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# **2040 Planning and Development Grants Application Handbook**

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**Cycle 7 | February 2019**

## Grant timeline and key dates

<b>Feb. 8, 2019</b>	Metro begins to accept draft Letters of Intent.
<b>Feb. 8 - March 8</b>	Scheduling of required pre-application conferences with Metro staff. <b>Required draft Letter of Intent due to Metro no later than March 8.</b>
<b>March 22</b>	Deadline to submit final Letters of Intent.
<b>April 19</b>	Deadline to submit Full Application.
<b>May – June</b>	Staff/screening committee evaluations and recommendations.
<b>July – Aug.</b>	Metro Council action to award grants.
<b>Aug. – Jan. 2020</b>	Negotiation of inter-governmental agreements (IGAs) between Metro and grantees; procurement/selection of project consultant teams; finalization of project scopes, milestones, and timelines.
<b>Feb. 2020</b>	Grant application Cycle 8 to begin.

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# Program overview and eligibility

## HISTORY, PURPOSE AND GOALS

Metro's 2040 Planning and Development Grants program supports a range of local planning projects and activities. The grants help remove barriers to private investment in development, promote planning activity that makes land ready for development, and help to implement the Portland region's long term plan for livability, outlined in the 2040 Growth Concept. The program, formerly known as the Community Planning and Development Grants (CPDG) Program, has been in place since 2006. Prior grant cycles have awarded over \$24 million to fund more than 100 projects across the region.

Grant funds are generated from a regional excise tax on construction permits issued within the Metro service district. The tax is assessed at 0.12 percent of the total value of the improvements for which a permit is sought. Permits valued below \$100,000 and those issued to 501(c)(3) nonprofits for affordable housing projects are exempt from the tax. Permits for construction valued at more than \$10 million are assessed a flat fee of \$12,000.

## FUNDING AVAILABILITY AND INVESTMENT PRIORITIES

Up to \$2 million in grant funds will be available for the 2019 grant cycle. In order to most effectively address barriers to development and to advance the 2040 Growth Concept, the Metro Council establishes a policy emphasis for each grant cycle to help align the grant program with current trends and issues affecting development in the metro region.

Presently, the region continues to have a crisis in adequate housing supply, especially for residents with lower incomes. Multiple tools, strategies, and approaches are needed to provide more equitable housing throughout the region. Complementary strategies for employment growth, redevelopment and land readiness are also important to address other current regional growth and development issues. The policy and investment emphasis for the 2019 grant cycle is as follows:

- \$1 million of grant funds will be targeted for qualified projects that will facilitate implementation of equitable development projects inside the Urban Growth Boundary, which may include but are not limited to:
  - Planning or pre-development work for equitable housing (diverse, physically accessible, affordable housing choices with access to opportunities, services and amenities);
  - Planning or pre-development work for facilities and community investments that will advance quality of life outcomes for marginalized communities, including communities of color, such as quality education, living wage employment, healthy environments and transportation;
  - Facilitation of development-related efforts in partnership with a community organization whose primary mission is to serve communities of color;
  - Planning or pre-development for projects that will serve a specific neighborhood or geography with a high percentage of residents that are people of color or historically marginalized communities;

- \$250,000 of funds will be targeted for qualified projects to facilitate development in centers, corridors, station areas and employment/industrial areas.
- \$750,000 of grant funds will be targeted for qualified concept planning and comprehensive planning projects in urban reserves or new urban areas.

In the event that there are insufficient qualified applications within any one funding category, grant funds may be awarded to qualified applications in any other category.

## ELIGIBLE APPLICANTS

Local cities and counties within Metro's service district may submit applications. They may apply as the sole applicant, or in partnership with other government entities or private, non-profit or community-based organizations. Other local governments (as defined in ORS 174.116) or private organizations may also submit grant applications for projects in the public interest within the Metro service district, provided that they have the endorsement of a local city or county government. Further details regarding the local endorsement process are described below in the application instructions section.

Neighboring jurisdictions embarking on similar community planning and development planning projects are encouraged to coordinate or combine their projects. If two or more government entities apply for one grant, one must be lead for the application and only one application for the project should be submitted. Up to 4 project letters of intent and 3 full grant applications may be submitted per jurisdiction during each grant cycle. In addition, city and county governments may endorse one additional grant request for a project in their jurisdiction per grant cycle. Metro is not eligible to endorse, apply for or receive grant funds.

## ELIGIBLE PROJECTS

2040 Planning and Development Grants support planning and pre-development activities that remove barriers to development, are necessary to make land ready for development and help enable existing developed sites to be ready for redevelopment. Eligible planning projects include the activities required for the physical, economic and community development of a specific geographic area. The following four types of projects are eligible for grant funding:

**Urban reserve and new urban area planning.** Planning for future development of new urban areas on land currently designated Urban Reserves (or in areas recently brought into the Urban Growth Boundary) to facilitate the future development of complete communities and comply with Title 11 of the Urban Growth Management Functional Plan.

