

**PORTLAND DEVELOPMENT COMMISSION**

Portland, Oregon

**RESOLUTION NO. 7175**

**ADOPTING CHANGES TO THE PORTLAND DEVELOPMENT COMMISSION  
EQUITY POLICY**

**WHEREAS**, the Portland Development Commission (“PDC”) Board of Commissioners (“Board”) 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 and communities of color in particular;

**WHEREAS**, on January 9, 2013, the PDC Board adopted the PDC Equity Policy (“Equity Policy”) through Resolution No. 6988, demonstrating a commitment to and leadership in social equity through internal business practices, robust community partnerships, and accountability measures;

**WHEREAS**, the PDC 2015-2020 Strategic Plan prioritizes equity as one of PDC’s fundamental values and the PDC Equity Policy should align with the PDC 2015-2020 Strategic Plan;

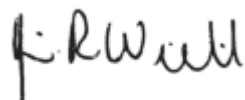
**WHEREAS**, PDC desires to become an antiracist organization by ensuring that PDC’s goals, programs, and initiatives advance social and economic equity; and

**WHEREAS**, it is desirable that PDC establish an Equity Council to examine PDC’s equity efforts and to hold the organization accountable for achieving the goals and objectives of the Equity Policy.

**NOW, THEREFORE, BE IT RESOLVED**, that the PDC Board adopts the changes to the Equity Policy as attached hereto as Exhibit A; and

**BE IT FURTHER RESOLVED**, that this resolution shall become effective immediately upon its adoption.

Adopted by the Portland Development Commission on April 20, 2016



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Gina Wiedrick, Recording Secretary

**PORTLAND DEVELOPMENT COMMISSION**

Portland, Oregon

**RESOLUTION NO. 7175**

**EXHIBIT A**

**ADOPTING CHANGES TO THE PORTLAND DEVELOPMENT COMMISSION  
EQUITY POLICY**

Exhibit A includes this cover page and contains nine pages:

- PDC Equity Policy April 20, 2016

# PDC Equity Policy

April 20, 2016

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

## 1.0 OBJECTIVES OF THE PDC EQUITY POLICY

- A. The objective of the PDC Equity Policy (this "Equity Policy" or "this policy") is to create an Anti-Racist organization by ensuring that PDC's strategic goals, outcomes, programs, and initiatives advance social and economic equity by increasing economic opportunity and income for all Portland residents and historically disadvantaged Portlanders (i.e., Communities of Color and people in Priority Neighborhoods, as defined below);
- 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.

## 2.0 ORGANIZATIONAL SCOPE

The Equity Policy is a PDC-wide policy.

## 3.0 DEFINITIONS

Definitions for the capitalized terms in this policy include:

- A. **Anti-Racist Multicultural Organization:** An organization that 1) has restructured all aspects of institutional life to ensure full participation of People of Color, including their worldview, culture and lifestyles; 2) implements structures, policies and practices with inclusive decision-making and other forms of power-sharing on all levels of the institution's life and work; and 3) commits to struggle to dismantle racism in the wider community, and builds clear lines of accountability to racially oppressed communities.
- B. **Equity:** Equity is when everyone has access to opportunities necessary to satisfy essential needs, advance their well-being, and achieve their full potential.
- C. **Priority Neighborhoods:** Geographic areas that are either: (1) Experiencing lagging commercial investment and increased or persistent poverty; or (2) experiencing gentrification pressures.
- D. **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.

*Capitalized terms used in this policy without definition have the meaning ascribed to those terms in the Administrative Procedures for this policy.*

#### 4.0 POLICY CONTENT AND GUIDELINES

The objectives of this policy 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 4.1 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 4.2 of this policy;
- C. Ensure that PDC's internal business practices embody antiracist strategies in order to increase diversity and social equity within PDC and support partnership, transparency, and accountability with community stakeholders as further described in Section 4.3 of this policy.

#### 4.1 ACHIEVING ANTIRACIST AND INCLUSIVE 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.

**Practices:** The following practices will inform PDC investments, projects, and programs not addressed under section 4.2:

- A. **Antiracist and inclusive decision-making tools.** An "Equity Lens" shall be used at the beginning of all PDC loan and grant transactions to determine how financial resources can address disparities, advance strategic equity objectives, and do not result in unintended consequences.
- B. **Antiracist and inclusionary 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. **Transform PDC processes to redirect economic opportunities and wealth creation to marginalized groups and diverse populations.** PDC will 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.

#### 4.2 ENSURING THAT SIGNIFICANT PDC INVESTMENTS PROMOTE OPPORTUNITY OBJECTIVES

**Description:** When making sizable investments, PDC aims to design and structure those investments such that they (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 at the beginning of a project 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”) that are certified by the 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 encourage 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 at the beginning of a project for community benefits in addition to those related to the project’s predevelopment 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.

