

Broadway Corridor

Steering Committee Meeting #7

Prosper Portland, 222 NW Fifth Avenue, 1st Floor – Commission Conference Room

October 24, 2017, 2:00 pm – 5:00 pm

MEETING PURPOSE

The purpose of the meeting is for participants to affirm the project goals and the evaluation criteria to be included in the developer Request for Qualifications (RFQ).

MEETING DESIRED OUTCOMES

- A shared understanding and affirmation of the project goals to be included in the developer RFQ.
- A shared understanding and affirmation of the priorities for evaluation criteria, enabling staff to revise in draft RFQ.
- A shared understanding and preparedness for the next steps for finalizing the RFQ

MEETING ATTENDEES: attached

MEETING MATERIALS

- Agenda
- Revised Working Planning Tool
- RFQ Evaluation Criteria Worksheet
- Development Timeline
- Public Comment Form
- Steering Committee Comment Form
- Policies: Equity and Green Building

SUMMARY MEETING NOTES

1. **Welcome:** Zeke Smith opened the meeting and walked through the content for the afternoon and what the points of emphasis will be.
2. **Updates:** Zeke thanked the five Committee members who volunteered to review Portland's response to the Amazon HQ2 RFP.

Zeke notified Committee members that Lara Media will be building visibility for the Broadway Corridor Project including the public process the Steering Committee is engaged in so there will be requests for volunteers to participate in video interviews and b-roll footage taken of our work together. Zeke noted that b-roll forage would not include audio and that any concerned Committee members should have a conversation with Victoria Lara, CEO of Lara Media, or Prosper Portland staff.

3. **Charter and Group Agreements:** Zeke noted a change to the charter outlining a streamlined process for meeting summary approval, which gives Committee members two to three weeks to provide input on the meeting summary to the Co-Chairs or Prosper Portland Staff. After this period, Co-Chairs take the input and approve the meeting summaries.

Zeke then pointed members to the table tents on Committee tables, which reflected updated group agreements based on the September meeting and findings from the Racial Equity Impact Analysis. Zeke asked Committee members to reflect on the group agreements in order to resurface them and begin to build a culture in the Committee around holding each other accountable in a productive way.

Steering Committee Timeline: Zeke located the Committee in the Broadway Corridor development timeline noting that this meeting is the last chance to give input into the Request for Qualification (RFQ) goals and evaluation criteria because the RFQ is scheduled to be released at the November 8 Board meeting. He also noted that this not the last place of contact for review of the project goals and that they will be revisited and refined during the

forthcoming development planning phase.

Zeke clarified that the “minimum criteria” included in the RFQ comes from Prosper Portland and a developer will not be taken into consideration without meeting the minimum criteria. He emphasized that there is much more flexibility in the evaluation criteria.

Zeke mentioned that there will be guidelines to potential applicants about engaging with staff and Committee members. Prosper Portland staff will also provide more detailed guidelines to Committee Members on engagement during RFQ process.

- 4. RFQ Components and Process:** Sarah Harpole, Project Manager, walked through the RFQ outline (*see RFQ Evaluation Criteria Worksheet*) noting that the vision and priority of this project will be very clear to the developers through the Background and Project Vision, Goals and Requirements sections. Sarah explained that only selected sections of the RFQ draft are available for Committee members in the worksheet because viewing a full RFQ draft would lend an unfair advantage to developers who may see the RFQ before it is fully released. Sarah added that this is the same handout and information that will be provided to the Prosper Portland Board.

Sarah described that the background section contains metrics around job growth, recognizes that not everyone has benefitted equally from development in the city, and speaks to city-wide policies including the Portland Plan, Central City Plan, and Climate Action Plan. She also described the planning and development scope, which calls out the multiple entities advising the work, the developer’s role as an advisor for the work, and the exclusive negotiation rights to the Post Office site. Sarah clarified that the RFQ is only offering development of the Post Office. Additionally, Portland Housing Bureau (PHB) has development rights that will deliver on affordable housing, which are included in this solicitation although PHB retains the right to proceed with the selected developer, land bank some or all of their rights, or seek an alternate partner. However, there is preference for a development partner who can deliver a mixed-income development.

Sarah explained that developer responses are to include a narrative of how they have achieved our values and our priorities on past projects they’ve completed.

In explaining the developer evaluation process, Sarah clarified that Prosper Portland staff will be evaluating developer responses based on minimum criteria and moving those that meet this threshold into the pool for consideration by the evaluation committee. Sarah noted some of the Committee members’ discomfort around the minimum criteria and explained that the goal is to ensure only qualified candidates are moved forward while also limiting the number of judgment calls made by staff. Kimberly Branam, Executive Director, explained that this process is analogous to the hiring process, which moves candidates into a pool for consideration based on minimum qualifications vetted by HR staff prior to being reviewed by a hiring manager.

Sarah moved through the rest of the solicitation process, explaining that the evaluation committee made up of five volunteers from the Steering Committee and Prosper Portland staff would identify the top three candidates who would participate in a public forum in late February.

Sarah closed the overview of the RFQ process by explaining that Prosper Portland does not have a minimum for the number of qualified candidates – but rather that we recognize the importance of finding a good partner.

Jahmese Myres, Consultant, asked Committee members to discuss their opinions and reflections with a neighbor and then asked designated staff members to sit at each table to answer any questions or provide clarifications to Committee members.

Discussion:

- There were questions around how regional policies were incorporated into the RFQ. It was explained that Prosper Portland policies are generally minimum thresholds and project goals go beyond this.

- There was a question on whether the Working Planning Tool would be included as an attachment to the RFQ as the “Development Experience Desired” section would be helpful for the developer to understand. It was clarified that the project goals and evaluation criteria as show in the RFQ Evaluation Criteria Worksheet would be all that is included in the final RFQ.
- Several Committee Members noted their concern that we would not find a developer who would have expertise in all areas.

