



**Transition Committee
Summary Report To
Mayor Katie Wilson**

FINAL: 2.24.26

Mayor Wilson,

On behalf of the Wilson Transition Committee, thank you for the trust you placed in us to listen deeply & translate community voice into actionable direction.

Over the past several months, we engaged thousands of residents across sectors & neighborhoods. What stood out most was not division but a shared desire for a Seattle that works again, a city where housing is attainable, small businesses can survive, workers are protected, young people feel safe & heard, & public spaces reflect care & pride.

People believe in Seattle's values. They simply want those values delivered consistently & competently.

We heard strong support for ambitious action, including innovative thinking, structural reform, & major public investments, so long as they are paired with transparency, coordination, & visible results. Residents want a City that fixes what's broken while also building what's next.

We recognize that many of these issues are nuanced. We received thousands of comments, & where opinions differed, we have worked to reflect the nuance of the policy options presented.

They want:

- Housing preserved & produced faster.
- Safer streets & parks through prevention, partnerships, shelter support, & coordinated response.
- Sustainable support for artists, small businesses, & working families.
- A government that breaks down silos & measures what it promises.
- Young people at the table with real influence.
- Civil rights are defended not just in statements, but in operations.
- A civic narrative that articulates what Seattle stands for, how decisions align with shared values, & how major initiatives advance a coherent vision for the city's future.

This report reflects those priorities & identifies early wins that can demonstrate immediate progress. It also outlines longer-term policy directions that, if pursued with discipline & collaboration, can reshape how Seattle delivers for its residents.

Seattle is ready to move forward, with honesty, coordination, & care, & with the confidence to build a future worthy of its people.

We are grateful for your leadership & stand ready to support the work ahead.

With gratitude

The Co-Chairs

Wilson Transition Committee

Transition Team

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Transition Team Timeline

December

Transition Kick-Off Meeting

Uniting the transition team to explore policy areas, spark meaningful dialogue, and coordinate community outreach.



Engagement



Connecting through town halls, surveys, and open dialogue to listen to your voices and shape the future of Seattle.

January

Transition Mid-Point Meeting

Distilling community feedback into emerging themes and early wins to refine our path forward and guide our final engagements.



Final Engagements



Hosting final conversations to ground our emerging themes in community reality and ensure every voice is reflected in the path forward.

February

Final Transition Meeting - TODAY!

Celebrating our collective journey and sharing the community-led recommendations that will steer the future of Seattle.



1 Housing Affordability & Community Needs

Building a Seattle Where People Can Afford to Live & Thrive:

A Community-Informed Policy Direction on Housing, Childcare, & Basic Needs

- **Housing Affordability & Supply**
- **Homelessness & Stability**
- **Childcare & Families**
- **Equitable Development & Basic Needs**
- **Food Access**
- **Revenue & Investments**

WHY THIS MATTERS:

Across conversations, surveys, & group discussions, people were clear: preserve what we have, fix what's broken, & do more, faster, & more fairly. Families, workers, & neighbors are stretched thin. When one piece fails, housing, childcare, wages, & safety, the whole system falls apart.

Core Principles We Heard:

- Affordability is the foundation of community stability
- Families are fragile: systems must be reliable, not reactive
- Preserve existing affordable housing
- Make it easier & less expensive to build new housing
- Services should be easy to find & easy to use

WHAT THE COMMUNITY IS SAYING:

"People want better outcomes, not more disruption. Sweeps without services don't work. Navigation to housing & care should be clear, humane, & consistent."

"Seattle has strong housing developers, nonprofit & for-profit, but the system makes it too hard, too slow, & too expensive to build & maintain affordable housing. Existing affordable housing is fragile & must be protected."

"Childcare is unaffordable, especially for infants & toddlers. Families are one crisis away from collapse. Choice doesn't exist when care costs more than rent."

"Ambitious goals require real funding. People support progressive revenue if it is tied to clear outcomes."

"When Seattle works for the people most impacted, it works better for everyone."

Housing Affordability & Supply

- Protect & stabilize existing affordable housing as a top priority.
- Accelerate & simplify new housing production, reducing barriers, fees, & delays.
- Treat housing as essential infrastructure, aligning city regulations with state law & removing perverse incentives that drive up costs.
- Engage nonprofit & for-profit developers as partners, fostering collaboration rather than conflict.
- Reduce displacement risk by integrating eviction prevention, tenant protections, & landlord-tenant reforms.

Early Wins

- Modernize landlord-tenant regulations to prevent debt accumulation & stabilize operations.
- Streamline permitting consolidate reviews, shorten entitlement timelines, eliminate unnecessary design review.
- Relax ground-floor retail requirements or allow housing-first, convertible designs.
- Modify MHA fees to per-unit instead of per-square-foot to incentivize family-sized units.
- Reform MFTE & centralize certification within one City office.

Homelessness & Stability

- Shift from a sweeps heavy policy to service-rich approaches, providing stability & dignity for unhoused residents.
- Centralize service navigation to reduce confusion & improve outcomes.
- Ensure emergency housing meets safety, accessibility, & trauma-informed standards, especially for disabled, LGBTQ+, & youth populations.
- Focus on prevention, including eviction protection, rental assistance, & rapid re-housing options.

Early Wins

- Create “safe zones” with hygiene services, garbage removal, phone charging stations, & concentrated case management.
- Increase shelter safety, cleanliness, secure storage, & trauma-informed staffing.
- Pilot disability- & LGBTQ-specific shelter options.
- Coordinate outreach, housing placement, & Unified Care Team to prevent displacement without options.
- Centralize shelter & service navigation system for clarity & accessibility.

Childcare & Families

- Treat childcare as infrastructure critical to economic, housing, & family stability.
- Work toward universal childcare with shared federal, state, & local investment.
- Ensure affordability: childcare should not exceed 5% of household income.
- Build on existing effective programs (SPP, Sea-CAP) rather than starting from scratch.

