

Note: Logos to change according to who signs on.



**Portland Region Sustainable Communities Consortium**  
**Building sustainable communities through opportunity, equity**  
**and access to housing**

## **DECLARATION OF COOPERATION**

9/06/2011

### **Our Intent**

The Portland metropolitan region has long been a national leader in developing and implementing innovative approaches to land use and transportation planning, responsible resource use and climate protection. After investing decades of work building healthy communities and preserving natural resources, our region is widely viewed as a prosperous and livable place.

Yet we also know that prosperity and the exceptional quality of life for which our region is known is not equitably shared by all who live here, especially members of low-income communities and communities of color. We cannot succeed as a region unless all residents have the opportunity to share equitably in the prosperity and livability we have worked so hard to create and to live in communities that nourish their potential.

- Certain areas of our region are disadvantaged and have not shared in the relative wealth of opportunities found elsewhere in the region.
- Low-income and disadvantaged populations lack capacity and resources to participate in the implementation of the region's plans.
- The region lacks an integrated approach to defining housing needs and aligning investment strategies at the local, county, regional and state levels.
- The region's approach to economic development planning has been fragmented and not integrated into other land use, housing and transportation plans consistently.

This Declaration of Cooperation signals the formation of the Portland Region Sustainable Communities Consortium, a consortium of public and community-based stakeholders for the purpose of working together to seek a grant under the US Department of Housing and Urban Development's (HUD) "Sustainable Communities Regional Planning Grant Program" to support development and implementation of tools strategies addressing housing needs and access to opportunity for all citizens of the Portland metropolitan region. The Declaration of Cooperation signals our intent to achieve the following outcomes:

1. Involve governments, housing authorities, community-based organizations, foundations and the private sector in collaboratively and inclusively developing an integrated regional evaluation of access to opportunity. This will ensure an increased understanding of how actions and investments of each organization contributes to the overall community.
2. Develop programs and resources to expand the capacity and capability of community based organizations to effectively participate in decision-making.
3. Develop a coordinated regional and local approach to determining the housing needs of the changing demographics of the region, the extent to which public and philanthropic programs and the market sector are meeting those needs, and developing a toolbox of best practices to address the unmet needs.

4. Link plans and programs to meet affordable housing needs in the region to ensure access to opportunity through available and planned public services and infrastructure, such as employment opportunities, health care, transportation, education, and recreation.
5. Review the adequacy and availability of public services to *existing* market or assisted low-cost housing in the region, and help local governments evaluate the equity of access to opportunity through current public service distribution in the region.
6. Pilot implementation of these strategies through a focus on several target areas and development of programs to better integrate affordable housing assistance with workforce training and access to transportation options.

To build on these efforts, funding is being sought through HUD's Sustainable Communities Regional Planning Grant Program, which is part of The Partnership for Sustainable Communities established jointly by the US Departments of Housing and Urban Development (HUD), Transportation (DOT) and the Environmental Protection Agency (EPA).

This Declaration of Cooperation constitutes a statement of the good faith and commitment of the undersigned parties, and represents a public commitment to think and lead in new ways and to work in new partnerships, with equity and access to opportunity as a core goal, to develop consensus-based strategies that address the needs of the region as a whole, to strive to identify opportunities and solutions whenever possible, to contribute assistance and support within resource limits as identified in the grant application, and to collaborate with other consortium members in promoting the successful implementation of the agreed-upon strategies. Within 120 days of the award of the grant, the parties to this agreement will need to execute a final consortium agreement describing each Consortium member's specific activities and timetable. In addition, specific contracts will be executed to carry out tasks funded through the grant and to refine roles and responsibilities for the conduct of the grant work program.

### **Intended Outcomes and Products**

The development and implementation of tools and resources that increase access to housing, equity and opportunity builds on the region's reputation and practice of multi-disciplinary planning, including forty years of integrating environmental protection, land use and transportation, and fits the objectives of HUD's Sustainable Communities Planning Grant Program. This federal grant program provides an opportunity for the region to build on our success in land use and livability policy by creating new partnerships, policies and investments that increase economic prosperity and promote equity and opportunity for all regional residents.

The overall product of the grant will provide direction for investment in places, people and processes, including:

- **Capacity Building through Community Engagement:**

Increased communication and understanding of community needs and desires through participation in the consortium and its working committees with a provision for stipends for community members on a needs basis.

