



**Office of the Mayor**  
**City of Seattle**  
Bruce Harrell, Mayor

## **Executive Order 2025-01: Implementation of Anti-Displacement Strategies**

**WHEREAS**, as part of the City of Seattle’s major update to the Comprehensive Plan titled the One Seattle Plan, Mayor Harrell is proposing a Growth Strategy that significantly increases Seattle’s zoning capacity; and

**WHEREAS**, the Mayor’s proposed plan will double zoning capacity from 165,000 to 330,000 units, increasing the types and location of housing that can be built across the City; and

**WHEREAS**, ensuring adequate capacity for a range of different housing can help address supply constraints and thereby mitigate escalating housing costs and rents; and

**WHEREAS**, high housing costs are correlated with higher rates of homelessness; and

**WHEREAS**, while increasing zoning capacity can assist in increasing the City’s housing supply, other measures are also needed to enable households with a range of incomes to afford housing in Seattle; and

**WHEREAS**, the City has recently committed historic levels of local investment in subsidized affordable housing, amounting to nearly \$350 million a year in 2024; and

**WHEREAS**, these local dollars help leverage State and Federal funds to build and acquire subsidized affordable housing across the City for lower income households; and

**WHEREAS**, the City has adopted a number of programs and policies intended to mitigate displacement and spends millions of dollars each year on these; and

**WHEREAS**, displacement occurs when households are forced to involuntarily move for economic or physical reasons (e.g., can no longer afford housing because of increasing costs or building is being demolished for new development); and

**WHEREAS**, in light of the proposed changes in zoning capacity, the Mayor directed the Innovation and Performance Team (IP) to conduct a review of the City’s anti-displacement programs to determine if they are effective and sufficiently comprehensive and IP has completed its review and found the City has built a strong foundation of anti-displacement interventions; and

**WHEREAS**, many of the City’s anti-displacement programs are grounded in a solid evidence base, indicating they can be effective in reducing displacement, while other efforts involve more novel approaches as staff seek to pilot new ideas; and

**WHEREAS**, IP has also identified several areas where the City could improve upon its anti-displacement efforts and has found that more proactive planning, monitoring, and evaluation is needed to inform program delivery and strategic direction; and

**WHEREAS**, five years ago, the City's Office of Planning and Community Development (OPCD) created a list of displacement risk indicators intended to monitor displacement risk but these indicators have not been updated or actively used to guide decisions; and

**WHEREAS**, OPCD currently relies on a displacement risk index map that provides limited data for understanding where and how emerging market conditions and changes in zoning may exacerbate displacement risk; and

**WHEREAS**, several under-subscribed anti-displacement programs could benefit from greater outreach and some application processes could be streamlined to increase enrollment; and

**WHEREAS**, the City has a Notice of Intent to Sell policy that has not resulted in any preservation activity to date; and

**WHEREAS**, the City could strengthen its Notice of Intent to Sell policy by creating a formalized strategy for preserving naturally occurring affordable housing including elements like a dedicated acquisition fund; and

**WHEREAS**, OH currently has a public-facing map that identifies affordable housing units in the City, but this map is restricted to units created through the City's Incentive Zoning, Mandatory Housing Affordability, and Multifamily Tax Exemption programs and does not include other OH subsidized housing; and

**WHEREAS**, the IP team, in partnership with OPCD, is creating a new Displacement Risk Dashboard (Dashboard) that incorporates a variety of indicators associated with displacement risk and OPCD will need to update this Dashboard on a regular schedule; and

**WHEREAS**, in addition to IP's review, an external review of OPCD's Equitable Development Initiative (EDI) was completed in 2024 and found EDI's contract requirements for data reporting and collection are inconsistent, its funding model could be enhanced by incorporating data and forecasting used by other City departments, its project management activities are siloed and done without a centralized system for tracking data, and many organizations lack the capacity to complete EDI reporting requirements; and

**WHEREAS**, in 2024, the Seattle Department of Construction & Inspection (SDCI), the Office of Housing (OH), and the Human Services Department (HSD) funded an emergency rental assistance program and HSD also contracts with approximately a dozen community-based organizations to distribute emergency rental assistance;

**NOW, THEREFORE, I, Bruce A. Harrell, Mayor of Seattle, order the following actions:**

**1. An Anti-Displacement Work Group (ADWG) shall be established in 2025.**

The purpose of the work group is to: i) improve coordination and outreach activities across departments and programs; ii) support on-going monitoring of displacement risk and provide

regular reporting to the Mayor's Office; and iii) create an evaluation framework to support on-going program improvement and help inform future investment decisions.