**Development policy and code refinement.** Development and adoption of strategic initiatives, code refinements, incentives, streamlined review and other development-related policy work that will meaningfully increase community readiness for development, promote equitable development, or identify and reduce barriers to development.

**Area-specific redevelopment planning.** Creation of strategic plans, concept designs, feasibility analyses, financial tools and phasing strategies to facilitate redevelopment and infill of specific areas or districts.

**Site-specific development or redevelopment.** Concept/schematic design and feasibility analyses for site-specific development projects, equitable housing projects and public-private partnerships.

To be considered for a grant award, proposed projects must help to advance established regional development policy goals and outcomes expressed in the 2040 Growth concept, the Urban Growth Management Functional Plan, and in the following six desired outcomes stated in the Regional Framework Plan adopted by the region to guide future planning:

- People live, work and play in vibrant communities where their everyday needs are easily accessible.
- Current and future residents benefit from the region's sustained economic competitiveness and prosperity.
- People have safe and reliable transportation choices that enhance their quality of life.
- The region is a leader on climate change, minimizing contributions to global warming.
- Current and future generations enjoy clean air, clean water and healthy ecosystems.
- The benefits and burdens of growth are distributed equitably.

Every application must demonstrate how it will effectively meet all of the grant evaluation criteria and significantly advance regional policies and goals in order to be successful. It should be noted that even those applications not specifically seeking consideration under the equitable development category are still required to address how they will advance equity as part of demonstrating their alignment with the regional goals and policies. Further details regarding all of the grant evaluation criteria are provided in subsequent sections below.

## **GRANT AWARD AND GRANT AGREEMENTS**

Projects selected to receive grant funding will work with Metro staff to develop a grant agreement that will establish the agreed-upon scope of work, budget, expected milestone and deliverable completion dates and grant payment dates. Procurement approaches, consultant work scopes, required deliverables and project timelines will be finalized prior to execution of the grant agreement.

Grant funding will be distributed in incremental payments made at the completion of the project's major milestones as set forth in the grant agreement. Grantees will submit progress reports documenting the completion of the work tasks and milestones prior to receiving payment. Progress reports must also document any direct financial contributions that were pledged in the grant application and itemized in the proposed budget.

Grantees must work closely with the Metro staff liaison for their project, and include them in the appropriate advisory committee(s) for the project. Metro requires that grantees meet Federal non-discrimination requirements on projects. Grantees are expected to complete the project within the period stated in the grant agreement, or within the period agreed upon in an amended grant agreement. Metro retains the right to terminate a grant award if the milestones set forth in the grant agreement are not met.





## **Application process and requirements**

# Application process and requirements

## GRANT EVALUATION CRITERIA

Grant applications of all types will be evaluated based on the following criteria.

**Clear development outcomes.** Proposal presents a compelling project concept with specific, impactful outcomes to facilitate development. Performance measures are clearly articulated.

**Advances and complements regional goals and policies.** Proposed project will support Metro's established regional policy goal of advancing racial equity. Project will also help to advance established regional development goals and outcomes expressed in the 2040 Growth Concept, the Urban Growth Management Functional Plan and the Six Desired Outcomes stated in the Regional Framework Plan, adopted by the region to guide future planning (see page 3).

**Aligns with local goals and/or maximizes community assets.** Proposed project will help realize community plans and goals, accommodate expected population and employment growth and/or maximize existing community assets such as public transit, parks, natural features, historic districts and employment areas.

**Likelihood of implementation.** Relevant key stakeholders (property owners, policy makers, jurisdictions, service providers, etc.) have committed full support for the project goals and timelines, will be meaningfully involved in guiding the project and have the capacity and authority to implement actions/investments as needed to bring the project to fruition. Opportunities and threats to project commitments are identified.

**Public involvement.** Proposal incorporates best practices for public involvement; strategies for meaningfully engaging neighbors, businesses, property owners and key stakeholders, including historically marginalized communities and residents with lower incomes, are clearly articulated and well-conceived; proposal indicates how public input will be used to strengthen the project outcomes and/or increase the likelihood of successful implementation.

**Team roles and capacity.** Roles and responsibilities of the applicant county or city, as well as any additional partners have been clearly defined; proposed staff has skill sets, experience and appropriate available time needed to successfully manage all aspects of the grant project and oversee the work of the consultant team or teams on behalf of the project partners.

**Applicant track record.** Applicant has proven capability to successfully implement community development projects, especially past Planning and Development Grant projects: prior grants have fully delivered expected products and outcomes according to the approved schedule of milestones; any grant projects still underway are on track and/or scheduled for completion prior to initiation of proposed project.

