**INTRODUCTION**

Are there equity gaps in your current work?

After crafting a statement with equitable outcomes (Theory of Change) and steps to achieve them (Theory of Action), identify what you’re currently doing—or should be—to embed equity through your project.

This tool is designed to give you a big picture of your equity-centered work. Examining all your programs and initiatives will help you figure out what you need to add and/or prioritize to better embed racial and other social equity goals within your work. Additionally, this tool will help you think critically about the work you are doing—does your racial equity work remain at superficial level or does it demonstrate a commitment to sharing power with historically marginalized communities?
TIPS FOR USING THIS TOOL

1. Convene a working group of a diverse set of staff members. Using this **Review Your Initiatives** worksheet, write down:
   - Active programs and initiatives
   - Collaborators involved in each
   - Equity categories that each addresses (Thriving Civic and Cultural Life; Affordability and Equitable Economic Development; Health, Wellness, and Resilience; and/or Equitable Organizational Growth)
   - Metrics used to track success (see Tool 17, Track Your Work, for help with identifying metrics)

2. Consider:
   - Are your programs concentrated in particular areas?
   - Do your programs demonstrate a commitment to meaningfully sharing power and resources with marginalized communities?
   - Based on the kinds of equity impacts you’re trying to achieve, are your existing programs and initiatives adequate?
   - Should you be adding programs and initiatives in certain areas? If yes, what kind?

3. In the worksheet’s Programs/Initiatives column, write additional activities that would close racial and other equity gaps identified in Step 1.
**REVIEW YOUR INITIATIVES**

**EXAMPLE 1**

Visualizing the full breadth of an organization's initiatives can identify its strengths, as well as existing gaps in its programs.

### IMAGE CREDITS

Template by: Don O’Keefe
Courtesy of Urban Design and the Color Line, Harvard Graduate School of Design

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#### TOOL 7: Review Your Initiatives

- **Review Your Initiatives**

<table>
<thead>
<tr>
<th>Description, Current Initiative</th>
<th>Collaborators</th>
<th>Metrics / Status</th>
</tr>
</thead>
</table>
| **EMPLOYMENT AND ECONOMIC OPPORTUNITY**
- "Frida fridays" - Economic Empowerment for Women of Color
- Continue to hire diverse management and operations staff as parks open
- Staffing parks and career training | Local Non-Profit with independent vendors
Self organized
National Non-Profit | Vendor participation and turnover
Employment figures
Participation rates and outcome surveys |
| **AFFORDABLE HOUSING**
- Outreach to residents of existing affordable and public housing in the area
- Advocate for affordable housing on publicly owned sites by park
- Advocate for affordable housing as part of road redevelopment | City Housing Authority
City Planning Agency
City Planning Agency, City Housing Authority | Number of Units
Number of Units |
| **NEIGHBORHOOD CONNECTIVITY**
- North-south bike and pedestrian infrastructure
- Accessibility from nearby neighborhoods
- Increasing number of transit connections
- Advocate for expanded weekend bus service to park
- Respond to passages under highway with ped./bike infrastructure
- Advocate for expanded transit to East to follow displacement | Local Non-Profit, City Transportation Department
School groups, partnerships aimed at finding parking spaces
Transit Authority
Transit Authority
Local Non-Profit, City Transportation Department
Local Transit, City Planning Agency | Mode share surveys
Survey
Rider changes (ridership statistics)
Rider changes on new routes
Surveys, City mode share data
Surveys, City mode share data |
| **HEALTH AND WELLBEING**
- Biking and jogging trails
- Yoga series
- Other exercise, health and wellness classes
- Mental health and parks | Local University, Parks and Recreation Department
Local Chapter of "Yoga in the Hood"
TBD
Adjoining to hospital | Survey, Observation
Observation of turnout
Observation of turnout |
| **CULTURAL PRESERVATION**
- Historical signage in Park
- Interpretative Masterplan (under development)
- Square and HQ building renovation
- School Advocacy
- Reflect the history of the area in programming | Consultant
Local Preservation Dept, Local History Center
Self initiated
Consultant, City Planning and Zoning
TBD | Finalized
Under development...
NA
Property acquisition / park expansion |
| **AGGREGATE EXISTING CULTURAL ASSETS INTO WALKING TOURS AND MAPS** | African American Cultural & Heritage, Mexic-Arte | Visitor count at partner venues |
| **DIVERSE DEMOGRAPHICS**
- "Frida fridays" - Economic Empowerment for Women of Color
- "Crew Show" - program of light-based art installations
- "Co-programming" with space provided by Park
- Advocate for diverse ground floor occupants in adjacent developments
- Form programming partnership with existing institutions | Local Arts Organization with independent vendors
Local artists
TBD, Various
Surrounding developers, Local University, City Gov.
Mexican American Cultural Center and others | Vendor participation and turnover
Surveys recording area of residence
Attendance
Tenant placement
Participants in new programs |

High Line Network | Embedding Equity in Public Space | Tool 7: Review Your Initiatives

This tool is part of the Community First Toolkit, available at toolkit.highlinenetwork.org
## TOOL 7
### Review Your Initiatives

**EXAMPLE 2**

Visualizing the full breadth of an organization's initiatives can identify its strengths, as well as existing gaps in its programs.