#### 4.3 BUILDING COMMUNITY PARTNERSHIPS AND INCREASING DIVERSITY AND TRANSPARENCY THROUGH ANTIRACIST TRANSFORMATION OF 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 through the creation of antiracist and inclusive decision-making structures.

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

- A. **Institutionalizing Antiracist Staff Development.** The Human Resources division, in collaboration with the Equity Council, will develop, adopt, and implement a specific and strategic plan to retain, promote, and incentivize a staff authentically reflective of the local community.

- B. **Engage Partners in Antiracist Work.** By expanding antiracist organizing and capacity building tools, PDC shall engage the community in ways that allow for meaningful public involvement of those impacted affected by projects, programs, and processes. This can be accomplished by expanding antiracist organizing and capacity building tools.
- 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.

#### 4.4 **EMBODYING ANTIRACIST BEHAVIOR AND CREATING ACCOUNTABILITY THROUGH THE INSTITUTION OF A PDC EQUITY COUNCIL**

**Description:** PDC's Equity Council (Council) is hereby chartered by the Board to hold PDC accountable for achieving the goals and objectives outlined in Sections 4.1 through 4.3 above. To achieve these goals, the Council will (1) model antiracist decision-making structures and behavior, (2) make recommendations to dismantle institutional racism and improve PDC's cultural competency, (3) and initiate courageous conversations that increase employee awareness to race, privilege, and inequity. The full scope, structure, and activities of the Council are detailed in the attached Charter. The Council will submit its Action Plan to the Board annually, and will report at least annually to the Board on the agency's progress in achieving the objectives of this policy. In addition, the Board may direct the Council to undertake analysis of specific aspects of PDC's work and provide additional feedback on the adequacy of the agency's efforts to further the objectives of this policy.

#### 5.0 **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").

### 1.0 PURPOSE AND SCOPE OF THE EQUITY COUNCIL

1.1 **Purpose.** PDC’s Board of Commissioners hereby charters the Equity Council (or “Council”) to hold PDC accountable for achieving the objectives of PDC’s policy on equity (the “Equity Policy,” as instituted by Board Resolution No. 6988 and amended by Board Resolution No. 7175).

1.2 **Scope.** To achieve its purpose, the Council will:

- Identify institutional racism and cultural barriers that prohibit equitable access to PDC resources;
- Make recommendations to dismantle institutional racism and to improve diversity and cultural competency;
- Provide training and other assistance, as necessary, to promote progress toward achieving Equity Policy objectives;
- Initiate and champion courageous conversations that increase employee awareness and sensitivity to issues of race, privilege, and inequity;
- Facilitate the involvement of the PDC Leadership Team in Council initiatives; and,
- Monitor and audit PDC’s progress in meeting the goals of the Equity Policy.

1.3 **“Equity,” defined.** As used in this Charter, and defined in *The Portland Plan* (April 2012), “equity” is when everyone has access to the opportunities necessary to satisfy their essential needs, advance their well-being, and achieve their full potential. We have a shared fate as individuals within a community and as communities within society. All communities need the ability to shape their own present and future. Equity is both the means to healthy communities and an end that benefits us all.

### 2.0 EQUITY COUNCIL MEMBERSHIP

Members of the newly-reorganized Council were appointed by the Executive Director on January 6, 2014. Going forward, the recruitment and selection of Council members shall follow the recruitment and selection process detailed below.

2.1 **Size.** The Council will consist of up to twelve (12) PDC employees and may also include one external representative and one PDC board member.

2.2 **Composition.** The Council will strive to compose itself with members that include a wide range of organizational roles, skills, and points of view. Representation will be sought from each department within the agency. The Council will also aim to have representatives that play a role in agency-wide strategic planning processes.