Investment in effective individual, organizational and community capacity to engage in decision-making and promote democratic ideals and civic engagement in the creation of communities of opportunity.

- **Housing:**

Development of a coordinated regional housing needs analysis that addresses current and projected needs of the diverse elements of the population and definition of public, philanthropic and market based solutions to better meet those housing needs. This will provide the basis for Metro's review of the adequacy of the urban growth boundary and for local governments to update to their local comprehensive plans and community development plans.

Development of a regional assessment of impediments to fair access to housing and the implementation of actions needed to overcome impediments and affirmatively further fair housing. This will build upon the work completed for each county and determine aspects that cross county lines or are of common interest across jurisdictions.

Development of a program to increase economic opportunities for low-income families through linkage with workforce training programs, while reducing household housing and transportation costs through incorporation of mobility tools that increase awareness of transportation costs and the benefits of location-efficient housing choices.

- **Opportunity Mapping:**

The region is currently developing an initial approach to opportunity mapping to better depict access to opportunity relative to the concentration of different demographics. This grant will facilitate the institutionalization of this opportunity mapping by:

Establishing on-going roles and responsibilities for keeping the data current and expanding the quality or coverage of data that is currently inadequate.

Interpreting the conclusions that can be reached from the data to identify the key areas of inadequate access to opportunity that should be addressed.

Establishing policy on the application of opportunity mapping to decision-making related to provision of public facilities and services.

Providing tutorials and web-based access to facilitate increased public access and the application of the opportunity mapping to public and private decision-making.

- **Pilot Areas:** Development of detailed implementation plans to integrate ongoing work into a coordinated investment and action plan to address gaps in access to opportunity. Through the creation of a detailed pilot area in each county with a focus on addressing disadvantaged populations with inadequate access to opportunity, gained knowledge can be shared and serve as a model for further extension throughout the region. The pilot areas are:

The East Portland/Rockwood Corridor

The McLoughlin Corridor Milwaukie south

The Aloha-Reedville Corridor (already funded through a HUD Community Challenge grant)

- **Housing and Opportunity Strategy:**

Integrate the lessons learned from the Housing Needs Analysis, Opportunity Mapping, Analysis of Impediments to Fair Housing, rent assistance pilot project, targeted pilot area plans into a strategy for addressing housing linked to investment to address gaps in access to opportunity.

### **Governance**

- **The Portland Region Sustainable Communities Consortium**, consisting of the signers of this document, will provide a forum for coordination and communication on the findings, conclusions and recommendations of the grant. It will meet approximately quarterly to develop a common understanding of how the actions and investments of each member organization impact one another and to identify opportunities for better alignment and leverage. Membership in the Consortium is intended to include representation from public sector service providers and community based organizations with a broad reach into the community. Additions to the Consortium to more fully represent diverse interests will be considered as needed by the Consortium. The Consortium will be chaired by the Chair of the Executive Committee. Although the geography of the grant is the area encompassed by the Metro boundary, there are ex-officio members of the Consortium from Vancouver and Clark County, WA to provide for coordination and in recognition of the impact actions can have on the other side of the river.
- An **Executive Committee** will be established to provide policy oversight, maintain responsibility for developing policy recommendations and serve as a conduit for the recommendations back to the Consortium and to organizations responsible for implementation. The Executive Committee will be comprised of 12 members, six public sector representatives and six community based representatives. The public sector representatives will be elected officials or chief executives with two appointed from the Metro Council, two from the Metropolitan Policy Advisory Committee (MPAC) and two from the Joint Policy Advisory Committee on Transportation (JPACT). The community based representatives will be selected by the community based members of the Consortium and ensure diverse representation across the interests of the Consortium and the full geographic scope of the region. The Executive Committee will be chaired by a Metro Councilor.