**IMAGE CREDITS**

Template by: Dylan Culp & Gena Morgis
Courtesy of Urban Design and the Color Line, Harvard Graduate School of Design

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### THRVING CIVIC AND CULTURAL LIFE

<table>
<thead>
<tr>
<th>Ongoing Program</th>
<th>Aspirational Program</th>
<th>Recommended Program</th>
<th>Metrics</th>
</tr>
</thead>
<tbody>
<tr>
<td>Convenings - River stakeholder exchange and collaborative forum</td>
<td>Conservancy</td>
<td></td>
<td>Stakeholder Mapping</td>
</tr>
<tr>
<td>Program/ Event Implementation: Connecting People to the River</td>
<td>Local photographers, Local Park Non-Profit</td>
<td></td>
<td>Observations, River Narrative Collections</td>
</tr>
<tr>
<td>Public/Cultivation and Education Strategy: River 10, River Sessions, Community Story, Gathering, River Neighborhood Cohort</td>
<td>Local Non-Profit, Local Education Center</td>
<td></td>
<td>Asset Mapping</td>
</tr>
<tr>
<td>Story Telling and Narrative Equity</td>
<td>Local Community Leadership</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Land reparations for Native Peoples**

City Government, Native American Tribal Leadership

Ownership Frameworks

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### AFFORDABLE HOUSING

<table>
<thead>
<tr>
<th>Ongoing Program</th>
<th>Aspirational Program</th>
<th>Recommended Program</th>
<th>Metrics</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advocate for affordable housing in all river development projects</td>
<td>City Planning Agency</td>
<td></td>
<td>Affordable units preserved/created</td>
</tr>
</tbody>
</table>

**Evaluate potential economic impacts on existing areas of concentrated poverty areas adjacent to capital projects**

City Planning Agency

Land value forecasts

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### EMPLOYMENT AND ECONOMIC OPPORTUNITY

<table>
<thead>
<tr>
<th>Ongoing Program</th>
<th>Aspirational Program</th>
<th>Recommended Program</th>
<th>Metrics</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nature Based Eco-Tourism</td>
<td>Local Outdoor Adventure Company</td>
<td></td>
<td>Economic Metrics/ Participant Survey</td>
</tr>
<tr>
<td>Engage a working river - energy and industrial sectors</td>
<td></td>
<td>Employment figures</td>
<td></td>
</tr>
</tbody>
</table>

**Target job creation in high unemployment areas close to project sites**

City Housing and Economic Development Agencies

Job location data

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### NEIGHBORHOOD CONNECTIVITY

<table>
<thead>
<tr>
<th>Ongoing Program</th>
<th>Aspirational Program</th>
<th>Recommended Program</th>
<th>Metrics</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work with adjacent development sites to establish stronger connectivity to the river through design process</td>
<td></td>
<td>Pedestrian counts, trip times</td>
<td></td>
</tr>
</tbody>
</table>

**Establish connections with ongoing community projects**

City Planning Agency, Conservancy, Local Transit Org

Stakeholder Mapping

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### HEALTH, WELLNESS, AND RESILIENCE

<table>
<thead>
<tr>
<th>Ongoing Program</th>
<th>Aspirational Program</th>
<th>Recommended Program</th>
<th>Metrics</th>
</tr>
</thead>
<tbody>
<tr>
<td>Physical fitness based events</td>
<td>Conservancy</td>
<td></td>
<td>Stakeholder Mapping</td>
</tr>
<tr>
<td>Nature based recreational events</td>
<td>Local Outdoor Adventure and Sport Companies</td>
<td></td>
<td>Stakeholder Mapping</td>
</tr>
<tr>
<td>Restoration Planting, Environmental Stewardship Events</td>
<td>Local Conservancy Org</td>
<td></td>
<td>Stakeholder Mapping</td>
</tr>
</tbody>
</table>

**Support Native American self-determination + sacred lands**

City Gov., Conservancy, Native American Communities

Stakeholder Mapping

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### EQUITABLE ORGANIZATIONAL GROWTH

<table>
<thead>
<tr>
<th>Ongoing Program</th>
<th>Aspirational Program</th>
<th>Recommended Program</th>
<th>Metrics</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hiring of Indigenous Community Liaison</td>
<td>City Gov., Conservancy, Native American Community</td>
<td></td>
<td>--</td>
</tr>
<tr>
<td>National Endowment of the Arts Grant: Exploring Tribal Partnership Pathway</td>
<td>City Gov., Conservancy, Native American Community</td>
<td></td>
<td>--</td>
</tr>
</tbody>
</table>

**Define equity mission of the conservancy**

City Gov., Conservancy

**Define equity goals in capital project RFP**

City Gov., Conservancy

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