Early Wins

- Partner with Parks & Recreation & trusted providers to fill infant/toddler care gaps.
- Support expansion of existing childcare programs rather than creating new untested systems.
- Expand city-funded after-school & summer programs in partnership with Seattle Public Schools, prioritizing neighborhoods with high displacement risk, & integrate academic tutoring, arts & cultural programming, mental health supports, & paid work-based learning aligned with identified high-demand career pathways.

Equitable Development & Basic Needs

- Plan for neighborhoods everywhere (from a 15-minute city perspective), ensuring that housing, transportation, childcare, commercial affordability & services are included.
- Invest first in communities facing historic disinvestment, focusing on structural inequities.
- Expand community ownership of land through acquisition strategies, funding of community land trusts, cooperative models, & preservation of urban farms & culturally significant sites to ensure long-term affordability & neighborhood stability.
- Strengthen homeownership & anti-displacement programs, including down payment assistance, foreclosure prevention, property tax relief for income-qualified homeowners, & targeted rehabilitation support to help long-term residents remain in place.

Early Wins

- Expand community space activation programs such as streetscape improvements, placemaking, & neighborhood hubs.
- Align investments across the Office of Housing Levy, the Equitable Development Initiative, the Social Housing PDA, & childcare facility siting strategies to coordinate funding, reduce duplication, & accelerate the delivery of housing & co-located community-serving spaces.

Food Access

- Ensure equitable access to healthy, affordable, & culturally relevant food, especially in historically underserved neighborhoods.
- Support community-led food production & education through gardens, P-Patches, urban farms, & food literacy programs.
- Invest in local farmers & regional food systems to strengthen food security & economic opportunity.
- Expand partnerships with schools, corner stores, & grocery retailers to increase healthy food availability.
- Remove regulatory & structural barriers that prevent grocery stores or municipal food outlets from operating in food deserts.

Early Wins

- Update & recenter the Food Action Plan as a source of policy guidance.
- Expand food education programs & Fresh Bucks access to improve nutrition & food literacy in underserved communities.
- Expand support for food banks & meal programs with dedicated funding to increase service capacity, home delivery, & mobile pantry outreach

Revenue & Investments

- Pursue progressive revenue strategies tied to measurable housing, childcare, & service outcomes.
- Protect & grow the City's tax base by addressing safety, regulatory friction, & homelessness.
- Share funding responsibility across federal, state, & local levels.
- Position Seattle as investment-ready for long-term developers, institutional investors, & pension funds.

Early Wins

- Launch a revision of design review to reduce costs of development.
- Provide grants & incentives to boost investment in housing, childcare, & community services.
- Streamline city approvals to increase developer & investor confidence.
- Tie progressive revenue to clear outcomes, equity, & accountability.

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Economic Development & Workers' Rights

Building an Economy That Works for Workers & Businesses:

A Community-Informed Policy Direction on Economic Development & Workers' Rights

- **Workers' Rights & Labor Standards**
- **Regional Economic Alignment**
- **Small Business Affordability**
- **Business Costs, Talent, & Competitiveness**
- **Public Investments & Accountability**

WHY THIS MATTERS:

Seattle's economy depends on workers being treated fairly, supporting key industries & small businesses thriving. Across conversations, people were clear: strong labor standards & a healthy business environment are not in conflict, they depend on each other.

Core Principles We Heard:

- Strong labor standards require real enforcement
- Economic development is tied to housing, affordability, & public safety
- Small & community-based businesses need clearer, easier access to support
- Regional coordination matters: workers & businesses don't stop at city limits

WHAT THE COMMUNITY IS SAYING:

"Seattle has passed strong labor protections, but enforcement is under-resourced. As labor standards expand statewide, a lack of coordination creates gaps & confusion."

"High costs make it hard to retain workers & recruit talent. Businesses struggle to navigate City systems & access available support."

"Economic development & workers' rights require coordination across jurisdictions. Fragmentation slows progress & wastes effort."

"Public dollars should support employers who treat workers well & invest in communities."

"A strong economy is one where workers are protected, businesses can grow, & public investment rewards responsibility."

Workers' Rights & Labor Standards

- Develop strong partnerships with labor unions throughout the city.
- Dedicate a stable funding stream for Seattle Office of Labor Standards, with annual inflation adjustments to ensure enforcement capacity.
- Increase staffing & resources for labor standards enforcement.
- Coordinate labor enforcement regionally with King County, state agencies, & the Port of Seattle.
- Ensure public investment & contracting reinforce strong labor standards.

Early Wins

- Convene a regional labor standards task force to coordinate enforcement, education, anti-retaliation, & policy with King County & the Port of Seattle
- Create Labor Delegation to work with Mayor's office to report on the current trends in Labor.

Regional Economic Alignment

- Align economic development, labor policy, & workforce programs across Seattle, King County, & the Port.
- Coordinate workforce pipelines & training programs for stability & growth.
- Reduce duplication & conflicting approaches across jurisdictions.
- Establish regular convenings to share data, policies, & best practices.

Early Wins

- Launch & support regional workforce programs & pipelines in high-demand sectors (construction, maritime, healthcare, skilled trades).
- Establish regular data-sharing & coordination meetings with King County & the Port of Seattle.
- Integrate apprenticeship, PLA, & union training programs into regional workforce planning.

Small Business Affordability

- Provide lifecycle support for small, WMBE, & community-owned businesses including centralization of procurement opportunities & better notification systems.
- Reduce administrative & operational costs through simplified City programs & grants.
- Support commercial corridors to prevent displacement of legacy businesses.

Early Wins

- Integrate small business affordability as a key consideration across all departments. Use city partnerships to pair startups & entrepreneurs with backed & early-stage capital.
- Regularly convene small businesses & workers to pair well intended policy designs with the reality of day-to-day operations.
- Reduce costs & streamline permitting for small businesses, waive extended-permit fees, expand Pre-Lease Program support, renew Downtown Design Review Exemption, & explore a small-business stabilization fund.
- Pilot "curb-to-counter" initiatives.