Reflections on RFQ Process from table conversations:

- How do we do our due diligence on proposals from developers and see through the beautiful renderings? Learnings from the Amazon HQ2 submittal that connect to this process are that Committee members will need adequate time to review the proposal and understand the context of the information
- With a high likelihood of having team response, how will those be evaluated? How will we address the likelihood of a national developer versus a local developer and the partnership there? How will we balance the dynamic between paying the line of credit against the project goals and evaluation process?
- Are the minimum criteria appropriate or do we need to have one per guiding principle? With staff making decisions on minimum criteria, could that decisions be made at the larger Steering Committee? Recommendations for additional minimum criteria to add are having experience with public spaces and bike-oriented development
- There are no weightings for prioritizing project goals. Staff explained that this was intentional so that goals are not pitted against each other and the goals require different levels of effort and/or public investment to achieve. Overall, this process is intended to get at the right developer on balance across the guiding principles.

- 5. RFQ Project Goals and Evaluation Criteria:** Zeke went over how the input provided by 23 Committee Members was incorporated, added to the bike rack for consideration in development planning, or not incorporated into the Project Goals and Evaluation Criteria. Zeke added staff reached out to individuals who provided input. He then went over additions made in the Project Goals and Evaluation Criteria.

Zeke asked each table to discuss overall comments to the Project Goals and Evaluation Criteria and areas where Committee members would like staff to consider changes to language (see reflections on language change below).

To Committee members’ points, Kimberly responded that we will eventually have to balance and look at priorities. She added that we will need to manage expectations that we will not have a developer who will hit all of our goals, and we can find ways to bridge gaps.

Because there was not a quorum of Steering Committee members, there was not a vote to recommend the RFQ project goals and evaluation criteria. Zeke recommended that we look at the final RFQ in the next meeting to gauge whether the work we’ve been doing is being incorporated and closed the meeting.

Discussion:

- A Committee member was concerned that Project Goal #8 in the Working Planning Tool, which provided categories of disadvantaged firms and union vendors, might preclude use of non-union firms and a lack of benchmarks for each of these categories would result in a very low bar for the number of firms or vendors used. Staff clarified that there is a workforce equity policy that has minimum requirements for contracting and that metrics tied to use of vendors and firms will be detailed in the CBA.

Reflections on RFQ Project Goals and Evaluation Criteria from table conversations:

- Considerations for language change:
 - Evaluation Criteria #6 (RFQ Worksheet) – concern regarding criteria, where are the hard numbers that developers have to meet? Policies should include hard numbers required
 - Equitable and Resiliency criteria are taking a deficit approach to environmental justice, it should be about advancing equity not minimizing impact
 - Evaluation Criteria #10 and Minimum Criteria #6 (RFQ Worksheet) – bring language from WPT

- Minimum Criteria #3 – separate both sentences or delete first sentence
- Add a minimum criteria for Connected
- Evaluation Criteria #11 (WPT) – define “maximize diversity”
- Prosperous #15 (WPT) – High Road employer term and definition seem redundant, eliminate either one
- Resilient Goal #18 (WPT) – return to original language – human interaction with nature
- Equitable Goal #12 (WPT) -- add “age-friendly”
- Think multi-generationally
- Are there other ways to demonstrate achieving of goals other than industry recognition?
- Call out specifically in evaluation criteria demonstrated success or willingness to do a CBA
- There will be a need for childcare as a barrier to employment
- Minimum evaluation Criteria doesn’t mention public space or open space
- CBA needs to be named in developer evaluation criteria – take from Accountable Column 2 #2 of WPT
- General comments:
 - Working Planning tool should be an exhibit to the RFQ
 - Should include Working Planning Tool (WPT) preamble language into the RFQ
 - Staff noted this is already included in the RFQ
 - Developer needs to see “Developer experience desired” column
 - Are we asking too much? If we don’t prioritize then money will prioritize for us

MEETING ATTENDEES

Steering Committee

October 24, 2017

| | Last Name | First Name | Organization | Present |
|----|----------------|------------|---|-----------|
| 1 | Andrews | Sona | PSU | X |
| 2 | Bealer | Andre | NAMC-Oregon; MCIP | X |
| 3 | Block | Greg | Sustainable Northwest | |
| 4 | Brennan | Emma | Oregon Tradeswomen | X |
| 5 | Devendorf | George | Transition Projects | X |
| 6 | Dysert | David | Peral District Neighborhood Associatino | X |
| 7 | Friesen-Strang | Elaine | AARP | X |
| 8 | Galster | George | | |
| 9 | Genasci | Donald | University of Oregon | |
| 10 | Gonzalez | Jose | Miracle Theatre Group | X |
| 11 | Haines | Kelly | Worksystems Inc. | |
| 12 | Haynes | Marion | Portland Business Alliance | |
| 13 | Hipolito | Alan | Verde | X |
| 14 | Houck | Mike | Urban Green Spaces Institute | alternate |
| 15 | Hwang | Duncan | APANO | x |
| 16 | Kadish | Nathan | Ecotrust | X |
| 17 | Kaylor | Christian | Oregon Employment Department | |
| 18 | Kransky | Gerik | The Street Trust | X |
| 19 | Le | Khanh | Main Street Alliance | X |

Steering Committee

October 24, 2017

| | Last Name | First Name | Organization | Present |
|----|------------------|------------|---|-----------|
| 20 | Leach | Elizabeth | Leach Gallery | |
| 21 | Lee | Neil | CCBA / LEEKA | X |
| 22 | Lumley | Paul | NAYA | alternate |
| 23 | Mcllvaine | Leigh | Mercy Corps Northwest | |
| 24 | Myers | Willy | Prosper Portland / Columbia Pacific Building Trades | |
| 25 | Oxley | Chris | Portland Trail Blazers | |
| 26 | Paulson | James | JMPDX LLC / Worksystems Inc. Board | X |
| 27 | Potter | MaryAnn | Hispanic Chamber | X |
| 28 | Rappaport | Nicole | IUOE, Local 701 | |
| 29 | Rosenberg | Robin | Wieden & Kennedy | X |
| 30 | Satterfield | Vivian | OPAL Environmental Justice Oregon | X |
| 31 | Saul | Amanda | | X |
| 32 | Sherman | Jill | Gerding Edlen | |
| 33 | Simer | Jeremy | SEIU Local 49 | X |
| 34 | Smith | Zeke | United Way | X |
| 35 | Stevenson | Sarah | Innovative Housing, Inc. | X |
| 36 | Sunderland Perez | Veronica | Latino Network | X |
| 37 | Szporluk | Michael | self-employed | X |
| 38 | Turoczy | Rick | PIE | X |

MEETING HANDOUTS

RFQ Overview

COVER PAGE / RFQ INSTRUCTIONS

1. EXECUTIVE SUMMARY

Through this Request for Qualifications (RFQ), Prosper Portland and PHB are seeking statements of qualifications from development teams to perform the following:

- **Development Planning Phase.** The selected development team (Developer) will serve as an advisor on development planning activities for the Broadway Corridor in collaboration with the project stakeholders. Prosper Portland is seeking to engage the Developer early in the planning process to ensure an implementable development plan that delivers robust community benefits.
- **Redevelopment Phase.** The Developer will have exclusive negotiation rights for redevelopment of the USPS Property following successful completion of the above Development Planning Phase.