**Grant leverage.** Extent to which partners have committed additional financial contributions to the project beyond the staff time match that is required.

**Replicable best practices.** Proposed project will develop best practices that could be replicated in other locations. (Note: This criterion may not be applicable to all projects.)

## **REQUIRED GRANT MATCH AND ELIGIBLE GRANT EXPENSES**

Grantees are required to provide all staff time and overhead as may be needed to successfully implement the grant project and deliver the project outcomes. Any additional financial contributions by the applicant or partners shall be considered as additional grant leverage.

Project expenses that are eligible for reimbursement with grant funds include consultant expenses and other direct costs such as materials, services and meeting expenses. Grant funds are distributed to grantees in installments upon receipt and approval of required grant deliverables as set forth in the grant agreement.

Funds from 2040 Planning and Development Grants cannot be used as support for general planning budgets, to cover the costs of development implementation or construction, or for the operation of organizations, programs or projects. Costs associated with planning activities which are contracted for or conducted prior to the execution of a grant agreement are not eligible for reimbursement with grant funds. The budget section provides more information on appropriate project-related expenses.

## **REQUIREMENTS FOR NON-GOVERNMENT APPLICANTS**

Applicants that are not government agencies are eligible to submit one application per grant cycle for a project in the public interest within the Metro service district, provided their application is endorsed by the local city or county government. Non-government applicants may only submit applications for area-specific or site-specific redevelopment planning projects (refer to section on sample project types later in this handbook for more information). During the Letter of Intent phase of the application process, non-government applicants must have the preliminary endorsement of the local government and a staff person from the endorsing government must attend the pre-application conference.

The applicant must also upload a supplemental application form with their draft Letter of Intent. When submitting the final application, non-government applicants must include with their application a formal resolution from the governing body confirming endorsement of the project.

Non-governmental grant applicants should understand that if awarded a grant, in order to enter into a grant contract with Metro, the Grantee will have to submit certificates of insurance and a W9 form. Insurance requirements will include:

- Commercial general liability insurance covering personal injury, property damage and bodily injury with automatic coverage for premises and operation and product liability with a minimum of \$1,000,000 per occurrence.

- Grantee must provide Metro with a certificate of insurance that names Metro, its elected officials, departments, employees and agents as additional insured.
- Automobile bodily injury and property damage liability insurance with a minimum of \$1,000,000 per occurrence. If this is not included in the general liability certificate of insurance, a separate certificate will be needed.
- Proof of worker's compensation insurance with a minimum of \$500,000 per occurrence (for agencies with staff). A worker's compensation exemption form (provided by Metro) is required for agencies without staff or who are otherwise exempt from carrying this insurance.

## **REQUIREMENTS FOR GOVERNMENT APPLICANTS THAT ARE NOT CITIES/COUNTIES**

Local government districts (as defined in ORS 174.116) that are not cities/counties may submit one grant application each cycle for projects in the public interest within the Metro service district, provided that they have the endorsement of a local city or county government. During the Letter of Intent phase of the application process, non-city/county government applicants must have the preliminary endorsement of the local city or county, and a staff person from the endorsing city or county must attend the pre-application conference. When submitting the final application, non-city/county applicants must submit with their application a formal resolution from the city/county body confirming full endorsement of the project. The applicant government must also have their governing body formally confirm commitment and support for the project by resolution; a copy of that resolution must be included in the final application.

## **CITY OR COUNTY ENDORSEMENT OF GRANT APPLICATIONS**

Every grant application cycle, cities and counties in Metro's service district may each submit up to four letters of intent and three final applications for which they are the lead applicant. City and county applicants are required to have their governing body formally confirm commitment and support for the project by resolution; a copy of that resolution must be included in the final application. Partnerships among jurisdictions are encouraged to promote collaboration and demonstrate broad local support for a project. When multiple jurisdictions partner on a project, one must take on the role of lead applicant. Any partners providing additional financial support or resources for a project should clearly describe their collaborative role and contribution to the project with a letter of commitment.

Every grant application cycle, each city/county may also formally endorse one application for a project within their jurisdiction to be led either by another entity. At the Letter of Intent phase, city/county governments must provide a preliminary endorsement of the applicant's project and they may provide a preliminary endorsement of more than one applicant's project. Metro will review the Letters of Intent, and will let the endorsing government know if application(s)/project(s) they have preliminarily endorsed have been approved to submit a final application. In the final application phase, each city/county government may only provide a formal endorsement of one external application, and the endorsement must be in the form of a resolution from the governing body. In the event that a city/county has provided a preliminary endorsement to more than one project during the Letter of Intent phase, Metro will provide the city/county feedback regarding the strengths and weaknesses of

the various applications, so that the governing body may factor that information into their decision regarding which one project application to formally endorse.