Business Costs, Talent, & Competitiveness

- Expand access to digital tools, training, & infrastructure for workers & small businesses.
- Support workforce stability through housing, childcare, & training programs for high-demand sectors (AI, maritime, healthcare, trades).
- Ensure equitable access & wraparound services to workforce pipelines for underrepresented & historically disenfranchised communities.
- Align public investments to support innovation, infrastructure, & downtown & neighborhood commercial areas.
- Partner with Business Improvement Areas as economic development stakeholders.

Early Wins

- Pilot mid-size employer playbooks to support hiring pipelines through nonprofit & workforce partnerships.

Public Investments & Accountability

- Use public contracting to reward high-road employers.
- Prioritize reinvestment of tax revenue into economic development, workforce, & innovation.
- Evaluate City investments for impact on worker protections & local business vitality.
- Integrate accountability measures to track equity, inclusion, & compliance with labor standards.
- Target junk fees as a way of protecting consumers & lowering costs.

Early Wins

- Expand pilots in community wealth building with a focus on community land trust, homeownership.
- Advance the Seattle Center Improvement levy proposal to make needed improvements to a beloved public space & tourist hub while employing union jobs.

3 Transportation & Environment

Moving People Safely While Protecting Our Climate:

A Community-Informed Policy Direction on Transportation & Environment

- **Vision Zero, Street Safety & Active Transportation**
- **Transit, Mobility & Public Access**
- **Climate, Green Infrastructure & Environmental Justice**
- **Enhanced Department Coordination & Community Engagement**
- **Public Spaces, Streets as Places & Community Activation**
- **Freight & Movement of Goods**

WHY THIS MATTERS:

Transportation & environmental decisions shape daily life, how safe it feels to cross the street, how clean the air is, how much households pay, & how prepared neighborhoods are for climate impacts. Across conversations, people were clear: we are facing urgent challenges, & the city must act faster & with better coordination.

Core Principles We Heard:

- Climate & safety are emergency issues, not long-term abstractions
- Equity requires investing first where harm & risk are greatest
- People want action, not endless process
- Connected systems change behavior better than piecemeal fixes
- Clear communication builds trust during disruption & construction

WHAT THE COMMUNITY IS SAYING:

“People want clear information about climate risk & meaningful action focused on the biggest sources of pollution. Accountability matters.”

“Safety should not depend on where you live. Building complete, connected networks all at once is more effective than scattered projects.”

“The current process is frustrating & slow. Over-studying issues drains public trust & momentum.”

“Climate & transportation transitions must not unfairly burden low-income households or ratepayers. Safety & infrastructure standards should be equal across the city.”

“If we act together, focus on what matters most, & move with urgency, we can protect people, the climate, & our neighborhoods at the same time.”

Vision Zero, Street Safety, & Active Transportation

- Set 5-year incremental targets for the goals in the Seattle Transportation Plan (Vision Zero, climate, & Vehicle Miles Travelled reduction), & direct SDOT to use them to determine project selection, project budgeting, design, & delivery schedules.
- Prioritize pedestrian, cyclist, & micro-mobility safety through protected lanes, raised intersections, & traffic diverters.
- Ensure equitable distribution of infrastructure upgrades to historically underserved areas, start major Vision Zero projects for SE Seattle including transforming Rainier Ave S & MLK Jr Way S.
- Implement & strengthen neighborhood-level traffic calming programs, including School Streets, Home Zones, traffic diverters, & curb bulb-outs.

Early Wins

- Install in-street scooter/bike corrals (at corners to increase pedestrian safety) at scale & enforce compliance to improve safety at crosswalks & reduce sidewalk access barriers.
- Install protected walkways on Aurora as a temporary safety measure.
- Complete key bike lane gaps (Yesler St/Pioneer Square, Duwamish Valley (14th Ave S/South Park, 6th Ave S /SODO, Fremont & University bridge approaches, MLK/Mt Baker) creating a seamless & high-quality network.
- Convene the transportation funding task force to examine options (congestion pricing, bridge tolling, point of sale sidewalk repair) to fund sidewalks & multimodal projects.

Transit, Mobility & Public Access

- Expand citywide bus priority lanes.
- Create integrated mobility hubs with user amenities & safe waiting areas, especially near light rail & bus transfer points.
- Align transit investments with equity goals, ensuring access across neighborhoods, regardless of car ownership or income.
- Increase 24-hour bus service
- Expand North-South & East-West connections, including Rainier Valley to Tukwila/Georgetown & Golden Gardens to UW.

Early Wins

- Paint bus lanes on Denny.
- Extend Seattle Housing Authority ORCA passes & increase Orca pass programs for nonprofits.

Climate, Green Infrastructure & Environmental Justice

- Prioritize affordability through renewables by using municipal utilities to expand solar & clean energy for residents.
- Promote climate resilience protecting communities from heat, smoke, flooding, & extreme weather, focusing on overburdened neighborhoods.
- Center low-income households, renters, community organizations in our clean energy transition so no one is left behind.
- Address the needs of airport-impacted communities, emphasizing health, equity, & cumulative air pollution impacts.
- Accelerate decarbonization & resilience projects that create good green jobs.
- Strengthen enforcement & reporting on high-emission polluters.

Early Wins

- Publish polluter data linked to enforcement to drive compliance.
- Invest in existing programs that support affordable housing & non-profits in clean energy upgrades.
- Upgrade public buildings as climate resilience hubs.
- Expand community solar for cost savings & clean energy.
- Protect environment & public access in shoreline projects.
- Provide cooling systems to vulnerable populations during extreme heat.

Enhanced Department Coordination & Community Engagement

- Centralize community engagement into *GeoTeams* to reduce planning fatigue & improve coordination across agencies.
- Prioritize in-house engineering & sidewalk construction to reduce costs & accelerate project timelines.
- Streamline process by setting time limit for permit review, clarifying what engagement is valuable & what has already been decided based on adopted city goals around safety, health, equity, climate, age friendliness, accessibility, & other goals.

Early Wins

- Formalize a single permitting point of contact for community projects.
- Create a formal structure for cross-agency accessibility/ADA planning.