2. PUBLIC OWNERSHIP TEAM

- A. **Prosper Portland**
- B. **Portland Housing Bureau**

3. BACKGROUND

- A. **Portland, Oregon**
- B. **Planning and Policy Context**

4. PLANNING AND DEVELOPMENT SCOPE

- A. **Development Opportunity and Project Approach**
 - i. **Study Area**
 - ii. **Project Approach and Stakeholder Engagement**
 - iii. **Development Planning Phase** – including affordable housing, Community Benefits Agreement, Oversight Approach
- B. **USPS Property Summary**

5. PROJECT VISION, GOALS AND REQUIREMENTS

- A. **Development Goals**

| Guiding Principle | Project Goals |
|--|---|
| Accountable Implement a robust, proactive and transparent strategy that is a responsible expenditure of public funds, attracts private investment, and delivers targeted and equitable public benefits, with clear and enforceable milestones and metrics. | <ol style="list-style-type: none">1. Identify and promote clear, long-term, and enforceable financial, community benefit, and environmental metrics that reflect best practices at all stages of design, development and operations to be included in a Community Benefits Agreement.2. Intentionally engage communities of color and other under-served and under-represented people in decisions in all stages of the process, including future oversight, in a manner that encourages community interaction and is welcoming to and informed by Portlanders of all ages, disability status, cultures, and background; integrate input received via meaningful public engagements. |

| | |
|---|---|
| <p>Connected</p> <p>Leverage regional and local assets to strengthen multimodal transportation connections and improve accessibility to and through the area for all</p> | <ol style="list-style-type: none"> 3. Improve safe, reliable, and affordable access for low income communities including connecting affordable housing with employment providing adequate wages. 4. Create a coordinated and efficient multimodal transportation system that encourages people to choose healthy, active, and low-carbon transportation modes and systems, and enhances the economic competitiveness of the region. 5. Enhance Union Station as an active center and destination. 6. Provide an accessible, active, vibrant streetscape prioritizing pedestrian and bike infrastructure that enhances the neighborhood greenway system and builds connectivity with adjacent neighborhoods. |
| <p>Equitable</p> <p>Promote social equity, reducing disparities, and extending community benefits</p> | <ol style="list-style-type: none"> 7. Improve socio-economic opportunities for people of color, such as through affordable commercial space for diverse businesses, workforce training, and contracting opportunities. 8. Strong commitment to utilizing a combination of certified minority-owned, woman-owned, DBE and local firms as well as union vendors in design, construction and ongoing operations to create living wage jobs for a diverse workforce. 9. Provide adequate and affordable housing serving households earning 0 – 60% median family income (MFI) with a portion targeted to serving households earning 0 – 30% MFI. 10. Provide a mix of housing units, including family sized and multi-generational housing. 11. Provide integrated mixed-income development including housing and commercial space for all income levels. 12. Utilize Universal Design to ensure public and private development can benefit and be utilized by all, and public spaces are welcoming to all community members. 13. Advance Environmental Justice principles to ensure development does not exacerbate historical inequities in regards to the impacts of environmental and health hazards including air pollution and urban heat island effect especially on communities of color and low-income communities. |
| <p>Prosperous</p> <p>Foster economic and wealth prosperity for all through opportunities for innovation, creativity, education, and economic growth in the region</p> | <ol style="list-style-type: none"> 14. Create living wage jobs for all, at all skill levels and with career pathways, through partnerships with tenants and Workforce Investment Boards , particularly providing employment and job training opportunities for communities of color and other underserved populations. 15. Leverage large central site as a regional employment hub and recruit major anchor High Road Employer that follows labor law, provides a livable wage, benefits, stable scheduling, targeted hire, career ladders, a voice on the job, and health and safety for all employees; including subcontracted workers, contingent, and temporary workers. 16. Provide a diverse range and size of businesses, including stabilizing and growing small local businesses and providing opportunities for innovation and starting new businesses. |

| | |
|--|--|
| <p>Resilient</p> <p>Demonstrate leadership in sustainability, health and integration of the built environment with the natural environment and to promote human interaction with their environment.</p> | <p>17. Demonstrate leadership in implementing strategies that achieve the Portland Plan and Climate Action Plan’s goals to become an equitable, ecologically healthy, net-zero carbon, and fossil fuel free city.</p> <p>18. Create a thriving and healthy built environment that promotes human interaction with nature.</p> |
| <p>Vibrant</p> <p>Create a unique and aesthetically stunning, mixed-use community that welcomes and reflects diversity, integrates private with public spaces, and enriches the quality of life for existing and new Portlanders of all ages, cultures, and backgrounds</p> | <p>19. Promote groundbreaking design in a truly mixed use, diverse and active 24-hour large urban development that supports pedestrian-scale and the public realm, and is designed to become a new Portland icon.</p> <p>20. Provide high quality green and hardscape open space including extending the Park Blocks, and providing amenities for families, public spaces for events, seating areas, and landmark artwork (Connect parks, neighborhood greenways and public/private open space as an integrated system).</p> <p>21. Include amenities that meet neighborhood needs and are accessible to all segments of the community, such as a community center, educational use, library or recreational facility.</p> <p>22. Acknowledge history of the place and the people who have been here through design.</p> <p>23. Support diverse arts, cultural artists, and art organizations through the design, construction, and operational phases of the project.</p> |

B. **Compliance with Prosper Portland Policies** – including *Equity Policy, Green Building Policy, Prevailing Wage*

6. FINANCIAL OBJECTIVES AND TRANSACTION STRUCTURE

A. **Financial Objectives**

B. **Transaction Structure and Agreements**

7. SUBMISSION REQUIREMENTS

| |
|---|
| 1. Cover Letter |
| 2. Executive Summary |
| 3. Development Team |
| <p>4. Past Performance</p> <ul style="list-style-type: none"> a. Name / address / location of project b. Development team members c. Development scope d. Dates of the transaction milestones e. Development financing f. Project outcomes – <i>alignment with Broadway Corridor Project Goals</i> g. References |
| 5. Financial Capability and Disclosures |

8. EVALUATION CRITERIA AND SELECTION PROCESS

Minimum Criteria

Respondents must have demonstrated successful experience meeting or exceeding the following criteria, determined at the sole discretion of Prosper Portland staff, in order to be further considered by the Evaluation Committee.