## **ZOOMGRANTS APPLICATION SYSTEM**

Metro accepts grant applications via the online system ZoomGrants. Applicants may access ZoomGrants and register with the system via the link on the 2040 Grants web page, [oregonmetro.gov/2040grants](http://oregonmetro.gov/2040grants) or connect directly at <https://zoomgrants.com/gprop.asp?donorid=2199&limited=2190>

If you have questions about ZoomGrants, you may use the help button at the top of each ZoomGrants page. For more information, visit ZoomGrants University at <https://zoomgrants.zendesk.com/hc/en-us> or contact the ZoomGrants help desk at [Questions@ZoomGrants.com](mailto:Questions@ZoomGrants.com).

To ensure you receive emails from Metro regarding your grant application, please add the email address [Notices@ZoomGrants.com](mailto:Notices@ZoomGrants.com) to your “safe senders list.” A confirmation email will be sent by ZoomGrants once a letter of intent or full application has been submitted. If you do not receive a confirmation, please contact Laura Dawson-Bodner by email [Laura.dawson-bodner@oregonmetro.gov](mailto:Laura.dawson-bodner@oregonmetro.gov) or by phone at 503-797-1756.

## **DRAFT LETTER OF INTENT: REQUIRED BY MARCH 8**

All potential applicants are required to submit a draft Letter of Intent through ZoomGrants as they start to develop their project application. In the online application, please enter contact information for the applicant, the organization and contact information for the person who is to serve as the primary point of contact for the application. Applicants may also provide email addresses of additional project team members who would like to receive electronic notifications and updates regarding the grant application. If the applicant is not a city or county, applicants should include the contact information for the appropriate individual from the endorsing government as an additional contact.

The Letter of Intent has seven brief narrative questions. Please refer to the attachments at the end of this section that show the questions and the available space allotted for your answers. Non-government applicants must also submit a supplemental application form with their draft Letter of Intent. To facilitate scheduling of the pre-application conference, and to allow maximum time to develop the final grant application, early submittal of the draft Letter of Intent is strongly encouraged. Upon receipt of a draft Letter of Intent, Metro staff will schedule the required pre-application conference with the applicant to discuss the project. Applicants must submit a draft Letter of Intent no later than March 8.

## **PRE-APPLICATION CONFERENCES**

Pre-application conferences will be scheduled on a first-come, first-served basis. Applicants will have the opportunity to receive feedback from Metro staff on how to strengthen the grant application, ensure it meets eligibility requirements and make it more competitive. The information contained in

the draft letter of intent will enable Metro to determine the most appropriate technical staff to attend the pre-application conference. The information will also help Metro staff to efficiently prepare for the conference in order to provide useful feedback to the applicant.

Applicants need not have every member of their anticipated project team available attend the pre-application conference, but it is recommended that representatives of any key project partners plan to attend. Following the pre-application conference, applicants will have the ability to further edit their letter of intent prior to the final Letter of Intent submission deadline.

### **FINAL LETTER OF INTENT: DEADLINE MARCH 22**

All interested applicants must complete and submit the project summary and final Letter of Intent by March 22 in order to be eligible to submit a full application. Metro staff will screen letters of intent for completeness and basic program eligibility. Grant applicants will be notified if their Letter of Intent has been approved, at which point they will have access to begin completing the full application in ZoomGrants. Once the final Letter of Intent has been submitted and approved, applicants may not increase the funding amount of their grant request in the full application.

### **FULL GRANT APPLICATION: DEADLINE APRIL 19**

**ZoomGrants questions and table.** There are three short answer questions and one table that applicants are required to complete by directly entering their response into ZoomGrants under the “Short Questions” and “Prior Grants” tabs.

**Project narrative.** The Project Narrative Template is a fillable Word document available for download from ZoomGrants (see Library or the Required Uploads tab) or on the web page [oregonmetro.gov/2040grants](https://oregonmetro.gov/2040grants). The form allows applicants to format responses (with headings, bullets, tables etc. as desired) within the space allotted for each answer. Responses to the questions should make a convincing case that the application meets the intent of the grant program and has the necessary commitments, partnerships and resources in place to achieve the expected outcome within the budget and schedule proposed. In developing your project approach, scope of work and grant narrative it is recommended that applicants review the sample project approaches provided in this handbook. Applicants should respond to all questions as thoughtfully and succinctly as possible, and address each component of every question. However, it is not necessary to use the full space allotted for each answer. Once complete, a PDF of the Project Narrative Form must be uploaded into ZoomGrants under the “Required Uploads” tab.

**Budget narrative and budget table.** The project budget should be clear, cost-effective and consistent with the approach and deliverables outlined in question #2 in the project narrative. The budget table should reflect project costs as accurately as estimates allow, but elsewhere in the grant application and in ZoomGrants, please round off the total grant request up to the nearest \$100.

