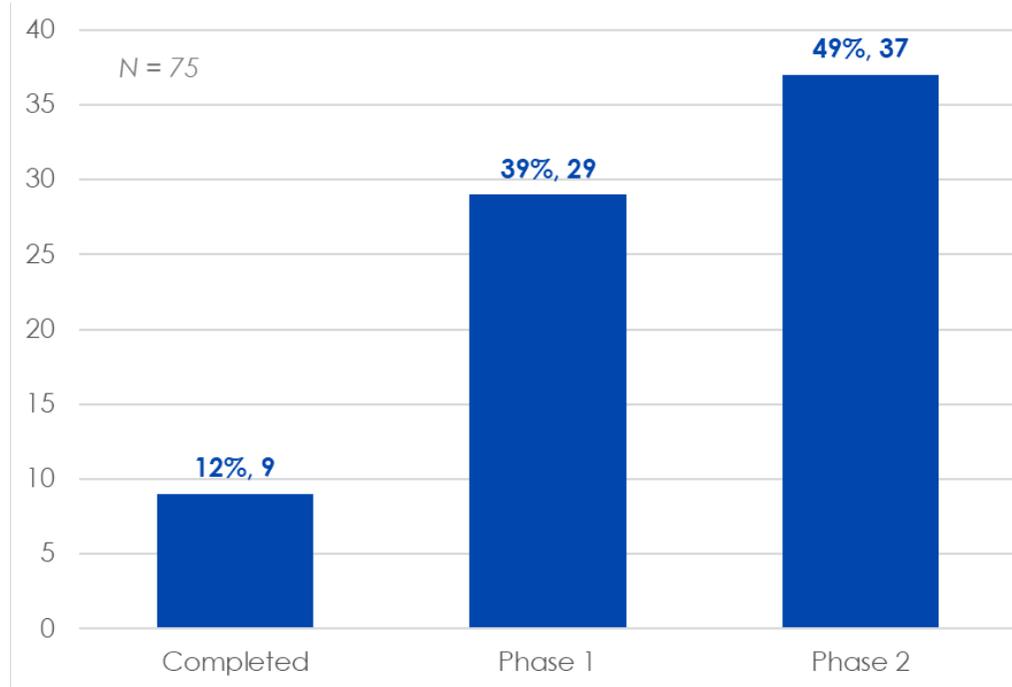
	Development Process	Capacity Building
Phase 1: Pre-Site Acquisition	Site search	Project scoping, visioning & planning
	Identify site of interest	Organizational readiness & operational infrastructure
	Negotiations with current owner	Capital campaign planning & fundraising
	Executing a purchase and sale agreement	Support for site acquisition
	Pre-purchase due diligence / feasibility activities	
	Addressing environmental issues with site	
	Pre-site control pre-development	
	Complete site acquisition, record EDI covenant, attain site control	
Phase 2: Post-Site Acquisition	Post-site control pre-development	Project scoping, visioning & planning
	Site planning and design	Organizational readiness & operational infrastructure
	Permitting	Capital campaign planning & fundraising
	Utility upgrades or hookups	Support for post site control pre-development
	Addressing environmental issues with site	Support for site development & construction
	New facilities site construction underway	
	Retrofit or renovation of existing structures underway	
	Complete construction	
	Business and operating plan to maintain facility completed and submitted to EDI	
	Attain certificate of occupancy for site or condo / transfer ownership of condos	
	Tenant Improvements	
	All site modification complete and site operable	
Transition to operation and begin annual monitoring with EDI		

Source: CAI, 2024.

Exhibit 10 from completed surveys. Fifty-seven organizations provided their project phase through the survey. OPCD program data provided the status of the remaining organizations, who did not complete the survey or answer this question. Nine organizations have projects that are operational and are in the monitoring period (12% of active projects). An additional 29 (39%) are in Phase 1 (pre-site acquisition) and 37 (48%) are in Phase 2 (post-site acquisition).

- 17 grantee organizations did not have capacity to respond during the survey period, however program data shows 3 are completed, two have exited the program, 8 are in Phase 1, and 4 are in Phase 2.

Exhibit 10. Number of Projects by Project Phase, Active Projects



Source: EDI Survey, 2024; OPCD, 2024; CAI, 2024.

The survey asked grantees to provide expected completion dates for each phase of their EDI-funded project. Phase 1 (pre-acquisition) and Phase 2 (post-acquisition) were divided into timeframes based on EDI's contracting, budgeting, and real estate activities. Phase 1 had a three-year benchmark, while grantees estimated Phase 2 would take around five years. However, the data did not account for differences between complex and straightforward projects.

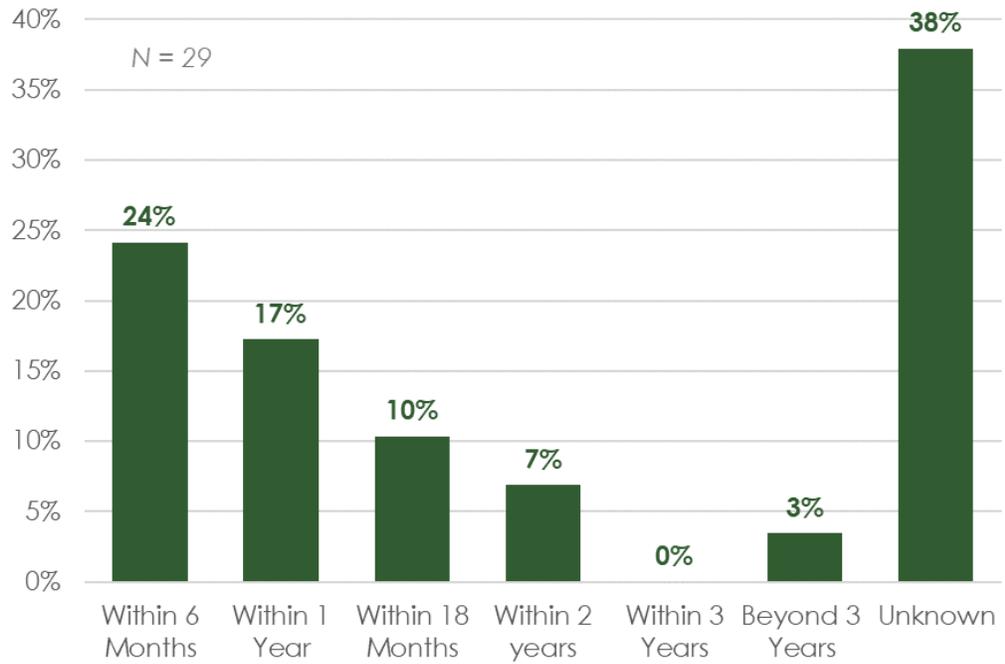
Additionally, EDI project management and market data suggest these timelines overlook the capacity-building required and market uncertainties, such as parcel scarcity, cost increases, or environmental issues. Grantees may underestimate their financial, technical, and scheduling needs due to limited resources, the desire to demonstrate success, or inexperience with tasks like permitting. While survey results suggest the full development process may take seven to ten years, grantees may not fully understand the typical timelines and challenges involved.

A total of 29 projects are in Phase 1; 18 (62%) of these projects provided their anticipated completion date for Phase 1 activities through the grantee survey (**Exhibit 11**). Approximately one-quarter of survey respondents anticipate completing Phase 1 activities within six months and 17% anticipate completion within one year. An additional 17% anticipate completion within two years. Of the active Phase 1 projects, 38% did not complete the survey or did not provide an anticipated completion date.

There are 37 projects currently in Phase 2 activities. Of these, 22% expect to complete Phase 2 within six months, and an additional 14% within one year (**Exhibit 12**). An additional 25% expect to complete Phase 2 within two years and 21% would like to complete Phase 2 within two to five years. A small share (3%) expect to be in Phase 2 beyond five years. Of the 37 active Phase 2 projects, 16% did not complete the survey nor provided an anticipated completion date.

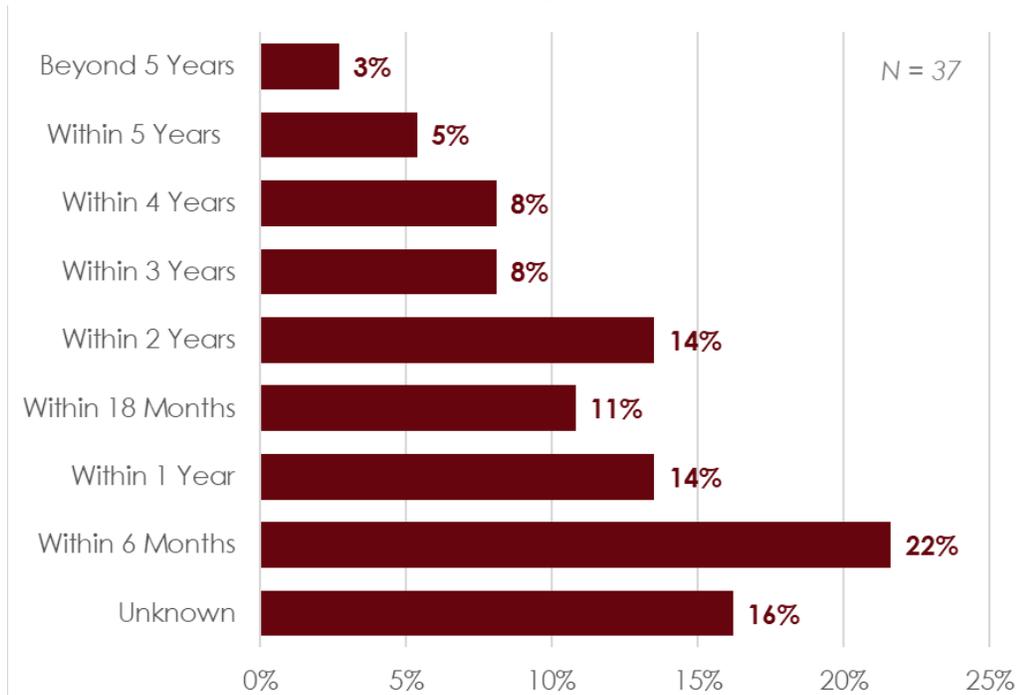
Exhibit 13 shows the anticipated completion date of the total EDI-funded project provided by survey respondents and broken out by project phase. Of the 75 active projects, 66 (88%) are not complete. Of these 66, 42 provided an expected date (representing 64% of active, in-progress projects). This includes Phase 1 and Phase 2 projects. Please note that projects completing Phase 1 may opt to pursue Phase 2 funding with the EDI program. Seven percent of respondents expect to finish their project by the end of 2024 (all of which are in Phase 2). 2025 will be a productive year for project completions, with a total of approximately 40% of organizations completing projects. Most of these are Phase 2 projects which will become operational in 2025. Seven percent will complete Phase 1 activities and may opt to pursue Phase 2 funding through EDI.

**Exhibit 11. Expected Completion Date of Phase 1
(Pre-Site Acquisition), Grantee Survey**



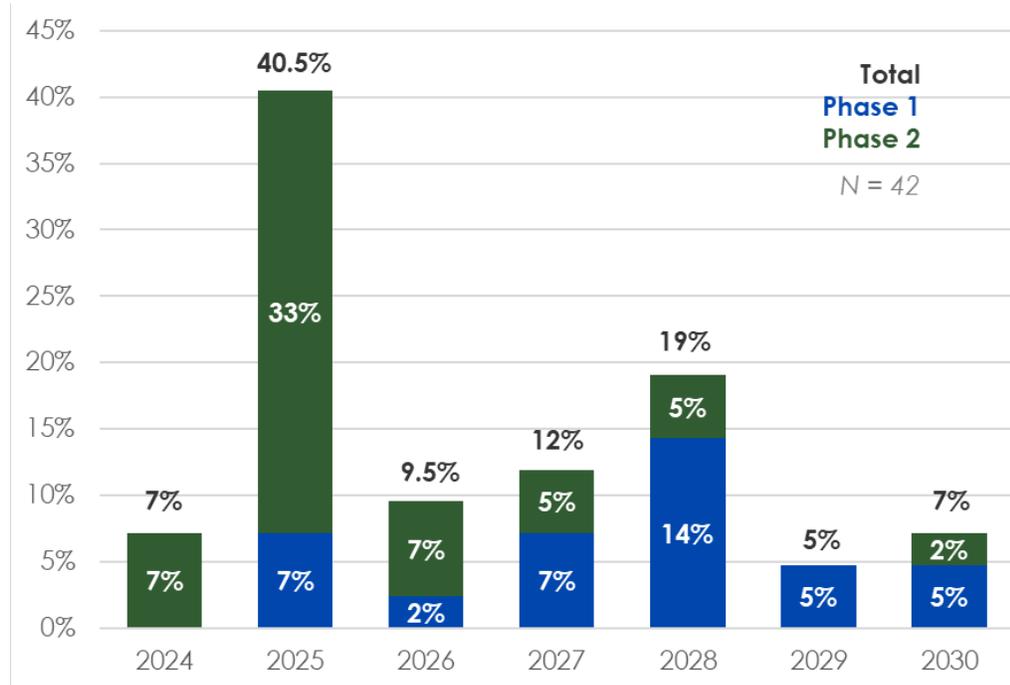
Source: EDI Grantee Survey, 2024; CAI, 2024.

**Exhibit 12. Expected Completion Date of Phase 2
(Post-Site Acquisition), Grantee Survey**



Source: EDI Grantee Survey, 2024; CAI, 2024.

Exhibit 13. Expected Completion Date of Total Project by Phase, Grantee Survey



Source: EDI Grantee Survey, 2024; CAI, 2024.

PROGRAM EVALUATION TO DATE

This section outlines and reviews EDI program evaluation completed *to date*. It draws on the Continuous Improvement Philosophy refined and adopted by the EDI Division and summarizes some of the tools which OPCD uses to administer the program. A section on grantee feedback summarizes open-ended qualitative data gathered through the survey on improvements to the program that would be helpful to organizations contracted under the EDI program. Finally, a literature review identifies components of reporting and data collection followed by other City of Seattle departments and programs with which OPCD aims to align future EDI program efforts. Additional information can be found in [Appendix C](#).

Summary of Evaluation Activity

Program Management Tools

In order to meet the unique needs of the projects and communities funded by the EDI program, adaptation and real-time agile program improvement are essential to program success and occur on an ongoing basis through project management. Project management activities vary significantly across project types. The flexibility of the EDI program was designed to support “shovel ready projects” and “shovel hungry projects,” meaning real estate projects identified and championed by communities at high risk of displacement, but without the equity to invest in early project planning or feasibility and/or where the project lead had minimal to no experience leading real estate development projects. Given the flexibility of the program and wide variety of project needs, staff support looks different across project types. Several distinct types include:

- For small **community-based non-profits that need permanent space to operate longstanding community services**, their EDI project will likely be the only real estate project they pursue. Capacity building may include organizational development and sustainability, contracting with fundraising consultants, real estate development consultants and project managers. Staff work with organizations to determine capacity needs and pathways for project success. Staff meet with the project sponsor quarterly to check progress and answer questions. Staff support contracting with the City for capacity building and capital project, process invoices, and track progress reports.
- **Community organizations with broader directives to implement community goals through more complex**

development projects, many will include affordable housing. These partners may hire staff to support project development and fundraising but will work with a more seasoned development partner to manage project development and construction. Project sponsors will hire their own legal counsel, development consultant, architects, and other soft costs. Staff support grantees through critical project milestones, contracting, processing invoices, and tracking progress reports.

- The final category represents **project sponsors who may receive early EDI funding to grow capacity as a developer and receive project funding, potentially for multiple projects**. Ultimately these grantees will become eligible for more traditional funding sources for projects such as Washington State Housing Finance Commission, Department of Commerce, Seattle Office of Housing, Low-Income Housing Tax Credits, CDBG, and may return to EDI for gap funding for future projects that align with EDI goals. Staff play a less hands-on role for these projects that already have the capacity to successfully build their capital stack and develop projects.

Since EDI joins projects early, sometimes even during the process to define project scope and timeline, coordination meetings with grantees are pivotal to project success. Overall cadence for grantee check-ins varies. During more active periods, contracting staff are meeting weekly or bi-weekly with grantees to review project trackers, track milestones, timelines, and critical paths to process completion. Post contracting, during the implementation phase staff may meet monthly or quarterly to process invoices and track progress. During meetings and via progress reports, staff identify program improvements to elevate to team and leadership.

Staff modify program practices through contracting and project delivery, as the program adapts to the needs of grantees while managing and mitigating risk to the City and stewarding public dollars efficiently. Program modifications and coordination occur through weekly team check-ins, briefings with OPCD leadership, City Attorneys' Office, and OPCD finance team.

Continuous Improvement Philosophy

The EDI Division employs a comprehensive Continuous Improvement Philosophy that blends established frameworks with adaptive methodologies. This approach centers on community needs, practical analysis, and a pro-equity lens, aiming to drive innovation, co-creation,

and empowerment in all evaluative activities. The philosophy ensures that program elements are continuously evaluated and improved in a way that responds to program design, implementation, community needs, and on-the-ground priorities.

At the core of EDI's methodology are several key approaches, including the GROW Model, Six Sigma, Participatory Action Research, Co-Design Action Research, and Kaizen Gemba. These methodologies collectively focus on goal setting, problem-solving, community involvement, and incremental improvements. By integrating these various approaches, EDI creates a dynamic system that is responsive to real-world feedback and community input.

The philosophy is built on several core principles, including iterative learning and improvement, community-informed solutions, incremental changes, broad stakeholder involvement, and ongoing refinement. These principles ensure that the improvement process is continuous, inclusive, and grounded in practical, manageable steps that can create significant positive impacts over time.

EDI integrates its philosophy through various points, including community co-creation, empowerment and participation, equity as a core principle, and continuous learning and adaptation. This integration ensures that the community is involved at every stage, from planning to evaluation, and that equity is embedded throughout all phases of the process.

The process itself follows a cyclical pattern of defining and assessing current realities, identifying goals, exploring opportunities and challenges, developing and implementing solutions, monitoring and evaluating outcomes, and reflecting on lessons learned. This cycle ensures that EDI's approach remains responsive to evolving community needs and city priorities, fostering a culture of continuous improvement where everyone is responsible for identifying and solving problems.

Additional information on the Continuous Improvement Framework may be found in Appendix C.

Grantee Engagement on Program Improvement

The grantee survey included open-ended questions about areas in which grantees would like to see changes or improvements. **Exhibit 14** shows the coding summary of common themes from grantees.

Exhibit 14. Grantee Engagement Common Themes, Grantee Survey



Source: EDI Grantee Survey, 2024; CAI, 2024.

Community Connections

Over one-third of respondents (40%) suggest that the EDI program would benefit from more community and neighborhood connections. They want to see more outreach done to communities to gain insight into their impacts on neighborhoods and what communities need from future EDI supported projects. There is an emphasis on increasing in-person outreach.

“Walk the neighborhoods with us. We can discuss vibrancy and see what is going on together and discuss our ideas with them prior to the actual submission of grant application which take a lot of time to produce. I realize this is asking a lot.”

“Public forums in communities experiencing displacement could provide a clear understanding of EDI and help residents collectively propose projects that better serve their communities.”

Technical Support

Approximately one-third (34%) of respondents want to see an increase of technical knowledge support in the program. Those who lack

experience in development express a need for educational opportunities in connection with funding to gain the most from the capital. The suggestions include more resources and meeting early in the process to introduce key points to grantees.

“I have a capacity building grant but EDI isn't offering any technical support or guidance. EDI should have a Development 101 training for everyone to understand the process and costs. Development equals networking and EDI can introduce us to industry leaders.”

“Once a grantee has been awarded, don't assume they know next steps or process. Grantees may not even know the questions they need to ask. Go through the contract together. Assume the grantee doesn't know what they're doing until they tell you they do.”

Funding Structure

Many respondents (34%) suggested changes to the funding structure of the program. Changes ranged from creating more predictable cycles and sources for funding available, to partnering with other funding sources and expanding options for grantees. Clarity and security of funding are crucial for respondents for planning the future of their projects.

“Make the EDI program a more predictable source of funding for community projects. Once funding is allocated the City should be patient with development timelines.”

“I think there should be three key changes necessary to make the EDI program a more useful partner. First, there should be more than one funding round. Second, funding pool should increase. Lastly, there should be a predictable queue for funding projects.”

General Transparency

The need for more transparency was a common theme from respondents. Some grantees experience a lack of understanding of the process for the program and hope to see an improvement in the clarity around their requirements. Other opportunities for increasing transparency include in the application process, funding resources, and predevelopment processes.

“Clearer information on paperwork for the Davis-Bacon Wages with contractors/the State. Clarity around invoicing and documentation to be submitted. Selection of contractors, already vetted and found to be worthy. It seems as if it is left up to us.”

“Transparency with grantees to understand what steps they need to complete in order to participate in the program.”

Grantee Input on Strategic Plan

One-quarter of respondents expressed interest in participating in the strategic planning process for the EDI program. Generally, they want to see more community engagement in the process and are willing to dedicate time to give their input. Many suggested in-person round tables and meetings to get the most from their time, and some expressed compensation for community contribution.

“We'd like our feedback in this survey to be incorporated/considered in the planning process. We'd like to participate in info sessions and/or other engagement activities.”