- A **Project Management Group** will consist of team leads for the work program elements to coordinate work and ensure appropriate engagement of the agencies and community in work related to completion of the grant work program. The Project Management Group will be chaired by the Metro Project Manager. Oversight groups will be established to coordinate work programs between government agencies and community organizations on each topical area of the grant (housing needs, fair housing, opportunity mapping, housing and opportunity strategy).
- A **Grant Management Committee** will be established consisting of grant managers of any element of the grant budget that is sub-allocated for a specific product or task. It will ensure completion of all grant funded products and services consistent with contracted scopes of service. It will ensure all federal, state, and local budget, accounting, grant compliance and finance rules are followed. The Grant Management Committee will be chaired by the Metro Project Manager.
- A **Community Capacity Building Committee** will oversee and manage the community based organization capacity building grant program.
- An **East Portland/Rockwood Advisory Committee** will oversee development of this target area implementation plan, including all aspects of policy setting, technical support and community outreach. The Committee will be co-chaired by the Cities of Portland and Gresham.
- A **McLoughlin South Advisory Committee** will oversee development of this target area implementation plan, including all aspects of policy setting, technical support and community outreach. The Committee will be chaired by Clackamas County.
- The Executive Committee may solicit through competitive process facilitation and staff support for the Consortium and Executive Committee.
- The Consortium will operate on a consensus-seeking basis. Members of the consortium agree to work with each other in a collaborative manner that develops trust and brings forward interests to be addressed in a supportive manner. In the event there is a need to approve actions when consensus is not possible, a majority of the public sector members of the Executive Committee and a majority of the community based members of the Executive Committee will be required.
- The “Lead Applicant” of the Consortium will be Metro, with the following authority and responsibilities:
  - Authority to act as the Consortium’s representative when dealing with HUD on behalf of all members of the Consortium;
  - Responsibility for submitting the Grant Application and executing a Cooperative Grant Agreement if awarded;
  - Fiscal and administrative responsibility for the Grant on behalf of the Consortium.
  - Responsibility to serve as a collaborative convener of the Consortium and the Executive Committee.

## Declaration of Cooperation

We, the undersigned government organizations, agree to join the Portland Region Sustainable Communities Consortium to seek a HUD grant in our capacity as a public entity responsible for setting policy and funding and implementing infrastructure, programs and services intended to equitably benefit the public.

### Government Names and Organizations signing Declaration of Cooperation:

Metro

City of Portland

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Tom Hughes, Metro Council President

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Sam Adams, Mayor

Multnomah County, OR

Washington County, OR and  
Washington County Housing Authority

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Jeff Cogen, Chair

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Andy Duyck, Chair

Clackamas County, OR and Clackamas  
County Housing Authority

Portland Housing Bureau

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Ann Lininger, Commissioner

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Nick Fish, Commissioner

City of Beaverton (Direct CDBG recipient)

City of Gresham (Direct CDBG recipient)

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Denny Doyle, Mayor

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Shane Bemis, Mayor

Oregon Housing and Community Services

Portland State University

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Margaret Van Vliet, Director

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Wim Wiewel, President

TriMet

Portland Community College

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Neil McFarlane, General Manager

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Preston Pulliams, President

Home Forward

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Steve Rudman, Executive Director

Southwest Washington (ex-officio)  
Regional Transportation Council

Clark County, WA (ex-officio)

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Dean Lookingbill, Director

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Tom Mielke, Chair

City of Vancouver, WA (ex-officio)

Vancouver Housing Authority (ex-officio)

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Eric Holmes, City Manager

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Roy Johnson, Executive Director

## **Declaration of Cooperation**

We, the undersigned non-government organizations, agree to join the Portland Region Sustainable Communities Consortium in our capacity as providers of housing and other services to people and communities, and who have needs for services that equitably enhance their access to opportunity.

### **Community-based Names and Organizations signing Declaration of Cooperation:**

Urban League of Portland

Coalition of Communities of Color

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Marcus Mundy, President and CEO

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Julia Meier, Coalition Coordinator

Housing Organization of Color Coalition

Coalition for a Livable Future

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Maxine Fitzpatrick, Chair

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Ron Carly, Executive Director

Oregon Opportunity Network

Meyer Memorial Trust

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John Miller, Executive Director

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Doug Stamm, Chief Executive Officer

The Oregon Community Foundation

Northwest Health Foundation

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Gregory Chaillé, President

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Thomas Aschenbrenner, President

Oregon Public Health Institute

United Way of the Columbia-Willamette

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Mary Lou Hennrich, Executive Director

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Howard Klink, Vice President of  
Community Investment

Greater Portland, Inc.

Worksystems, Inc.

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Sean Robbins, Executive Director

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Andrew McGough, Executive Director

Clackamas County  
Workforce Investment Council

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Kim Parker, Executive Director