The budget narrative section should explain all direct costs that will be paid for with grant funding, and also indicate any cash matching contributions the grantee or partners have pledged. The budget narrative

facilitates review of the level of effort and cost for the tasks and improves understanding of the key areas of focus in the proposal. The narrative is essential for grant reviewers to analyze whether the estimated budget supports the proposed project and is reasonable. The budget narrative and the table should fully describe direct costs anticipated for all eligible grant expenses, including consultants, public engagement, materials, translation, printing services, meetings supplies, room rentals and other direct project expenses. Applicants should prepare the Project Budget Table Excel workbook available for download from ZoomGrants (see Library tab) or on the web page [oregonmetro.gov/2040grants](https://oregonmetro.gov/2040grants).

**Required uploads.** The following required and some optional materials must be individually uploaded to the Required Uploads tab in ZoomGrants. **All materials must be in PDF format.**

- **Project narrative.** Refer to instructions above to complete the Project Narrative Template.
- **Project budget.** Refer to additional instructions above.
- **Applicant letter of commitment.** Upload letter, including the governing body resolution confirming required commitment of staff resources.
- **Project partner letter(s) of commitment.** Upload a letter of commitment from any project partner that will be providing additional resources to implement the project.
- **Location map.** Provide vicinity map(s), site maps, or aerial photos as applicable to show the location of the project and project boundaries. Include up to 3 pages of maps as needed.
- **City/county letter of endorsement.** Only required if applicant is not a city or county. Upload letter along with governing body resolution confirming endorsement of the project.
- **Supplemental application.** Only required if applicant is a private entity.
- **Project images.** If desired, applicants may include an additional PDF of up to 4 pages containing site photos, project plans, design images or other supplemental graphic material.
- **Combined Application PDF.** Combine all application materials into a single PDF attachment, ordered in the sequence listed above; upload this combined PDF file under the Required Uploads tab. Please note: ZoomGrants allows document uploads to be up to 4mb in size. In the event your completed combined application PDF exceeds 4mb and it is not possible to reduce the file size, the combined application PDF may be split into two documents, with the location maps and optional images in the second document.

## APPLICATION REVIEW PROCESS

**Staff review.** Metro staff will review project Letters of Intent. Letters of Intent will be screened by staff to ensure that applicants and projects meet all criteria for program eligibility and will merit further consideration of a full application. Any jurisdictions submitting the maximum 4 allowed letters of intent will be notified which 3 of the 4 projects have been approved to submit a full application. Staff will review full applications and forward all complete applications to the grant screening committee, along with an assessment of each application's relative strengths and weaknesses. Applications not submitted and fully complete by the application deadline will not be evaluated.

**Grant screening committee.** The 2040 Grant Screening Committee, appointed by the Metro Chief Operating Officer (COO), will review and score the applications after the initial screening by staff. Metro code establishes the Screening Committee membership to include six to nine private and public sector representatives with experience in a range of areas relating to urban planning, real estate and economic development. In evaluating the grant applications, the screening committee will first review applications that seek consideration under the equitable development category; those that do not have a sufficiently strong equitable development emphasis to merit funding in that category will be then be added to the general pool of applications and evaluated based on their relative overall merits. The screening committee will bring their professional judgment and common sense to apply the criteria, allocate resources within each funding target and determine what projects best meet all criteria, including regional policy priorities and equitable development objectives.

**Metro Chief Operating Officer (COO) recommendation.** The Metro COO will review the screening committee recommendation, and will forward the recommendation to the Metro Council. The Metro COO may also submit a separate recommendation to the Metro Council.

**Metro Council review and approval.** Following the Metro COO's submission of the recommendations to the Metro Council, one or more members of the screening committee will present the committee's recommendations to the Metro Council. The Metro Council will review the recommendations and funding requests and make a final decision regarding which applications shall receive grant awards and what level of funding shall be awarded.



## **Application materials**

# ZoomGrants application questions and tables

PLEASE NOTE: This outline of the ZoomGrants questions and required responses is provided as a convenience to applicants. Responses to the following short questions and tables for the letter of intent phase and the full application phase must be entered directly into ZoomGrants online.

