

A FRAMEWORK FOR EQUITY

MAKING EQUITY REAL

Advancing equity in Portland means improving the way the city works — starting with how the city government and its partners make decisions, invest, and engage with Portlanders and each other to measure success.

This chapter of the Portland Plan explains the framework for advancing equity (longer-term policies and short-term actions). It includes information on what to do — close disparity gaps and focus on equitable outcomes; how to do it — improve participation, build partnerships and initiate targeted social justice initiatives; and how to be accountable. It sets forth a new way of working that puts achieving equity front and center and identifies some of the specific actions needed to ensure that the Portland Plan’s equity framework is strong and supportive.

The Framework for Equity includes “We will” statements that set the ground rules for how the city and its partners conduct ourselves, and it outlines the ends we would like to achieve and the means used to get there. It includes specific actions that the city and its partners will need to take in the next five years to move intentionally toward being a more equitable and just city.

The City and Portland Plan partners will use the framework as a guide when they implement actions in other sections of this plan and develop their work plans to make the goals of the Portland Plan reality. All Portland Plan actions should be implemented with this framework in mind.

The portraits featured in A Framework for Equity were provided by My Story students. My Story offers photography workshops that inspire young people to explore their lives through the lens of a camera. My Story collaborates with families, schools and community organizations in developing projects that engage the imagination and creativity of young people, building confidence in their abilities, and providing opportunities for them to share their stories with the world.

EQUITY DEFINED

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 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.

MAKING EQUITY REAL

We make the promise of opportunity real when:

- All Portlanders have access to a high-quality education, living wage jobs, safe neighborhoods, basic services, a healthy natural environment, efficient public transit, parks and greenspaces, decent housing and healthy food.
- The benefits of growth and change are equitably shared across our communities. No one community is overly burdened by the region's growth.
- All Portlanders and communities fully participate in and influence public decision-making.
- Portland is a place where your future is not limited by your race, gender, sexual orientation, disability, age, income, where you were born or where you live.
- Underrepresented communities are engaged partners in policy decisions.



IN 2011, THE PORTLAND CITY COUNCIL VOTED TO CREATE THE OFFICE OF EQUITY AND HUMAN RIGHTS (OEHR). THE OFFICE OF EQUITY AND HUMAN RIGHTS WILL BE A CRITICAL IMPLEMENTER OF THE PORTLAND PLAN AND WILL WORK CLOSELY WITH THE PORTLAND COMMISSION ON DISABILITY AND THE PORTLAND HUMAN RIGHTS COMMISSION THROUGHOUT THE IMPLEMENTATION OF THE PORTLAND PLAN.

WHY EQUITY MATTERS

Prosperity

Portland wins when everyone achieves their full potential — when businesses thrive in our community, when children graduate from school college- and career-ready and when we all have access to healthy food. Portland's shared prosperity depends on everyone's participation.

Resilience

Without healthy, thriving, prepared people we cannot achieve our highest goals, implement our best plans for dealing with climate change or secure Portland's position in the global economy. Without a city that is physically designed to last, future generations will not benefit. We want a city where we are better on a good day so we can bounce back from a bad day. It requires that everyone thrive and everyone participate.

Prevention

Meaningfully connecting everyone to community institutions, programs and services prevents problems from occurring in the first place. The cost of doing nothing is profound, both socially and fiscally.

Leadership

Just as Portland has led innovation in environmental sustainability and green technology, Portland must be a leader in social sustainability. By focusing on ways to build equity and accountability, Portland will lead the development of 21st century business practices and tools, and that has value in a knowledge-based economy.

CLOSE THE GAPS

WE WILL ...