Public Spaces, Streets as Spaces, & Community Activation

- Transform streets into safe, active public spaces through traffic calming, partial closures, & pedestrian zones.
- Expand low-traffic or fully pedestrianized public squares, block parties, & activated alleys to strengthen neighborhood connections & support local businesses.
- Integrate multi-generational & missing-middle housing into public space planning for equitable neighborhood access.
- Set a goal to pedestrianize a street in every neighborhood.

Early Wins

- Host FIFA Watch Parties & neighborhood events to boost safety, community engagement, & economic activity.
- Finalize the pedestrianization of Pike Place Market.
- Expand streets-to-parks coordination, mapping streets next to parks for repurposing (Little Brook Park in Lake City Way). The Olmstead Boulevards, including Lake Washington Boulevard, should also be considered.

Freight & Movement of Goods

- Prioritize safe, reliable, & efficient freight corridors while balancing environmental impacts by reducing SOV traffic.
- Maintain industrial lands & transportation infrastructure critical to maritime, aviation, & port-related sectors.
- Integrate freight planning with Vision Zero, multimodal transportation, & climate resilience initiatives.
- Encourage smaller delivery vehicles, & delivery strategies that are compatible with traffic calming & active transportation.
- Enhance coordination with regional partners to align freight operations.

Early Wins

- Implement signalized crossings & protected freight routes along high-volume industrial corridors.
- Launch a regional freight coordination task force to align city, county, & port priorities, including emergency response & climate adaptation measures.
- Use freight funds to maintain & repair key freight routes to ensure continuity of goods movement.
- Integrate freight considerations into major permitting & construction projects.
- Expand the use of combined freight & transit lanes.

4 Arts, Culture, & Creative Economy

Arts, Culture, & Creativity as Core Civic Infrastructure:

A Community-Informed Policy Direction on Arts, Culture, & the Creative Economy

- **Affordability**
- **Integration**
- **Culture**

WHY THIS MATTERS:

Arts & culture shape who we are, how we belong, & how we experience our city. Across conversations, people were clear: Seattle's creative community is struggling with affordability & instability, even as culture remains one of the city's greatest strengths. Investing in arts & culture strengthens civic life, supports economic development, & builds social cohesion.

Core Principles We Heard:

- Artists need stability to create & stay in Seattle
- Culture is a driver of housing, education, & economic outcomes
- Public investment should reflect culture's civic value
- Marginalized communities & art forms must be centered, not regulated out
- Arts & culture should live beyond any one department or administration

WHAT THE COMMUNITY IS SAYING:

"Artists & cultural organizations need predictable, flexible funding to survive & grow. One-time grants & restricted dollars don't create stability."

"Culture should not sit in a silo. It should shape housing, transportation, economic development, education, & public safety."

"Seattle needs a bold, shared story that centers creativity, justice, & opportunity."

"Creative expression from marginalized communities is often over-regulated rather than supported. Investment, not punishment, creates safety & vibrancy."

"A city that invests in artists invests in belonging, resilience, & shared future."

Affordability

- Stabilize funding for artists & cultural organizations through multi-year grants & long-term infrastructure investment.
- Provide targeted housing support for artists & creative workers, including vouchers, co-ops, shared housing, & rural artist hubs.
- Ensure equitable access to transportation, childcare, & health supports to reduce workforce volatility.
- Protect & expand cultural spaces as essential civic infrastructure, including studios, rehearsal spaces, administrative offices, & performance venues.

Early Wins

- Launch a cross-department Arts & Culture Affordability Strategy integrating housing, workspace, transportation, & cost-of-living supports.
- Explore creative funding strategies (admin tax, municipal bonding & a public bank).
- Pilot multi-year operating & stabilization grants to reduce reliance on short-term project funding.
- Redirect funding from graffiti removal toward public murals & other community-driven arts projects.
- Invest in a shared digital platform to aggregate civic & cultural assets & events across departments.

Culture

- Develop a unified, data-informed civic narrative that positions arts & culture as central to Seattle's identity, economic vitality, & social cohesion.
- Elevate Indigenous, immigrant, diasporic, & marginalized cultural traditions as core to the city's cultural ecosystem.
- Position artists as civic contributors embedded in community life & public systems.
- Celebrate culture through citywide events, public art, & festivals that connect neighborhoods & strengthen social cohesion.

Early Wins

- Publicly articulate a civic narrative highlighting arts & culture as essential to Seattle's recovery, identity, & future.
- Increase visibility of artists through the Mayor's Arts Award & citywide cultural celebrations coinciding with the World Cup.
- Advance legislation to formally embed arts & culture as core civic infrastructure.
- Launch a subcabinet or interdepartmental team focused for civic narrative, municipal bank & bonding, & the creative economy.

Integration

- Embed arts & culture into city systems & capital planning, including housing, transportation, public safety, economic development, & education.
- Streamline permitting, inspection, & regulatory processes for cultural organizations to reduce administrative burden.
- Establish interdepartmental coordination for the creative economy, including boards, commissions, PDAs, & cultural districts.
- Formalize artists' participation in civic projects through artist-in-residence programs & inclusion in decision-making processes.

Early Wins

- Issue an Executive Order implementing 1% for private development to fund arts, culture, & community infrastructure.
- Launch a shared, living cultural asset platform that integrates data across city departments.
- Pilot capital, land-use, or leasing actions to signal a shift toward permanent cultural infrastructure.

5 Civic Narrative & Major Initiatives

A Shared Story for Seattle: Belonging, Care, & Action:

A Community-Informed Policy Direction on Civic Narrative & Major Initiatives

- **A Shared North Star**
- **Culture & Public Realm as Civic Infrastructure**
- **Get The Basics Right**
- **Downtown as a Lived Neighborhood**
- **Trust, Accountability, & Civic Participation**

WHY THIS MATTERS:

A city's story shapes how people feel, whether they trust government, & whether they believe change is possible. Across conversations, stakeholders were clear: Seattle needs a shared civic narrative that reflects lived experience, not just reaction to crisis, & that story must be backed by visible action.