## GENERAL INFORMATION (enter responses directly into ZoomGrants)

Project Title (limit to 50 characters)

Amount Requested      \$ \_\_\_\_\_

Matching Contributions    \$ \_\_\_\_\_

Applicant Information

Organization Information

Official Primary Contact

Additional contacts for this application

Brief project description (1-2 sentences)

## LETTER OF INTENT (enter responses directly into ZoomGrants)

1. Metro has targeted 50% of grant funds for qualified projects within the urban growth boundary that have a primary emphasis on equitable development. Indicate below if you believe your project merits consideration for targeted funds.
  - This project has a primary emphasis on equitable development.
2. Indicate which of the following project types describes your project. [check one]
  - Urban reserve and new urban area planning (city/county applicants only)
  - Development policy and code refinement (city/county applicants only)
  - Area-specific redevelopment planning
  - Site-specific development or redevelopment
3. List all project partners (including the grant applicant) and their anticipated contributions. Please only include dollar amounts for any cash contributions and indicate whether the contributions are confirmed. Key project partners have authority for implementing outcomes and/or will be providing financial or in-kind resources to the project. [2000 characters]
4. What are the expected project activities and deliverables? Please respond with a list. [2000 characters]

5. What are the expected development outcomes in the community, both short and long term, that you anticipate will result from this project? [2000 characters]
6. How will the project advance racial equity in the metro region? How will the project advance or complement the region's planning and development goals and policies? [4000 characters]
7. How will the project create opportunities to accommodate your jurisdiction's expected population and employment growth? [2000 characters]
8. Metro Council district(s) of project. Check all that apply.
  - District 1 – Shirley Craddick
  - District 2 – Christine Lewis
  - District 3 – Craig Dirksen
  - District 4 – Juan Carlos Gonzalez
  - District 5 – Sam Chase
  - District 6 – Bob Stacey
9. Please indicate which of the 2040 urban design designations will be part of the focus of this project. Check all that apply.
 

<input type="checkbox"/> Central City	<input type="checkbox"/> Main Street
<input type="checkbox"/> Regional Center	<input type="checkbox"/> Corridor
<input type="checkbox"/> Town Center	<input type="checkbox"/> Employment/Industrial Area
<input type="checkbox"/> Neighborhood Center	<input type="checkbox"/> Neighborhood
<input type="checkbox"/> Station Community	<input type="checkbox"/> Urban Reserve
10. If applicant is not a city or county, please indicate the local city or county government that will be endorsing this application.

## FULL APPLICATION

### Short questions (enter responses directly into ZoomGrants)

1. Provide a high-level summary describing the project, anticipated work to be completed and desired outcomes. [2000 characters]
2. What is the location and/or geographic reach of the project? Provide a brief description. Under the "Required Uploads" tab, please also provide the required location map or maps showing where the project and/or participating communities are located and project boundaries, if applicable. [2000 characters]
3. Provide demographic information including ethnicity, age, and income of the neighborhood or community that will benefit from the project. Include the data source, and describe how the project geography relates to the data provided. [2000 characters]

### **Prior grants (enter responses directly into ZoomGrants)**

Complete the table provided listing all prior CPDG/Equitable Housing/2040 Grants that Metro has awarded to your city or jurisdiction since 2013. Indicate name/description, dollars awarded, date initiated, date complete, and indicate if project is still underway. If you are unsure of grants in years past, lists of prior awards may be found on Metro’s website.

### **Required uploads**

Under the “Required Uploads” tab in ZoomGrants, upload the following required and optional documents in PDF format. Each upload may be up to 4mb in size.

- **Project narrative**
- **Project budget table**
- **Applicant letter of commitment and resolution**
- **Project partner letter(s) of commitment**
- **Location map**
- **City/county letter of endorsement** (only required if applicant is not a city or county)
- **Supplemental application** (only required if applicant is a private entity)
- **Project images** (optional)
- **Combined Application PDF (required).**

# Project narrative template

## Project:

### Funds Requested:

### Matching funds:

In the space allotted after each question, use text styles, bullet lists, tables or other formatting as desired or appropriate to improve the clarity and legibility of your application. Please use 11 point black text and be succinct with your responses; is not necessary to use all of the space allowed.

## Clear development outcomes

1. Describe the proposed project and the specific goals to facilitate development in your community. Who are the project partners (if any) and why is this a priority? *(Limit your response to page 1.)*

2. What are the major project elements, the deliverables you envision, and the outcomes you seek to achieve? Provide a bulleted list outline of the components or phases of work, the scope of work for each, the key deliverables to be produced and the general timeframe to complete the project. *(Limit your response to page 2.)*

3. Review the Performance Measures Guidelines on page 42 of this handbook. Identify the 3-5 measures you will use to evaluate the project's success. *(Limit your response to the top half of page 3.)*

### **Advances and complements regional goals and policies**

4. How will this project facilitate development while advancing established regional planning and development goals? Describe how the project will help to implement the 2040 Growth Concept, its alignment with the Urban Growth Management Functional Plan, and the Six Desired Outcomes stated in the Regional Framework Plan. *(Limit your response to the bottom half of page 3.)*

5. How will the project help to advance racial equity in the metro region? *(Limit your response to the top half of page 4.)*