- A** ▶ Collect the data we need to understand the conditions and challenges facing communities with disparities. We will use alternative data sources and research methods where needed.
- B** ▶ Track and report spending and public service delivery measures by place and community.
- C** ▶ Raise awareness, increase understanding and build capacity to identify critical disparities, in an inclusive manner.
- D** ▶ Assess equity impacts of policies, programs, public services, investments and infrastructure delivery that may appear fair, but marginalize some and perpetuate disparities.
- E** ▶ Develop strategies to mitigate equity impacts, including reallocating public resources to address critical disparities.
- F** ▶ Build a public database of what works. Prioritize policies, programs and actions to make measurable progress towards more equitable outcomes.
- G** ▶ Tailor approaches to disparity reduction so they are relevant to the primary needs of each at-risk community.

5-YEAR ACTION PLAN

Number	Actions	Partners
1	Enforce Title VI. Implement the City of Portland Civil Rights Title VI Program Plan to remove barriers and conditions that prevent minority, low-income, limited English proficiency and other disadvantaged groups and persons from receiving access, participation and benefits from City programs, services and activities.	City, OMF
2	Track the information needed to understand disparities. Track information on the disparities faced by racial, ethnic and other marginalized populations; and share this information with Portland Plan partners and the public. Address the shortcomings of typical data sources by inviting self-identified communities to provide information and sources unique to them. Explore building metrics related to well-being and equity.	OEHR, Other public agencies, Nonprofits
3	Evaluate equity impacts. Assess equity impacts as part of public budget, program and project list development. Report how budget expenditures, levels of service, and infrastructure conditions vary by district and communities. Use best practices of racial and social justice impact assessment.	City, OMF, OEHR, Other public agencies
4	Improve evaluation methods. Develop and share new ways to evaluate equity impacts. Build the capacity of city bureaus and Portland Plan partners to use these approaches: <ul style="list-style-type: none"> ■ Building knowledgeable evaluation teams. ■ Defining measurable social impacts. ■ Identifying relevant levels of service and geographies for evaluation. ■ Developing relevant evaluation criteria specific to the service. ■ Incorporating the results into the approach into budget process. ■ Ongoing improvement to this process and capacity. 	City, Other public agencies
5	Mitigate for disparities. Where disparities in service delivery and community development programs are found, change policies and priorities to mitigate disparities while also ensuring reliability, quality and safety of the entire system.	City, Other public agencies

ENGAGE THE COMMUNITY

WE WILL ...

- H** ▶ Be transparent and accountable through effective public engagement throughout the policy making process — from setting priorities to implementing programs and evaluating their success.
- I** ▶ Build capacity for people to participate. Ensure broad inclusion in decision-making and service level negotiations. Recruit, train and appoint minority members, including people with disabilities to city advisory boards to ensure accurate representation of the city’s diverse population.
- J** ▶ Provide early engagement of community members, including the resources to make the engagement meaningful and responsive to their needs and priorities.
- K** ▶ Design forums and select venues that are culturally appropriate.

5-YEAR ACTION PLAN

Number	Actions	Partners
6	Improve involvement. Implement recommendations of the City of Portland Public Involvement Advisory Committee (PIAC) to include people not generally represented in decision-making, advisory committees and technical teams. Recognize non-geographic based communities in Portland’s public involvement standards. Include these principles in the City Charter and the City’s Comprehensive Plan.	City, ONI, BPS
7	Leadership training. Expand community-based leadership training programs to build community organizing capacity and the capacity for people to engage in shared governance, focusing on under-represented and underserved communities.	City
8	Language and cultural interpretation. Develop and implement a coordinated language and cultural interpretation strategy and program for the City of Portland and partner agencies.	City, Other public agencies