“I would like to see the process involve representatives of a diverse array of community members (not just owners of potential projects but beneficiaries of their services or outcomes). I would be happy to support as my time allows”

Policy Changes

Survey respondents requested City policy changes to support their projects outside of the EDI program. These changes largely focused on making the process of development easier, through more flexible funding and permitting processes. Other changes suggested included zoning and land use amendments, and specific changes that apply only to non-profit or community-based organizations.

“Previously discussed zoning bonuses (Connected Communities Pilot) were promising and would have been valuable and are no longer on the table. We would love to see that conversation resurface.”

“Provide expanded land use code amendments for site development bonus for BIPOC intuitions, beyond FBOs, who chose to develop affordable housing on their land.”

Increased Staff Support

Many respondents who value the staff support they have received through EDI want to see an increase in that resource. The value of having a connection in the process, with staff who can develop relationships with grantees, is a highlight of the program. Expanding staff resources to include diverse skill sets and experiences would benefit the organizations and their projects.

“I recommend trusting EDI staff, who have deep relationships in community. Supporting awardees by giving them the time and flexibility they need to navigate a competitive real estate market with record lows in inventory.”

“Enhanced inter-agency communication and collaboration within the City would be very helpful. Perhaps an EDI Liaison who could talk internally throughout City agencies.”

Other Grantee Suggestions

Respondents have a variety of suggestions on how to improve the EDI program and increase support from the city. These include:

- **Application Improvements:** Respondents are interested in making the application process easier and more predictable, as well as the need to address accessibility issues. This includes creating consistent evaluation criteria and evaluation committee year to year for returning applicants.
- **Feedback:** EDI does currently offer feedback for applicants who are not selected for funding; however, highlighting the option to debrief more frequently may increase grantee awareness.
- **General Flexibility:** More flexibility and ease with funding requirements, reporting process, and development requirements such as permitting and zoning is a priority for respondents.
- **Real Estate Resources:** Respondents would like to see more support in finding viable sites for their projects. They suggest EDI explore providing resources of available land for projects.
- **Grantee Connection:** Respondents expressed interest in more opportunities to connect with other grantees to share their experiences and work more collaboratively towards shared goals and values.
- **Small Business Support:** Many respondents want to see more support for small businesses through policy and funding to increase economic opportunities for their communities.
- **Expanding Capacity Building Support:** Capacity building is a vital part of this program, and respondents want to see continued support and expanded technical resources towards capacity building for their organizations.
- **Consulting Resources:** Respondents want more opportunities to meet with consultants who come from their communities and share their values and goals.
- **Interdepartmental Partnerships:** EDI partnerships with other City agencies involved in the development process would benefit respondents as a resource during their projects.

Literature Review of City Best Practices

The City of Seattle has in place a number of reporting frameworks, data to forecast program and funding needs, and other best practices which

the EDI Division could adopt to bring its own efforts into alignment with City best practices. Relevant components of these best practices, as well as external examples of comprehensive approaches to project tracking, reporting and evaluation are summarized in this section.

Aligning Long-Term Projects with the City Budget Cycle

The 2024-2026 Housing Levy Administrative and Financial Plan also highlights how the Office of Housing (OH) **approaches funding development projects that take 7-10 years within the City's biannual budget cycle**. OH uses a revenue projection model to identify shortfalls in its revenue sources for affordable housing. The department uses these data to work with Council on funds that will be administered over the seven-year period for pre-development costs, as defined in the Housing Funding Policies.

The EDI Division also funds long-term projects, and budget requests would benefit from the adoption of policies that codify fund appropriations for multi-year activities that exceed the duration of a City Adopted Budget.

Forecasting Revenue and Spending Impacts

The Office of Economic and Revenue Forecasts (OERF) maintains a **quarterly econometric model to produce regular regional economic forecasts**. This data helps to inform revenue forecasts. Forecasts include three economic scenarios (pessimistic, baseline, and optimistic) to inform revenue forecasts. Staff then make a recommendation on which of the three forecast scenarios should be adopted as the official forecast.

This forecast data includes metrics which are relevant to a forecast of EDI grantee and budget needs. OERF tracks percent change year over year and between reporting cycles to the Consumer Price Index (CPI), a measure of inflation that grantees may expect in certain development activities.

OERF also maintains a **CPI Inflation Dashboard** which tracks year over year change in Seattle household expenditures in categories like housing, transportation, recreation, education, and other goods and services.

OH takes into **account in its budget projections market impacts on projects** funded by the department. In its 2023 Annual Investments Report, it cites impacts on its affordable housing funding programs from rising costs in construction, lingering impacts from the pandemic, significant increases in interest rates and inflation, and all-time-high

operating costs for affordable housing providers. These factors combined resulted in a request for increased funding, as well as examination of the necessity for additional investment and where those funds would come from.

Identifying EDI Opportunities or Strategies from City Policy and Data

OH also **examines locations for funding projects in relation to certain developments, amenities, and neighborhoods**. One of the geographic entities they look at are affordable housing project locations within or adjacent to Urban Villages, which are Seattle’s most amenity-rich neighborhoods in terms of transit, schools, parks, retail, and other services. Other geographic considerations examined by OH include access to frequent transit service as well as the Displacement Risk Index.

Affordable housing funding programs are designed to be flexible in administration, all contractors working with the programs are required to enter data in the Homeless Management Information System (HMIS) for the purpose of overall program planning as well as program review. HMIS is a U.S. Department of Housing and Urban Development (HUD) **system that tracks these data nationwide**.

Program Evaluation Opportunities and Challenges

OH uses several metrics to track the impact of its policies and programs, and in some cases specific metrics are aligned with specific programs or goals. For example, one **metric OH uses to evaluate** its Housing Levy Program’s impact on Homelessness Prevention and Housing Stability Services is ongoing housing stability, defined as “the number of households who do not enter or return to homelessness 12 months after assistance to the household ends.”

OH outlines other metrics used to evaluate impact either more broadly, or for specific programs. These include:

General Accomplishments

- Production for each Levy program, including actual unit production and households assisted compared to goals.
- Affordability levels of housing produced with program funds, including actual levels compared to goals.

Rental Production and Preservation

- Number of projects and units funded, along with the amount of funding reserved for these.
- Location of funded projects.

Operating, Maintenance, and Services

- Operating Funding

Workforce Stabilization

- Contracts issued, buildings and units supported, and their funding level.
 - Information about the types of services and activities supported by the funds.
 - Information on workers supported, their wage levels, and staffing levels (including openings rates and turnover).

Homeownership

- Development Subsidy
- Number of projects and units funded, along with the amount of funding dedicated for these.
 - Location of funded projects.
- Down Payment Assistance
 - Number and value of loans closed.
 - Income and demographics of assisted homeowners.
- Foreclosure Prevention Program
 - Number and aggregate value of loans approved.
 - Income and demographics of those assisted.
- Home Repair Program
 - Number and value of grants closed.
 - Income and demographics of those assisted.

Resident Services

- Contracts issued, description of services provided, and their funding level.
- Information on resident services staff supported.
- Staff time spent on service provision.
- Number of households served.
- Description of services provided.

Short-Term Loans

- Loans made and status along with funding amounts approved and due dates or expected timing for repayment of funds, as applicable.
- Projected units to be produced or preserved.

Other departments within the City of Seattle recognize **the challenges associated with evaluating impact, or setting targets for specific metrics associated with policy impact**. Specifically, the Department of Neighborhoods, in a September 2023 memorandum to the Seattle City Council, indicated that there are inherent challenges in evaluating the impact of their policies and programs targeted toward an equitable economy and community wealth building. The memorandum notes that:

“Departments face difficulties when working with communities to forge new types of projects and Community Wealth Building models. For example, before seeking funding for a viable capital project, many BIPOC community groups first require support with capacity building and technical assistance. These investments, which often support research, learning, public education, coalition building, and other important yet intangible benefits, don’t often align with the expected timelines or types of measurable outcomes that the City Budget Office and City Leadership use to quantify impact. Therefore, these types of investments either aren’t made or are funded unofficially by departments by carving funding out of other areas of work.”

Approaches to Project Tracking, Reporting & Evaluation

There are various approaches to project tracking, program reporting, and evaluation, supported by a range of tools. Below is a list of these tools, including examples, pros and cons, and reflections on their potential utility for EDI. A successful approach, such as those used by Seattle’s Office of Housing, Office of Economic and Revenue Forecasts, and by relevant external examples², combines several of the elements below to create a customized and comprehensive framework which meets the program’s unique needs and effectively captures its value and impact. A comprehensive approach integrates both project management, including day-to-day tracking activities, with the outward facing program reporting and evaluation activities.

Various types of tools for project tracking and reporting tools are listed below:

Live Virtual Dashboard: A real-time, interactive dashboard that visualizes data through charts, graphs, and indicators. Typically cloud-based, accessible anywhere.

- Pros: Real-time data updates, customizable to user needs, capable of displaying diverse metrics simultaneously, and effective for visualizing and communicating data.
- Cons: Requires consistent data input to stay relevant, offers limited interaction and lacks detailed user engagement. While a dashboard could be a useful tool for EDI in program reporting and evaluation, it may not lend itself to project management activities or day-to-day tracking efforts.

² There are countless examples of external organizations applying a combination approach to program reporting and evaluation. A relevant example is the Solutions Project, an equity-focused grant distribution organization that utilizes a live virtual dashboard, project snapshots, and annual reporting. Explore here: <https://thesolutionsproject.org/>

- Examples: [Port of Seattle Equity Index](#), [NYC Equitable Development Data Explorer](#)

Static Recurring Reports: A detailed report that summarizes project progress, successes, and outcomes, produced on a regular schedule. For example, EDI may consider aligning this type of reporting and evaluation with the City’s budget cycle.

- Pros: This approach is structured and formal, providing detailed insights that are useful for historical record-keeping and formal presentations. Reports can be printed or shared digitally.
- Cons: It is not real-time, with data only relevant up to the report’s creation date. Reports are time-consuming to produce and lack the flexibility of more dynamic reporting tools. Similarly to a dashboard, regular reports can be a very useful tool to address program reporting and evaluation, but this approach does not lend itself to project management activities or day-to-day tracking efforts.
- Examples: [Ramsey County’s Emerging and Diverse Developers Program](#), [4Culture Building for Equity Program](#)

Web-Based Reporting Platform: A comprehensive online tool that allows users to track, monitor, and report on the progress of projects, indicators, or metrics. It’s a web-based solution that centralizes data from multiple sources, enabling stakeholders to log in, view progress, and access reports in real time. Web-based platforms can range from being internally focused, with more of a focus on project management activities, and being outwardly focused, with more of a focus on program reporting.

- Pros: Platforms are centralized and easily accessible for all users, allowing ongoing and interactive input. It integrates multiple data sources, provides real-time updates, and is both scalable and comprehensive.
- Cons: Development and maintenance costs can be high, users need to be trained on the platform, and platforms require consistent data entry to function effectively. While this type of platform is well integrated with project management activities and day-to-day tracking, the built in reporting options may not be easily customizable or inclusive of unique data or metrics. Therefore, this tool may not be the most effective tool for reporting or evaluation.
- Examples: [The City of Phoenix’s T2050](#), Asana, Trello, Basecamp, Power BI

Customer Relationship Management (CRM) System: A comprehensive software platform that is used to manage relationships and interactions

with clients, track progress, and report outcomes. Using a centralized database, a CRM automates dashboards, project profiles, reports & analytics, and provides task management and communication tools.

- Pros: CRMs are comprehensive, automate and standardize many project management activities, and effectively collect and generate data, including historical records. They also provide detailed reports and are ideal for tracking interactions and long-term client engagements.
- Cons: Users must invest time in learning the platform, and data entry can be time-consuming. Additionally, development or licensing can be costly and require significant time. This type of platform is well integrated with project management activities and day-to-day tracking, however, built in reporting options may not be easily customizable or inclusive of unique data or metrics. Therefore, this tool may not be the most effective tool for reporting or evaluation.
- Examples: Salesforce, HubSpot, Zoho CRM, Microsoft Dynamics.

FUNDING HISTORY AND FUTURE ALLOCATIONS

This section summarizes OPCD data on EDI funding since the program's inception. In addition, this section identifies potential future funding requests, provided by respondents to the grantee survey, and examines considerations for future funding allocations.

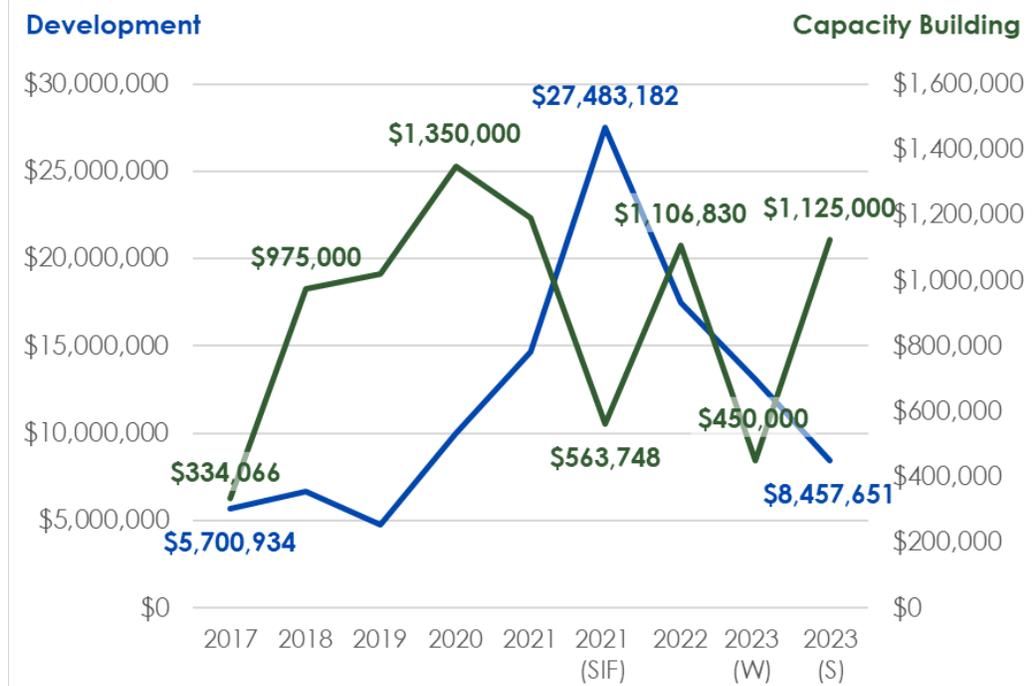
Funding History

Since its inception, the EDI program has awarded approximately \$116.4 million over nine award cycles (less approximately \$4M in funding managed by other City departments). **Exhibit 15** outlines the total amount awarded per cycle by project type and **Exhibit 16** outlines the average awarded per cycle for both capacity building and development grants.

EDI Capacity building grants currently limit individual awards to \$75,000 at a time per organization, and organizations can apply for and receive capacity building support more than once – one-time Strategic Investment Fund (SIF) capacity building awards were capped at \$41,250. In total, EDI has awarded approximately \$8 million in capacity building grants.

The average development funds awarded to organizations is approximately \$1.7 million and has ranged in total between \$200,000 and \$6.2 million over the course of a project's EDI contract. In total, EDI has awarded approximately \$109 million in capital awards. These grants support development activities, including site acquisition or improvements, which vary in each award cycle. This is largely due to the fluctuating project needs and the number of organizations applying for funds each cycle.

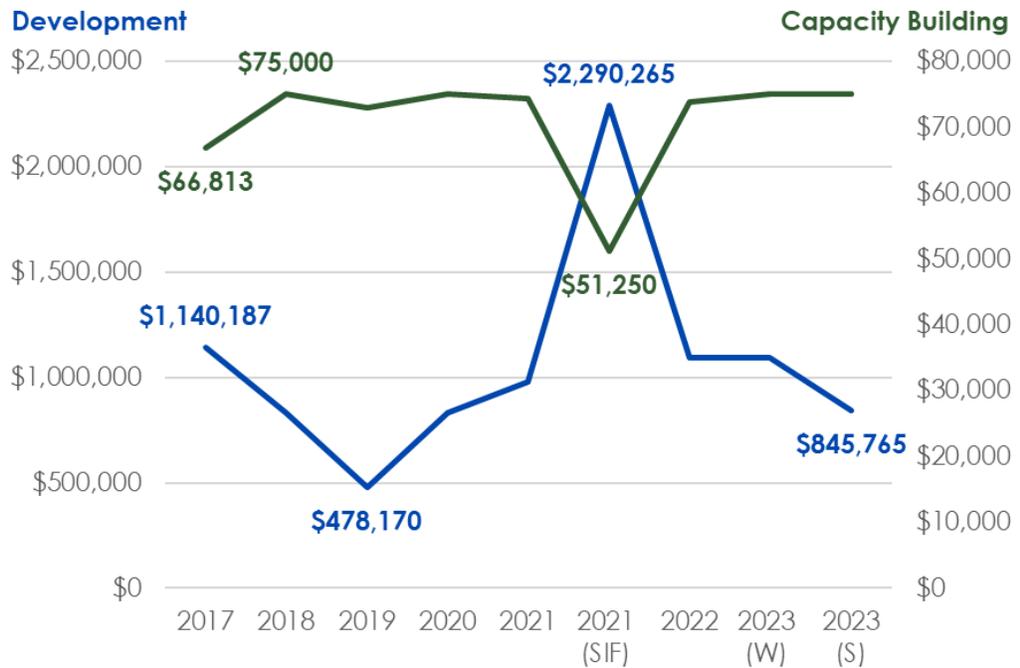
Exhibit 15. Total Funding by Award Cycle and Project Type



Source: OPCD, 2024; CAI, 2024.

Note: Funding amounts have been rounded to the next whole number.

Exhibit 16. Average Funding by Award Cycle and Project Type



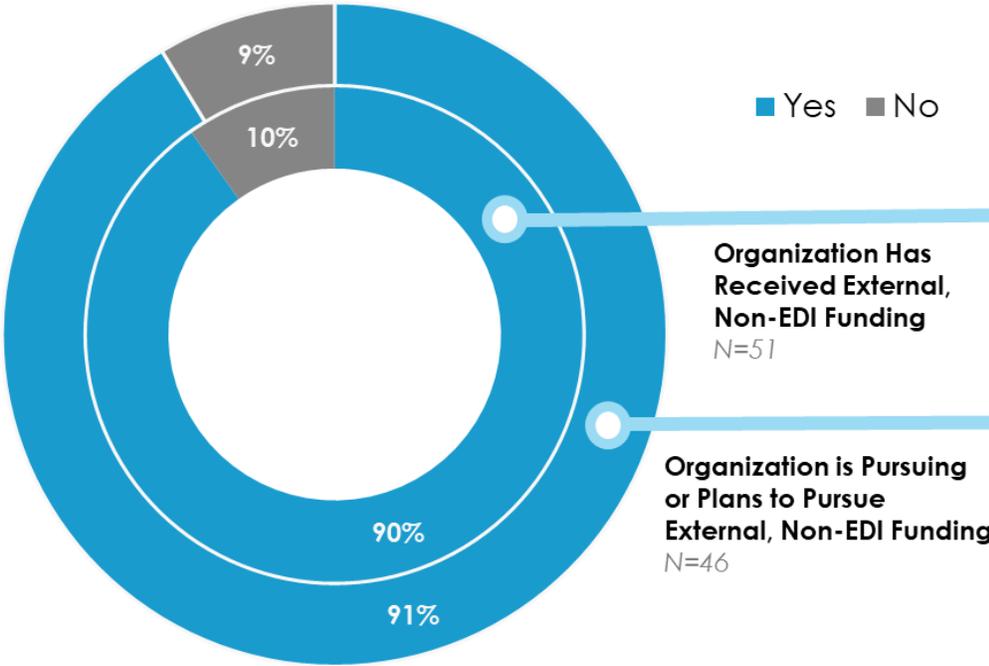
Source: OPCD, 2024; CAI, 2024. *One-time 2021 Strategic Investment Fund (SIF) capacity building awards were capped at \$41,250.

In addition, the vast majority of grantees have received funds to date from sources other than EDI (90%) and/or plan to apply for or pursue funds from external sources (91%) (

Exhibit 17). Grantees report the following ways EDI funds can be used in conjunction with external funding.

- To catalyze and establish their project, better positioning an organization to pursue other funding sources.
- As a stop gap measure when external funding is inconsistent.
- To build capacity to be able to fundraise or pursue other grants.

Exhibit 17. Receipt and Planned Pursuit of Non-EDI Funding Sources, Grantee Survey



Source: EDI Grantee Survey, 2024; CAI, 2024.