### **Aligns with local goals/maximizes community assets**

6. Describe why you propose to take on this particular project at this time. How does the project relate to previous actions, goals, policies or strategies already identified or implemented by your jurisdiction (organization) or other project partners? *(Limit your response to the bottom half of page 4.)*

7. How would the project leverage aspects of the existing community fabric such as key development sites or urban form? How would it complement existing assets, facilities, or amenities such as historic districts, employment centers, natural features, parks or transit? *(Limit your response to the top half of page 5.)*

### **Team roles and capacity**

8. Describe the skills and experience of the lead staff person who will manage all aspects of the grant project and oversee the project team's collaboration and consultant work. *(Limit your response to the bottom half of page 5.)*

9. Complete the table to clearly describe the roles and responsibilities of the applicant and each of the key project partners to accomplish the goals of the project. Also include consultant expertise needed. *(Add or adjust rows as needed but please limit table to page 6.)*

<b>Jurisdiction or partner (include lead staff names)</b>	<b>Project role and responsibilities</b>

## Likelihood of implementation

10. What governing bodies or private parties will have to act to ultimately implement the project? What is the extent of their authority to make policy or commit investments? Describe the roles the key project partners will have to play over time in order to fully and successfully implement the project and realize the envisioned development benefits in your community. *(Limit your response to the top half of page 7.)*

11. Identify and describe the potential opportunities and threats that could affect the successful implementation of this project. *(Limit your response to the bottom half of page 7.)*

## Public involvement

12. What community members or stakeholders will be most affected by the implementation of the project's development outcomes? Discuss how the public (including neighbors, businesses, property owners and other key stakeholders) and historically marginalized communities (including low-income populations and people of color) will be involved in the project. Be specific about the methods you intend to use, and whether your organization or consultants will be leading the engagement work. *(Limit your response to page 8.)*

13. Identify any committees that will be engaged in the project. Describe how committee members will be selected, the extent of their involvement and their scope of authority for making decisions regarding project goals, process, or implementation. *(Limit your response to the top half of page 9.)*

14. Describe how the public process and the committee/community input will be used to strengthen the project outcomes and increase likelihood of implementation. *(Limit your response to the bottom half of page 9.)*

## **Applicant track record**

15. Describe any similar planning and development projects that your organization or jurisdiction has implemented in the last 5 years and how that experience will be applied to this project. How successful have these projects been in delivering the proposed development outcomes? *(Limit your response to the top half of page 10.)*

## **Replicable best practices**

16. Consideration will be given to applications that demonstrate best practices that can be easily replicated elsewhere. Discuss how lessons learned from the project could be applied to other projects in your community or in other parts of the region. *(Limit your response to the bottom half of page 10.)*

## Budget table and narrative

17. Use the budget table template provided to show the estimated project costs by major phase or element and any additional matching funds committed to the project. The budget table should reflect the project outline provided in question #2. Indicate estimated costs for consultant work as well as other direct project expenses. Use market averages or bid estimates for consultant services. In the space below, describe methodologies used for estimating all direct project costs. *(Limit your response to page 11.)*



# Supplemental application for non-government applicants

## Applicant:

### Organization mission and history

1. Describe the nature and purpose of your organization, including your executive leadership structure and how long you have been in operation.

### Financial resources

2. Identify the source of funding that will support your staff resources to implement this project.

3. 2040 Grant funds are typically disbursed in progress payments on a reimbursement basis, once the required deliverables have been received and approved by Metro staff. Describe sources of funding you have available to provide adequate cash flow over the life of the project to be able to meet your obligations to any consultants and manage project expenses.

## Qualifications and project experience

4. Describe your organization's qualifications to implement this project. Provide at least 3 examples of similar projects which your organization has successfully implemented within the past 5 years and include references.

5. Describe your experience working with the city or county government that has endorsed your project.

Please be advised that additional information regarding your organization may be requested at a later date in the review process if needed to facilitate the committee's consideration of your application.



# Sample project approaches

## Sample project approaches

To aid in project development, the following pages describe project approaches for each of the eligible grant project types. These samples describe the nature of grant outcomes Metro is looking for and outline possible scope of work elements and deliverables that could be part of your grant project.

As part of the application, grant applicants should develop a thorough approach and suggested scope of work, and calculate project budgets accordingly. A refined scope of work for each component of the project will ultimately be defined prior to execution of the grant IGA. It is understood that some scopes of work may be adjusted after a consultant team is selected in order to incorporate any recommended steps or approaches suggested by the team.

# Urban reserve and new urban area planning

Concept planning for future development on land currently designated Urban Reserves and comprehensive planning of areas recently brought into the Urban Growth Boundary to facilitate the future development of complete communities and comply with Title 11 of the Urban Growth Management Functional Plan.