1. Implementing projects similar in scope and type to proposed project, including public/private partnerships.
2. Financing comparably scaled and complex projects; financial capacity of development team.
3. Engaging and maintaining ongoing partnership with community partners to deliver projects (e.g. no fines, lawsuits, etc); Preference for developers who have successfully engaged and formed partnerships with communities of color to serve community needs and priorities.
4. Demonstrated ability to maximize diversity in its past projects or business practices and commitment to strive to meet the Prosper Portland Equity Policy.
5. Developing projects that have integrated and sustained both large employers (500+ employees) and medium size businesses (25-50 employees).
6. Demonstrated ability to advance green building, green infrastructure, and sustainable developments in past projects through existing and innovative technology; and commitment to meet and exceed the Prosper Portland Green Building Policy.

Evaluation Criteria

Respondents meeting the Minimum Criteria will be evaluated on the breadth and depth of demonstrated successful experience providing robust community benefits as demonstrated by the following criteria. It is recognized that Respondents may not have experience in all areas.

1. Transparent planning for and reporting on project metrics, including use of existing and innovative technology.
2. Activating multi-modal transportation hubs and accommodating advancements in mobility and parking (e.g. bus rapid transit, autonomous vehicles, electric vehicles, and automated/stacked parking)
3. Delivering safe active transportation including bike and pedestrian access through a comparably sized mixed-use site.
4. Leasing to or otherwise providing opportunities to businesses owned by people of color.
5. Maintaining a diverse and equitable workforce (race, gender, disability) including a development team that includes people of color and a history of fair and equitable labor practices
6. Utilization of certified minority-owned, woman-owned, DBE, and local firms as well as union vendors in construction and ongoing operations.
7. Providing a mix of housing types to serve a diverse income mix, including family sized units; Preference for developers who have previously exceeded accessibility and/or affordable housing requirements or laws.
8. Providing opportunities to sustain and grow a diverse range of small businesses.
9. Providing internships, work experiences and career pathways for youth and communities of color via partnerships with tenants and Workforce Investment Boards.
10. Minimizing ecological impacts of development and ongoing operations, particularly on communities of color and low-income communities; Preference given to firms with industry recognition or awards for innovative solutions for sustainability (i.e. water, emissions, energy usage, responsibly harvested materials) and designing / planning for a catastrophic natural event.

11. Integrating nature in the built environment.
12. Developing large-scale mixed-use and mixed-income developments that have distinctive character in terms of use, materials, architectural design and scale.
13. Developing projects that maintain vibrancy over the long term and serve as destinations for the surrounding city.
14. Creating signature public spaces that offer a range of urban and natural experiences and amenities.
15. Integrating diverse art that reflects the history, culture, community, and natural history of the region.

9. SUMMARY OF KEY DATES

| Activity | Timeline |
|---|------------------------------------|
| <ul style="list-style-type: none"> • Developer Solicitation | |
| <ul style="list-style-type: none"> – Issue RFQ | November 13, 2017 |
| <ul style="list-style-type: none"> – Deadline for questions regarding RFQ | January 10, 2018 |
| <ul style="list-style-type: none"> – Proposals Due | January 19, 2018 5:00 PM (Pacific) |
| <ul style="list-style-type: none"> – Public Presentation by short-listed respondents | February 27, 2018 |
| <ul style="list-style-type: none"> – Approval of Developer by Prosper Portland Board | April 11, 2018 |
| <ul style="list-style-type: none"> • Development Planning Phase | May 2018 – June 2019 |
| <ul style="list-style-type: none"> • Deadline for transaction adequate to repay City debt described in Section 6 | June 2022 |

10. TERMS OF THIS RFQ

Every effort has been made to include all the information necessary to prepare and submit a responsive statement of qualifications to the RFQ. However, in the event additional information is desired, please refer to the RFQ Instructions at the start of this RFQ. During the course of this RFQ process, Development Entities are encouraged to refrain from undertaking any activities or actions to promote or advertise their proposals except in the course of Prosper Portland authorized presentations; or to make any direct or indirect (through others) contact with members of the Prosper Portland Board of Commissioners, Steering Committee members, or other Prosper Portland or City staff not identified as a contact for specific information, except upon prior approval.

11. APPENDIX

Working Planning Tool

Working Planning Tool

Vision: The Broadway Corridor is a once-in-a-generation unique, diverse, vibrant, sustainable, mixed-use, dense urban district seamlessly integrated with a regional multi-modal transportation hub. The Broadway Corridor Project acknowledges historic disparities; considers what is being created for future generations; fosters culture, social equity and inclusion; and reimagines how all people live, work, enjoy and move through the city in a genuinely transparent and equitable way.

Guiding Principles: The findings of a Racial Equity Impact Assessment (REIA) are guiding the implementation of this vision and ensuring that development is consistent with the guiding principles below, including being intentional about who benefits from the opportunities created; assessing and mitigating potential impacts/burdens; ensuring a diversity of communities influence decisions from planning through development and programming; and, strengthening partnerships required to advance the vision.