Core Principles We Heard:

- A shared civic narrative can unite people across differences
- Trust is built through delivery, not messaging alone
- Culture & public space are core civic infrastructure
- Equity must be felt in every neighborhood
- Big vision only works if the basics are working

WHAT THE COMMUNITY IS SAYING:

"Seattle is widely seen as a city that cares, for people, place, & the future, but its story is often reactive & fragmented. People want the City to lead with values & honesty."

"Arts, culture, parks, & public spaces are essential to safety, health, economic vitality, & connection. They are one of the most visible ways the City shows its values."

"Downtown must be more than a retail core or event zone, it should be a real neighborhood that works for residents, workers, & visitors at all hours."

"People want more than consultation—they want action. Trust grows when the City delivers on basics & invites meaningful participation."

"When Seattle shows up with honesty, coordination, & care we can dream bigger together"

A Shared North Star

- Adopt a consistent civic narrative across all public communications that positions Seattle as a city of belonging, stewardship, & opportunity.
- Explicitly acknowledge structural inequities, displacement, & historic exclusion. Engagement must be paired with power sharing & co-creation & rooted in lived experience.
- Embed the civic narrative in public infrastructure, wayfinding, parks, transit, & cultural spaces to connect daily civic life to a shared story of place.

Early Wins

- Publicly launch a unified civic narrative campaign, such as “This Is Your City,” that clearly names shared values & collective challenges.
- Develop a citywide narrative toolkit so departments, nonprofits, & institutions align language & values.
- Convene a multi-sector summit to refine message pillars, launch collaborative storytelling partnerships.
- Invest in a shared digital platform to aggregate civic & cultural assets & events across departments.

Culture & Public Realm as Civic Infrastructure

- Treat arts, culture, parks, & public spaces as essential civic infrastructure that strengthens economic vitality, public health, & social cohesion.
- Shift from regulating cultural activity to cultivating participation.
- Integrate public art & cultural programming into transportation systems, neighborhood centers, & everyday gathering spaces.
- Partner with community organizations, cultural institutions, & professional sports teams to deliver inclusive civic experiences rooted in local identity.

Early Wins

- Pilot arts & culture activations in transit corridors & parks to visibly animate underutilized public spaces.
- Install civic markers & interpretive signage in key public nodes highlighting resilience, belonging, & shared stewardship.
- Introduce permanent public art installations in high-visibility transportation hubs & civic spaces.
- Produce two-year plans for civic narrative, creative economy, & municipal finance support for arts.

Get The Basics Right

- Prioritize everyday quality-of-life improvements, cleanliness, safety, maintenance, & basic services, as foundational to civic trust & long-term transformation.
- Break down silos to accelerate visible delivery of neighborhood improvements.
- Tie large-scale initiatives in housing, arts, & infrastructure to tangible, lived-experience outcomes across neighborhoods.
- Monitor & consistently communicate results, linking small wins to the city’s broader civic narrative.

Early Wins

- Launch highly visible public realm maintenance pilots, including clean restrooms, improved wayfinding, & activated plazas.
- Organize community service days that combine visible improvements with civic pride & participation.
- Publish a “Visible Wins” impact report highlighting measurable progress in parks, downtown, & neighborhood centers citywide.

Downtown as a Lived Neighborhood

- Reframe downtown strategies around mixed-use, lived experience integrating housing, public space, cultural venues.
- Align major event planning (World Cup) with long-term community benefit so investments endure beyond the event window.
- Distribute public realm investments equitably across neighborhoods to address perceptions of disproportionate downtown spending.
- Pair downtown revitalization with anti-displacement protections, community ownership pathways, & proportional reinvestment in legacy communities.

Early Wins

- Deliver mixed-use pilot projects downtown that combine housing, commerce, & accessible public gathering space.
- Publish an Equitable Downtown Investment Plan with clear accountability metrics & neighborhood benefit commitments.
- Implement visible improvements in neighborhood commercial centers.

Trust, Accountability, & Civic Participation

- Institutionalize co-governance models that give communities real decision-making authority rather than advisory-only roles.
- Increase transparency through public dashboards tracking capital projects, parks, cultural investments, & major initiatives.
- Rebuild neighborhood engagement infrastructure to ensure residents can meaningfully influence local decisions.
- Expand civic participation pathways through boards, commissions, participatory budgeting, & leadership apprenticeships.

Early Wins

- Launch a public performance dashboard providing quarterly updates on progress, equity metrics, & delivery timelines.
- Establish neighborhood civic labs where residents co-design local improvements & programming.
- Formalize community co-leadership roles in major initiatives to strengthen shared accountability.

6 Standing Up for Our Values

Safety, Dignity, & Collective Protection: A Community-Informed Policy Direction on Standing Up for Our Values

- **Response To Hate & Targeted Harm**
- **Community Led Safety**
- **Accountability & Transparency**
- **Protecting Civil Rights**
- **Supporting Immigrant & LGBTQ Communities**

WHY THIS MATTERS:

Seattle's values are tested most in moments of fear, crisis, & targeted harm. Across conversations, people were clear: safety cannot be conditional, delayed, or symbolic. Immigrant, refugee, Black, Muslim, & LGBTQ+ communities are facing escalating threats, from vigilantes, hate crimes, & federal enforcement, & the City must respond quickly, clearly, & in partnership with those most impacted to advance the most protections possible for these communities.

Core Principles We Heard:

- Rapid response saves lives & prevents displacement
- Community organizations are the frontline of protection
- Safety must include dignity, cultural competency, & trust
- Immigrant & LGBTQ+ safety issues are deeply interconnected
- The City must back its values with action, not just statements

WHAT THE COMMUNITY IS SAYING:

"When threats occur, delays cause harm. The City needs clear, immediate response systems, especially following attacks like those on Somali daycare centers."

"Current police responses lack cultural competency & clarity, especially around protests, harassment, & immigration enforcement."

"Communities are afraid of coordinated enforcement actions. Together with community partners & other local governments, the City must prepare, draw clear lines, & proactively protect its residents"

"The City cannot do everything & shouldn't try to replace community defense systems that already work."

"Seattle's values are real only if people feel protected when it matters most."