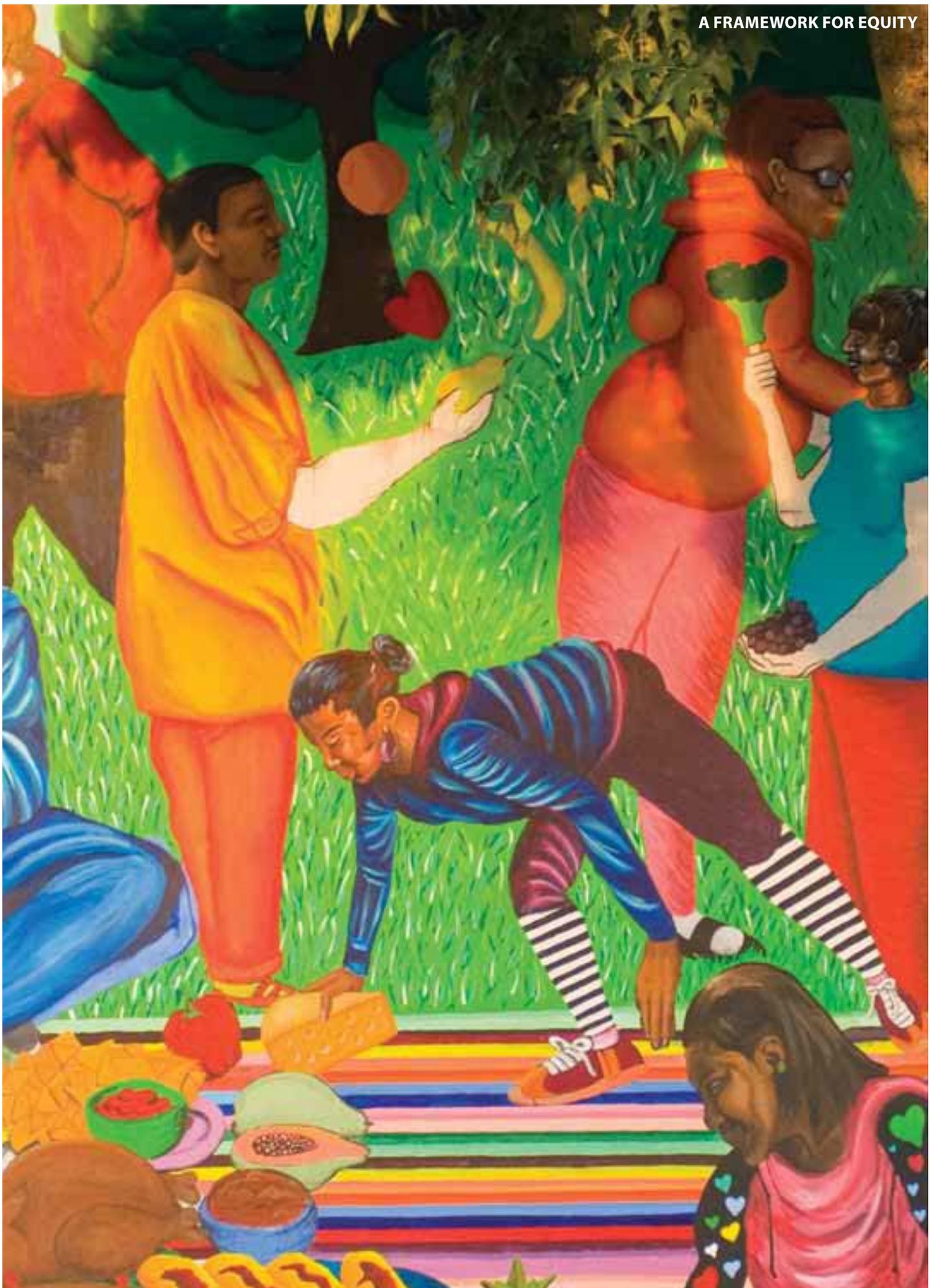
BUILD PARTNERSHIPS

WE WILL ...

- L** ▶ Build relationships with public and private sector partners around diversity and equity — learn from one another to advance equity objectives through complementary work.
- M** ▶ Leverage the skills and expertise of partner organizations, agencies and private sector leaders to research and develop innovative tools and methods.
- N** ▶ Clarify service responsibilities and synergies, and report on progress over time.

5-YEAR ACTION PLAN

Number	Actions	Partners
9	Share best practices. Inventory current equity practices among the Portland Plan partner agencies. Periodically, convene Portland Plan implementers to coordinate equity work tasks and devise mutual accountability measures.	City, Other public agencies, Nonprofits
10	Collaboration. Strengthen collaboration between City bureaus, partners, equity advocates, and the community to more fully integrate equity in decision-making.	City, Other public agencies, Nonprofits



LAUNCH A RACIAL/ETHNIC JUSTICE INITIATIVE

WE WILL ...