Estimated Future Funding Needs and Requests

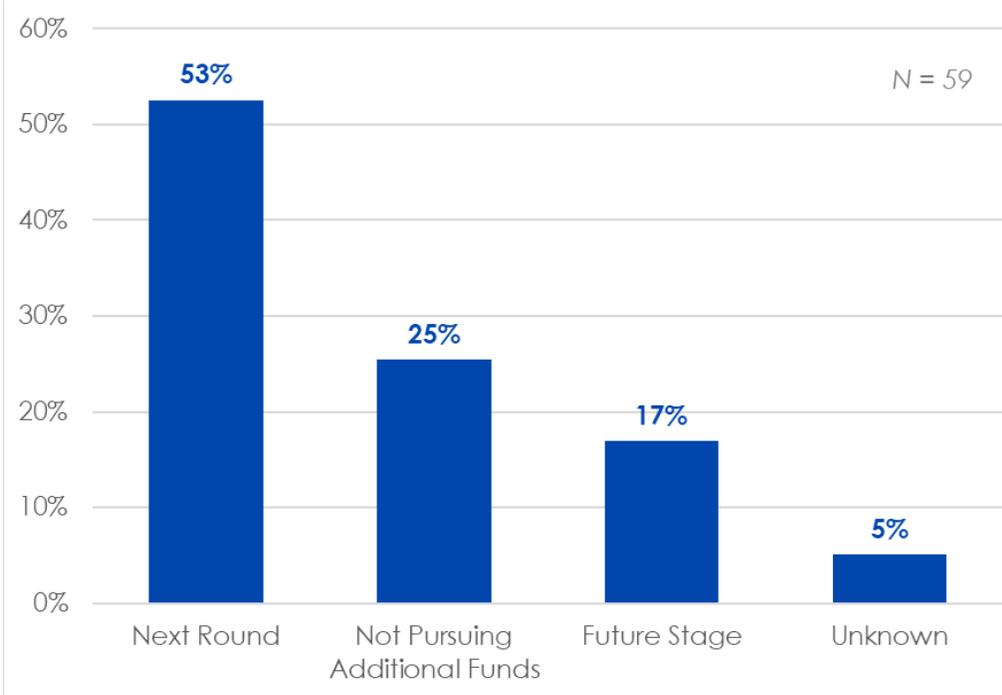
The grantee survey asked EDI grantees if they plan to apply for additional EDI funds and, if they do, how much funding they anticipate needing. **Exhibit 18** shows grantee responses to their plans to apply for future EDI funding. Of the 59 responses to this question, 70% plan to apply for additional EDI funding in future award cycles. Approximately half of respondents plan to apply in the next award cycle and 17% in a future round. One-quarter of respondents do not plan on applying for additional EDI funding. This includes completed projects as well as

active projects. Three respondents are unsure of future funding needs from EDI.

Exhibit 19 aggregates grantee responses to their funding gap to project completion, as well as estimates of their future EDI funding requests. Respondents report a total funding gap to complete active projects of \$590 million. The estimated amount requested is approximately \$69 million. Respondents anticipate requesting the majority of this (\$58 million) in the next award cycle round, with the remaining \$10 million requested in future award cycle rounds.

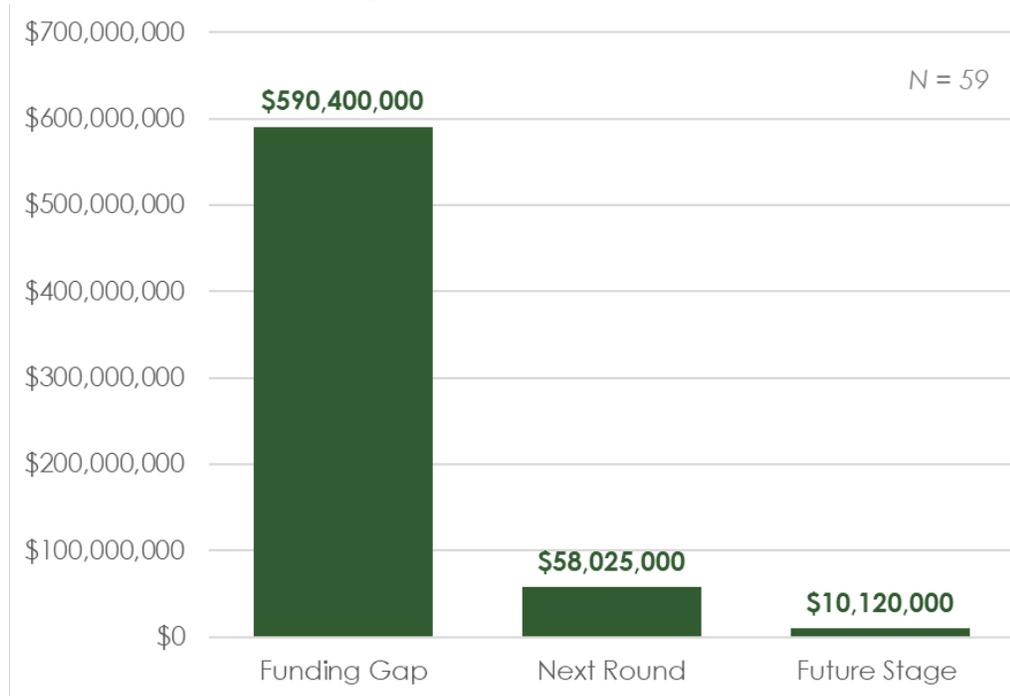
Additional information on project-by-project funding gaps and plans for future EDI award cycle applications can be found in [Appendix B](#).

Exhibit 18. Planned Future Applications for EDI Funds, Grantee Survey



Source: EDI Grantee Survey, 2024; CAI, 2024.

Exhibit 19. Total Funding Gap and Anticipated Funding Requests, Grantee Survey



Source: EDI Grantee Survey, 2024; CAI, 2024.

Considerations for Future Funding Allocations

Estimates on future funding needs provided by grantees through the survey vary widely and are very closely tied to the phase of the project and other project components included in this report. Respondents report a funding gap to project completion that ranges from \$300,000 to \$85 million. For example, the Opportunity Center at Othello Square hopes to complete site acquisition within one year before it begins any capacity building or development activities under Phase 2. The organization anticipates a funding gap of \$80 million to accomplish the project it originally scoped with EDI. It does not anticipate any additional funding requests from EDI in support of site acquisition, but it could reapply for Phase 2 funding in the future. In addition, some projects are only contracted for capacity building support. Their future requests could be as little as a single additional \$75,000 capacity building grant.

Furthermore, site acquisition costs are very site dependent and could see variability based on project components (i.e. key features or services the organization intends to provide on-site) as well as larger market or development considerations. For example, some sites in high-priority areas for EDI projects may require environmental remediation before construction or development can begin on a site. Another example of

this is the changing demographics within communities experiencing high rates of displacement and how these changes affect project development, implementation, and funding needs. This presents a funding need and barrier to project completion that is highly site specific and difficult for EDI to predict on a project or program level.

Current award cycle allocation decisions are made on a case-by-case basis by OPCD and incorporate the number of projects requesting funding per cycle, the project's phase and other needs, and the availability of EDI funds as appropriated in the City budget, and evaluation to award cycle criteria that is refined with the Advisory board based on available data, evolving community needs, and past funding and gaps. This allows EDI to maintain flexibility in its project allocations and adapt to shifting development conditions that EDI projects and organizations are navigating.

However, two of the recommendations in this report (included in [Considerations for Program Improvement](#)) include deeper assessment of strategic data needs to develop and integrate a more strategic and data-informed funding model to EDI's current budget processes as well as creating a regular reporting framework that includes regular status updates on EDI projects, refines and standardizes annual monitoring report requirements, and provides reporting on the program as a whole. The data and analysis that would be completed under the implementation of these recommendations would be crucial in developing a better understanding of project needs by phase and creating a more sophisticated and data-informed funding model.

Until this analysis is complete, EDI must maintain flexibility in funding allocations to its existing projects that allow it to:

- Respond to the City's bi-annual budget allocations to the EDI program.
- Account for a project's phase as well as current and upcoming activities.
- Respond to larger development considerations, including inflation, cost of construction, and other factors outside of the City's control.
- Adapt to social and community conditions, which include the ongoing and evolving impacts of neighborhood and demographic change across the city on EDI projects and organizations.

SUCCESS TO DATE AND OBSTACLES TO COMPLETION

This section addresses the fourth and final directive from Council Ordinance 127036: *identification of obstacles to completion of these projects unrelated to the funding*. This data was compiled through the grantee survey; results are coded to identify common themes. This section also includes coded results of a grantee survey question on project success to date.

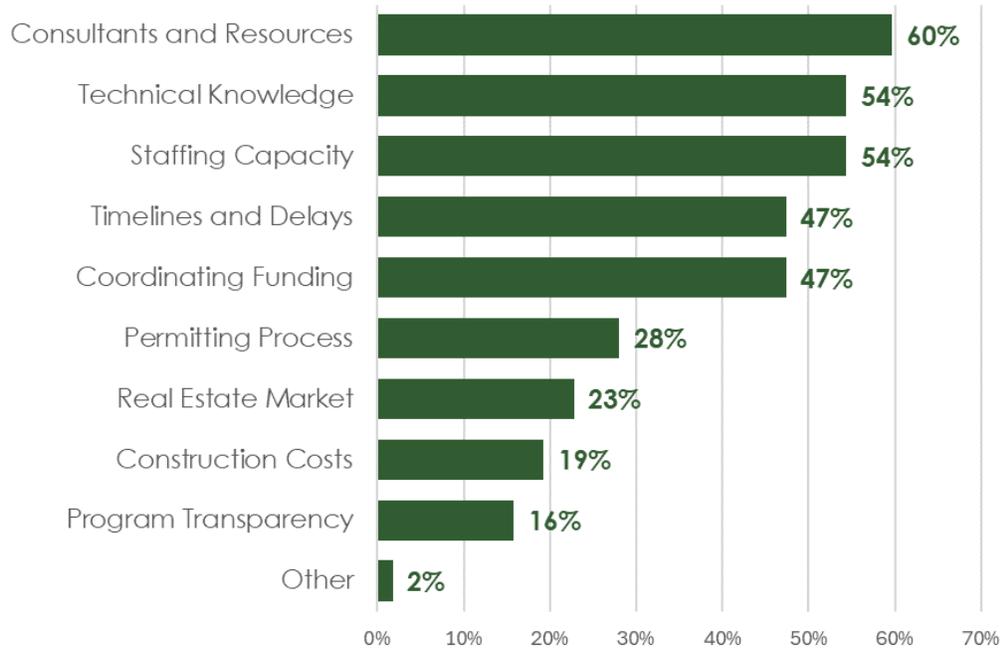
Obstacles and Barriers to Projects

The EDI program supports community organizations in navigating fundamental challenges associated with development. Obstacles such as market uncertainties, parcel scarcity, rising costs, environmental issues, and gaps in knowledge or processes project development and completion difficult. EDI grantees need ongoing engagement, technical assistance, and capacity-building support, which times time and effort for both OPCD staff and the grantees themselves. Given the diversity of projects, there are also barriers unique to each individual experience. And further, since each project is unique, community-driven, and operating in a different context, even similar challenges are experienced differently, leading to varying completion rates across projects.

Aiming to better understand the common challenges organizations encounter at different stages of development, the survey asked grantees to discuss their obstacles and challenges. This section also highlights recurring issues that have arisen across projects and details how these challenges have affected their work with EDI.

Exhibit 20 summarizes the most common challenges, obstacles, and barriers that grantees spoke of in their survey responses. Over 50% of respondents have experienced the three most common barriers: access to consultants and resources, lack of technical knowledge, and staffing capacity within their organization. Some obstacles, including those related to the permitting process and construction costs, affect fewer respondents, but can stop or pause a project if not addressed.

Exhibit 20. Most Common Barriers, Grantee Survey



Source: EDI Grantee Survey, 2024; CAI, 2024.

Consulting and Technical Resources

A majority of survey respondents (60%) expressed that access to resources and trusted consultants is a significant challenge for their project. Community organizations have unique visions and desire their partners and consultants to align with their values, which can be difficult to navigate. Respondents also value working with consultants and partners in their community, and many have experienced a lack of BIPOC representation in design, engineering, and construction.

“Finding values aligned, experienced, and reliable contractors - from realtors and attorneys to landscapers and builders”

“Stakeholders (contractors, architects, etc.) don’t understand the gravity of helping a community’s unique vision come to life.”

Technical Knowledge

Over half of survey respondents have little to no development experience, and 54% cite that their lack of technical knowledge is a barrier to completing their project. Lack of experience impacts their ability to secure start-up funding, navigate the site acquisition and development processes, along with making it more difficult to connect with trusted consultants and resources needed to move the project forward. These respondents value gaining experience through

participation in the EDI program but see it as a challenge when they also lack the support or resources to move the project forward. The lack of experience across EDI grantee communities is symptomatic of historical disinvestment and the snowball effect of this disinvestment persists through EDI grantee experience working with funders and development partners

“Low experience in development is viewed as a risk by funders, developers, and financiers and they avoid working with us.”

“Imposter syndrome - feeling like you don't know enough to make decisions, allow for others to take capitalize on your information gaps.”

Staffing and Capacity

For 54% of the grantees who responded to the survey, their largest challenge is their organizational staffing needs. Many shared that the development work of their EDI projects were in addition to their community services that they are already providing, leading to a strain on their staff capacity and requiring them to increase their staff or hire consultants. This is exacerbated by staff turnover, small staffing numbers, and volunteer-based staff. Community organizations and nonprofits experienced burnout and budget constraints related to the amount of work related to the project.

“We are currently in need of support with funding for staffing to move the project forward while also solidifying internal processes and operations of the organizations.”

“Balancing the demands of current responsibilities with the need to invest time in learning and developing new skills can be a significant barrier.”

Timelines and Delays

47% of respondents reported that extended timelines and delays are the biggest challenge for their work. Because of the long timelines for many projects, respondents have trouble maintaining staff capacity and funding throughout the projects. The delays stemmed from a variety of factors, including the permitting process, staff capacity, and funding gaps, along with factors out of the organization's control including property owner timelines and the COVID-19 pandemic – which slowed visioning, design, engineering, City processes like permitting, and construction due to social distancing, a concrete and labor shortage, and triggered cost escalations in the post-pandemic recovery period

“Waiting on project funds to be eligible - we run a risk of having to purchase space at market value due to unnecessary closing & carrying costs for the project.”

“The seller is in bankruptcy proceedings, which is drawing out the timeline.”

Coordinating Funding

47% of respondents cited funding logistics as a major obstacle for their project – including obtaining, sustaining, and aligning funding with EDI funds. Respondents experience difficulty around the ability to plan for the future without secure funding. Some have trouble establishing connections to outside funding sources and aligning funding sources to apply them concurrently to cover development costs. Public funding has unique requirements that leave little flexibility for grantee projects trying to use them for different aspects of the development.

“Our project includes affordable housing so there are some challenges and uncertainty about the funding for the housing. We would need all of the funding to align in order to move to the construction phase.”

“The uncertainty of funding year to year makes it challenging to think and plan far ahead. EDI projects face many more challenges than traditional developers who are able to buy land upfront and get started with breaking ground right away.”

Permitting Process

28% of all survey respondents experienced challenges with zoning, permitting, and the city application process. For a few respondents, these challenges have created delays or even standstills in their project. They mention being inexperienced with the process and the overall complexity of the permitting and design review processes in Seattle. Many grantees have not pursued development activities before and are relying on partnerships and guidance to complete the predevelopment process.

“We are told to submit a new permit application and start a new review, if we want to benefit from the EDZ code. Under it, our project better meets our needs, but the implications of a new review would be costly and delay things.”

“We need help addressing the revision issue with SDCI. There should be a way to conduct a review of the revised design without having to start a new application, especially when it is only adding minimal square footage.”

Real Estate Market

For 23% of respondents, the Seattle real estate market was a significant barrier for site acquisition. Often sites that are a possibility for grantees had complications including environmental issues or rezoning, and the quickly moving market was a challenge when funding moved at a slower pace.

“Scarcity of suitable land in Seattle. The parcels that are available come with many challenges. It's more expensive/complicated to develop due to environmental issues or needs a rezone. If a suitable parcel is available, it comes at a premium.”

“Finding a site and moving quickly were a challenge, support identifying off-market listings or surplus properties would have been easier than on market purchase.”

Construction Costs

The cost of construction and development are a major barrier for 19% of respondents. Inflation, labor costs, and permitting fees are all concerns for grantees during development, and rising costs combined with extended timelines for the projects make the project less feasible and difficult to plan for. For many respondents, the State of Washington Prevailing Wages on Public Works Act requirement to pay [prevailing wage](#) (WAC Chapter 296-127) were difficult to manage.³

“The biggest obstacle we're facing at present is the cost associated with the second phase of construction and site activation. In addition, there have been hurdles associated with navigating SDCI and their need for code compliance for an adaptive reuse.”

“Discovering that inflation has greatly affected the cost of materials has been a challenge we continue to cope with.”

Program Transparency

16% of respondents have experienced difficulties with EDI program requirements and generally ask for more transparency in program requirements and processes. There was a lack of awareness of requirements for the funding to be used, and what the funding could be used for. Other participants have had difficulty connecting with a new

³ The State of Washington defines prevailing wage as “the hourly wage, usual benefits, and overtime paid in the largest city in each county, to the majority of workers, laborers, and mechanics performing the same work. The rate is established separately for each county.” The Prevailing Wage Law requires workers be paid prevailing wages when employed on public works projects.

EDI project manager after staff turnover and felt that project managers lacked the knowledge of development to guide them in the process.

“[We need] guidance and information on the EDI/City requirements, clear direction on process, steps. For example, we were not aware that we required three bids from contractors. For prevailing wage, we were unaware of process and EDI was also learning the process.”

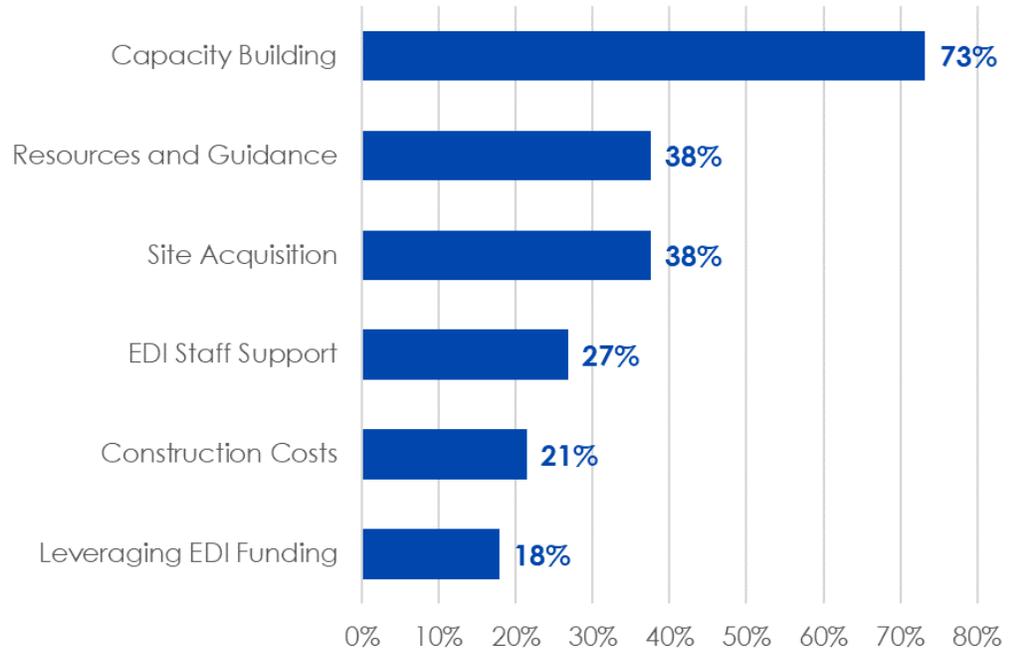
“Clarity on the process sooner. EDI needs to be upfront with what is allowed and what isn't.”

Project Success to Date

Success for the Equitable Development Initiative is rooted in its ability to move forward two broad goals with the purpose of both preventing displacement and increasing access to opportunity by creating strong **communities and people** as well as **great places with equitable access**. The program does this by addressing historic and market inequities through investing in projects and programs that increase access to opportunity and mitigate displacement. 49% of projects who have been awarded EDI funds have been able to either obtain land ownership or improve their existing sites to better serve their community and reduce future chances of displacement of their services from their neighborhoods. Success for these projects has ranged from completed and operational projects to the expansion of capacity building and technical knowledge for organizations that would otherwise not have access to resources to expand their programs and services.

To better understand what aspects of EDI have been most effective, the survey asked grantees to describe how the EDI program has helped support their work and where program funding has been most useful for their respective projects. Exhibit 21 summarizes those responses and is followed by a synthesis of the grantees' perspective on what has been most successful during their participation in the program. The majority of grantees (73%) saw the most benefit in the capacity-building support the program has offered them for their organization. Approximately one-third of respondents also cite resources and guidance through the development and site acquisition processes as particular benefits to their involvement in the EDI program.

Exhibit 21. Most Common Successes, Grantee Survey



Source: EDI Grantee Survey, 2024; CAI, 2024.

Finished Projects

Of 77 EDI projects, 75 remain active, and nine (9) have successfully achieved operational status at their site. Some organizations are currently operating out of their acquired site or building while finishing their EDI project.

“Our site is up and operational. We would like to develop culturally relevant structures over time.”

“EDI funding came at a critical time for the project. As the first funding in, it helped leverage state funding one for one and enabled the project to start on time and be completed on budget.”

Site Acquisition

42% of survey respondents have acquired a site for their EDI project. 38% of respondents attributed the ability to acquire their site to funding and support received through EDI.

“Site acquisition would not have been possible without EDI funding. And the backing of such a reputable program has allowed us to continue to grow our grant revenue, with a large increase in personal donations following the excitement of our first purchase”

“EDI provided the much-needed initial funding that has allowed us to purchase property for the project. EDI staff went above and beyond to coordinate the execution of the sale. They are incredibly amazing, and we are deeply grateful for their support.”