- a. The ADWG shall include all departments that administer programs intended to mitigate displacement, including but not limited to the Office of Planning & Community Development (OPCD), Seattle Department of Construction & Inspection (SDCI), Office of Housing (OH), Human Services Department (HSD), Seattle Public Utilities (SPU), and Seattle City Light (SCL).
- b. OPCD, which already houses a displacement monitoring program and has staff dedicated for this purpose, shall be responsible for convening and scheduling the ADWG meetings.
- c. The ADWG should regularly review the Displacement Risk Dashboard, supplemented by qualitative information, to help inform program delivery and policy development.
- d. In partnership with the Mayor's Office Innovation & Performance Team (IP), the ADWG should look for ways to improve the Displacement Risk Dashboard for the purpose of citywide planning and response.
- e. OPCD shall maintain and regularly update the Displacement Risk Dashboard and work with the ADWG as needed to develop a proposal for reconciling conflicting displacement maps and other tools/dashboards to avoid confusion and unnecessary duplication, including a plan for replacing the use of the current OPCD displacement risk indicators and maps with a consistent set of data and tools.
- f. The ADWG shall determine how to establish a single online portal for the public to access anti-displacement resources, with a focus on City funded programs but including other crucial interventions if known (such as the State property tax exemption program administered by the King County Assessor).
- g. The ADWG should identify ways to coordinate outreach and communications on anti-displacement resources for people most at-risk (e.g., seniors, BIPOC, low-income, etc.) and for those living in areas of the City with heightened displacement risk, as indicated by the Displacement Risk Dashboard and other information.
- h. The ADWG shall partner with IP to develop an evaluation framework for the City's anti-displacement programs and policies (including the two pilot projects OH and OPCD received federal funding for) that will enable the City to monitor the efficacy of the City's efforts to mitigate displacement, help identify where adjustments might be needed, and inform future investment priorities.

## **2. Service Design Improvements**

- a. HSD and SDCI will partner with IP to develop a City-wide strategy for prioritizing City-funded Emergency Rental Assistance and examine the possibility to consolidate funding and administration into a single department. The citywide strategy should consider options for a centralized phone number for residents to access rental assistance including an evaluation of whether 2-1-1 fulfills that need.
- b. OH will consult with IP on developing a plan for creating a regularly updated comprehensive map of all OH-subsidized affordable housing units and buildings.
- c. The Affordable Seattle Team and Seattle Information Technology Department (Seattle IT), in partnership with relevant departments, shall assess how to incorporate the Tenant Relocation Assistance, Economic Displacement Relocation Assistance, and Emergency Rental Assistance programs into the CiviForm Platform.
- d. OPCD shall make improvements to the Equitable Development Initiative (EDI), including the following: 1) using data to refine and prioritize funding strategies and align goals with the

- City's other anti-displacement programs and policies; 2) establish consistent metrics and reporting cycles to measure and communicate impact; 3) establish a framework for grantee capacity building; and 4) improving coordination with OH on housing-related projects. OPCD shall provide a year-end 2025 progress report to the Mayor no later than the first quarter of 2026.
- e. OH shall research and propose a plan for preserving naturally occurring affordable housing no later than June 30, 2026. The proposal should include options and considerations for a dedicated acquisition fund, a centralized database to track at-risk properties, and potential organizations the City can partner with. The report should address criteria and considerations to help guide the acquisition strategy and identify the conditions under which acquisition may be more desirable than building new.
  - f. The Department of Finance and Administrative Services (FAS) shall send draft legislation to the Mayor no later than June 30, 2025 that deters predatory home-buying practices in Seattle. These practices often involve Real Estate Wholesalers who target distressed homeowners, offering cash for their homes that may be lower than what they would otherwise receive on the open market.
- 3. By year end 2025, OPCD and the ADWG, along with other department staff as needed, shall submit to the Mayor's Office a proposed plan with timelines to implement actions contained in Section 1 and Section 2a-c as outlined above.**
  - 4. Following the first full year after the adoption of the One Seattle Plan, OPCD shall coordinate the production of an annual housing report that is completed no later than the end of the 1<sup>st</sup> quarter of the following year. The report shall include, but not be limited to, the following information:**
    - a. Housing production statistics (permit issuance and completions, units lost to demolition, etc.) for the year in question by Place Type noted in the One Seattle Plan; progress to date in meeting the City's housing and job growth targets; housing development activity in newly upzoned areas in comparison to areas of the City that were not upzoned.
    - b. With input from the ADWG to be convened per Section 1 above, the year-end report should also provide analysis and insights on permitting and building trends in the context of observations gleaned from the Dashboard, along with analysis of significant demographic shifts that have been occurring overtime at the neighborhood level and in the City overall. The report should also note the uses and limitations of the Displacement Risk Dashboard along with any recommendations for improving the City's efforts to track displacement risk on a timely basis.
    - c. Program information based on the evaluation framework developed in Section 1h, including data on the use and uptake of the City's anti-displacement investments (e.g., emergency rental assistance, Tenant Relocation Assistance, Equitable Development Initiative, etc.), and participation in the state property tax exemption program administered by King County.
    - d. OPCD shall compile data, visualizations, and key observations for the indicators in the Dashboard focused on displacement pressure and vulnerability. Departments participating in the ADWG shall identify key program metrics useful for understanding these programs' reach and impact (e.g., data on program uptake), and shall provide associated data, observations, and visualizations for program metrics that will be included in the Dashboard.

IP and Seattle IT shall provide technical assistance to the ADWG if needed to systematize data preparation, mapping, and visualization.

Questions about the implementation of this Executive Order should be directed to Christa Valles, Deputy Director of Policy.

Dated this 29th day of January 2025.

A handwritten signature in black ink that reads "Bruce A. Harrell". The signature is written in a cursive, flowing style.

Bruce A. Harrell

Mayor