All aspects of the Broadway Corridor development, both public and private, will be:

| | Guiding Principle | Project Goals <i>The Broadway Corridor project will....</i> | Developer Experience Desired <i>Experience in....</i> | Evaluation Criteria * <i>Demonstrated success in.....</i> |
|-------------|---|--|--|--|
| Accountable | Implement a robust, proactive and transparent strategy that is a responsible expenditure of public funds, attracts private investment, and delivers targeted and equitable public benefits, with clear and enforceable milestones and metrics | <ol style="list-style-type: none"> 1. <i>Identify and promote clear, long-term, and enforceable financial, community benefit, and environmental metrics that reflect best practices at all stages of design, development and operations <u>to be included in a Community Benefits Agreement.</u></i> 2. <i>Intentionally engage communities of color and other under-served and under-represented people in decisions in all stages of the process, including future oversight, in a manner that encourages community interaction and is welcoming to and informed by Portlanders of all ages, <u>abilities/disability status</u>, cultures, and background; integrate input received via meaningful public engagements.</i> | <ol style="list-style-type: none"> 1. <i>Working with an oversight committee to monitor and report on project metrics and ensure that equity commitments are maintained after completion of the project.</i> 2. <i>Participating in, or a willingness to participate in, a Community Benefits Agreement (CBA).</i> 3. <i>Engaging a wide range of community stakeholder groups and incorporating input received in past development projects.</i> 4. <i>Integrating environmental and social objectives with project profitability.</i> 5. <i>Delivering development projects on time and on budget; utilizing innovative approaches to adapt to changing market conditions and/or code requirements over time.</i> | <ol style="list-style-type: none"> 1. <i>Engaging and maintaining ongoing partnership with community partners to deliver projects (e.g. no fines, lawsuits, etc); Preference for developers who have successfully engaged and formed partnerships with communities of color to serve community needs and priorities.</i> 2. <i>Transparent planning for and reporting on project metrics, including use of existing and innovative technology.</i> 3. <i>Financing comparably scaled and complex projects, financial capacity of development team.</i> 4. <i>Implementing projects similar in scope and type to proposed project, including public/private partnerships.</i> |

| Guiding Principle | | Project Goals | Developer Experience Desired <i>Experience in....</i> | Evaluation Criteria * <i>Demonstrated success in.....</i> |
|-------------------|--|--|--|---|
| Connected | Leverage regional and local assets to strengthen multimodal transportation connections and improve accessibility to and through the area for all | <p>3. <i>Improve safe, reliable, and affordable access for low income communities including connecting affordable housing with employment providing adequate wages.</i></p> <p>4. <i>Create a coordinated and efficient multimodal transportation system that encourages people to choose healthy, active, and low-carbon transportation modes and systems, and enhances the economic competitiveness of the region.</i></p> <p>5. <i>Enhance Union Station as an active center and destination.</i></p> <p>6. <i>Provide an accessible, active, vibrant streetscape prioritizing pedestrian and bike infrastructure that enhances the neighborhood greenway system and builds connectivity with adjacent neighborhoods.</i></p> | <p>6. <i>Working with multiple organizations/agencies to deliver mixed-income or age-friendly Transit Oriented Development (TOD) with multi-modal transportation options.</i></p> <p>7. <i>Activating and revitalizing historic or transit resources and connecting them to the community</i></p> <p>8. <i>Providing active transportation amenities integrated into a vibrant commercial streetscape.</i></p> | <p>5. <i>Activating multi-modal transportation hubs and accommodating advancements in mobility and parking (e.g. bus rapid transit, autonomous vehicles, electric vehicles, and automated/stacked parking)</i></p> <p>6. <i>Delivering safe active transportation including bike and pedestrian access through a comparably sized mixed-use site.</i></p> |

| | Guiding Principle | Project Goals | Developer Experience Desired Experience in.... | Evaluation Criteria * Demonstrated success in..... |
|-----------|---|--|---|---|
| Equitable | Promote social equity, reducing disparities, and extending community benefits | <p>7. Improve socio-economic opportunities for people of color, such as through affordable commercial space for diverse businesses, workforce training, and contracting opportunities.</p> <p>8. Strong commitment to utilizing a combination of certified minority-owned, woman-owned, and DBE, <u>and local</u> firms and as well as union vendors in design, construction and ongoing operations to create living wage jobs for a diverse workforce.</p> <p>9. Provide adequate and affordable housing serving households earning 0 – 60% median family income (MFI) with a portion targeted to serving households earning 0 – 30% MFI.</p> <p>10. Provide a mix of housing units, including family sized and multi-generational housing.</p> <p>11. Provide integrated mixed-income development including housing and commercial space for all income levels.</p> <p>12. Utilize Universal Design to ensure public and private development can benefit and be utilized by all, and public spaces are welcoming to all community members.</p> <p>13. Advance Environmental Justice principles to ensure development does not exacerbate historical inequities in regards to the impacts of environmental and health hazards including air pollution and urban heat island effect especially on communities of color and low-income communities.</p> | <p>9. Developing, programming and leasing projects to provide economic opportunity for communities of color.</p> <p>10. Hiring diverse employees/members of development team</p> <p>11. Utilizing a combination of certified minority-owned, woman-owned and DBE firms and union vendors in construction and ongoing operations.</p> <p>12. Developing or partnering to develop and finance affordable housing.</p> <p>13. Designing, developing and/or operating mixed-income buildings offering a range of housing units.</p> <p>14. Understanding and use of universal design principles, ADA accessibility beyond code requirements, and age friendly planning.</p> | <p>7. Leasing to or otherwise providing opportunities to businesses owned by people of color.</p> <p>8. Maintaining a diverse and equitable workforce (race, gender, disability) including a development team that includes people of color <u>and a history of fair and equitable labor practices</u></p> <p>9. Utilization of certified minority-owned, woman-owned, and DBE, <u>and local</u> firms and as well as union vendors in construction and ongoing operations.</p> <p>10. Providing a mix of housing types to serve a diverse income mix, including family sized units; Preference for developers who have previously exceeded accessibility and/or affordable housing requirements or laws.</p> <p>11. Demonstrated ability to maximize diversity in its past projects or business practices and commitment to strive to meet the Prosper Portland Equity Policy.</p> |