EDI Staff Support

Many grantees expressed gratitude for EDI staff support during their project. They especially appreciated their EDI project managers who offered them technical resources - and even emotional support - during difficult portions of their project.

“From day one, EDI staff has provided key technical support, clear information, and insight into the development process. Our site purchase involved multiple agencies, and EDI staff played a critical role in ensuring smooth coordination of the transaction.”

“My EDI contact was absolutely wonderful. She talked me off of the ledge a few times and assured me that everything would be fine. I think most of all though, the willingness to be flexible was what helped the most!”

Capacity Building

Nearly three-quarters of survey respondents (73%) discussed how important the EDI program has been to support capacity building for their organization. Regardless of the aim of individual projects, capacity building has been an important use of funding for the grantees.

“The capacity building funds have been immensely useful and key to the success of the project.”

“Capacity funds to hire a real estate development consultant to help figure out how to deal with an environmental cleanup.”

Leveraging EDI Funds

Participation in the EDI program has allowed respondents to leverage funding and partnership to obtain support from other government and private sources. For projects early in the process, support from the EDI program lent legitimacy to their work for other investors and sometimes resulted in matched or additional funding.

“We leveraged the EDI 2019 award to secure an additional \$3.5M from other sources. The EDI funds were critical to help us get through the phases of predevelopment, site planning, permitting, and enabled us to have a project manager and infrastructure support”

“The award from EDI has helped leverage additional funding, including \$450,000 from the Social Justice Fund. We have a \$1 million pending request to the State Department of Commerce via the Communities of Concern Commission”

Technical Resources and Guidance

Over one-third of respondents (38%) expressed gratitude for the resources and guidance offered by EDI in addition to their project funding. The most popular resources and guidance included navigating the Seattle Department of Construction and Inspections (SDCI) and other city departments and providing opportunities for community networking and workshops. These have been especially helpful for grantees who have less experience in the site acquisition and development process.

“EDI has been able to communicate with Seattle Permitting Dept which has made the process easier, as I do not speak 'permitting' language. Has also helped with keeping the project on track.”

“EDI helped with providing workshops on the various aspect of real estate development, and asset management. The proforma template was very helpful.”

FINDINGS

The following findings synthesize the preceding sections and will be carried forward into the recommendations section of this document to inform considerations for program improvement.

Project Status Update

- Among all active projects, **nine are complete** and have entered the operations and monitoring period. Another **37 are in the second phase** of their project, or the post-site acquisition phase. The remaining **29 grantees are in the site acquisition phase** of their work (phase 1).
- Nearly half of all respondents anticipate completing their projects and **entering the monitoring phase by the end of 2025**, and an additional 10% anticipate completion by 2026.
- Out of 75 active projects, approximately 40 are or are pursuing locations in **District 2**, which has areas of highest and second highest equity priority based on the City's Racial and Social Equity Index. Additionally, projects in District 2 are located in areas with the highest displacement risk based on the City of Seattle's Displacement Risk mapping. **District 3** has the second largest number of projects, of which most are located in areas with high equity priority and high displacement risk.

Evaluation Activity

- With the range of these types of organizations and the projects they pursue, EDI staff prioritize a **nimble and flexible approach** to project management and support. Different phases of projects may call for a different level of communication and collaboration.
- In addition, **staff continue to modify and improve program practices** through contracting and project delivery in collaboration with OPCD leadership, the City Attorney's Office, and OPCD finance team.

There were seven areas for improvement which received significant focus from survey respondents. These include the following:

- 34% of respondents want to see **changes to the funding structure to better utilize their awards based on their project needs**. This includes more upfront transparency on where funding can be applied, flexibility for funding timelines to adapt to project delays, and more regular funding cycles.
- 40% of respondents wanted to see more opportunities for communication and input from communities. **Community**

connections are the most frequent suggestion to improvement in both the EDI program planning process and City support for their organizations.

- A third of respondents requested **more technical knowledge support** to accompany funding. For many grantees, they do not have development experience and require more resources to fulfill their vision and goals.
- A common sentiment from grantees was the desire for an increase in **transparency and flexibility** from the program, regarding application and reporting processes, funding requirements, and staff communication.
- 15 expressed **direct interest in participating in the strategic planning for the EDI program** and expressed a desire for more community input and in-person opportunities to be involved.
- Respondents suggested a **variety of policy changes** that could expedite the development of their site and generally benefit other non-profit and community-based organizations, including better coordination between department funding, improvements to permitting, and amending land use policy to better support development by BIPOC organizations and CBOs.
- Respondents generally appreciate the staff support they receive from EDI and **21% want to see increased investment in staff support** including more diversity in staff expertise to increase their connection to different city departments.

Funding History and Future Allocations

- Since its inception, the EDI program has awarded approximately \$116.4 million over nine award cycles.
- The vast majority of survey respondents have received funds from sources other than EDI in support of their project (90%) and/or plan to apply for or pursue non-EDI funds (91%).
- One-quarter of respondents do not plan to apply for additional EDI funding. This includes completed projects as well as active projects who have stable funding sources in place.
- Respondents report a total funding gap to complete active projects of \$590 million. The estimated amount that grantees currently anticipate requesting from EDI in future award cycles is approximately \$69 million.

Obstacles & Barriers to Projects

- The most common challenges (each of which affected over 50% of respondents) included access to consulting and resources (60%); a lack of technical knowledge (54%); and staffing capacity (54%).

- Challenges related to **consulting and resources** included difficulty finding consultants aligned with community values, and a lack of BIPOC representation in design, engineering, and construction expertise.
- Challenges related to **technical knowledge** included many respondents lacking in developer experience which impacted their ability to navigate site acquisition and development processes.
- **Organizational staffing and capacity challenges** included the fact that EDI projects often strained existing staff resources, and issues with staff turnover, small staff numbers, and/or reliance on volunteers.
- A number of other challenges were identified by respondents that, though each affected less than half of surveyed respondents, were nevertheless identified as important – especially those related to **permitting and construction costs**. It was noted that these, while affecting fewer respondents, can nevertheless critically delay or even kill a project if not addressed.
- Challenges related to **timelines and delays** were identified by 47% of respondents and included extended timelines affecting staff capacity and funding, and delays due to permitting, staff capacity, funding gaps, and external factors.
- Challenges with **coordinating funding** were identified by 47% of respondents and included difficulties in obtaining, sustaining, and aligning funding, and difficulties with public funding requirements and inflexibility.
- **Permitting process** challenges affected 28% of respondents, and included complications with zoning, permitting, and city application processes and / or inexperience with development procedures
- **Real estate market** challenges affected 23% of respondents, including a competitive and complicated Seattle market and challenges with site identification and acquisition.
- **Construction cost** challenges were experienced by 19% of respondents, including rising costs due to inflation, labor, and permitting fees, and difficulties managing prevailing wage requirements.
- **EDI Program transparency** was additionally cited as a challenge by 16% of respondents, who identified a lack of clarity on funding requirements and usage and issues with staff turnover and project manager knowledge.

Project and Program Success

- With regards to overall EDI program support, **73% of respondents found capacity building support the most beneficial** - respondents especially appreciated technical

resources and emotional support from EDI project managers - while about **one-third cited resources and guidance** for development and site acquisition as key benefits.

- A number of EDI recipient organizations are operating from acquired sites while completing their EDI projects. 49% of survey respondents are in phase 2 have a site for their EDI project, attained either before or during their participation in EDI, and 38% of all respondents credit EDI funding and support as crucial during the site acquisition process.
- Many respondents identified **the ability to leverage EDI funds** as key to their projects as participation in EDI helped them secure additional funding from other government and private sources and lent legitimacy to early-stage projects, sometimes resulting in matched or additional funding.
- 38% of respondents valued EDI's resources and guidance, with the most popular assistance including help **navigating city departments and providing networking opportunities**; this was particularly helpful for grantees less experienced in site acquisition and development.

Literature Review

- The City of Seattle employs various **best practices in reporting, forecasting, and program evaluation** that could benefit the EDI Division. OH demonstrates how to align long-term projects with the City's biannual budget cycle, using revenue projection models to identify funding shortfalls and work with the Council on multi-year appropriations.
- For forecasting, the Office of Economic and Revenue Forecasts maintains **sophisticated econometric models** that produce regular economic scenarios, including metrics relevant to EDI's needs such as inflation trends. OH incorporates these market impacts into its budget projections, considering factors like construction costs and interest rates.
- In terms of strategy, OH examines **project locations in relation to urban amenities and transit access** and considers factors like the Displacement Risk Index.
- Program evaluation practices include metrics like ongoing housing stability, though some departments acknowledge the **challenges in evaluating the impact of equity-focused policies**. The EDI Division could adapt these various approaches to enhance its own planning, budgeting, and evaluation processes, aligning more closely with other established City practices while addressing its unique community-focused mission – however doing so may require a shift in the EDI program spending plan to empower operational change.

CONSIDERATIONS FOR PROGRAM IMPROVEMENT

The following considerations for EDI program improvement identify key themes and identify possible steps for the EDI Division to address them. Themes and recommendations respond directly to the following language from the Council directive: *identify ways to improve or modify the program and program planning, identify streamlining and efficiency opportunities to successfully complete existing projects, and determine the optimal allocation of resources for future grant awards.*

The EDI Division will implement recommendations in this report through a Strategic Planning process in 2025. In honor of the EDI program's history of collaboration and co-creation, EDI will work with grantees throughout this process, primarily through convening of EDI organizations, to gain their insight and feedback on program improvements. Additional analysis and program documentation will take place in the remainder of 2024 to help lay the groundwork for this process.

Of note, program change and improvement efforts require collaboration among departments with decision-making authority for interdependent work (permitting, policy, data and evaluation, forecasting, utilities, housing, catalytic capital infrastructure investments), and adequate staffing and financial resources to support grantee projects, operational tools, and maintenance of current operations while simultaneously driving continuous improvement efforts.

Theme 1: Integrate a Data-Informed Strategic Funding Model

The Equitable Development Initiative was established as a way for the City of Seattle to address the outcomes of decades of structural and institutional racism by working with community-based organizations in neighborhoods that have been particularly impacted by inequity. As the EDI Division began its first partnerships with grantees in 2017, staff prioritized a relationship-focused approach to build and maintain trust with organizations and communities. This is a process that has taken time and has been fundamental to the success of the program.

The EDI Division is now positioned to enhance its approach to funding by incorporating data tools and evaluation best practices. This process will connect EDI with reporting frameworks, data sources, and forecasting utilized by other departments while identifying the unique qualities and mission of the EDI program that distinguish it from its municipal peers.

A data-informed strategic funding model will also better empower EDI to identify future funding needs as well as market or societal factors that may impact the activities on which grantees spend EDI funds. This approach is similar to analysis undertaken by the City of Seattle’s Office of Housing through its annual reporting. For example, in its 2023 Annual Housing Investments Report, the department identified several factors contributing to budget gaps in its projects, including unprecedented rises in construction costs, significant increases in interest rates and inflation, and record-high operating expenses. In response, the department adjusted and refined its funding strategy to ensure the completion of existing projects.

The following considerations can help the EDI Division develop a data-informed strategic funding model:

Gather and Understand the Necessary Data

- Leverage existing policies, practices, and protocols to ensure alignment with City standards and practices.
- Build strategic funding and reporting philosophy around existing displacement and racial and social equity data compiled by the City.
- Identify additional data sources that may help EDI prioritize projects that advance the principles advanced by the Equity Drivers. For example, major infrastructure investments, capital planning, and the Growth Strategy could be used to advance projects that are transit-oriented and are close to amenities and opportunities. Another example is to begin to identify amenity gaps across the city and work with organizations who can close them (i.e., neighborhoods with limited childcare).
- Incorporate market data and trends that may impact EDI projects into modelling, including but not limited to inflation, construction costs, and labor costs.
- Leverage newly available data, tools, and community conditions to enhance programmatic agility in financing projects and *anticipate* broader community trends (beyond construction financing) to prevent displacement and welcome people back to communities where displacement has already occurred.

Identify Needed Components for the Strategic Funding Model

- Identify categories of spending within EDI, which may include operations, high risk investments, accelerating existing projects, exploratory/ground-breaking efforts, contingency funding as well as unspent funds. Inform allocations to each category through review of EDI program data.

Honor the EDI History of Collaboration

- Develop the framework within OPCD and refine with feedback from grantees, honoring the history of co-creation and collaboration distinguishing EDI activities and relationships thus far.
- Build on report findings and additional outreach to grantees to ensure EDI is engaging with projects at the stage in which it is most impactful to the project and community.

Use the Model to Better Understand EDI Program Data

- Upon implementation and over time, this model should provide OPCD with a more sophisticated understanding of historic funding trends that can be used to create more nuanced and strategic funding decisions in the future.
- With this understanding, OPCD will likely be well-positioned to provide insights into funding and program impacts in areas of the city that are vulnerable to displacement in partnership with other groups in the City advancing this work. In particular, this insight may be helpful to contextualize and better understand changes in data that are currently used in the Displacement Risk Index and Racial and Social Equity Index.

Theme 2: Create a Regular Reporting Framework

Contract requirements regarding data reporting and collection are currently inconsistent. Due to a lack of resources for program operational investment, the EDI program continues to rely on a decentralized data collection approach. However, as EDI enters into the Strategic Planning process in 2025, it may explore options for establishing a consistent and regular framework for data collection, project reporting and evaluation.

Consistent data reporting will help provide EDI with the data required to inform the data-informed strategic funding model described in Theme 1 above. Additionally, an updated reporting framework creates a process through which the EDI Division, in collaboration with other City departments, can identify program progress metrics for its grantees that show their progress against City priorities and goals related to anti-displacement and racial equity. Though the process, developing program- and project- metrics will also help create best data practices that other departments can utilize when trying to show progress towards equity-based goals, which are often difficult to measure or identify causality. Finally, a consistent reporting framework would also bring EDI into further alignment with other City programs and departments.

One particular opportunity lies in aligning EDI's regular reporting framework with biennium budget decision-making cycles. This approach adds structure to the EDI program while also generating the data needed to effectively communicate the program's impact to the Mayor, City Council, community and other stakeholders.

The following considerations can help the EDI Division develop regular reporting framework:

Build a Framework

- Develop indicators and metrics which evaluate grantee progress and describe program performance.
 - These indicators and metrics should bring stories rooted in data from the community – using both qualitative and quantitative data – to show how strategies and investments are functioning in multiple ways for the community.
 - One potential indicator would explore the overlap between EDI projects and major investments, particularly in providing equitable access to amenities. For instance, identify and communicate gaps, like areas with cultural spaces but lacking childcare, using data.
 - Another indicator could include the total and new number of affordable housing units created, included any covenant timelines on the duration they must remain affordable, if not in perpetuity.
 - Another critical indicator category is anti-displacement. Metrics should measure the impact of EDI projects in preventing displacement or welcoming displaced community members to return.
 - Collaborate with other City staff, like demographers or program administrators, to ensure alignment with existing data collection.
- Center community co-creation methods and data tools in data-informed strategies.
- Develop a reporting framework⁴ using this report data collection as a baseline. Identify additional data needs and how to collect the data. The reporting framework should aim to identify funding patterns by phase and activity to help inform the strategic funding model.

⁴ See the [Literature Review](#) for a deeper dive on tools which offer an integrated approach to project management and program reporting.

- Develop projection models to help inform strategic funding forecasts. Seattle’s Office of Housing and SDCI each use projection modeling that can serve as a baseline for establishing an approach for EDI. This process may involve collaboration with consultants.
- In the future, EDI can build off metrics data to develop program goals to measure itself against.

Deploy Regularly

- Determine a rhythm of reporting for OPCD and the EDI Division that optimally supports decision-making and program function. This should balance the City’s budget cycle, align with other departments’ reporting schedules, and reflect the pace of EDI project progress. Work with grantees to implement and generate buy in.

Continue to Advance Seattle’s Anti-Displacement and Equity Goals

- Collaborate with other departments and share best practices from EDI work. Identify synergies for using program metrics across departments to help evaluate and make collective progress on anti-displacement and equity goals. Identify links between program performance metrics and broader community indicators of equitable development that will be updated in conjunction with implementing the One Seattle Plan.

Theme 3: Streamline EDI Operations

The approach to many administrative tasks of the EDI program have prioritized relationship-building. As such, many project management activities are done based on staff assessment of project and grantee needs by phase of work and contract type without a centralized method or system for tracking data. The result is that much of the data and information about grantees lives with staff and not in a centralized and easily accessible format. Centralizing this data in an accessible online format will benefit project managers as well as give the EDI Division more insight into the strengths and weaknesses of the program, it will also support staffing transitions and provide more reporting agility.

Another opportunity for the EDI program is to start to build centralized resources that can be shared across project managers to their grantees. Such a repository will increase the efficiency of program management as well as the efficacy of the support given to grantees.

The following considerations can help the EDI Division streamline operations and management of the EDI program:

Centralize Data Collection and Project Management

- Consider adoption of one centralized Project Management system⁵ and data collection tool that integrates and facilitates effective management of program functions including, project management, grantmaking, contract execution, records retention, invoicing, progress reporting, budgeting, dynamic fund management, communication and relationship management, project monitoring report collection, and other PM support needed for grantees.
 - Work with all PMs to identify key needs for that system. Work with IT and/ other departments to identify tool requirements, approved applications, needs for custom built solutions, and acquire and adopt the tool.
 - Allocate resources needed from EDI's budget to acquire a tool tailored to the array of diverse program needs and requirements.
- Move toward more standardization of support, meetings, and other touchpoints with grantees based on what phase of the project they are in. Developing toolkits and templates that educate and inform by phase of project preserves program flexibility grantees value while increasing transparency and access to information and technical assistance key to navigating projects and meeting program requirements.

Use this System to Inform Future Program Improvement

- Begin to benchmark staff capacity to project phases and activities to better understand how many projects staff can manage which in turn informs how many projects EDI can take on each year or funding cycle.

Use this System to Improve the Resources and Support for Grantees

- Build a resource inventory of most commonly needed tools, assistance, technical support by project phase and activity to preserve Project Manager's capacity on more complex issues.
 - Develop a consultant roster of organizations and mentees who can provide specific support to grantees.
- Proactive and reactive technical assistance supports grantees and the City by keeping projects moving, manages financial risk for the City by ensuring the right assistance can be allocated to unexpected emergent situations, and expands the education the City can provide to emerging community development partners.

⁵ See the [Literature Review](#) for a deeper dive on tools which offer an integrated approach to project management and program reporting.

Invest in Staff and Their Skills to Support Grantees

- Invest in maintaining training and EDI team capacity to provide excellent services to EDI grantees, including technical assistance and risk management.

Theme 4: Better Prepare Grantees for Success

Under the current contracting process, the EDI program administrators have little enforcement mechanisms related to performance or reporting. Grantees and EDI Project Managers note that there is a learning curve to meeting the reporting requirements set forth by the EDI program, and many organizations are challenged to complete reporting. In addition, there are few mechanisms built into contract language or processes that allow for EDI staff to review a grantee's performance.

The following considerations can help the EDI Division better prepare grantees for success:

Build Tools to Better Prepare Grantees

- Develop a grantee reporting toolkit to help grantees build the capacity for reporting during contracting. This could include preparing for invoicing, data collection, and reporting.
 - Create an orientation process to encourage peer to peer mentorship; during which new grantees meet other grantees, learn about expectations from EDI, and walk through reporting requirements.
 - Grantees would like to better understand the expectations and requirements for their organizations and projects upon winning an EDI award. Better communication of program and reporting requirements would reduce confusion from grantees and result in organizations meeting more EDI requirements. For example, monthly webinars for grantees about expectations and reporting requirements would help with transparency and communication.
- Continue leveraging feedback from grantees on challenges and barriers to develop targeted support strategies.
 - For example, feedback highlighted difficulties in finding contractors and consultants. This could lead to recommendations for creating a roster or implementing a technical assistance program.

Create Mechanisms for EDI to Review, Increase, and Support Grantee Performance

- Apply an equity lens that acknowledges the systemic barriers grantees face in real estate development.

- Clearly communicate expectations for project milestones and compliance, along with the support EDI staff can provide to help grantees stay on track.
- Set realistic contract goals, expectations, and outcomes with grantees, including clear milestones and regular check-ins to ensure progress and timely use of funds.
- Define project phases and include them in award considerations and contracting.
- Build support mechanisms into contracts to more clearly incentivize meeting defined expectations and maintain access funds and resources.
- Develop contract curation and performance plans for grantees to return to compliance if needed and establish an exit process for those unable to meet standards.
- Use an equity lens that recognizes the systemic barriers and inequities that grantees face when undertaking a real estate development project.

Establish a Close Out and Review Process for Grantees who Complete Projects

- Create a close out process for projects entering into the monitoring period that includes reflection on their experience with EDI, recommendations to EDI and other grantees, and other reflections.
- Incorporate metrics into this process that will allow EDI to build out a dataset of complete projects that could inform future funding decisions, program management, and reporting and evaluation efforts. Work with other city departments to ensure these metrics align with citywide and department programs and data collection efforts.
- Use this process as an opportunity to develop a protocol for EDI to do a review of completed projects to gather insights or other considerations for program management and funding. Incorporate this into the future reporting and evaluation framework.
- Revisit monitoring period materials to ensure alignment with reporting and evaluation updates.