- O** ▶ Initiate a racial and ethnic focus, using well-documented disparities.
- P** ▶ Build the skills, capacity, and technical expertise to address institutionalized racism and practice and intercultural competencies.
- Q** ▶ Engage diverse constituencies to discuss race, disparities and public services.
- R** ▶ Actively work to eliminate racial and ethnic disparities in public agency hiring, retention and contracting.

5-YEAR ACTION PLAN

Number	Actions	Partners
11	Training. Educate City and partner staff about institutionalized racism, intercultural competency and the legal requirements and regulations of Title VI of the Civil Rights Act. Incorporate this into performance reviews.	City, OEHR, OMF, PCOD, Other public agencies
12	Community dialogue. Hold public forums on race and the importance of equity.	City/OEHR, PCOD, Other public agencies
13	Diverse advisory boards. Recruit, train and appoint minority members to City of Portland advisory boards who represent the city's diverse population.	City, ONI

INCREASE FOCUS ON DISABILITY EQUITY

WE WILL ...

- S** ▶ Embrace the letter and spirit of federal civil rights laws, including the Civil Rights Act (CRA) and the Americans with Disabilities Act (ADA).
- T** ▶ Promote fairness and equity in the programs, services and activities of public entities, including the opportunity for participation, as guided by the principles of Title VI of the Community Rehabilitation Act and Title II of the ADA.
- U** ▶ Work with the Portland Commission on Disability to identify broader measures and outcomes for equity goals on disabilities.

5-YEAR ACTION PLAN

Number	Actions	Partners
14	Implement Disabilities Transition Plan. Complete and begin to implement the City of Portland's ADA Title II Transition Plan to remove barriers and conditions that prevent people with disabilities from accessing, participating and benefiting from city programs, services and activities. <ul style="list-style-type: none"> ■ Educate and train city and partner staff about ableism and disability awareness ■ Educate staff on the legal requirements and implementing regulations of ADA 	City, OMF, PCOD
15	Collect data on disability-related disparities. Collect data (conventional and alternative) on disability related disparities, in consultation with the Portland Commission on Disability and community partners. Apply lessons learned from the racial/ethnic focus and adapt tools to address the most critical disparities facing Portlanders with disabilities.	City, OMF, PCOD, other public agencies

INCREASE INTERNAL ACCOUNTABILITY

WE WILL ...

- V ► Meet and exceed the requirements of the Civil Rights Act and the Americans with Disabilities Act by developing the capacity of existing staff to support compliance.
- W ► Report out and make available equity outcomes and compliance reports.

5-YEAR ACTION PLAN

Number	Actions	Partners
16	Civil Rights Act compliance. Implement and produce required civil rights reviews and reporting to comply with Civil Rights Act Title VI program plan. Build on lessons from implementation of the program plan for the Portland Bureau of Transportation.	City, OMF
17	Americans with Disabilities Act compliance reporting. Report on progress toward ADA compliance, including redevelopment of the City of Portland's ADA Transition Plans and Self Evaluations and implementation efforts. Work with the Portland Commission on Disability to identify broader measures and outcomes for equity goals on disabilities.	City, OMF, OEHR, PCOD
18	Bureau equity plans. Evaluate bureau equity plans of City bureaus and partner agencies for their overall effectiveness in promoting staff diversity.	City, Other public agencies
19	Contracting and bureau equity. Show measurable progress in hiring, retention and contracting at all levels of public agencies. Implement bureau equity plans to increase purchasing and contracting from Minority and Women-owned Emergency Small Businesses (MWESB) and firms committed to a diverse workforce.	City, Other public agencies
20	Community resource access. Evaluate how public information, application requirements and fees impact access of diverse communities to community resources and business opportunities.	City, Other public agencies, Nonprofits



WORKING TOWARD EQUITY REQUIRES AN UNDERSTANDING OF HISTORICAL CONTEXTS AND ONGOING INVESTMENTS IN SOCIAL STRUCTURES OVER TIME TO ENSURE THAT ALL COMMUNITIES CAN REALIZE THEIR VISION FOR SUCCESS.