- 2.3 **Preferred Qualifications.** The following qualifications are preferred for all Council members:
- A basic understanding of the existence and impact of racism and other oppressions that perpetuate societal inequities;
  - Commitment to self-reflection and challenging one's perceptions and biases;
  - Ability to articulate the value and benefit of eliminating bias, discrimination, and institutional racism;
  - Ability to stay engaged in difficult conversations on bias, racism, and privilege;
  - Willingness and ability to lead discussions on equity in their own department and at various levels of the organization; and
  - Willingness to be courageous, take risks, ask questions, and speak truth to power.
- 2.4 **Recruitment.** When a vacancy exists on the Council, the Council will recruit new members using the composition and qualifications criteria described above. Recruitment activities may include an agency-wide solicitation for new members or targeted recruitment of individuals. When seeking to fill a vacancy, Council members may nominate individuals and the Council may accept written expressions of interest from PDC staff. Once all nominations are received, the Council will review and consider all nominations and select a new member to recommend to the Executive Director using the decision-making process described in Section 4.0. The Executive Director will formally appoint members to the Council based only on recommendations received from the Council.
- When an individual is selected to serve on the Council, the Executive Director will notify the individual and his or her supervisor at the same time to ensure that the supervisor can approve the required allocation from the individual's workplan. Managers are strongly encouraged to work with new Council members to make adjustments to individual's workplan to allow for participation on the Council.
- 2.5 **Time Commitment.** All members must commit to ***a minimum of sixteen (16) hours*** per month to carry out the work of the Council. This time commitment includes, but is not limited to, reviewing meeting notes and handouts, attending trainings, and additional meetings related to Equity Council business as needed. In addition, Equity Council members may present at Commission Meetings and participate in briefings with the Leadership Team, Executive Director and with community stakeholders, to discuss Equity Council initiatives.
- 2.6 **Meeting Attendance.** Council members are expected to attend all monthly meetings. Members who are unable to attend a meeting should contact the Council chair in advance. If a member misses three meetings in a twelve-month period, the Council will evaluate the circumstances and make a determination on whether that member should continue to serve on the Council.



2.7 **Staffing.** The Equity Council will be chaired by the Executive Director. At the beginning of each calendar year, the Council will elect a Vice Chair to serve for that year. The Vice Chair will serve as the chair of the Council in the absence of the Executive Director or when a motion involving the Executive Director is being discussed. The Equity Coordinator will act as project manager for the Council.

2.8 **Term Lengths.** Council members are expected to serve a term of at least two years. Every two years, the Council will review its membership to determine if its composition can effectively carry out the work of the Council and if all members can maintain the required time commitment. If new members are required, the Council will follow the recruitment options described above. Equity Council membership may be rescinded at any time by a decision of the Council for reasons including, but not limited to, poor attendance, disruptive behavior, or lack of work product.

### 3.0 **GROUND RULES**

Members are expected to abide these ground rules when participating in Council activities:

- Foster and commit to both active and reflective listening skills;
- Create a safe, open, nurturing and respectful environment;
- Step up and speak your truth;
- Step back and ensure all voices are heard;
- Be courageous and take risks;
- Assume the best of intentions;
- Honor confidentiality and trust;
- Work collaboratively to bring out the best ideas from the group; and
- Challenge ourselves in our learning and understanding.

### 4.0 **DECISION-MAKING**

The Council represents a diversity of expertise, skill sets, and viewpoints. As such, Council members are expected to listen, analyze, and contribute in ways that further the Council's goals. Council recommendations and decisions should represent a broad base of collective wisdom that will best serve PDC.

4.1 **Consensus.** When making decision, the Council will strive to reach consensus, a decision-making method where the group reaches substantial, though not necessarily unanimous, agreement on matters of overall direction and policy.

4.2 **Supermajority.** If consensus on a decision cannot be reached, the decision will be made by a supermajority (two-thirds) vote of members in a Council meeting. In these cases, the Council will offer the opportunity to include minority reports in meeting summaries.

- 4.3 **Quorum.** A quorum is required to conduct business and make official decisions (e.g., voting on new members, approving a strategic plan). A quorum is defined as 50% of the total Council membership, plus one, rounded up. For instance, if the Council has twelve members, a quorum is seven members. Once a quorum is reached, a quorum is maintained for the remainder of the meeting, even if a member leaves during the meeting.
- 4.4 **Changing this Charter.** Changes to Section 1.0 and 4.0 may only be made through approval by PDC's Board of Commissioners. Changes to Section 2.0 and 3.0 may be made through a supermajority vote of the Council's members.

5.0 **ADOPTION OF THIS CHARTER**

This Charter was last adopted on April 20, 2016.

**RESOLUTION NO. 7175**

**RESOLUTION TITLE:**

ADOPTING CHANGES TO THE PORTLAND DEVELOPMENT COMMISSION EQUITY POLICY

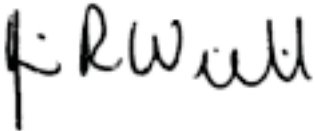
Adopted by the Portland Development Commission on April 20, 2016

PRESENT FOR VOTE	COMMISSIONERS	VOTE		
		Yea	Nay	Abstain
<input checked="" type="checkbox"/>	Chair Tom Kelly	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input checked="" type="checkbox"/>	Commissioner Gustavo Cruz, Jr.	<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 Mark Edlen	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	Commissioner William Myers	<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.*

	<b>Date:</b>  April 29, 2016
<b>Gina Wiedrick, Recording Secretary</b>	