LIMITATIONS AND NEXT STEPS

This section documents how EDI plans to build on the findings of this report through its future department work plan and strategic planning, as well as limitations in collecting data.

Limitations

Engagement with Grantees

In August, a review of EDI's data was completed and a survey was created with the intent to collect additional project and program information. The grantee survey was deployed on Friday, August 23, and remained open until Friday, September 13. It was sent directly to every EDI grantee. This communication also connected grantees to a member of the consultant outreach team who were available to facilitate the survey to the grantee in the style of a one-on-one interview.

During the survey lifespan, 60 of 74 grantees (included in the survey pool – 3 excluded due to dissolution of organization, award, or due to legal reasons) completed the survey, a response rate of 80%. One limitation of survey collection was the short timeline in which the survey was available. Upon initial outreach, as many as one-third of grantees were out of office for the duration of the survey. Alternate representatives of grantee organizations were contacted.

The **data collection timeline was condensed to meet the reporting timeline**; however, additional time for outreach to grantees would allow for more thorough data collection and incorporate feedback from more grantees into this report. In addition, grantees reported to EDI program staff that completing the survey within this window was a strain to their operations and in conflict with the inclusive best practices for engagement with BIPOC communities. The EDI program has worked to build trust with grantees and the communities these organizations serve by following these best practices. The timeline for this request is antithetical to this work and the progress EDI has made to date.

Another limitation is the **nature of qualitative data collection**. Survey responses are informed by grantee interpretation of the question. This reflects the EDI program's design as one bespoke to each grantee; survey responses reflect that.

EDI is Pushing the Nation Forward on Equity

The role of the EDI program at its foundation is to help advance the understanding and implications of these issues in Seattle. EDI's foundation was based on national research and analysis,⁶ and the program is now a national model of a data-informed municipal program for local anti-displacement and equitable development. As such, EDI is pushing forward the research and understanding of data, literature, and policy understanding of displacement risks and anti-displacement policy. **EDI is engaged in work important to the City of Seattle without a model for undertaking it in a government context;** evaluation and program management should reflect this boundary pushing role of the program and not penalize it.

Another limitation in any anti-displacement and equity focused work by the City is the **data limitations and understanding of displacement** trends in Seattle as well as nationwide. The City of Seattle has developed multiple data sources to better understand displacement trends across the city, and this data has driven City policy in a number of areas, including the EDI program. The Displacement Risk Index was instrumental in setting the foundation for City policy in 2016 and was updated in 2022. However, comparing these data years would not tell the story of the why and how displacement happens.

In addition to Seattle data, the nationwide data and analysis of displacement in metropolitan areas is still nascent. While the EDI program will continue to pull best practices and data into a data-informed methodology and framework for program evaluation, more research must still be done into the threats, trends, and forecasting of displacement in American cities.

An additional limitation is the **inherent tension for measuring and seeing real outcomes of community or systemic change in the timeline presented by municipal, non-profit, and private sector funding cycles**. Many programs in this space expect to measure a program for years before seeing impact from certain policies. A challenge for the EDI program is to gather that data to show that many projects will exceed the City's budget cycle. In this way, the program must identify key program progress metrics that can help break down change and impact incrementally over time.

⁶ One source is PolicyLink, a national research and action institute that is working to build a future where all people in the United States of America can participate in a flourishing multiracial democracy, prosper in an equitable economy, and live in thriving communities of opportunity.

Organizational Vulnerability to External Factors

Finally, the **vulnerability of EDI projects and organizations to market or societal forces outside of the City's control** is a threat to many of the City's programs and investments, including EDI. This was most acutely seen during the COVID-19 pandemic, during which many organization's missions and operations fundamentally shifted.

Impacts to projects funded by EDI include supply chain delays, volatility to the construction process (including access to materials, labor costs, and requirements to maintain safety protocols) constrained or delayed availability of external funding at moments of critical need, and difficulty collaborating on needed technical resources. These have combined to make organizations and projects particularly vulnerable to post-pandemic market trends and price increases.

Some grantees have struggled to regain momentum on capital and capacity building projects. Learnings from this experience will be a critical input into future reporting and evaluation efforts to ensure that EDI is better positioned to support its grantees through unexpected or unprecedented events.

Next Steps

The EDI Division has several upcoming opportunities to incorporate findings and recommendations into its workplan and EDI management.

The Report will be followed by a November 2024 report update, which will expand on the narrative storytelling of the program's impact and highlight grantees through individual quantitative and qualitative data-informed profiles.

EDI will be undertaking a strategic planning process in 2025. This will be a key opportunity for the Division to implement the findings of this report. In addition, the Division will be convening grantees throughout this process, which provides an opportunity for EDI to build on its history of collaboration with community-based organizations in program development.

The 2025 EDI Division workplan will prioritize aligning EDI funding strategy and oversight within the frameworks and processes established by other City departments and programs. At the same time, these efforts will acknowledge and incorporate the unique factors of the EDI program and its goals. This approach will ensure that the EDI remains a strategic steward of public investment and continues to reverse the disparities in prosperity and access to opportunity across Seattle.

APPENDICES

Appendix A: Grantee Survey

EDI solicited grantee responses to this survey instrument (hosted on ESRI Survey123) from program participants during August and September of 2024.

Part 1. Respondent Information

1. Survey Participant Name:
2. Survey Participant Role with Organization:
3. EDI Project or Organization Name:

Please refer to the Project Assumptions information that has been sent to you by email. Answers to the following questions intend to update this information.

4. How would you describe your project in two sentences or less?
5. What are the Key Features of your project? (i.e. the main development, services offered, or outcomes)
6. Based on what you envision for your completed project, list the public or community benefits you believe it will provide.
7. Which Equity Drivers do you expect your completed project to impact? *[Select all that apply]*
 1. D1: Advance Economic Opportunity
 2. D2: Prevent Residential, Commercial, and Community Displacement
 3. D3: Build on Local Community Assets
 4. D4: Promote Transportation Mobility and Connectivity
 5. D5: Develop Healthy and Safe Neighborhoods
 6. D6: Equitable Access to All Neighborhoods

Part 2. Project Status

Please answer to the best of your ability.

8. What phase is your project at in the development process? *[Select one]*
 - a. Phase 1: Pre-Site Acquisition
 - b. Phase 2: Post-Site Acquisition

[If you selected a. Phase 1, answer questions 9 -11. If answers b. Phase 2, skip to question 12]

9. To the best of your knowledge, please select all **development** activities currently underway for your project under EDI funding: *[Select all which apply]*

- a. Not yet started
 - b. We do not currently have EDI funds committed to the development part of the project
 - a. If this option is selected, do you plan to apply for EDI funds to help with the development phase of the project in the future? *[yes/no]*
 - c. Site searching, meeting real estate agent & viewing sites
Identifying a site of Interest
 - d. Negotiations with current owners (i.e. Letter of Interest / PSA negotiation)
 - e. Executing a Purchase and Sale Agreement
 - f. Pre-Purchase due diligence / feasibility activities (i.e. appraisal, Title Report, ALTA Survey, environmental report, etc.)
 - g. Addressing environmental issues with site
 - h. Pre-site control pre-development
 - i. Complete site acquisition transaction, record EDI covenant, and attain site control
 - j. I don't know
10. To the best of your knowledge, please select all **capacity building** activities currently underway for your project under EDI funding: *[select all which apply]*
- a. Project scoping, visioning & planning
 - b. Organizational readiness & operational infrastructure
 - c. Capital campaign planning & fundraising
 - d. Support for site acquisition
 - e. I don't know
11. When do you hope to finish Phase 1: Pre-Site Acquisition and move onto Phase 2: Post-Site Acquisition, as supported by EDI?
[Select one]
- a. Within 6 months
 - b. Within 1 year
 - c. Within 18 months
 - d. Within 2 years
 - e. Within 3 years
 - f. Beyond 3 years

[If answered 9-11, skip to question 15]

12. To the best of your knowledge, please select all **development** activities currently underway for your project under EDI funding: *[Select all which apply]*
- a. We do not currently have EDI funds committed to the development part of the project

- a. If this option is selected, do you plan to apply for EDI funds to help with the development phase of the project in the future? *[yes/no]*
 - b. Post site control pre-development
 - c. Site planning and design
 - d. Permitting
 - e. Utility upgrades or hookups
 - f. Addressing environmental issues with site it
 - g. New facilities site construction underway
 - h. Retrofit or renovation of existing structures underway
 - i. Complete construction
 - j. Business and operating plan to maintain facility completed and submitted to EDI
 - k. Attain certificate of occupancy for site or condo / transfer ownership of condos
 - l. Tenant Improvements (i.e. painting, furnishings, etc.)
 - m. All site modification complete and site operable
 - n. Transition to operation and begin annual monitoring with EDI
 - o. I don't know
13. To the best of your knowledge, please select all **capacity building** activities currently underway for your project under EDI funding: *[Select all which apply]*
- a. Project scoping, visioning & planning
 - b. Organizational readiness & operational infrastructure
 - c. Capital campaign planning & fundraising
 - d. Support for post site control pre-development
 - e. Support for site development & construction
 - f. I don't know
14. When do you hope to finish Phase 2: Post-Site Acquisition and begin using your space or offering services as supported by EDI? *[Select One]*
- a. Within 6 months
 - b. Within 1 year
 - c. Within 18 months
 - d. Within 2 years
 - e. Within 3 years
 - f. Within 4 years
 - g. Within 5 years
 - h. Beyond 5 years
15. To the best of your knowledge, please select all development activities which have **already been completed** for your project under EDI funding: *[Select all which apply]*
- a. Not yet started

- b. Site searching, meeting real estate agent & viewing sites
Identifying a site of interest
- c. Negotiations with current owners (i.e. Letter of Interest / PSA negotiation)
- d. Executing a Purchase and Sale Agreement
- e. Pre-Purchase due diligence / feasibility activities (i.e. appraisal, Title Report, ALTA Survey, environmental report, etc.)
- f. Addressing environmental issues with site
- g. Pre-site control pre-development
- h. Complete site acquisition transaction, record EDI covenant, and attain site control
- i. Post site control pre-development
- j. Site planning and design
- k. Permitting
- l. Utility upgrades or hookups
- m. New facilities site construction underway
- n. Retrofit or renovation of existing structures underway
- o. Complete construction
- p. Business and operating plan to maintain facility completed and submitted to EDI
- q. Attain certificate of occupancy for site or condo / transfer ownership of condos
- r. Tenant Improvements (i.e. painting, furnishings, etc.)
- s. All site modification complete and site operable
- t. Transition to operation and begin annual monitoring with EDI

16. To the best of your knowledge, please select all development activities you predict will be needed for your project **in the future** under EDI funding: *[Select all which apply]*

- a. Not yet started
- b. Site searching, meeting real estate agent & viewing sites
Identifying a site of interest
- c. Negotiations with current owners (i.e. Letter of Interest / PSA negotiation)
- d. Executing a Purchase and Sale Agreement
- e. Pre-Purchase due diligence / feasibility activities (i.e. appraisal, Title Report, ALTA Survey, environmental report, etc.)
- f. Addressing environmental issues with site
- g. Pre-site control pre-development
- h. Complete site acquisition transaction, record EDI covenant, and attain site control
- i. Post site control pre-development
- j. Site planning and design

- k. Permitting
 - l. Utility upgrades or hookups
 - m. New facilities site construction underway
 - n. Retrofit or renovation of existing structures underway
 - o. Complete construction
 - p. Business and operating plan to maintain facility completed and submitted to EDI
 - q. Attain certificate of occupancy for site or condo / transfer ownership of condos
 - r. Tenant Improvements (i.e. painting, furnishings, etc.)
 - s. All site modification complete and site operable
 - t. Transition to operation and begin annual monitoring with EDI
17. To the best of your knowledge, please select all capacity building activities which have **already been completed** in your project under EDI funding: *[Select all which apply]*
- a. Project scoping, visioning & planning
 - b. Organizational readiness & operational infrastructure
 - c. Capital campaign planning & fundraising
 - d. Support for site acquisition
 - e. Support for post site control pre-development
 - f. Support for site development & construction
18. To the best of your knowledge, please select all capacity building activities you predict will be needed for your project **in the future** under EDI funding: *[Select all which apply]*
- a. Project scoping, visioning & planning
 - b. Organizational readiness & operational infrastructure
 - c. Capital campaign planning & fundraising
 - d. Support for site acquisition
 - e. Support for post site control pre-development
 - f. Support for site development & construction
19. To the best of your knowledge, when is the overall project expected to reach operation?
20. Is there anything else you'd like to share about your project timeline or any nuances with opening up your space and offering services?

Part 3. Funding

Please answer to the best of your ability. We encourage short, bullet style answers.

- 21. Where has EDI funding been most helpful for your project?
- 22. By your best estimate, how would you split up the total amount of EDI funding (including funding already received and funding expected to be received in the future) for your project by Phase?

- a) Phase 1: Site Acquisition *[Percent out of 100]*
 - b) Phase 2: Post Site Acquisition *[Percent out of 100]*
23. Are you relying on EDI funding exclusively to deliver this project, or are you pursuing additional funding sources? *[Select one]*
- a) EDI funding only
 - b) We have secured other sources of funding in addition to EDI
 - c) We plan to secure other sources of funding in addition to EDI
24. How much more funding overall (from EDI and/or from other sources) do you estimate is needed to bring your project to completion?
- a. How much of this additional funding do you estimate is needed for Phase 1: Pre-Site Acquisition? *[Percent out of 100]*
 - b. How much of this additional funding do you estimate is needed for Phase 2: Post-Site Acquisition? *[Percent out of 100]*
25. Is your current EDI funding sufficient for your project, or are you expecting to request funding from EDI in future grant rounds? *[Select one]*
- a. Yes, I expect we will request additional funding from EDI in the next round
 - i. If yes, how much do you expect you will request?
 - b. Yes, but we will request additional funding from EDI for future project stages and not in the next funding round
 - i. If yes, how much do you expect you will request?
 - c. No, we do not expect to request additional funding from EDI
26. Please tell us more about your priority uses for additional EDI funding, what funding gaps your project is facing, or other challenges related to funding.
27. Is there anything else you want us to know about your potential future funding needs?

Part 4. Challenges and Obstacles

Please answer the following questions to the best of your ability. We encourage short, bullet style answers.

- 28. From your perspective, what is the biggest obstacle you are currently facing that inhibits your project from moving forward from the stage you are in?
- 29. What support do you need from EDI at this stage?

30. What are your top 3 (non-funding-related) barriers when it comes to the **development process**, site acquisition or construction/modification?
 - 1.
 - 2.
 - 3.
31. What are your top 3 (non-funding-related) barriers when it comes to **capacity building** and learning how to become a developer?
 - 1.
 - 2.
 - 3.
32. If any, what resources or practices provided by EDI helped with some of these challenges?
33. What have you learned while working through your roadblocks that you would like to share with other grantees?
34. Is there anything else you want us to know about challenges and obstacles your project has faced?

Part 5. Program Evaluation

35. What does success look like for your project?
36. How would you change or improve the EDI program to make it a more useful tool or partner for community development projects?
37. Is there anything you'd like the City to work on or adjust in order to make the City a better partner to equitable development?
38. What ideas do you have for how the City can better support vibrant and prosperous neighborhood commercial areas that help EDI grantee organization projects and other local businesses thrive?
39. EDI is undergoing a Strategic Planning process to see how to better structure policies and processes to serve community needs. What would you like to see this process look like, and how would you like to be involved?

Part 6. Conclusion

Thank you for your participation.

40. How confident are you in the data and responses you've provided? (1=not confident, 5=very confident)
 - a. 1
 - b. 2
 - c. 3
 - d. 4
 - e. 5

41. Follow up: why did you select that response?
42. Is there anything else you would like to share with us?

Appendix B: EDI Project Inventory Matrices

The following matrices include data on all EDI projects divided into three components:

- Matrix 1 (**Exhibit 22**): Project Overview and Description includes the organization and project name, description, key feature, and community benefits.
- Matrix 2 (**Exhibit 23**): Project Timeline and Status includes completion date of project phases, current milestone activities, and next steps.
- Matrix 3 (**Exhibit 24**): Funding History and Anticipated Future Needs includes funding received to date as well as whether an organization has or is planning to pursue non-EDI funding.

Exhibit 22. Project Overview and Description

Organization and Project Name		Description	Key Feature	Community Benefit
ACLT - Africatown	Midtown Plaza / Commercial Space	Africatown Community Land Trust in the Central Area has partnered with Capitol Hill Housing and the Capitol Hill Housing Foundation to develop Africatown Plaza at Midtown – a seven-story, mixed use building with 5,000-8,000 SF of commercial space and 126 apartments affordable to households earning 30- 60% AMI. The project addresses affordability, displacement, and gentrification in the Central District. The ground floor and outside space will host a public art project curated to honor the legacy of black families in the Central District. The plaza will also include retail space for local black-owned business and a community space for use by residents. Designed to be affirming to the Pan-African community, it will join the Liberty Bank Building as a cultural anchor for community in a rapidly changing neighborhood. EDI funding for construction and purchase of commercial condo that will provide community gathering and cultural spaces, and a portion of this space, will serve as permanent office for ACLT, and a portion for the creation of a free community meeting room to be managed by ACLT staff. Site address: 1120 23rd Ave in Seattle’s Central District.	Cultural Space and Programs	"It is the hope of ACLT and CHH that the community will be able to participate in this project via strategic project personnel hires and more specifically via contractual opportunities during construction."
ACLT - Africatown	William Grose Center for Cultural Innovation and Enterprise	William Grose Center for Cultural Innovation: Create a space that supports small businesses, creative entrepreneurs and creating pathways to the knowledge-based economy. WGCCI will address community priorities and create career pathways that support entrepreneurship, innovation, and economic development located in the Central Area, which will serve Seattle's historically Black community that has been and continues to face high risk of displacement. The WGCCI will create dedicated spaces for innovation and civic tech events that can draw people in from the street and serve as a tech epicenter near existing cultural and community assets.	Innovation Hub / Multi Service Center	It is ACLT's firm belief that the development of culturally responsive spaces are the underpinnings of stemming the tide of gentrification and that those assisted in the neighborhood can thrive once they are given the knowledge needed to grow
ACLT - Africatown	Youth Achievement Center (YAC)	The YAC is Africatown Community Land Trust's most recent project that we are developing in coalition with Community Passageways and Creative Justice in South Seattle adjacent to the Columbia City Light Rail station. The YAC will be a mixed-use development providing emergency overnight housing, permanent affordable housing, and associated wraparound supportive services for Black and brown youth.	Health and Human Services	Through the commercial space, workforce development and other programming, the Youth Achievement Center (YAC) will provide a space for both building residents and youth from the surrounding community opportunities for lifelong development.