Response To Hate & Targeted Harm

- Establish a cross-department Rapid Response Protocol for hate crimes, bomb threats, doxxing, & vigilante harassment, with defined timelines & automatic escalation triggers.
- Redefine “public safety threat” to explicitly include coordinated harassment, intimidation at schools/daycares, & organized extremist activity.
- Modernize hate crime reporting infrastructure to allow multilingual, trauma-informed intake with guaranteed follow-up
- Integrate community partners into threat response planning

Protecting Civil Rights

- Codify prohibition on the use of City property, data systems, or personnel for federal immigration enforcement.
- Conduct a full audit of surveillance technologies, data-sharing agreements, & federal task force participation with the goal of significantly reducing surveillance.
- Operationalize full compliance with the Keep Washington Working Act across all departments.
- Establish visible identification requirements & civil rights protections during federal operations within city limits.

Community Led Safety

- Shift a defined portion of safety funding toward community-based organizations operating hyper-local protection & rapid response networks.
- Invest & prioritize immigrant inclusion (citizenship, English, economic mobility) to establish the City as a leader beyond just protections.
- Institutionalize community-accountable safety roles (neighborhood safety leads, trained de-escalators).
- Reduce administrative barriers & surveillance risks in City grantmaking processes.
- Expand non-digital, in-language “Know Your Rights” infrastructure through trusted messengers.

Early Wins

- Launch a public hate-crime reporting portal with real-time tracking & multilingual hotline access.
- Deploy specialized SPD training on vigilante interference at childcare centers, protests, & private residences.
- Publicly report quarterly hate-crime response metrics to rebuild trust through transparency.

Early Wins

- Issue an immediate administrative rule banning use of City facilities for ICE staging or enforcement activity.
- Launch a public audit of SPD participation in federal task forces & publish findings.
- Convene scenario planning with WAISN & King County to align rapid-response deportation defense infrastructure.
- Publish clear guidance to all City departments on data-sharing prohibitions & enforcement boundaries.
- Set aside resources for legal support & other resources for impact individuals & families.

Early Wins

- Release the \$4M Office of Immigrant and Refugee Affairs (OIRA) funds with streamlined contracting & privacy safeguards prioritizing feedback from community on how the funds should be deployed.
- Fund rapid “Know Your Rights,” de-escalation, family preparedness & safety trainings delivered through mosques, churches, schools, & mutual aid networks.
- Designate libraries & community centers as voluntary “Safe Zones” with staff training & posted rights information.

Supporting Immigrant & LGBTQ Communities

- Integrate immigrant protection, LGBTQ+ safety, & hate-crime systems under a unified protection framework.
- Mandate trauma-informed & culturally competent response as well as regular trainings on Keep Washington Working, new Seattle Executive Orders, & separating police force from immigration enforcement across SPD & frontline departments.
- Build a coordinated deportation-defense & family stabilization pipeline linking City, County, & nonprofit partners.

Early Wins

- Establish an Office for Trans & Queer Affairs with authority over policy coordination, crisis response, & relocation support.
- Create an emergency stabilization fund for individuals released from detention
- Publish a citywide immigrant & LGBTQ+ safety action plan with measurable benchmarks.
- Expand OIRA's reach to establish a regional office of Immigrant & Refugee Affairs to coordinate with other governments as well as school districts.

Accountability & Transparency

- Move from consultation to shared governance by embedding community representation in safety oversight structures, key leadership & hiring decisions for City departments (OIRA, Office for Civil Rights).
- Establish public dashboards tracking hate-crime response times, ICE-related incidents, & safety funding distribution.
- Require mayoral oversight to ensure SPD training & protest protocols are implemented in practice.
- Ensure immigrant, refugee, & LGBTQ+ communities receive proportional resources.

Early Wins

- Launch a public safety accountability dashboard
- Hold quarterly public briefings & feedback sessions on immigrant & LGBTQ+ safety implementation progress.
- Convene standing meetings between City Attorney, community leaders, & safety officials to address enforcement gaps.
- Publish an equity review of safety-related funding & redirect gaps in the next budget adjustments.

7 Public Safety, Parks, & Community Wellbeing

Safety, Trust, & Shared Responsibility: A Community-Informed Policy Direction on Public Safety, Parks, & Community Wellbeing

- **Strengthen Public Safety Infrastructure**
- **Crime Prevention & Community Violence Intervention**
- **Public Space Management, Parks & Neighborhood Vitality**
- **Integrate Alternative Response & System Coordination**
- **Survivor-Centered Justice & Protection Infrastructure**
- **Housing Safety, Shelter Operations & Homelessness System Reform**

WHY THIS MATTERS:

Public safety is not experienced as a single system; it is felt in parks, neighborhoods, schools, & moments of crisis. Across conversations, people were clear: safety in Seattle feels fragmented, inconsistent, & too often disconnected from lived reality. Communities want safety systems that work together, respond with care, & prioritize prevention & dignity over churn & reaction.

Core Principles We Heard:

- Safety requires coordination, not silos
- Trust is built through consistency, clarity, & presence
- Prevention & sustained care matter as much as emergency response
- Community knowledge is a form of expertise
- Public spaces need intentional management, not neglect or over-enforcement

WHAT THE COMMUNITY IS SAYING:

“Understaffing, turnover, & unclear priorities have left SPD unable to consistently deliver core services, especially for survivors of violence & marginalized communities.”

“Crisis response systems feel fragmented, difficult to access, & overly focused on short-term response rather than resolution & care.”

“Lack of coordination across City departments & between City & County creates duplication, inefficiency, & instability for both providers & residents.”

“Small, practical interventions, trash, restrooms, lighting, maintenance, can dramatically improve safety, but the City has failed to implement widely supported solutions.”

“Public safety works when systems work together, & when communities see themselves reflected in how safety is delivered.”

Strengthen Public Safety Infrastructure

- Rebuild staffing & retention capacity prioritizing investigative units (domestic violence, sexual assault, hate crimes, protection orders) & visible neighborhood policing focused on community trust.
- Align recruitment with the 30x30 commitment to increase women in policing while sustaining multilingual & racially diverse hiring reflective of Seattle’s communities.
- Operationalize clear protocols for ICE presence, National Guard deployments, & surveillance data protection.
- Restore specialized roles (liaisons, crime prevention coordinators, hate crime coordinator) as core trust infrastructure with dedicated community accountability functions.

