

**PORTLAND DEVELOPMENT COMMISSION**  
Portland, Oregon

**RESOLUTION NO. 6988**

**ADOPTING THE EQUITY POLICY OF THE PORTLAND DEVELOPMENT  
COMMISSION**

**WHEREAS**, the Portland Development Commission (“PDC”) is committed to ensuring that PDC’s strategic goals, outcomes, programs, and initiatives advance social and economic equity;

**WHEREAS**, PDC is committed to increasing economic opportunity and income for all Portland residents and historically disadvantaged Portlanders in particular;

**WHEREAS**, PDC is committed to making use of all of PDC’s revitalization and economic development activities to create equitable access to living wage jobs and wealth creation opportunities for Portlanders;

**WHEREAS**, PDC will demonstrate its commitment to and leadership in social equity through internal business practices, robust community partnerships, and accountability measures;

**WHEREAS**, the Equity Policy expands the scope and reach of PDC’s equity efforts from construction activities under the Business and Workforce Equity Policy (PDC Resolution No. 6561, as amended by PDC Resolution No. 6667, as amended by PDC Resolution No. 6787) to significant projects, community benefit agreements, all PDC investments and resources, and internal business practices including recruitment and retention; and

**WHEREAS**, the Equity Policy reflects the recommendations received from the PDC stakeholder committee on the 2012 PDC Disparity Study.

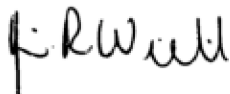
**NOW, THEREFORE, BE IT RESOLVED** that PDC Resolution No. 6561, as amended by PDC Resolution No. 6667, as amended by PDC Resolution No. 6787, are hereby rescinded;

**BE IT RESOLVED** that the Board adopts the Equity Policy in the form attached hereto as Exhibit A;

**BE IT FURTHER RESOLVED** that the Executive Director is hereby authorized to create procedures necessary to implement the Equity Policy; and

**BE IT FURTHER RESOLVED**, that this resolution shall become effective 30 days after its adoption.

**Adopted by Portland Development Commission on January 9, 2013**



**PORTLAND DEVELOPMENT COMMISSION**  
Portland, Oregon

**RESOLUTION NO. 6988**  
**EXHIBIT A**

**ADOPTING OF THE EQUITY POLICY OF THE PORTLAND DEVELOPMENT  
COMMISSION**

Exhibit A – C includes this cover page and contains 5 pages:

- PDC Equity Policy

**PDC Equity Policy**  
**January 9, 2013**

***PDC's mission is to create one of the world's most desirable and equitable cities by investing in job creation, innovation and economic opportunity throughout Portland.***

**1. OBJECTIVES OF THE PDC EQUITY POLICY**

The objective of the PDC Equity Policy (this "Equity Policy" or "this policy") is to ensure that PDC's strategic goals, outcomes, programs, and initiatives advance social and economic equity by:

- A. Increasing economic opportunity and income for all Portland residents and historically disadvantaged Portlanders (i.e., communities of color and people in priority neighborhoods);
- B. Making use of all of PDC's revitalization and economic development activities to create equitable access to living wage jobs and wealth creation opportunities for Portlanders; and
- C. Demonstrating PDC's commitment to and leadership in social equity through internal business practices, robust community partnerships, and accountability measures.

**2. ORGANIZATIONAL SCOPE**

The Equity Policy is a PDC-wide policy.

**3. DEFINITIONS**

For purposes of this policy, unless otherwise stated, the following definitions shall apply:

*Equity:* Equity is when everyone has access to opportunities necessary to satisfy essential needs, advance their well-being, and achieve their full potential<sup>1</sup>.

*Priority*

*Neighborhoods:* Geographic areas that are either: 1) Experiencing lagging commercial investment and increased or persistent poverty; or 2) Experiencing gentrification pressures.

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<sup>1</sup> As defined in the Portland Plan.

## *Communities*

*of Color:* People who self-identify as Black Americans, Hispanic Americans, Native Americans, Asian-Pacific Americans, Subcontinent Asian-Pacific Americans, and/or first-generation immigrant populations for the purpose of minority business ownership<sup>2</sup>.

Capitalized terms used in this policy without definition have the meaning ascribed to such terms in the Administrative Procedures (as hereinafter defined) to this policy.

## **4. POLICY CONTENT AND GUIDELINES**

### **4.1 OVERVIEW**

The Equity Policy objectives are pursued in three primary ways:

- A. Manage all investments, projects and programs in a manner which explicitly considers beneficiaries, addresses disparities, and supports equitable outcomes as further described in Section 4.2 of this policy and the Administrative Procedures;
- B. Ensure that significant PDC investments provide opportunities for living-wage construction jobs, career advancement, and business opportunities for historically disadvantaged populations as further described in Section 4.3 of this policy;
- C. Ensure that PDC's internal business practices increase diversity and social equity within PDC and support partnership, transparency, and accountability with community stakeholders as further described in Section 4.4 of this policy.

### **4.2 SUPPORTING EQUITABLE OUTCOMES WITH PDC INVESTMENTS, PROJECTS, AND PROGRAMS**

*Description:* PDC activities that impact the community (e.g., real estate projects, community and economic development programs, lending and grant policies, budgetary/investment prioritization, and the processes that govern such decisions and investments) will be evaluated from an equity perspective to (1) answer "who benefits?," (2) ensure that existing disparities are explicitly addressed, and (3) mitigate unintended negative consequences.