ADEFUA	ACAC Preserving African Heritage Project	ADEFUA Cultural Education Workshop: EDI investment in organizational capacity building position for property acquisition of permanent space for operations.	Cultural Space and Programs	"A large space for dance and music classes: - Performances - Gallery space - ADEFUA Offices - 2 artist in residences, artist work space, and storage - Outdoor gathering space, suitable for informal gathering - Programmed events. "
African Community Housing and Development	Immigrant and Refugee Public Market Food Incubation and Innovation Hub	Supporting the acquisition and development of a food incubation and innovation space to support small culturally attuned business entrepreneurship along the Delridge corridor	Workforce Development Programs	The Public Market will provide critical food access benefits for Delridge, a vibrant community gathering space, and economic development/incubator services for immigrant and refugee entrepreneurs and small businesses.
African Women Business Alliance	Headquarter Projects	Investing in capacity building to explore a permanent home for the Alliance and to support economic development of women-owned businesses. This organization is no longer in business.	Capacity Building	This organization is no longer in business.
Aging in Place Washington (AiPACE)	Healthy Aging and Wellness Center	EDI funding is supporting the capital campaign for the commercial space. AiPace is the partner of SCIDpda, which is developing the OH-funding residential portion of the North Lot development. The AiPACE space will serve as a senior day center and clinic where low-income, nursing-home-eligible Asian and Pacific Islander elders will receive culturally relevant wraparound services delivered through the evidence-based, nationally recognized Program of All-Inclusive Care for the Elderly (PACE), a nursing-home-alternative health care model that fosters independence and choice for elders to age at home.	Health and Human Services	Supporting low-income elders to ensure that they stay healthy as long as possible resulting in minimizing the risk of emergency and prolonging the need for extensive care.
Arte Noir	Retail Arts, Culture, and Community Space	Arte Noir, a Black-led, community-based non-profit organization, will purchase 3228 sq feet of retail space at the corner of 23rd & Union within the new Midtown Square development to reinvest in Black art and culture with a permanent gallery space, a new Black culture retail space, and a small recording studio. As an anchor owner in the development, this project will establish generational control and generate equity gains that will be used to expand investment in Black artists and culture makers in the Central District, once the center of Black life in Seattle.	Arts Space and Programs	<ul style="list-style-type: none"> • Free, public access to Black art and culture and educational tools • Continued advocacy toward displacement avoidance • Maintenance of a restorative cultural space • Enhanced revenue generation for Black creatives • Role modeling Black leadership

BIPOC	Sustainable Tiny Art House Community	BIPOC STAHC's vision is to create a model that integrates affordable homeownership for low-income artists in order to prevent and reverse displacement of BIPOC artist within Seattle."	Service Provision Space w/ Affordable Housing	Co/circular, non-hierarchical leadership models. Non-traditional hiring empowers BIPOC artists, and those impacted by the prison system, homelessness, no college degree, & single parents as small business owners. Access to alternative housing solutions
Black and Tan Hall	Coop, Arts, Culture, and Community Space	Black and Tan Hall: Finish construction of physical location of Black and Tan Hall in Hillman City that includes a cooperatively-owned restaurant, performing arts venue, and community gathering space. Build internal capacity of organization by hiring management team to develop systems and programs to sustain community-oriented and cooperative business model.	Cultural Space and Programs	<ul style="list-style-type: none"> • Free and low-cost venue, restaurant, and cultural space. • Culturally relevant food from local chefs. • All-ages venue with regular, family-friendly programs. • Leadership by Black and Brown, local Seattle residents.
Black Star Farmers	Ancestral Foodways Food Justice Project	Funding to support site acquisition for BSF, which funnels organically grown produce to underserved communities in Central and South Seattle by collaborating with existing mutual aid organizations. The network will empower oppressed communities to reconnect to ancestral foodways, deepen their relationship with land and food, and receive free local, organic produce and/or prepared meals. Additionally, the program will advise a small cohort of five urban gardeners to increase their yield and ability to feed families in need.	Community Agriculture and Food Justice Programs	"Host educational events in our greenhouse and garden; reinforce a network of urban agricultural organizations in the area; support local food sovereignty projects, and interweave grassroots and institutional organizations."
Byrd Barr Place	Historic Firehouse Rehab / Operational Headquarters Project	Byrd Barr Place in the Central Area will renovate the 100+ year old historic Firehouse with inclusive, accessible design to add 1000+ SF of community gathering space. The project will retain the building as a cultural asset for Seattle's Black community and expand its services, which include energy assistance and home heating, housing assistance and eviction prevention, and food bank and home delivery.	Health and Human Services	energy assistance and home heating, housing assistance and eviction prevention, food bank and home food delivery, diaper bank, and community convening.
Casa Latina	Central District Affordable Senior Housing and Senior Center Project	Casa Latina will use capacity building funding to support a capital project feasibility assessment for affordable senior housing and a senior center in the Central District, catered toward the Latino community.	Service Provision Space w/ Affordable Housing	As an organization, we will know if Casa Latina has the potential to build housing for the Latino community members that make up the people we serve and new, incoming migrants.
Central Area Senior Center	Center Improvements	Senior Center Improvements: In 2020, after years of negotiations with the City, the Central Area Senior Center took ownership of the building where they serve as an African American institution and neighborhood gathering place for everyone in the Central District. They're using EDI funds to provide long-needed renovations to their property that will expand access to their programs.	Cultural Space and Programs	Building safety, outdoor lights, HVAC to ensure adequate heat and cooling. Parking lot pavement, potholes repair, stall markings. Create a drop-off in front for Access Bus, lift /or elevator to navigate stairs. Solar Panels to reduce heating cost.

Central Area Youth Association CAYA	Center House Project	CAYA Center House: CAYA's new mixed use community center in the Central Area will accommodate growing programming needs as well as providing affordable homeownership opportunities to mitigate displacement of our community.	Community Center or Community Hub	We already provide so many services i.e., academics and health ed., sports, financial, behavioral health support, and referral services. Owning a home for many in Seattle is a dream deferred, we seek to have them return, the dream become a reality.
CDCPDA	McKinney Center for Community & Economic Development Project	Central District Community Preservation and Development Authority (CDCPDA) was funded to support rehabilitation of the McKinney Center for Community & Economic Development.	Community and Economic Empowerment	
Cham Refugees Community	Community Center and Cultural Hub Project	Cham Refugees Community construction of an upgraded, 12,000 square foot community center at their existing location in southeast Seattle. Development will be sharia-compliant and expand programming for youth, the elderly, and disabled members of the community.	Cultural Space and Programs	Community Center, Cultural Hub & Gathering Space, Social & Human Services, Language Access, Cultural & Heritage Preservation, Educational & Cultural Programming, Food & Health Equity, Economic Development, Recreation Access
Chief Seattle Club ʔálʔal	Affordable Housing and Community Serving Spaces Project	Chief Seattle Club's ʔálʔal is a mixed-use project in Pioneer Square that will create more than 80 affordable apartment homes in addition to a health clinic, non-profit office space, and a cafe/gallery space. The project will focus on serving the homeless American Indian/Alaskan Native (AI/AN) population in Seattle. EDI funding supports community space, health and human services space, and cultural cafe and non profit offices.	Cultural Space and Programs	<ol style="list-style-type: none"> 1. End homelessness within our urban Native community by preventing residential displacement 2. Advance economic opportunity for community members and neighborhood 3. Build on local assets 4. Create equitable and healthy neighborhoods
Chief Seattle Club	North College Longhouse (Northgate)	North College Longhouse: Support for Chief Seattle Club to develop a longhouse and cultural center in partnership with Bellwether Housing and North Seattle Community College on surplus property owned by Seattle Colleges.	Service Provision Space w/ Affordable Housing	<p>Build on local assets</p> <p>Create equitable and healthy neighborhoods</p> <p>Prevent displacement for moderate and low-income residents.</p>
Co Lam Pagoda Vietnamese Buddhist Community	Lotus Village Project	Funding to support a mixed-use development for the Lotus Village project which will provide housing that supports community building, inclusion, and aging in place.	Service Provision Space w/ Affordable Housing	Prevent displacement for moderate and low-income tenants in this diverse neighborhood, prevent displacement of small business, healthy neighborhood, more convenient and reasonable childcare services.

Community-Owned Resource Development	Black Developers Project	EDI funds will provide up to \$1.2 million dollars to black developers at a 1-3% interest rate until the project is completed. The purpose of this fund is to increase access to funding for black developers who often face challenges accessing traditional sources of capital. The idea of creating a loan fund for black developers was born out of a need to address the lack of access to capital faced by black developers.	Community and Economic Empowerment	
Cultivate Southpark	El Barrio Cultural Space Project	32,000 square feet of property in South Park will become 'El Barrio,' a community-owned cultural space that includes buy four buildings that house South Park Hall, the South Park Idea Lab co-working space and what the news release defines as locally owned micro businesses, including Resistencia Coffee.	Cultural Space and Programs	<ol style="list-style-type: none"> 1. Community service space 2. Food access 3. Build on local assets 4. Create equitable and healthy neighborhoods 5. Advance economic opportunity for community members and neighborhood
Delridge Neighborhood Development Association (DNDA)	Elevate Youngstown Project	DNDA is currently undergoing a capital campaign and construction project, "Elevate Youngstown," to implement needed building improvements designed to ensure sustained access for people who visit the Youngstown Cultural Art Center for work, school, performances, classes and diverse community programs. The project aims to preserve and restore Youngstown as a building listed in the National Register of Historic Places and a designated City of Seattle Historic Landmark.	Cultural Space and Programs	<ol style="list-style-type: none"> 1. Community service space 2. Cultural arts programming 3. Build on local assets 4. Create equitable and healthy neighborhoods 5. Advance economic opportunity for community members and neighborhood
Duwamish Longhouse	Cultural Space Expansion Project	Duwamish Longhouse (Duwamish Valley Tribal Services, Duwamish Valley): purchase of property adjacent to the Longhouse to support the continued viability of the cultural space. The current location has significant safety issues that affect the visitors attempting to access the Longhouse. Duwamish Cultural Center on Facebook, Twitter, and Instagram. Donate: givebigwa.org/Duwamish .	Cultural Space and Programs	Cultural gatherings space and community serving programs
Duwamish Valley Affordable Housing Coalition	Multipurpose Community Serving Space Project	Build the capacity of the Coalition and the South Park and Georgetown communities. The coalition has developed a 3-prong anti-displacement approach – preserving existing affordable housing; developing new affordable housing; and developing a multi-purpose building that provides community gathering space, childcare and affordable spaces for local non-profits.	Cultural Space and Programs	The multi-purpose building will keep service providers in South Park and ensure BIPOC have access to the resources they need. The building is envisioned as a shared asset, that will foster community wealth through a democratic ownership model.
Duwamish Valley Sustainability Association	Bioenergia Project	Transformed Nuestra Tierra: Bioenergia combines environmental sustainability with community development, specifically focusing on bioenergy and the Duwamish area. Project combines community engagement and education about sustainable practices and renewable sources, bioenergy and renewable energy production, environmental restoration and clean-up, and localized economic development.	Educational Programs	<ul style="list-style-type: none"> • Generate a full-time job. • Scale the project to capacity to obtain greater economic and/or social benefits for the South Park community. • Development of sustainable community infrastructure. • Climate mitigation.

El Centro - Columbia City	Affordable Housing and Childcare Project	ECCC will give the residential and surrounding neighborhood the opportunity to enroll preschool aged children into an accredited, bilingual child development center and/or participate in church services and other community groups hosted by the Church of Hope. ECCC will create equitable access and a space for all people to come together and become part of the larger ECDLR community. ECCC will be less than 2.5 miles from the PRM project and ECDLR's offices. This proximity will allow leveraging of staff and programs so that residents are served with the full range of ECDLR's programming.	Childcare Services	Early childhood education and care
Empowering Youth & Family Outreach	Permanent Home Project	Empowering Youth and Family Outreach will be purchasing commercial space in Bellwether Housing's Rose Street II project, providing a permanent home for their programs in Southeast Seattle.	Youth Empowerment Programs	We will be able to increase capacity by 500 percent
Eritrean Association of Greater Seattle	Community Center Rehabilitation Project	Funding to support rehabilitation at the EAGS community center.	Community Center or Community Hub	Improved access to cultural, educational, and social services, foster community engagement, and support integration thru job training, language classes, and youth activities. It will also ensure inclusivity for seniors and individuals with disabilities.
Eritrean Community in Seattle & Vicinity	Community Center and Cultural Hub Project	ECISV has been an operational agency for the refugees and immigrants of Eritrea and East African descents in Seattle since 1983. ECISV plans to redevelopment their 75 year old community center in the Central District. The vision for new development will be co-developed through membership and broader community engagement.	Community Center or Community Hub	Cultural gatherings space and community serving programs
Estelita's Library	Freedom Cultural Center	Estelita's Library is a social justice community library and bookstore that uplifts and serves marginalized communities. Their mission is to decolonize space and knowledge, expanding their reach in Seattle, especially in Beacon Hill. They plan to acquire a property in Beacon Hill, serving as the library's headquarters while maintaining the Tiny House space in the Central District. The Freedom Cultural Center will be a dynamic, multi-use space fostering culture, community, and knowledge for historically marginalized individuals. Their ultimate goal is to build affordable housing that uplifts the community, staying true to their vision and commitment.	Cultural Space and Programs	Free and open space to literature, to knowledge, to technology, and to community archiving. Housing would be deeply affordable for folks in transition. Creating a free third space for community.
Ethiopian Community in Seattle	Ethiopian Village Community Center	Southeast Seattle Redevelopment of existing community center into a mixed-use project including affordable senior apartments and an expanded community center. Ethiopian Village will serve multiple generations of the Ethiopian community.	Community Center or Community Hub	<ul style="list-style-type: none"> • Support services such as housing assistance, healthcare access, and employment services. • Indoor and outdoor spaces for social gatherings, celebrations, and community-building events. • Programs and spaces designed to serve seniors, youth, and families.

FAME-Equity Alliance of Washington	FAME Plaza	Funding to support capacity building and visioning to advance a new mixed-use affordable housing development. EDI funds will support capacity building and if additional funds are awarded there will be acquisition of ground floor commercial space.	Service Provision Space w/ Affordable Housing	FAME Plaza a project of FAME Church, the oldest Black Church in Washington State. The public/community benefits will be concrete: housing units, childcare, and commercial. FAME Plaza will also be a center of spiritual and social/social justice gatherings.
Fathers and Sons Together (FAST)	Resource and Outreach Center	FAST is building capacity and working on a feasibility study to seek to buy or build a Resource and Outreach Center in order to expand FAST's Next Generation Level Up program, a BIPOC-centered job readiness program for South Seattle residents ages 14-24. This program promotes economic opportunity through paid job training, providing pathways to living-wage career paths, and building on local cultural assets while enhancing cultural anchors.	Community and Economic Empowerment	
Filipino Community of Seattle (FCS)	Innovation Learning Center	Construction of FCS' Filipino Community Village Innovation Learning Center and Community Gathering Space, which will house STEAM education for youth and young adults, health and wellness programs for seniors, cultural enrichment programs, and domestic and gender-based violence counseling. The project also includes 95 affordable senior apartment homes.	Cultural Space and Programs	Cultural gatherings space and community serving programs Youth and family empowerment services
First AME Housing Association (FAME)	Bryant Manor Pre-K	FAME will develop a 1,875 SF Pre-K facility within the redevelopment of Bryant Manor Apartments in the Central District. This early childhood education center will specifically serve low-income children who reside in and around the project. Up to 40 kids, ages 1-5 will benefit from a unique and culturally appropriate curriculum geared to teaching children of color, children learning English, and children from low-income families in a community-based setting.	Educational Programs	The Phase 1 housing and ELC is targeted for families who live or have lived in the CD, intentionally reversing gentrification's effect on affordable early childhood education to promote easy access for low-income families of color and immigrant households
Friends of Little Saigon	Little Saigon Landmark Project	Landmark Project: Little Saigon Landmark Project (Friends of Little Saigon, Chinatown-International District) will be a gathering place for the regional Vietnamese community in the Little Saigon business district. It will bring together the district's cultural, shopping, and culinary aspects in a distinctive physical anchor. The mixed-use Landmark Project will include a cultural center, Southeast Asian grocery, Emerald Night Market, and restaurant. Each component of the development will reflect Vietnamese Americans' rich culture, history, and future. The project is currently in feasibility and predevelopment.	Cultural Space and Programs	Free and low-cost community events and programs include Vietnamese language classes, cooking classes, technical assistance to small businesses, cultural navigators for public benefits, gathering space, and art and history about the Vietnamese diaspora.

Hip Hop Is Green	Cherry Street Farm and Commissary Project	Hip Hop is Green's Cherry Street Farm & Lab is building a revolution in urban farming. They have installed a hydroponic farm and are building an education lab at the heart of Seattle's Central District. They want to every city across the country, starting in areas with limited access to fresh produce, to have their own Cherry Street Farms.	Community Agriculture and Food Justice Programs	Community youth and members will learn how to cook fresh healthy produce grown at Cherry Street Farm in our Hydroponic Lab, distribute fresh organic produce, plant based food and meals to food insecure families through local food banks
House of Mkeka	House of Mkeka Village Project	House of Mkeka is a collective of eight Black family households committed to community organizing and development through a Black, queer, womanist and anti-racist lens. The House of Mkeka Village is envisioned to be a 100% Black owned "pocket neighborhood" designed in cottage style aesthetic located on a potential site in the North end of Seattle, Madison Valley and/or Central District/Africatown.	Service Provision Space w/ Affordable Housing	Community inclusion and co-living collective ownership community serving spaces increased access to mobility and economic empowerment.
Interim CDA	Historic Acquisition of Community Service Space KYID Project	Interim CDA is acquiring a mixed-use building, and funds will be used for diligence and closing process related to the acquisition of the historic property (KYID)	Innovation Hub / Multi Service Center	Benefits to the community: Provide low-income housing, prevent displacement of low-income residents and small businesses and historic culturally significant nonprofits, help keep historic and cultural character of CID intact.
Interim CDA	Saving Bush Garden at Uncle Bob's Place	EDI funding to support grantee with coordination ground floor uses in Uncle Bob's Place supporting the Chinatown/International District. Bush Garden, a cherished legacy business in the Chinatown/International District (C/ID) neighborhood, holds significant cultural and historical value. The Interim Community Development Association (ICDA) applied for funding to improve the commercial space in Uncle Bob's Place, a newly constructed building in the area. Facing displacement, Bush Garden explored relocating to Uncle Bob's Place and collaborated with ICDA. Plans include preserving historical interior elements and integrating programming between the spaces for larger events. ICDA and Bush Garden co-designed their spaces to allow for programming integration between the spaces so that greater area can be utilized for larger programs and events. Recipients will provide arts and culture and economic development programming within the commercial spaces supporting the economic and cultural vitality of the neighborhood via partnership agreements with those using the space.	Cultural Space and Programs	This project advances economic opportunity, prevents residential, commercial, and community displacement, and builds on local community assets by keeping a piece of our community history and culture alive and fostering the CID's unique sense of community.
Khmer Community of Seattle King County (KCSKC)	Khmer Community Space Project	KCSKC secured a property to establish a Khmer Community Center. The Community Center will be a cultural hub and culturally responsive teaching platform to build trusting relationships, bridge intergenerational gaps, increase economic opportunity for Khmer Youth and young adults through employment and development of entrepreneurial skills. Having been displaced from their home in 2016, KCSKC hopes that the Khmer Community Center will help support SW Seattle and White Center as an epicenter for the Khmer Community.	Community Center or Community Hub	<ul style="list-style-type: none"> • A safe and creative space for elders and youth to raise their consciousness • Intergenerational connections • Celebration and preservation of cultural heritage • Affordable cultural food

Kwanza Prep Academy (KPA)	Tayari Learning Center Project	KPA was founded in 2019 as an early learning, tutoring, and stepped up to address digital inequities during the COVID-19 pandemic, acting as a bridge between immigrant and refugee families and schools. KPA has been working towards a vision for a childcare center in the Rainier Valley to address education equity. The organization purchased a single family home in Rainier Beach with plans to renovate into a childcare center.	Childcare Services	preschool services and meeting space for community leaders.
L.E.M.S.	Life Enrichment Bookstore	L.E.M.S. Bookstore is the longest standing cultural hub and community gathering space for the African diaspora in the Seattle Metropolitan Area. This project will sustain the community work LEMS has committed to supporting reparative strategies that invest directly in communities of color. LEMS is located on a historical landmark and has been serving the Seattle community for nearly over 30 years and is at a high risk of displacement being in an area of the city that has, is, and is likely to experience more significant displacement pressure for any BIPOC owned businesses. The vision for this project is to prevent commercial and community displacement of LEMS so that an organization with such a strong reputation and history can stay in the neighborhood.	Cultural Space and Programs	Retail bookstore that preserves culture; Kitchen space to foster value & culture; 6 Flex Media Rooms: Modern design free of toxic contamination aimed at providing access to relevant tech/media; Sliding fee scale for community center rental for events.
Lake City Collective	Multicultural Resilience Center (MRC)	Lake City Collective uses a community ambassador model to increase the ability for local communities to become self-determining. LCC seeks to establish a location in Seattle's Little Brook neighborhood that would allow them to expand services and establish partnerships that would preserve existing affordable housing sites in the neighborhood and improve living conditions.	Economic Development	LCC has been a cultural and resilience hub since its inception. The project will provide critical physical infrastructure to adapt to the effects of climate change while continuing programs of art, culture, economic, environmental & workforce development.
Multicultural Community Center	Multicultural Community Coalition (Southeast Seattle) Anchor Space Project	The Multicultural Community Coalition (MCC) will anchor several community organizations serving Seattle's growing immigrant, refugee and people of color communities by creating a community-owned and operated co-working space and an essential Cultural Innovation Center (CIC). The CIC is envisioned as a vital heritage and cultural arts venue which will house year-round, cultural events and activities as well as serving as a Creative Economy space in which artists, cultural nonprofits, and creative small businesses will produce and distribute cultural goods and services that generate jobs, revenue, and quality of life.	Innovation Hub / Multi Service Center	Cultural programming and social services addressing needs, particularly of southeast Seattle and immigrant and refugee communities. Youth educational programs.
Muslim Housing Services	Headquarters Project	Muslim Housing Services is a culturally competent organization that provides scatter site transitional and permanent housing for homeless single and two parent families with dependent children, including non-traditional and extended families, and families with underage children. MHS works directly with transitionally homeless families with children, with limited English proficiency, who are refugees and second-generation immigrants presenting multiple barriers to accessing and maintaining stable housing. MHS is working to acquire a permanent office space in the Rainier Beach neighborhood to support their ongoing work to prevent and respond to displacement of their constituency.	Childcare Services	Human services, youth and family empowerment programming, housing and food security

Na'ah Illahee Fund	Elip Tilikum Land Conservancy Project	Funding award to provide capacity-building and pre-development to support planning for the Elip Tilikum Land Conservancy, which aims to address centuries of dislocation, displacement, and forced separation from Mother Earth by reuniting Native land to Native hands. Through this initiative, E'lip Tilikum works to restore, preserve, and protect the natural habitats and sacred traditional sites across rural and urban landscapes.	Cultural Space and Programs	Inclusion of native people in the Seattle community, including indigenous knowledge in land-use processes
Nehemiah Initiative	Faith Owned Land Redevelopment Project	Funding to support participating parcel owners in the Central District to plan and implement state legislation about working with to advance affordable housing development. Funding to assist historically black faith based orgs redevelop underutilized church owned land to create residential and non-residential ant displacement focused equitable development.	Community and Economic Empowerment	<p>"1.The NIS has multiple Seattle projects in the predevelopment pipeline. These projects are proposed to provide affordable home ownership opportunities for families and individuals threatened with displacement and for those already displaced from their traditional neighborhoods.</p> <p>2.We insist that FBO development partners compensate FBOs for use of their land for development, thereby providing financial sustainability for the survival of these critical community institutions.</p> <p>3.The NIS has a goal to prioritize hiring of BIPOC consultants and vendors. We insist on FBO development partners do the same to provide greater economic development in BIPOC communities."</p>
New Hope Community Development Institute	Community Space Project	New Hope Community Development Institute is partnering with LIHI to develop affordable housing with ground floor community space in the Central Area.	Cultural Space and Programs	<ul style="list-style-type: none"> • Jobs • Fresh and healthy food • Produce to those in need • Office space for an emerging BIPOC developer
Nurturing Roots	Community Garden and Black Power Epicenter Project	Funding to support Nurturing Roots in their acquisition of the community garden and the Black Power Epicenter nonprofit space.	Community Agriculture and Food Justice Programs	<ul style="list-style-type: none"> • Food justice • Education • Community serving space