Early Wins

- Restore the SPD Protection Order Service Team & audit service timelines for transparency & survivor safety.
- Publish clear ICE-response protocols to stand with our community.
- Offer regular neighborhood liaison briefings with multilingual access.
- Increase visible deterrence-focused patrols in identified hotspots, emphasizing protection of space over arrest metrics & de-escalation practices.
- Partner with organizations to propose strategies to close SPD cultural gulf.

Survivor Centered Justice & Protection Infrastructure

Integrate Alternative Response & System Coordination

- Clarify & expand the operational authority of CARE for solo & dual dispatch to ensure non-police first response where appropriate.
- Resolve fragmentation between SPD, CARE, CSOs, Health One, LEAD, courts, & Fire through shared protocols & data integration with transparent reporting.
- Move toward a "most appropriate first response" deployment model not constrained by outdated labor or siloed structures centered on safety, equity outcomes.
- Resume a mayor-led Public Safety Stakeholders roundtable including SMC, prosecutors, public defense, SPD, CARE, & SFD.

Early Wins

- Issue written dual-dispatch & solo-dispatch guidance clarifying SPD withdrawal authority to prioritize CARE response.
- “Turn on” SPD–LEAD data integration & publish baseline metrics quarterly.
- Convene the Public Safety Stakeholders Group & include public defense.
- Expand CARE & We Deliver Care late-night coverage in Little Saigon & Third Avenue to 1 a.m.

Public Spaces Management, Parks & Neighborhood Vitality

Crime Prevention & Community Violence Intervention

- Reset Seattle’s Community Violence Intervention framework using national best practices & regional alignment with King County & evidence-based models.
- Elevate credible community experts & survivor voices in CVI design through funded partnerships.
- Integrate gun violence prevention, domestic violence intervention, youth violence, & suicide prevention into a unified prevention strategy with shared metrics.
- Enhance safety, visibility, & activation in high-risk corridors to reduce opportunities for crime & violence.

Early Wins

- Pilot safety & activation programs (lighting, visibility, activation) in Little Saigon & one additional hotspot with community co-design.
- Publicly commit to scaling evidence-based domestic violence intervention “Strength at Home.”
- Allocate emergency gun violence prevention funds ahead of FIFA activation with rapid community deployment mechanisms.

Housing Safety, Shelter Operations & Homelessness System Reform

- Implement recommendations from the 2025 Sexual Assault Task Force & ensure compliance with HB 2015 training standards citywide.
- Replace ineffective domestic violence treatment models with evidence-based interventions with outcome evaluation.
- Prioritize rapid service of protection orders & survivor-informed court coordination with clear time benchmarks.
- Maintain specialized expertise in sexual assault, hate crimes, & survivor advocacy as protected budget priorities.

- Treat parks, nightlife districts, & business corridors as intentionally managed civic assets requiring coordinated sanitation, outreach, activation, & enforcement.
- Scale successful park stabilization strategies demonstrated at City Hall Park & Ballard Commons Park.
- Remove bureaucratic barriers preventing basic cleanliness, restroom access, & micro-mobility enforcement while preserving accessibility.
- Partner formally with Business Improvement Areas & neighborhood leadership such as the Seattle Neighborhood Impact Framework (S-NIF) & community organizations.

- Lead a proactive safety review of Permanent Supportive Housing facilities in partnership with the City Auditor & providers & residents.
- Establish clear safety standards, staffing ratios, & rapid removal processes for individuals posing severe risk & resources needed to implement these while protecting tenant rights.
- Reform Coordinated Entry to prioritize movement from high-support shelter into permanent housing to free up shelter capacity to serve more people.
- Continue to assess the effectiveness of the King County Regional Homelessness Authority to eliminate duplication & restore strategic leadership.

Early Wins

- Convene Task Force members for briefing & commit to implementation roadmap with public timeline.
- Restore protection order staffing positions per MOU.
- Fund & deploy the 2-hour SPD HB 2015-compliant training for all relevant personnel.
- Audit days-to-service for protection orders & publish improvement targets.

Early Wins

- Improve cleanliness & maintenance in high-use public spaces to enhance usability & perception of safety & community pride.
- Increase accessible restroom facilities in key community areas to support public comfort & health.
- Identify & replicate effective maintenance practices across city-managed parks & public spaces.

Early Wins

- Direct Office of Housing, KCRHA, & Public Safety to jointly initiate a PSH safety improvement plan in consultation with providers.
- Expand contracts for shelter safety stabilization & behavioral health supports.
- Announce support for a pre-FIFA response to unsheltered homelessness.

8 Student & Youth Advisors

Belonging, Opportunity, & Voice: A Community-Informed Policy Direction on issues facing students & young people.

- **Education, Career, & College Readiness**
- **Safety & Trust**
- **Affordability & Housing**
- **Civic Power & Co-Governance**
- **Transportation Access**
- **Mental Health & Wellbeing**

WHY THIS MATTERS:

Young people in Seattle are paying close attention, to government, to global events, & to whether the City shows up for them. Across conversations, young people expressed a deep desire to participate & a frustration with systems that feel inaccessible, under-resourced, or symbolic. Young people want to feel safe, informed, & supported as they navigate school, work, housing, & civic life. They are clear: participation requires more than invitations, it requires transportation, compensation, trust, & relevance.

Core Principles We Heard:

- Young people want real access, not performative engagement
- Safety includes freedom from surveillance, fear, & displacement
- Education must prepare young people for real-world decisions
- Transportation is foundational to opportunity
- Community-based organizations are trusted gateways to youth engagement

WHAT THE COMMUNITY IS SAYING:

“Young people feel unprepared to navigate civic systems, higher education costs, & post-graduation pathways. Financial uncertainty & lack of guidance are driving anxiety & disengagement.”

“Elected officials feel distant & unreachable. Opportunities to engage are poorly timed, poorly advertised, & rarely youth centered.”