| | Guiding Principle | Project Goals | Developer Experience Desired Experience in.... | Evaluation Criteria * Demonstrated success in..... |
|------------|--|---|---|---|
| Prosperous | Foster economic and wealth prosperity for all through opportunities for innovation, creativity, education, and economic growth in the region | <p>14. Create living wage jobs for all, at all skill levels and with career pathways, through partnerships with tenants <u>and Workforce Investment Boards</u>, particularly providing employment and job training opportunities for communities of color and other underserved populations.</p> <p>15. Leverage large central site as a regional employment hub and recruit major anchor High Road Employer <u>that follows labor law, provides a livable wage, benefits, stable scheduling, targeted hire, career ladders, a voice on the job, and health and safety for all employees; including subcontracted workers, contingent, and temporary workers.</u></p> <p>16. Provide a diverse range and size of businesses, including stabilizing and growing small local businesses and providing opportunities for innovation and starting new businesses.</p> | <p>15. Recruiting large-scale High Road Employers to development projects, thus creating quality jobs for the community.</p> <p>16. Developing projects with a diverse range of industry types.</p> <p>17. Providing opportunities for small local businesses, including innovative opportunities for future economic growth such as incubators, maker spaces or flexible space.</p> <p>18. Providing internships, training, and job opportunities through partnerships with tenants.</p> | <p>12. Developing projects that have integrated and sustained both large employers (500+ employees) and medium size businesses (25-50 employees).</p> <p>13. Providing opportunities to sustain and grow a diverse range of small businesses.</p> <p>14. Providing internships, work experiences and career pathways for youth and communities of color via partnerships with tenants <u>and Workforce Investment Boards.</u></p> |

| Guiding Principle | | Project Goals | Developer Experience Desired Experience in.... | Evaluation Criteria * Demonstrated success in..... |
|-------------------|---|---|---|--|
| Resilient | Demonstrate leadership in sustainability, health and integration of the built environment with the natural environment and to promote human interaction with their environment. | <p>17. Implement <u>Demonstrate leadership in implementing</u> strategies that achieve the Portland Plan and Climate Action Plan's goals to become an equitable, ecologically healthy, net-zero carbon, and fossil fuel free city.</p> <p>18. Create a thriving and healthy built environment that promotes human, social, and ecological interaction <u>interaction with nature</u>.</p> | <p>19. Incorporating innovative green design elements and technologies in development that are responsive to climate mitigation and adaptation and integrate public/private open space, such as utilizing non-toxic, low carbon, locally sourced materials; and utilizing shared infrastructure/district systems.</p> <p>20. Obtaining green building certifications (LEED Platinum, Living Building Challenge, Living Community Challenge)</p> <p>21. Incorporating green space and natural environment in development projects.</p> | <p>15. Minimizing ecological impacts of development and ongoing operations, <u>particularly on communities of color and low-income communities</u>; Preference given to firms with industry recognition or awards for innovative solutions for sustainability (i.e. water, emissions, energy usage, <u>responsibly harvested materials</u>) and designing / planning for a catastrophic natural event.</p> <p>16. Integrating nature in the built environment.</p> <p>17. <u>Demonstrated ability to advance green building, green infrastructure, and sustainable developments in past projects through existing and innovative technology; and commitment to strive to meet and exceed the Prosper Portland Green Building Policy.</u></p> |

| Guiding Principle | Project Goals | Developer Experience Desired Experience in.... | Evaluation Criteria * Demonstrated success in..... |
|---|---|---|---|
| <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Vibrant</p> <p>Create a unique and aesthetically stunning, mixed-use community that welcomes and reflects diversity, integrates private with public spaces, and enriches the quality of life for existing and new Portlanders of all ages, cultures, and backgrounds</p> | <p>19. Promote groundbreaking design in a truly mixed use, diverse and active 24-hour large urban development that supports pedestrian-scale and the public realm, and is designed to become a new Portland icon.</p> <p>20. Provide high quality green and hardscape open space including extending the Park Blocks, and providing amenities for families, public spaces for events, seating areas, and landmark artwork (Connect parks, neighborhood greenways and public/private open space as an integrated system).</p> <p>21. Include amenities that meet neighborhood needs and are accessible to all segments of the community, such as a community center, educational use, library or recreational facility.</p> <p>22. Connect past and future <u>Acknowledge history</u> of the place and the people who have been here <u>through design</u>.</p> <p>23. Support diverse arts, cultural artists, and art organizations through the design, construction, and operational phases of the project.</p> | <p>22. Designing and programming active, high-density, mixed-use development that successfully surrounds and supports grand public space and the pedestrian environment.</p> <p>23. Programming dynamic open space and public plazas, including spaces that provide multiple benefits, can be easily transformed for multiple uses, and create communal spaces of various sizes</p> <p>24. Incorporating public amenities and essential public services into a mixed-use development.</p> <p>25. Working with artists and art master plans informed by community and local artists.</p> | <p>18. Developing large-scale mixed-use and mixed-income developments that have distinctive character in terms of use, materials, architectural design and scale.</p> <p>19. Developing projects that maintain vibrancy over the long term and serve as destinations for the surrounding city.</p> <p>20. Creating signature public spaces that offer a range of urban <u>and natural</u> experiences and amenities.</p> <p>21. Integrating diverse art that reflects the history, culture, and community, <u>and natural history</u> of the region.</p> |

* Evaluation instructions to consider transparency, depth of past demonstrated success, scale of experience, innovative approaches, applicability to Portland/Broadway Corridor
Indicates minimum criteria to be reviewed by Prosper Portland staff

Steering Committee Charter with Tracked Changes

Broadway Corridor Steering Committee Charter

July 2017

Background

The Broadway Corridor study area (Corridor) is approximately 24 acres within northwest downtown Portland. The largest property in the study area, owned by the Prosper Portland and the Portland Housing Bureau (PHB), is the 14 acre U.S. Postal Service (USPS) site. Prosper Portland also owns Union Station – an active hub for Amtrak passenger rail with connections to light rail, local bus service and regional transportation options. The location and size of the Broadway Corridor study area represents an exceptional opportunity for contributing to Prosper Portland’s vision for an equitable economy by advancing opportunities for prosperity, creating a vibrant sustainable neighborhood integrated with the natural environment, and supporting family wage jobs. These objectives can only be achieved through effective collaboration with the community, the private sector and public partners. The way we engage throughout this process is critical to ensure our collective success and that the development occurs in a way that’s equitable for and benefits all.

Prosper Portland reserves the right to modify the following as necessary to best support project needs.