NW Tap	Anchor in Rainier Beach Permanent Headquarters Project	Acquiring space to build an inclusive community through cultural arts to heal and cultivate positive change and they envision an interconnected community where all individuals feel a sense of belonging and empowered to develop their most authentic selves. EDI funds are to provide capacity-building for the organization and to support pre-construction costs and eventually acquisition of a commercial condo to develop the community arts and cultural space including classrooms, a community kitchen, rehearsal, performance, and meeting space. UCC exited the deal due the evolving complexities in the deal structure in early 2024 and will independently pursue their own space, NW Tap will continue in pursue of the awarded project own their own.	Cultural Space and Programs	<ul style="list-style-type: none"> • Education • Arts and cultural space • Jobs and mentorship • Economic empowerment • Access to mobility
Opportunity Center at Othello Square	Community Campus Project / HomeSight	The Opportunity Center @ Othello Square is a creative, community-driven response to the pressures of extraordinary growth in Seattle. This project brings together multiple non-profit partners to pool their strengths in a community-focused campus. The Opportunity Center @ Othello Square includes non-profit offices, classrooms, cultural center, and maker space; 200 affordable and workforce apartments; and a mid-block public plaza for community use. Othello Square will be a culturally relevant and welcoming place where people in Southeast Seattle and beyond can access opportunities for higher education, good paying jobs, and support to start and keep a business. Integrating shared space for cultural organizations and workforce housing will help stabilize communities at risk of displacement and engage diverse residents. 22,000 sq. ft. of community serving commercial space to increase access to economic opportunity, post-secondary education, small business incubation, financial services, and cultural preservation. 19,000 sq. ft. Plaza that will serve as a community gathering space for art and performance space in addition to commercial activities, festivals, bazaars, flea and farmer’s markets, and other events. 230 units of step-up apartments – serving families making between 60% – 120% area median income – privately financed through impact investment partners, with no federal tax credits	Innovation Hub / Multi Service Center	Provide access to economic opportunities, preserve the community's cultural heritage; help stabilize communities at risk of displacement, engage diverse residents by providing a community gathering space for art, performances, and community activities
Our Hope	Hope Academy Educational Facility Project	Established in 2002, Hope Academy in South Delridge is the only East African community-based K-8 school accredited by the WA State Board of Education. HAS serves 120 students and more than 400 East African refugee and immigrant families through their programs. EDI funds will help secure ownership of the property.	Educational Programs	The project will enhance social connectivity, offer educational and cultural opportunities, support immigrants and refugees, empower youth, promote economic development, provide health and wellness initiatives, and encourage environmental sustainability.

Queer the Land	QT2BIPOC-Owned and Operated Cooperative Project	Queer the Land seeks to fund the capacity building resources that they need to create a QT2BIPOC-owned and operated cooperative in one of Seattle's historical communities of color to include affordable transitional and semi-permanent housing, co-working space, communal space, and a community garden.	Cultural Space and Programs	
Rainier Ave Radio	Thrive in the Columbia City Theater Project	"Black-Owned community cultural center and career-connected learning institution building arts leadership and production skills in the next generation of south Seattle youth.		"Educational and Cultural Enrichment Community engagement and civic participation Support for local economy and tourism Call to Conscience Black History Month Museum Earth Deserves More Than A Day: Environmental/Climate Justice Week long event and broadcast High School sports broadcast"
Rainier Beach Action Coalition	Rainier Beach Community Empowerment Food Innovation Center Project	Black-led community organization that is actively seeking to address racialized economic disparity in a neighborhood where communities of color experience a high risk of residential and cultural displacement. With this funding, RBAC will proceed with closing on a site adjacent to the Rainier Beach light rail station. RBAC's Food Innovation Center is intended to create jobs and build on the many food cultures of Rainier Beach. The Center will support economic opportunity through new small food businesses, as well as education and workforce development for Seattle residents. The concept includes classrooms and teaching kitchens, an entrepreneurship center, a marketplace, food production facility, and community services. Plans for the site also include critically needed affordable housing.	Community Agriculture and Food Justice Programs	The Rainier Beach Food Hub addresses lack of access to organic fruits & vegetables in the neighborhood while supporting local farmers. Our facilities adds a layer of capacity to the supply chain ensuring locally food grown goes to those most in need.
Rainier Valley Midwives	Columbia City Birth Center Project	Rainier Valley Midwives works to improve maternal health and birth outcomes for women of color, while also providing economic opportunities for health providers of color in South Seattle. RVM providers, clients, and community stakeholders created a vision for a permanent birth center to anchor their community and in 2021 RVM was able to purchase two adjoining sites in Columbia City that will eventually serve as the birth center.	Health and Human Services	Provide significant public benefits by offering a wide range of culturally enriching and community-focused events to serve to educate, engage, and empower the community through diverse forms of media, arts, and social activism.
Refugee and Immigrant Family Center	Early Childhood Learning Center Project	Refugee and Immigrant Family Center (RIFC) funding supports providing a high quality part-time preschool experience for children ages 3-5 in a warm, nurturing, culturally relevant environment. RIFC prevented their displacement by purchasing their property, enabling the dual-language childcare program to continue to serve families and the community in Delridge.	Childcare Services	With RIFC purchasing the building, we're now able to provide professional level jobs for staff, advance economic opportunity for low-income families, prevent commercial displacement, and build community partnerships for high quality early education.

Royal Esquire Club	Facility Preservation and Rehabilitation	Royal Esquire Club Phase II supports continue facility preservation and rehabilitation that will improve their building to enable the continue the historic footprint in the community and provide a safe and modernized the place for the community to gather for meetings, parties, dinner and family & cultural events.	Cultural Space and Programs	"Improved accessibility and quality of experience, particularly for disabled residents in accessing public community events, reduced costs for access to meeting spaces and kitchen facilities for community events and local organizations and businesses.
SCIDpda	13th and Fir Facility Mural Project	Seattle Chinatown International District Preservation and Development Authority (SCIDpda) is a leading force for the economic health of Seattle's Chinatown International District, implementing strategies that range from support for individual businesses to marketing the entire neighborhood's lively retail and cultural environment. They are completing their new housing project at 13th and Fir as part of the overall Yesler Terrace Redevelopment strategy.	Service Provision Space w/ Affordable Housing	The (mural) project will be place-making artistic installations and murals for the 13th and Fir facility, allowing residents/visitors to feel welcome and stay long-term. A unique, joyful, and artistic space that reflects the creativity of the community.
Seattle Indian Services Commission	Native Village and Gateway Project	Seattle Indian Services Commission: Feasibility support to assist SISC in scoping out the redevelopment of their current facility to create a mixed-use building with cultural space and affordable housing.	Cultural Space and Programs	Up to 200 housing units, including homeownership limited-equity affordable condos. Economic Empower Center services the community from high-school to retirement and small business support. Bernie Whitebear Hall of Ancestors includes educational exhibits.
Shared Space Foundation / Duwamish Tribal Services	The Heron's Nest Project	The Shared Spaces Foundation/DTS Heron's Nest, a project aimed at preserving 3.56 acres of land in the West Seattle Greenbelt for community use, stewardship, sustainable education, and repatriating it to the Duwamish people. Funds will allow Shared Spaces to purchase the land currently used for the Heron's Nest, serving as the first step in the repatriation process.	Cultural Space and Programs	Our project provides improved public access to trails, job skills trainings, local produce, arts and cultural events, youth and adult outdoor education, ecological restoration, community recycling resources and improves walkability to the Duwamish river.
Somali Health Board	Cultural Innovation Hub Project	Somali Health Board: The Somali Community Cultural Innovation Hub came out of the Graham Street Vision process as a response to displacement pressure and a study conducted by the City of Seattle that found that East African communities experience high rates of discriminatory practices when accessing programs and securing safe and healthy housing. The project is partnership between Somali Health Board, Somali Community Services of Seattle and Al Noor Center of Washington. This project will provide a culturally relevant space in Southeast Seattle that serves as a multigenerational health hub, senior housing community, cultural anchor, and community center for the Somali and East African community.	Innovation Hub / Multi Service Center	Once completed, this project will provide space for:- outdoor soccer and basketball court for our youth , a cultural center that will provide resources for our families, youth, and seniors - including health screenings, gathering space for our communities

Southeast Effective Development (SEED)	Hillman City Partners Anchor Space for BIPOC Businesses Project	Hillman City Partners / SEED are acquiring and rehabilitation a mixed use building that will as an anchor location for BIPOC restaurant, retail, arts, and community collaboration space.	Cultural Space and Programs	"Cultural space affordable for decades to come. Local ownership of a building with two beloved restaurants in it. Capital improvements in a walkable neighborhood. A model for SE Seattle partnership. Allowing artists to make a living in their community."
SPIN	STEM Paths Innovation Network	Innovation Center -- SPIN plans to build an Innovation Center in Southeast Seattle that will improve access to low or no cost STEM workshops and programs for the community and schools. The Center will train emerging technologists and entrepreneurs; ready young adults for family-wage jobs; engage the imagination of youth from preschool through high school; and offer culturally relevant programming.	Workforce Development Programs	
Trans Women of Color Solidarity Network	House of Constance (Alliance for Global Justice) Project	House of Constance -- The Trans Women of Color Solidarity Network is planning to work on repairs/remodeling of the current and initial staffing for project implementation at House of Constance. House of Constance is a new Black, Indigenous, Trans People of Color focused house in Seattle's historic LGBTQ neighborhood (Capitol Hill), which will provide rent free housing for 8-10 community members, as well as necessary space for community gathering and organizing.	Community Center or Community Hub	* increase in affordable housing supply and safeguards against exclusionary development and gentrification. * path to home ownership and financial security * hub for organizing that strengthens community connections and develops accountable leaders
Tubman Center for Health and Freedom	Permanent Home Project	Flagship Clinic - The Tubman Center for Health & Freedom is currently slated to open its doors as a community health center in 2025, offering comprehensive Integrative Family Medicine and community programs. Tubman Health is a multifaceted health care system designed specifically to meet the health needs of communities of color and other marginalized groups.	Health and Human Services	Benefits include ceremonial space for urban Native Americans representing over 50 tribes in the King County region. We house a preschool, homelessness prevention program, Veteran's and Workforce services, and the largest Powwow in Western Washington.
UCC	Transition to Rainier Beach Project	Capacity building funding to support of UCC finding a permanent home to serve as a operations hub and a community facility in Rainier Beach that will provide public benefits in the area(s) of Recreational and cultural space.	Cultural Space and Programs	
United Indians of All Tribes	Daybreak Star Facility Rehabilitation and Preservation	The United Indians of All Tribes Foundation is completing repairs and upgrades to Daybreak Star in Discovery Park to prolong the centers useful life and modernize the facilities.	Cultural or Community Center	

Urban Black	Legacy Program	Urban Black is developing a project to support its Legacy Program, which seeks to help preserve and grow the wealth of Black families through community-controlled real estate development will acquire a community serving space to facilitate operations of a cultural heritage and archive center with additional community programming and functions.	Community and Economic Empowerment	<ul style="list-style-type: none"> • Cultural programming and preservation • Community serving and gathering space • Small business support and jobs
Urban Family Center Association	Permanent Home Project	Funding to support Urban Family in purchase of a permanent space, UF is recognized in the Greater Seattle area as youth and family intervention experts, and community leaders frequently called upon by civic and community leaders to help stabilize neighborhoods under duress, and have mitigated the influence of systemic poverty, oppression, gangs and youth violence by providing grassroots and collaborative leadership, intervention programs, training, and consultation. Their innovative approach to problem-solving has helped many youths and their families to make life-changing decisions.	Cultural Space and Programs	A centralized space for family and community space located in the community we serve. A focus in supporting BIPOC communities.
Wa Na Wari	Frank and Goldyne Green Cultural Land Conservancy	Sited in a fifth-generation, Black-owned home, Wa Na Wari is an immersive community art project that reclaims Black cultural space and makes a statement about the importance of Black land ownership in gentrified communities. Creating a space for Black artists to gain income from performances and shows and support the cultural enrichment of the Central Area. Wa Na Wari will create an ownership model to convert single-family residences into cultural spaces.	Cultural Space and Programs	
West African Community Council	Community Center	West African Community Center -- WACC partnered with EDI to purchase their community center building, allowing for greatly increased services to their community.	Community Center	<ul style="list-style-type: none"> • Community serving space • Cultural gatherings and events • Classes and education • Access to services
Wing Luke Museum	Eng Homestead Project	Heritage House -- The Wing Luke Museum serves as a cultural anchor and economic driver for the Chinatown-International District community. In 2021, the museum purchased the Homestead Home, the most intact remaining single-family home in the Chinatown-International District (CID), constructed in 1937 despite the Chinese Exclusion Act and discriminatory barriers to single family homes in the CID. The museum will restore and upgrade the Homestead Home in order to operate the space as an immersive cultural and historical experience. The property additionally includes an 8,300 square foot parking lot that The Wing intends to develop into a mixed-use building with affordable apartments and street-level community gathering space.	Cultural Space and Programs	Delivery of educational activities and cultural/heritage tours on the property, activate and maintain an underused property for neighborhood and city benefit; provide access for low-income families and students, activating nearby Canton Alley
Yehaw Indigenous Creatives Collective	#LandBack Land Rematriation Project	#landback -- yəhaw' Indigenous Creatives Collective has acquired a parcel of land within Seattle as part of their Land Rematriation project with the plans to create a community-led arts and food programming for Indigenous and broader BIPOC populations. This land would give those with broken relationships to the earth an opportunity to experience food and water sovereignty through sustainable, repetitive contact.	Community Agriculture and Food Justice Programs	Community Agriculture, Cultural Preservation, Educational Programs, Gathering Space, and Food Justice Programs
Name Omitted		Note: Program requirements not met -- award cancelled prior to contracting.		

Exhibit 23. Project Timeline and Status

Organization	Completion Date			Current Milestone	Next Steps	
	Total	Phase 1	Phase 2			
ACLT - Midtown Plaza	2025	Completed	Within 6 Months	Attain Certificate Tenant Improvements Capital Campaign Support Site Development	Permitting Utility Upgrades Retrofit Attain Certificate	Tenant Improvement Support Post Site Support Site Development
ACLT - William Grose Center	2025	Completed	Within 6 Months	Retrofit Tennent Improvement Transition to Operation Organizational Readiness	Post Site Control Site Planning Permitting Utility Upgrades New Facilities Complete Construction	Tenant Improvements All Site Modification Transition to Operation Organizational Readiness Capital Campaign Support Site Development
ACLT - YAC		Completed	Within 1 Year	Post Site Planning Project Scoping Organizational Readiness	Environmental Issues Site Planning Permitting Utility Upgrades New Facilities Retrofit Complete Construction Business Maintain	Tenant Improvements All Site Modification Transition to Operation Organizational Readiness Capital Campaign Support Post Site Support Site Development
ADEFUA		Completed	Within 1 Year	Post Site Site Planning Project Scoping Organizational Readiness"	Environmental Issues Site Planning Permitting Utility Upgrades New Facilities Retrofit Complete Construction Business Maintain	Tenant Improvements All Site Modification Transition to Operation Organizational Readiness Capital Campaign Support Post Site Support Site Development
African Community Housing and Development	2028		Within 5 Years	Post Site Planning Permitting Organizational Readiness Capital Campaign Support Site Development	Site Planning Permitting Utility Upgrades New Facilities Complete Construction Business Maintain Attain Certificate	Tenant Improvements All Site Modifications Transition to Operation Capital Campaign Support Post Site Support Post Site Development
AiPACE				No current EDI Funds Capital Campaign	Utility Upgrades New Facilities Completed Construction Business Maintain Attain Certificate	Tenant Improvements All Site Modifications Transition Operations Project Scoping Support Post Site
Arte Noir	Completed	Completed	Completed	Start of Service / Monitoring Phase	Transition to operation and begin annual monitoring with EDI	

BIPOC STAHC	2025	Completed	Within 1 Year	New Facilities Support Site Development	Permitting Utility Upgrades New Facilities Retrofit Complete Construction Business Maintain	Tenant Improvement Transition to Operation Organizational Readiness Capital Campaign Support Post Site Support Site Development
Black and Tan Hall	2023	Completed	Completed	Transition to operation and begin annual monitoring with EDI	Capital Campaign	
Black Star Farmers	2025	Within 6 Months		Executing Purchase Pre Purchase Project Scoping Organizational Readiness Capital Campaign Support Acquisition	Post Site Control Site Planning Business Maintain Transition to Operation	Organizational Readiness Support Post-Site Support Site Development
Byrd Barr Place		Completed	Completed	Transition to operation and begin annual monitoring with EDI	Transition to operation and begin annual monitoring with EDI	
Casa Latina		Beyond 3 Years		Project Scoping Organizational Readiness		
Central Area Senior Center	2025			Construction Planning / Construction Underway	Environmental Issues Utility Upgrades Retrofit Complete Construction	Business Maintain Tenant Improvements Capital Campaign
CAYA	2027	Within 6 Months		Project Scoping Organizational Readiness Capital Campaign Support Acquisition	Complete Transaction Post Site Control Cite Planning Permitting Utility Upgrades New Facilities Complete Construction Business Maintain	Transitional to Operation Project Scoping Organizational Readiness Capital Campaign Support Site Acquisition Support Post Site Support Site Development
CDCPDA				Capacity Building / Project Facility Improvement Planning		
Cham Refugees Community	2026	Completed	Within 3 Years	Permitting Organizational Readiness Capital Campaign	Utility upgrades or hookups New facilities site construction and development underway Complete construction	Attain certificate of occupancy for site or condo / transfer ownership of condos
Chief Seattle Club ?al?al project	2028	Within 18 Months		Project Scoping Organizational Readiness Capital Campaign Support Acquisition	Complete Transaction Utility Upgrades New Facilities Retrofit Attain Certificate	All Site Modification Transition to Operation Project Scoping Capital Campaign Support site Development

Chief Seattle Club North College Longhouse				Offer Submitted / Negotiation		
Co Lam Pagoda	2027	Within 6 Months		Site Searching Negotiations Pre Purchase Pre Site Project Scoping Organizational Readiness Support Acquisition	Negotiations Executing Purchase Pre Purchase Pre Site Complete Transaction Post Site Control Site Planning	Project Scoping Organizational Readiness Capital Campaign Support Site Acquisition Support Post Site Support Site Development
Community-Owned Resource Development				Capacity Building / Project Planning		
Cultivate Southpark	2025	Completed	Within 18 Months	Start of Service / Monitoring Phase	Complete Transaction Post Site Control Permitting	Support Site Acquisition Support Post Site Support Site Development
DNDA				Construction Planning / Construction Underway		
Duwamish Longhouse				Site Search / Site Acquisition Underway		
Duwamish Valley Affordable Housing Coalition	2025	Within 6 Months		Negotiations Executing Purchase Project Scoping Support Acquisition	Complete Transaction Tenant Improvement	All Site Modification Transition to Operation
Duwamish Valley Sustainability Association	2025	Completed	Within 6 Months	Site Planning Permitting Utility Upgrades New Facilities Business Maintain Project Scoping Organizational Readiness Capital Campaign Support Post Site	Project Scoping Capital Campaign Support Site Acquisition	
El Centro - Columbia City	2025		Within 6 Months	New facilities Organizational Readiness Capital Campaign Support Site Development	Complete Construction Business Maintain Attain Certificate	Tenant Improvements All Site Modification Transition to Operations
Empowering Youth & Family Outreach				Complete Construction		
Eritrean Association of Greater Seattle	2026	Within 1 Year		Project Scoping Organizational Readiness Capital Campaign Support Acquisition	Permitting Retrofit Support Site Acquisition	Support Post Site Support Site Development