1. *Practices:* The following practices will inform PDC investments, projects, and programs not addressed under section 4.3:
  - a) **Equity Lens for loans and grants.** A designated tool (the "Equity Lens") shall be used to evaluate all PDC loans and grants to ensure financial resources address

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<sup>2</sup> As defined by the Coalition of Communities of Color.

disparities, advance strategic equity objectives, and do not result in unintended consequences.

- b) **Equity plan for non-financial investments (i.e., not loans and grants).** Each program, major activity or initiative, non-loan/grant investment, the recipients thereof, and the processes that govern such activities shall address disparities in access or outcomes and reduce unintended consequences such as displacement within the scope of the activity.
- c) **Public accountability.** Analyze and monitor PDC financial and non-financial investments to assess where PDC dollars are going, measure progress against stated social and geographic equity goals, and take corrective action if necessary.

#### **4.3 ENSURING THAT SIGNIFICANT PDC INVESTMENTS PROMOTE OPPORTUNITY OBJECTIVES**

*Description:* When making sizable investments, PDC aims to (1) ensure fair and equitable opportunities for Portland's diverse populations, (2) promote prosperity in all segments of Portland's diverse communities, (3) foster economic growth, and (4) expand competition in the market through explicit agreements with developers and contractors benefiting from the public investment.

*Practices:* The following practices will inform PDC investments designated as "significant":

- a) **The Business Equity Program.** PDC will ensure that its work provides professional, supplier, and construction contracting opportunities to small businesses that have been historically underutilized, including minority-owned ("MBE"), women-owned ("WBE"), and emerging small businesses ("ESB") as certified by the State of Oregon Office of Minority, Women, and Emerging Small Business, as well as Disadvantaged Business Enterprises ("DBE") certified by the U.S. Department of Transportation (collectively, "Certified Firms"), and encourages the participation of businesses owned by veterans on Direct Contracting, Land Transactions, and work utilizing PDC resources, including Interagency and Intergovernmental Agreements.
- b) **The Workforce Equity Program.** PDC will seek to maximize apprenticeship opportunities in the construction trades, promote employment opportunities for Communities of Color and Women, and encourage the employment of people with disabilities and veterans on Direct Contracting, Land Transactions, and on work utilizing PDC resources.
- c) **Community benefits agreements.** Projects receiving "significant" investments through PDC will be evaluated for community benefits in addition to those related to the project's pre-development and construction work. Projects with opportunities for additional community benefits shall be encouraged or required, depending on the specific project, to enter into a community benefits agreement to provide benefits such

as access for local residents to long-term employment opportunities, supply-chain opportunities for local businesses, and publicly-accessible amenities.

#### **4.4 SUPPORTING COMMUNITY PARTNERSHIPS AND INCREASING DIVERSITY AND TRANSPARENCY THROUGH INTERNAL BUSINESS PRACTICES**

*Description:* PDC's internal business practices (e.g., human relations, public affairs, community engagement) will strengthen the diversity and cultural competence of its staff, achieve meaningful public involvement for historically disadvantaged populations, and provide economic opportunity to businesses of color.

*Practices:* The following practices will inform internal PDC processes:

- a) **Human Resources Equity Plan.** PDC will research and document benchmarks and best practices of similar organizations with successful internal/staff-focused diversity and equity programs. The Human Resources division will subsequently develop, adopt and implement a plan to retain, promote, and recruit a diverse staff reflective of the local community.
- b) **Community engagement.** PDC shall engage the community in ways that allow for meaningful public involvement of those impacted by projects, programs, and processes. Advisory groups shall reflect the communities affected by PDC activities. Multicultural and multilingual considerations and translations shall be consistently made available. PDC will work closely with all communities, particularly those that have been historically disadvantaged, to explicitly address structural disparities, create pathways to prosperity, and determine the process for community involvement and governance.
- c) **Accountability and Governance.** Cultural competency and inclusionary practices that support the PDC Strategic Plan and annual work plans will be integrated into employees' mid-year and annual performance evaluations.
- d) **PDC Equity Council** (or other body designated by the Executive Director) will serve as an internal advisory group to monitor organizational progress, make recommendations for improving diversity and cultural competency, and provide training and other assistance, as necessary, to promote progress toward policy objectives.

#### **5. IMPLEMENTATION**

The Executive Director is hereby authorized to create and periodically update administrative policies or procedures to guide implementation of this policy (the "Administrative Procedures").

**RESOLUTION NO. 6988**

**RESOLUTION TITLE:**

ADOPTING THE EQUITY POLICY OF THE PORTLAND DEVELOPMENT COMMISSION


Adopted by the Portland Development Commission on January 9, 2013

PRESENT FOR VOTE	COMMISSIONERS	VOTE		
		Yea	Nay	Abstain
<input checked="" type="checkbox"/>	Chair Scott Andrews	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input checked="" type="checkbox"/>	Commissioner Aneshka Dickson	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input checked="" type="checkbox"/>	Commissioner John Mohlis	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	Commissioner Steven Straus	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	Commissioner Charles Wilhoite	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Consent Agenda		<input checked="" type="checkbox"/> Regular Agenda		

**CERTIFICATION**

**The undersigned hereby certifies that:**

*The attached resolution is a true and correct copy of the resolution as finally adopted at a Board Meeting of the Portland Development Commission and as duly recorded in the official minutes of the meeting.*

	<p><b>Date:</b></p> <p>January 24, 2013</p>
<p><b>Gina Wiedrick, Recording Secretary</b></p>	