Article I. Broadway Corridor Steering Committee

The name of this advisory committee is the Broadway Corridor Steering Committee. Creation of the Broadway Corridor Steering Committee has been facilitated by Prosper Portland for the purpose of providing advice to Prosper Portland and its community development partners with regard to the development of the Corridor. However, the Broadway Corridor Steering Committee is not created by statute, ordinance or resolution, and it is not a governmental entity or it is not subject to any substantial control by local government, within the meaning of ORS 174.116(1)(b)(C).

Article II. Purpose

The Broadway Corridor Steering committee will advise the Broadway Corridor Executive Committee on goals and implementation strategies for the development of the Corridor including:

- Diverse and meaningful community engagement in planning for and benefiting from development of the Corridor, especially reaching communities of color who have not historically benefited from Prosper Portland investments. Engagement should also include others who have faced discrimination based on gender, disability status, sexual orientation, and other characteristics/factors.
- Evaluation criteria and selection of development partner(s)
- Community benefits including residential and commercial affordability, business and workforce equity and other training and employment opportunities for people of color
- Strategies and specific financial investments to foster wealth creation within communities of color
- Fully accessible transportation, circulation and open public spaces that encourage cultural uses and programming that will make this an inviting neighborhood for diverse residents and visitors

- Environmental sustainability strategies that will further the City’s climate action plan, yield multiple benefits for the environment and people, and demonstrate Portland’s environmental leadership
- Prosper Portland’s financial sustainability goals and investments that flow from returns to Prosper Portland.
- Other goals identified by the Steering Committee and community
- How to reconcile competing goals and conflicting input and recommend priorities

Article III. Membership

Steering Committee members were selected by the Prosper Portland and Portland Housing Bureau leadership and confirmed by Mayor Wheeler following an open solicitation of interest and targeted outreach. Forty-three members were selected to represent affordable housing, communities of color, neighborhoods, business and labor, development and design, environment and sustainability, public space, transportation, youth and education. If a member is unable to continue service on the Steering Committee, Prosper Portland will determine whether to replace that member with a new member.

Article IV. Co-Chairs

The Steering Committee will be supported by four co-chairs:

- Willy Myers, Prosper Portland Commissioner, serving as liaison to Prosper Portland Board of Commissioners
- Zeke Smith, United Way, serving as facilitator for the Steering Committee
- Vivian Satterfield, OPAL Environmental Justice Oregon, serving as chair of the Community Benefits Subcommittee
- Nathan Kadish, Ecotrust, serving as chair of the Urban Development Subcommittee

Article V. Subcommittees and Work Sessions

A Community Benefits Subcommittee and Urban Development Subcommittee, comprised of Steering Committee members, will be established to inform the work and recommendations of the Steering Committee. Subcommittees may elect to engage other stakeholders as necessary to inform their work. The Subcommittees are tasked with providing input to the Steering Committee but formal votes and recommendations will not occur within the Subcommittees. The subcommittee structure may be revisited and revised as necessary to best support future phases of the Steering Committee’s work.

Work Sessions to address specific technical expertise and interests may also be convened on an ad hoc basis to inform the work of the Steering Committee and Subcommittees. The need and focus of the Work Sessions may be recommended by the Steering Committee and/or staff. Work Sessions may include but will not be limited to Steering Committee members.

Article VI. Meetings

Members will convene as the Steering Committee and/or Subcommittees approximately monthly for up to three hours. Members are expected to be prepared for meetings, attend all committee meetings and participate actively in additional work between meetings. Members of the Steering Committee are expected to serve through December 2018.

Members shall receive the agenda, any information necessary to act on agenda items, and the minutes of the previous meetings a week in advance of each regularly scheduled meeting. Agendas will identify which items are informational and which require action by the Steering Committee. Hard copies of any meeting materials provided in advance will be made available at the meeting upon request. Prosper Portland will provide administrative support and project/program/policy expertise as appropriate. Steering Committee Meetings will be open to the public and provide time for public comment.

[Meeting summaries will be posted online within one week of a Steering Committee Meeting. Steering Committee members should offer any changes to the meeting summary as necessary within one week of the summary being posted. Steering Committee co-chairs approve meeting summaries at the following co-chair meeting.](#)

Article VII. Recommendation Process

Steering Committee recommendations should represent a broad base of collective wisdom about what will best serve our city. The Steering Committee will work to develop consensus around recommendations to be forwarded to the Executive Committee. If consensus is not possible, the Steering Committee co-chairs will utilize a weighted vote in which Steering Committee members express their level of support or concern on a scale of one (strongly agree) to five (strongly disagree) in order to resolve any opposition when possible and reach consensus. If this is not possible, the co-chairs will call for a two-thirds majority vote. Outstanding concerns and minority opinions will be identified and communicated in the meeting summary or other report. Alternates and absent members may not participate in Steering Committee votes. Prosper Portland will make best efforts to provide advanced notice of upcoming decision points.

Based on project needs and milestones, the Steering Committee and Subcommittees will also be asked to provide input to further project progress without a formal recommendation.

Article VIII. Deliverables

The primary deliverables of the Steering Committee are to provide recommendations regarding priorities for: the solicitation for a development team; a Community Benefits Agreement; development planning including a Master Plan; a Development Agreement; and an oversight structure for ensuring accountability during future implementation. In addition to formal recommendations, the Steering Committee members may be asked to provide input through focus groups, surveys, and other engagement exercises; and to provide testimony to decision making bodies.

Article IX. Communication

This Steering Committee represents a diversity of expertise, skills and viewpoints. Members are expected to:

- Listen carefully.
- ~~Keep an open mind.~~
- Critique issues, not people or organizations.
- Respect the views of others.
- ~~Prepare for meetings.~~
- Speak honestly.
- Allow everyone to speak without dominating the conversation.
- ~~Take responsibility for the success of the meeting and the Steering Committee's recommendations.~~
- Come prepared, be present, and open-minded
- Surface assumptions in how we do work to be open to possibilities in doing the work differently
- Not ask to revisit a previous recommendation unless a majority of Steering Committee members present agree.
- Communicate project information to their constituents and reflect constituent input and priorities in Steering Committee discussions and recommendations.
- Consult Prosper Portland when receiving media inquiries regarding the project.
- Be transparent about conversations they are having and actions they or their organization is planning to take in relationship to the project.
- Communicate directly and in a timely fashion to address and resolve issues if conflict arises.