PORTLAND IS A PLACE FOR ALL GENERATIONS

Portland must become a city that is a great place to live for people of all ages and abilities. The Thriving Educated Youth strategy focuses on the need to provide support and opportunities for youth to thrive; this will ultimately benefit all Portlanders and is key to reducing disparities among our communities.

Although Portland has been named one of the best places to retire in the U.S. on national lists, over the next 25 years Portland must become a more age-friendly city. The aging of the Baby Boom and Gen X generations and their increasing longevity will present challenges and opportunities that will be a key part of how we plan for the future of our city. The Portland Plan moves forward on making Portland a more age-friendly city in several ways:

- **Framework for Equity.** The Framework for Equity recognizes that Portland must become a city where access to opportunity, safe neighborhoods, safe and sound housing, healthy food, efficient public transit and parks and greenspaces are available to people of all ages and abilities, and calls for meeting and exceeding the Americans with Disabilities Act.
- **Age-friendly city action plan.** Portland is one of only two U.S. cities accepted as pioneer members of the World Health Organization's (WHO) Global Network of Age-Friendly Cities. According to the WHO, an age-friendly city is one that, "adapts its structures and services to be accessible to, and inclusive of, older people with varying needs and capacities ... it emphasizes enablement rather than disablement, and is friendly for all ages." The City of Portland and its community partners will undertake an Action Plan on Aging to assess how Portland can become a more age-friendly city and will identify implementation strategies.
- **Accessible housing.** Finding accessible, barrier-free housing can be difficult for older adults and others with mobility needs, especially given that the majority of Portland's housing is over 50 years old and typically has stairs and other features that limit accessibility. The Portland Plan places a new priority on expanding the availability of housing that incorporates accessible design to meet the needs of people of all ages and abilities.
- **Accessible community hubs.** People of all ages need safe, welcoming places that encourage physical activity and social inclusion and interaction. Recognizing that many older adults and people with disabilities cannot walk or roll very far, the Portland Plan prioritizes locating more housing for older adults and mobility-limited residents in places, such as neighborhood centers, where proximity to services and transit and accessible sidewalks makes it easier to live independently. The plan also encourages schools, colleges and universities to flexibly accommodate multiple functions, serving community members of all ages.
- **Safety and accessibility on civic corridors.** While all TriMet buses are fully accessible, getting to some bus stops can be challenging. Safety and accessibility of some of Portland's major transit streets can be enhanced by sidewalks and marked crosswalks. The Healthy Connected City strategy's civic corridors approach will prioritize improvements to prominent transit streets to make them truly transit- and pedestrian-oriented places, with improved sidewalks, pedestrian crossings and transit facilities. They will include features that support community livability and environmental sustainability.
- **Medical institutions.** Portland's aging population will increase the demand for medical services. The Portland Plan responds to this growing need by calling for new approaches to accommodate the growth of institutional facilities and neighborhood centers that may support health facilities, and for increasing workforce training in health care and senior services.
- **Inter-generational mentoring.** The accumulated knowledge and wisdom of Portland's older population is an invaluable asset to the community. The Thriving Education Youth strategy recognizes this and encourages more inter-generational mentoring.

Ten actions that help make Portland a more physically accessible and age-friendly city

Action 1: Enforce Title VI

Action 2: Track the information needed to understand disparities

Action 14: Implement the Disabilities Transition Plan

Action 78: Remove barriers to affordable housing

Action 82: Physically accessible housing

Action 84: Align housing and transportation investments

Action 103: Age-friendly city

Action 106: Quality, affordable housing

Action 107: Transit and active transportation

Action 126: Pedestrian facilities