Eritrean Community in Seattle & Vicinity				Site Search / Site Acquisition Underway		
Estelita's Library	2028	Within 1 Year		Environmental Issues Organizational Readiness Capital Campaign Support Acquisition	Environmental Issues Complete Transaction Post Site Control Site Planning	Permitting Utility Upgrades New Facilities Retrofit
Ethiopian Community in Seattle	2028			Start of Service / Monitoring Phase No Current EDI Funds	Site Planning Permitting New Facilities Tenant Improvements	Organizational Readiness Capital Campaign Support Site Development
FAME-Equity Alliance of Washington	2028		Within 4 Years	Project Scoping	Post Site Control Permitting	Utility Upgrades Complete Construction
Fathers and Sons Together (FAST)				Capacity Building / Project Planning		
Filipino Community in Seattle (FCS)	Completed	Completed	Completed	In Compliance Period		
First AME	2025	Completed	Within 6 Months	Transition to operation and begin annual monitoring with EDI	Transition to operation and begin annual monitoring with EDI	
Friends of Little Saigon	2027	Completed	Within 3 Years	Post Site Control Site Planning Permitting Organizational Readiness	Utility Upgrades New Facilities Business Maintain	Attain Certificate Transition to Operation Capital Campaign Support Site Development
Hip Hop Is Green	2025	Completed	Within 1 Year	Site Planning New Facilities Construction Underway		
House of Mkeka				Capacity Building		
Interim CDA	2028	Within 1 Year		Negotiation	Executing Purchase Complete Transaction	Post Site Control Site Planning
KCSKC	2026	Completed	Within 2 Years	Post Site Site Planning Project Scoping Organizational Readiness	Post Site Control Site Planning Permitting Utility Upgrades New Facilities	Retrofit Complete Construction Business Maintain All Site Modification
KPA	2025	Completed	Within 2 Years	Post Site Site Planning Tenant Improvements Organizational Readiness Capital Campaign Support Site Development	Post Site Control Site Planning Permitting	Utility Upgrades New Facilities Retrofit Complete Construction

L.E.M.S.	2028	Within 6 Months		No current EDI Funds Organizational Readiness Support Acquisition	Complete Transactions Site Control Site Planning Permitting	Utility Upgrades New Facilities Complete Construction
Lake City Collective	2028	Completed	Within 4 Years	Site Planning	Site Planning Permitting New Facilities Complete Construction	Organizational Readiness Capital Campaign Support Site Development
Multicultural Community Center	2030		Beyond 5 Years	Post Site Control Project Scoping Organizational Readiness Capital Campaign	Permitting Utility Upgrades New Facilities Retrofit Complete Construction	Business Maintain Attain Certificate Tenant Improvements All Site Modifications
Muslim Housing Services				Site Planning Permitting New Facilities Complete Construction Attain Certificate Sire Modifications Support Site Development	Business Maintain Transition to Operation Support Site Acquisition	
Na'ah Illahee Fund	2027	Within 18 Months		Capacity Building / Project Planning		
Nehemiah Initiative	2028		Within 6 Months	Capacity Building / Project Planning	Permitting Utility Upgrades New Facilities Retrofit Complete Construction Business Maintain Attain Certificate All Site Modification Transition to Operation	Capital Campaign Support Site Acquisition Support Post Site Support Site Development
New Hope	2025	Completed	Within 2 Years	Post Site Site Planning Permitting Utility Upgrades Organizational Readiness Support Site Development	New Facilities Complete Construction Business Maintain Attain Certificate Tenant Improvements All Site Modifications Transition to Operation	Project Scoping Organizational Readiness Capital Campaign Support Site Acquisition Support Post Site Support Site Development
Nurturing Roots	2030	Within 1 Year		In Negotiations with Seller, conducting Due Diligence		
NW Tap Connection				Pre-Purchase Due Diligence / Contract Negotiation	Complete Transaction Post Site Control Site Planning	Project Scoping Organizational Readiness Capital Campaign

Opportunity Center at Othello Square	2028	Within 2 Years		Pre Purchase Environmental Issues Support Acquisition	Complete Transaction Post Site Control Site Planning Permitting Utility Upgrades	New Facilities Complete Construction Attain Certificate All site Modifications Support Post Site Support Site Development
Our Hope	2029		Within 5 Years	Start of Service / Monitoring Phase No Current EDI Funding		
Queer the Land						
Rainier Ave Radio	2025		Within 1 Year	Retrofit or renovation of existing structures underway Tenant Improvements (i.e. painting, furnishings, etc)	All site modification complete and site operable	Transition to operation and begin annual monitoring with EDI
Rainier Beach Action Coalition	2024	Completed	Within 6 Months	Utility Upgrades New Facilities Retrofit Tenant Improvements Organizational Readiness Support Site Development	Environmental Issues Business Maintain Transition to Operational	Project Scoping Organizational Readiness Capital Campaign
Rainier Valley Midwives	2025	Completed	Within 1 Year	Pre-development and Design		
Refugee and Immigrant Family Center				Permitting	Construction	
Royal Esquire Club	2025	Completed	Within 1 Year	Post Site Planning Permitting	Retrofit Complete Construction	Tenant Improvement Transition to Operation
SCIDpda	2026	Completed	Within 18 Months	Site Planning	Transition to Operation Organizational Readiness	
Seattle Indian Services Commission	2027	Completed	Within 3 Years	Site Planning Project Scoping Organizational Readiness Capital Campaign Support Site Development	Complete Construction Business Maintain Transition to Operation	Organizational Readiness Capital Campaign Support Site Development
Shared Space Foundation / Duwamish Tribal Services	Completed			Start of Service / Monitoring Phase		

Somali Health Board	2029	Within 6 Months		Negotiations Executing Purchase Pre Purchase Pre Site Complete Organizational Readiness Capital Campaign Support Acquisition	Compete Transaction Post-Site Control Site Planning Permitting Utility Upgrades New Facilities Retrofit Completed Construction	Business Maintain Attain Certificate Tenant Improvements All Site Modifications Transition to Operation Capital Campaign Support Post Site Support Site Development
SEED	2025	Within 6 Months		Site Search / Site Acquisition Underway		
SPIN	TBD	Paused		Project currently on hold		
Trans Women of Color Solidarity Network	2024	Completed	Within 18 Months	Post Site Site Planning Environmental Issues Retrofit Project Scoping Organizational Readiness Capital Campaign	Permitting Utility Upgrades New Facilities Retrofit Complete Construction Business Maintain Tenant Improvement	All Site Modification Transition to Operation Capital Campaign Support Post Site Support Site Development
Tubman Center for Health and Freedom	2027	Completed	Within 4 Years	Post Site Site Planning Capital Campaign Support Post Site	Post Site Control Site Planning Utility Upgrades New Facilities Complete Construction	Tenant Improvements All Site Modification Transition to Operation Capital Campaign Support Post Site Support Site Development
UCC Transition to Rainier Beach Project	2030	Within 18 Months		Project Scoping Organizational Readiness	Site Search Negotiations Executing Purchase	Organizational Readiness Capital Campaign Support Site Acquisition
United Indians of All Tribes	2026	Completed	Within 2 Years	Retrofit Complete Construction Site Modification Project Scoping Support Post Site Support Site Development		
Urban Black				Site Search / Site Acquisition Underway		
Urban Family Center Association	2028	Within 2 Years		Site Searching Negotiations Project Scoping Organizational Readiness Capital Campaign	Negotiations Executing Purchase Pre Purchase Complete Transaction Permitting Business Maintain Tenant Improvement	All Site Modification Transition to Operation Organizational Readiness Capital Campaign Support Site Acquisition Support Post Site Support Site Development
Wa Na Wari				Pre-Purchase Due Diligence / Contract Negotiation		

Wing Luke Museum	2025	Completed	Within 18 Months	No current EDI funds Project Scoping Organizational Readiness Capital Campaign	Complete Construction Attain Certificate Transition to Operation	Project Scoping Organizational Readiness Capital Campaign
Yehaw Indigenous Creatives Collective	Completed	Completed	Completed	Site Modification Transition to Operation	Transition to operation and begin annual monitoring with EDI	

Exhibit 24. Funding History and Anticipated Future Needs

Note: Blank cells indicate a grantee did not respond to the survey. “Unknown” indicates where a grantee responded to the survey but did not provide data. “TBD” indicates grantee where a grantee has not completed project scoping and preliminary cost estimating. Project funding gap reflects all needs and not all funding will come from EDI, larger funding gaps typically include housing dollars						
Organization	Awarded to Date	Funding Gap	Plan to Apply for Future EDI Funds	Amount	Non-EDI Funding	
					Received	<i>Pursuing / Plan to Pursue</i>
ACLT - Midtown Plaza	\$1,790,000				No	No
ACLT - William Grose Center	\$1,150,000	\$1,500,000	Yes, Next Round	\$400,000	Yes	Yes
ACLT - Youth Achievement Center	\$700,000	\$32,000,000	Yes, Future Stage	\$1,000,000	No	Yes
ADEFUA ACAC Preserving African Heritage	\$75,000	NA	Yes, Future Stage	NA	No	Yes
African Community Housing and Development	\$4,541,250	\$22,000,000	Yes, Future Stage	\$1,500,000	No	Yes
African Women Business Alliance - HQ Project	\$75,000	\$0	No	\$0	NA	NA
AiPACE Aging in Pace Washington	\$75,000	\$12,500,000	Yes, Next Round	\$1,000,000	Yes	Yes
Arte Noir	\$1,916,250	NA	Yes, Next Round	\$60,000	Yes	Yes
BIPOC Sustainable Tiny Art House Community (STAHC)	\$1,150,000	\$300,000	Yes, Next Round	\$300,000	Yes	Yes
Black and Tan Hall	\$1,490,000	\$300,000	Yes, Next Round	\$100,000	Yes	Yes
Black Star Farmers	\$1,164,448	\$500,000	Yes, Next Round	\$500,000	Yes	Yes
Byrd Barr Place	\$1,575,000	Completed	No	\$0		
Casa Latina	\$60,330	NA	NA	NA	Yes	Unknown
Central Area Senior Center	\$1,038,000	\$2,000,000	Yes, Future Stage	\$575,000	No	Yes
Central Area Youth Association (CAYA)	\$4,050,000	NA	Yes, Next Round	\$3,000,000	Yes	Yes
Central District Community Preservation and Development (CDCPDA)	\$1,473,204					
Cham Refugees Community	\$4,300,000	\$2,500,000	Yes, Next Round	\$2,000,000	No	Yes
Chief Seattle Club ʔálʔal	\$2,575,000	NA	Yes, Future Stage	\$1,000,000	Yes	Yes
Chief Seattle Club North College Longhouse	\$700,000					
Co Lam Pagoda	\$75,000	\$60,000,000	Yes, Next Round	\$3,000,000	No	Yes

Community-Owned Resource Development	\$75,000					
Cultivate Southpark	\$2,341,250	\$1,000,000	Yes, Next Round	\$1,000,000	Unknown	Unknown
Delridge Neighborhood Development Association (DNDA)	\$1,065,000					
Duwamish Longhouse	\$650,000					
Duwamish Valley Affordable Housing Coalition	\$1,225,000	\$150,000	No	\$0	No	Unknown
Duwamish Valley Sustainability Association	\$348,007	\$3,000,000	Yes, Future Stage	\$1,000,000		
El Centro de la Raza	\$700,000				Yes	No
Empowering Youth & Family Outreach	\$600,000	\$1,000,000	NA	NA	Yes	Yes
Eritrean Association of Greater Seattle	\$1,000,000	\$850,000	Yes, Next Round	\$850,000	Planned	Yes
Eritrean Community in Seattle & Vicinity	\$2,300,000					
Estelita's Library	\$2,600,000	\$30,000,000	Yes, Next Round	\$4,000,000	Yes	Yes
Ethiopian Community in Seattle	\$2,144,868	\$37,000,000	Yes, Next Round	\$100,000	Yes	Yes
FAME-Equity Alliance of Washington	\$75,000	Unknown	Yes, Next Round	\$3,000,000	Unknown	Unknown
Fathers and Sons Together (FAST)	\$75,000					
Filipino Community of Seattle (FCS)	\$1,075,000					
First AME Housing Association (FAME)	\$1,000,000	\$0	No	\$0	Unknown	Unknown
Friends of Little Saigon	\$6,760,000	\$3,000,000	Yes, Next Round	\$75,000	Yes	Yes
Hip Hop Is Green	\$450,000	Unknown	Yes, Future Stage	Unknown	Yes	Yes
House of Mkeka	\$75,000					
Interim CDA Historic	\$1,791,250	\$50,000,000	Yes, Future Stage	\$1,500,000	Yes	Yes
Interim CDA Bush Garden	\$820,000	\$250,000	No	\$0	Yes	Yes
KCSKC	\$4,225,000	\$20,000,000	Yes, Next Round	\$10,000,000	Yes	Yes
KPA	\$764,000	\$550,000	Yes, Next Round	\$550,000	Yes	Yes
L.E.M.S.	\$3,701,187	\$1,995,000	Yes, Future Stage	\$1,995,000	Yes	Yes
Lake City Collective	\$1,297,930	\$30,000,000	Yes, Next Round	\$2,075,000	Yes	Yes
Multicultural Community Center	\$2,650,000	\$13,000,000	Yes, Next Round	\$2,150,000	No	Yes
Muslim Housing Services	\$650,000	\$1,020,000	No	\$0	Yes	Yes
Na'ah Illahee Fund	\$75,000	\$7,640,000	Yes, Next Round	\$2,075,000	Yes	Unknown

Nehemiah Initiative	\$375,000	\$900,000	Yes, Next Round	\$300,000	Yes	Yes
New Hope	\$1,300,000	NA	No	\$0	No	No
Nurturing Roots	\$935,000				No	No
NW Tap Connection	\$3,541,250	TBD	Yes, Next Round	TBD	Unknown	Unknown
Opportunity Center at Othello Square	\$1,725,000	\$85,000,000	No	\$0	No	Yes
Our Hope	\$338,000	\$1,800,000	Yes, Next Round	\$1,440,000	Yes	Yes
Queer the Land	\$350,000					
Rainier Ave Radio	\$3,541,250	\$800,000	Yes, Future Stage	\$800,000	Yes	Yes
Rainier Beach Action Coalition	\$4,784,999	\$275,000	Yes, Next Round	\$275,000	Yes	Yes
Rainier Valley Midwives	\$3,489,700	TBD				
Refugee and Immigrant Family Center	\$815,000	\$0	No	\$0	No	Unknown
Royal Esquire Club	\$781,827	\$300,000	Yes, Next Round	\$300,000	No	No
Seattle Chinatown International District Preservation and Development Authority (SCIDpda)	\$400,000	\$110,000	No	\$0	Yes	Yes
Seattle Indian Services Commission	\$150,000	\$80,000,000	Yes, Next Round	\$1,000,000	Yes	Yes
Shared Space Foundation / Duwamish Tribal Services	\$941,250	\$850,000	Yes, Next Round	\$350,000	Yes	Yes
Somali Health Board	\$5,385,000	\$30,000,000	Yes, Next Round	\$10,000,000	Yes	Yes
Southeast Effective Development (SEED) et al	\$3,241,250	\$1,000,000	Yes, Next Round	\$1,000,000	Yes	Yes
STEM Paths Innovation Network (SPIN)	\$75,000	TBD	Yes, Future Stage		Yes	Yes
Trans Women of Color Solidarity Network	\$290,314	\$400,000	Yes, Next Round	\$400,000	Yes	Yes
Tubman Center for Health and Freedom	\$1,150,000	\$52,600,000	Yes, Next Round	\$5,000,000	Yes	Yes
Union Cultural Center Transition to Rainier Beach Project	\$75,000	TBD	Yes, Next Round	\$150,000	Unknown	Unknown
United Indians of All Tribes	\$2,400,000	\$6,500,000	Yes, Future Stage	\$500,000	Yes	Yes
Urban Black Legacy Program	\$1,951,900					
Urban Family Center Association	\$1,575,000	TBD	Yes, Future Stage			
Wa Na Wari Frank and Goldyne Green Cultural Land Conservancy	\$75,000	\$3,800,000	Yes, Next Round	\$3,800,000	No	Yes
West African Community Council Community Center	\$584,405					

Wing Luke Museum	\$968,000	\$250,000	Yes, Future Stage	\$250,000	Yes	Yes
Yehaw Indigenous Creatives Collective	\$2,070,000	NA	Yes, Next Round	\$250,000	No	Yes

Appendix C: Continuous Improvement Philosophy

The Equitable Development Initiative Evaluation and Continuous Improvement Philosophy uses a mix of established and adaptive frameworks that center community needs and practical analysis, that respond to needs, goals, and challenges to inform understanding and drive improvement. EDI embraces innovation, co-creation, empowerment, and applies a pro-equity lens to all its evaluative activities.

EDI's framework ensures that program elements are evaluated and continuously improved in a way that is responsive to program design and implementation, community needs, on-the-ground issues and priorities, and centered on achieving equitable outcomes. As a dynamic program, the EDI staff team and board employ components of the following methodologies to evaluate and inform program changes. Further information regarding *how* we integrate these methods into our program is provided below.

Methodologies

- **GROW Model:** Focuses on setting goals, understanding current realities, exploring opportunities and obstacles, and planning actionable steps. It helps communities identify needs and find practical solutions through collaborative efforts.
- **Six Sigma:** A structured process for identifying problems and making improvements using the Define, Measure, Analyze, Improve, and Control steps to ensure lasting change.
- **Participatory Action Research (PAR):** Involves community members in researching, solving problems, and making changes. It uses cycles of action and reflection to adjust strategies based on community feedback.
- **Co-Design Action Research:** A joint effort between staff and community members to identify problems, plan solutions, and make changes. It uses iterative cycles of planning, acting, observing, and reflecting to continuously improve based on real-world feedback.
- **Kaizen Gemba:** Focuses on making small, incremental changes to improve processes. By going to the “real place” where work happens, it uses direct input from those involved to make practical improvements.

Core Principles

1. **Iterative Learning, Evaluation, and Improvement:** EDI is grounded in the idea that learning and improvement are ongoing. Each iteration of change provides insights that inform the next round of improvements, creating a cycle of continuous learning.

2. **Community-Informed and Co-Created:** Community-informed and co-created improvement enhances program performance by ensuring that solutions are relevant, equitable, adaptive and responsive, while fostering engagement, trust, and sustainability.
3. **Incremental Changes:** Rather than pursuing overly aggressive or unnecessarily disruptive changes, EDI focuses on realistic, practical, manageable improvements that can be implemented quickly. Over time, these incremental changes compound to create significant positive impacts.
4. **Involvement:** EDI encourages staff, the EDI Advisory Board, grantees, impacted communities and organizations, and other stakeholders on the frontline of anti-displacement mitigation to participate in the improvement process. This inclusive approach fosters a culture of continuous improvement, where everyone is responsible for identifying and solving problems.
5. **Ongoing Refinement:** By refining processes, better program and project results naturally follow. EDI emphasizes evaluation and improving processes and the program rather than just outcomes. This approach helps in identifying inefficiencies, reducing waste, and optimizing workflows.

Integration Points

Community Co-Creation

Engage the community at key stages or inquiry points to inform planning to evaluation, ensuring programs are with and for the community. E.g., defining priorities for funding through design of RFP with EDI Advisory Board and grantee community.

Empowerment & Participation

Involve community members in decision-making, data collection, and reflection, ensuring those most affected are empowered. E.g., staff worked alongside the EDI Advisory Board Evaluation and Storytelling committee to co-create a project report template to inform data collection for strategic planning.

Equity as a Core Principle

Embed equity throughout all phases, ensuring outcomes are both effective and just. E.g., evaluating the grantee portfolio for the 2022 RFP to identify gaps in communities served, staff tailored outreach to those communities underrepresented in the grantee pool to ensure broad representation of communities at high risk of displacement.

Continuous Learning & Adaptation

Apply core principles for ongoing improvement and adaptation to meet and respond to evolving community needs and City priorities. E.g.,

clarifying program policies through real time decision required for project closing.

Process Overview

1. Define and Assess Current Realities and Context

Engaging directly and indirectly impacted parties to facilitate learning and develop common understanding, and then gather and analyze information on current realities, challenges, performance questions, or processes, practices, and protocols involves community members and stakeholders in developing solutions to their own issues. This step clarifies gaps and uses insights from Six Sigma's Define and Measure phases and Co-Design Action Research's observation and reflection to establish a baseline and concepts for closing gaps and making improvements.

2. Identify Goals and Clarify Objectives

Using outcomes of step 1 to identify goals and objectives helps ensure that all efforts are aligned with the priorities, aspirations, and direction of the community and other stakeholders. This step integrates the GROW Model to establish what success looks like and provides direction for the evaluation process.

3. Explore Opportunities and Challenges

Exploring opportunities and obstacles allows for targeted problem-solving and solution development. This step combines the GROW Model's exploration phase with Kaizen Gemba's focus on identifying practical issues at the source. Working with impacted parties and other stakeholders to identify key challenges and opportunities for improvement through direct feedback and hands-on analysis generates buy-in and supports resolving competing or conflicting interests.

4. Develop and Implement Solutions

Crafting and enacting solutions generated through community participation helps address the need of a diverse range needs by implanting iterative and actionable improvements that are relevant and responsive. This step integrates Six Sigma's Improve phase with Co-Design Action Research's iterative planning and acting. EDI co-creates solutions with community input, takes action to implement the change to incrementally to address identified issues.

- Monitor and Evaluate

EDI works with the Advisory Board and grantee organizations to discuss the focus and effectiveness of evaluation or improvement efforts

and provide insights for further improvement or additional evaluation. This step incorporates Six Sigma's Control phase and Participatory Action Research's cycles of action and reflection. EDI uses feedback to assess progress and success and then repeats the evaluation and improvement cycle if continued iterative improvements are needed.

5. Reflect, Learn, and Adapt

Reflecting on outcomes and learning from each cycle of evaluation and improvement helps refine strategies and processes. This step merges the iterative learning principles from EDI with the Kaizen Gemba focus on ongoing incremental improvements. EDI draws on reflections and information from grantees, the Advisory Board, community partners, peer organizations, developers, and other stakeholders, review data, and incorporate lessons learned into future planning to continuously adapt and enhance the program.