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Article X. Roles and Responsibilities of Members

Prosper Portland, PHB, partner organizations and community members rely on the Steering Committee to act as stewards and leaders of the Corridor. Members are expected to:

- Attend all committee meetings and other related public activities.
- Notify Prosper Portland in advance when you are unable to attend a meeting.
- Review agenda and meeting information in advance of the meeting
- Assist Prosper Portland to identify and inform other community stakeholders about the work of the Steering Committee
- Seek acknowledgement from the co-chairs when you wish to represent the work of Steering Committee in other forums, such as the Portland Design Commission and City Council.

Article XI. Absences and Alternates

If a Steering Committee member is not able to attend a meeting, they are expected to notify Prosper Portland staff in advance. Members can send a substitute or alternate in their stead, but are asked to brief that individual in advance so that they are aware of Steering Committee work to date.

Article XII. Public Comment

The Steering Committee meetings are public meetings. Up to ten minutes of each meeting will be made available for members of the public to address the Steering Committee.

The committee co-chairs will determine the public input process that will be included in the public meeting posting and announced at the beginning of each meeting.

PDC Green Building Policy

Approved by the PDC Board of Commissioners on May 13, 2015

PDC creates economic growth and opportunity for Portland.

1.0 OBJECTIVES OF THE PDC GREEN BUILDING POLICY

The objective of the PDC Green Building Policy (this “Green Building Policy” or “this policy”) is to ensure that PDC’s strategic goals in development and construction advance environmental, social, and economic conditions by:

- Promoting Green Building practices that protect human health and the quality of air, water, and other natural resources and maintaining consistency with the City of Portland’s Climate Action Plan;
- Maximizing public benefits via new construction and redevelopment projects receiving PDC Financial Assistance as well as in PDC’s own real property portfolio to increase return on investment, attract and retain tenants, and create equitable access to well-performing and healthy buildings for Portlanders;
- Leveraging economic development opportunities to grow Portland’s global reputation of deep industry expertise in sustainable design, development, and construction; and
- Providing flexibility for borrowers and other partners to incorporate Green Building practices in all projects to the maximum extent practical.

Note: Capitalized terms in this policy are defined in Section 7 below.

2.0 APPLICABILITY

This policy applies to all PDC projects that include both a Transaction Type in Section 2.1 and a Project Type in Section 2.2:

2.1 TRANSACTION TYPES

- A project receiving PDC Financial Assistance greater than or equal to two hundred thousand dollars (\$200,000);
- All real property dispositions; and
- PDC owned and leased real property at time of lease agreement or planned improvement.

2.2 PROJECT TYPES

- New construction and Major Renovations of commercial and mixed-use buildings;
- Tenant Improvements; and
- New or renovated stand-alone parking structures that are not a part of a broader Green Building project scope.

Once PDC has confirmed that one of the above transaction types has triggered this policy, PDC and/or the borrower will use Section 2.2 to determine which building requirements are necessary to comply with this policy.

3.0 POLICY REQUIREMENTS

3.1 NEW CONSTRUCTION AND MAJOR RENOVATIONS OF COMMERCIAL AND MIXED-USE BUILDINGS

- Commercial / Mixed-Use Buildings greater than or equal to fifty thousand (≥50,000) square feet or greater than or equal to thirty (30) residential units must register and certify for the **U.S. Green Building Council's Leadership in Energy and Environmental Design (LEED) at the Gold level.**
- Commercial / Mixed-Use Buildings less than fifty thousand (<50,000) square feet or less than thirty (30) residential units must register and certify for either **LEED at the Gold level** or **Earth Advantage at the Gold level.**

3.2 TENANT IMPROVEMENTS

- Commercial / Mixed-Use Buildings greater than or equal to five thousand (≥5,000) square feet with major modifications to the building's mechanical, electrical, and plumbing systems must register and certify for **LEED at the Silver level.**
- Commercial / Mixed-Use Buildings less than five thousand (<5,000) square feet or minor tenant improvement modifications must use [Creating a High Performance Workplace: Portland's Green Tenant Improvement Guide](#). (This is a guiding document only and does not require registration or certification of the project.)

3.3 PARKING STRUCTURES

- New or renovated standalone parking structures that are not a part of a new construction or renovation project must register and certify for the **Green Parking Council's Green Garage Certification at the Gold level.**

4.0 GOOD FAITH DEPOSIT

Borrowers will be required to provide PDC with a good faith deposit to enforce compliance with the requirements of this policy.

5.0 EXEMPTIONS

Only the PDC Board of Commissioners may exempt PDC projects from this policy.

6.0 IMPLEMENTATION

The Executive Director is hereby authorized to (a) administer the policy; (b) create and periodically update administrative policies or procedures to guide policy implementation; and (c) resolve any dispute arising from the application, administration, or enforcement of the policy.

7.0 DEFINITIONS

Capitalized terms in this policy have the following meanings:

Green Building: Green building is the practice of creating structures and using processes that are environmentally responsible and resource-efficient throughout a building's life-cycle from siting to design, construction, operation, maintenance, renovation and deconstruction.¹

¹ U.S. Environmental Protection Agency, <http://www.epa.gov/greenbuilding/pubs/about.htm>

Financial Assistance:

(A) A direct loan or grant of funds by PDC to a borrower, or (B) an indirect financial benefit resulting from PDC's write-down on the value of land in a real estate transaction

Major Renovation:

Construction work that is extensive enough such that normal building operations cannot be performed while the work is in progress, and/or a new certificate of occupancy is required.²

² Source: U.S. Green Building Council <http://www.usgbc.org/Docs/Archive/General/Docs5546.pdf>

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.

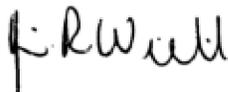
NOW, THEREFORE, BE IT RESOLVED that PDC Resolution No. 6561, as amended by PDC Resolution No. 6667, as amended by PDC Resolution No. 6787, are hereby rescinded;

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 potential¹.

Priority

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

¹ 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 ownership².

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

² 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>Date:</p> <p>January 24, 2013</p> |
| <p>Gina Wiedrick, Recording Secretary</p> | |