Surveillance expansion makes young people, especially those from immigrant & marginalized communities, feel targeted, not protected.”

“Transportation is often the deciding factor in whether youth participate at all. One unsafe or unreliable experience can permanently disengage a young person.”

“Seattle succeeds when young people feel informed, safe, & genuinely included in shaping their city.”

Education, Career, & College Readiness

- Treat civic & financial literacy, & post-high school navigation as core not optional enrichment.
- Address counseling inequities & FAFSA completion gaps that disproportionately impact low-income & first-generation students.
- Expand non-college pathways, trades, pre-apprenticeships, short-term credentials, alongside college access.
- Reduce structural cost barriers that discourage participation.
- Connect learning opportunities to the creative economy.

Early Wins

- Release multilingual guides on financial, college, apprenticeships, & credential programs.
- Partner with SPS to introduce earlier required financial literacy & renter-rights curriculum.
- Expand City-supported pre-apprenticeship pathways
- Integrate Creative Advantage with the Seattle Education Levy
- Launch a centralized, City-maintained internship & entry-level job portal for youth.

Civic Power & Co-Governance

- Move from advisory consultation to structured youth co-governance with decision-making influence.
- Redesign engagement to occur in youth-centered spaces (schools, campuses, community centers) & at youth-accessible times.
- Modernize City communications to meet youth where they are digitally.

Early Wins

- Fund compensated, youth-led listening sessions facilitated by trusted community partners.
- Consider shift in Seattle Youth Commission to co-governance model.
- Host recurring school-based assemblies & City Hall immersion days.
- Upgrade the Youth Connector / Next Move platform & improve City website navigation for youth resources.

Safety & Trust

- Reassess surveillance expansion through a youth civil rights & racial equity lens.
- Prioritize non-police safety models, CARE teams, social workers, de-escalators, & trained transit safety staff.
- Establish transparent feedback loops showing how youth input changes policy outcomes.

Early Wins

- Publish youth-accessible guidance on rights related to ICE & protests.
- Increase funding for school-based mental health & non-police crisis response teams.
- Hold youth forums on safety technology & AI use in education & transit.
- Review & publicly report on surveillance tools impacting schools & youth spaces. With a goal of removing surveillance cameras.

Transportation Access

- Treat transportation reliability as a prerequisite for youth participation in education, jobs, & programming.
- Prioritize increased frequency & capacity on routes serving schools & youth hubs.
- Expand free public transit access for youth & students beyond current age thresholds.
- Improve safety infrastructure (lighting, sidewalks, crossings) in historically underinvested neighborhoods.

Early Wins

- Use the Seattle Transit Measure to increase peak frequency on high-volume student routes (Routes 22, 50, 60, 108).
- Survey students on transit use, safety concerns, & priority routes.
- Add higher-capacity buses or additional service to overcrowded school corridors & pilot expanded free transit for all enrolled students.

Affordability & Housing

- Provide youth-friendly renter education & centralized housing navigation tools.
- Expand language-accessible enforcement of renter protections & labor standards.
- Increase paid youth employment opportunities & eliminate unpaid internship barriers.
- Align housing, workforce, & education investments to reduce displacement of young people.

Early Wins

- Release a multilingual renter-rights guide tailored to first-time youth renters.
- Develop a transparent, City-hosted housing & affordability database.
- Fund youth stipends for civic, conservation, & arts programming.
- Increase outreach so young workers understand wage theft & workplace protections.

Mental Health & Wellbeing

- Fully fund school-based mental health staffing to meet nationally recommended counselor-to-student ratios.
- Invest in non-clinical wellbeing infrastructure, third spaces, arts programming, peer support, & youth-led healing spaces.
- Integrate trauma-informed practices across schools, transit systems, & City youth programs.

Early Wins

- Ensure clear, trauma-informed communication regarding ICE activity & federal enforcement.
- Address school-based trauma through fully funded mental health supports rather than increased armed presence.
- Increase City investment in youth-serving mental health providers crisis stabilization partnerships, & third spaces.
- Pilot peer mental health ambassador programs in partnership with trusted youth organizations.

CROSS-CUTTING THEMES ACROSS POLICY AREAS

Housing & Basic Needs

- Preserve existing affordable housing while accelerating new production.
- Treat childcare as economic infrastructure.
- Shift homelessness response toward service-rich stabilization.
- Tie progressive revenue to clear, accountable outcomes.

Economic Development & Workers' Rights

- Fund labor standards enforcement sustainably.
- Reduce administrative friction for small businesses.
- Align workforce systems regionally.
- Use public contracting to reward high-road employers.

Transportation & Environment

- Deliver connected safety infrastructure, not piecemeal projects.
- Accelerate bus priority & equitable transit access.
- Integrate freight planning with climate & safety goals.
- Publish accountability metrics for emissions & street safety.

Arts, Culture & Creative Economy

- Stabilize cultural workers through multi-year support.
- Embed arts into housing, transit, & capital planning.
- Shift from regulating culture to cultivating it.
- Treat creative space as civic infrastructure.

Civic Narrative & Major Initiatives

- Adopt a consistent, values-based city narrative.
- Tie major events (including the World Cup) to long-term neighborhood benefits.
- Institutionalize co-governance & transparent dashboards.
- Deliver visible “basics” improvements citywide.

Standing Up for Our Values

- Establish rapid response protocols for hate & targeted harm.
- Codify protections against misuse of federal immigration enforcement.
- Fund community-led safety networks.
- Improve transparency & civil rights oversight.

Public Safety, Parks & Community Wellbeing

- Stabilize investigative capacity for survivors & vulnerable communities.
- Clarify alternative response roles & dispatch authority.
- Invest in strategies that prevent harm upstream, provide sustained (not crisis) care, & build trusted neighborhood-based safety partnerships with the boots on the ground.
- Treat parks & public spaces as intentionally managed civic assets.

Student & Youth Advisors

- Embed civic & financial literacy in core education.
- Move from youth consultation to youth co-governance.
- Expand transit access & transportation reliability.
- Scale mental health & third-space investments.