## PURPOSE / TYPICAL PROBLEMS TO BE SOLVED

This type of project is intended solely for concept planning in Urban Reserve areas or comprehensive planning for areas brought into the UGB. The projects shall specifically address how they will seek to comply with Urban Growth Management Functional Plan Title 11 and how this planning will spur development activity. *Note:* Award of a grant for this project type should not be interpreted as a commitment by Metro to add the Urban Reserve area to the UGB in the next growth management decision.

## EXAMPLES OF EXPECTED GRANT OUTCOMES

- Adopted Functional Plan Title 11 compliant concept plan or comprehensive plan
- Feasible financing and funding plans for public facilities and services that meet planning and implementation needs
- Annexation of land into city and/or service providers
- Adopted comprehensive plan and zone designations

## TYPICAL TASKS, SCOPE ELEMENTS AND DELIVERABLES

- Project management plan with community involvement plan
- Existing conditions report
- Concept and comprehensive planning: land use, transportation system, infrastructure size and costs, natural resource protection, financing and funding for public facilities/services
- Public investment strategies to address planning and implementation needs
- Urban service and annexation agreements (as needed)
- Title 11 compliance report
- Planning Commission package
- Council / Board action

## TYPES OF PROFESSIONAL SKILLS / CONSULTANTS NEEDED

- Project management
- Land use, transportation and infrastructure planning
- Engineering: multi-modal transportation, civil
- Real estate economics, financing
- Urban design
- Community involvement and business outreach
- Real estate transactions
- Architecture
- Environmental Services

# Development policy and code refinement

Development and adoption of strategic initiatives, code refinements, incentives, streamlined review and other development-related policy work that will meaningfully increase community readiness for development, promote equitable development or identify and reduce barriers to development.

## PURPOSE / TYPICAL PROBLEMS TO BE SOLVED

This type of project is intended for implementation analysis and planning to establish a policy framework, financial strategies, policy or funding incentives, and/or permit and review processes that directly facilitate desired development and reinvestment in 2040 centers, employment and industrial areas, commercial/mixed-use corridors, main streets, station communities and for projects of regional significance. Scale of this type of project is variable, but should be designed to achieve strategic focus on **short and mid-term development outcomes**. These policy and code projects are suitable for areas that already have a well-established vision and direction for the desired development. These types of projects may result in policies that are jurisdiction-wide or cut across several different neighborhoods or areas.

## EXAMPLES OF EXPECTED GRANT OUTCOMES

- Adopted policies to support or achieve higher density walkable and transit supportive development, including equitable housing
- Adopted policies to promote employment-rich districts with good access and amenities that support industrial and employment area functions and employees
- Capital improvement plans and phasing and financing strategies that support desired development outcomes, including addressing historic inequities in public investments
- Identification and removal of code and policy barriers to achieving desired development
- Increased understanding of the impact of code and design requirements on project feasibility
- Private partners identify development approaches that could be achievable
- Adopted tools and incentives needed to facilitate public-private and intergovernmental partnerships
- Increased understanding of market factors that support or oppose desired development goals
- Resources and potential pathways to access needed capital are identified

## TYPICAL TASKS, SCOPE ELEMENTS AND DELIVERABLES

- Project charter with project management plan and community involvement strategy
- Engagement of a diverse community in the analysis, planning and decision-making
- Analysis and code or policy revisions to simplify and align land use, development, transportation, parking management and design requirements to achieve desired development types
- Assessment and strategies for revised and streamlined reviews and other policy incentives for desired and equitable development
- Market, financial feasibility, and fiscal impact analyses of alternative policy options and financing strategies (prior to adoption)
- Analyses, strategies, and/or incentives that promote equitable development and investment, and that also integrate with actions to promote retention of existing businesses and residents
- Analysis of infrastructure needs and development of a prioritized list of infrastructure investments and/or multi-jurisdiction capital funding strategy that considers alternatives for financing, decision processes and policy structures
- Implementation phasing strategy, project schedule, specific next steps
- Ordinances, resolutions or plans required to implement specific policies and tools
- Commissions and Council/Board Actions

## TYPES OF PROFESSIONAL SKILLS / CONSULTANTS NEEDED

- Project management
- Process design and management
- Engineering - transportation and civil
- Architecture
- Land use and development planning
- Community and/or business engagement
- Code writing, policy development
- Public finance
- Real estate economics or development

# Area-specific redevelopment planning

Creation of strategic plans, concept designs, feasibility analyses, financial tools and phasing strategies to facilitate redevelopment and infill of specific areas or districts.

## PURPOSE / TYPICAL PROBLEMS TO BE SOLVED

This type of project is intended for implementation analysis and planning for development implementation as envisioned in the 2040 Growth Concept. This type of planning might include actions, financial tools and strategies to promote higher density, employment-rich districts, equitable and/or walkable and transit oriented development, or other approaches to build complete communities. Scale of this type of project is variable, but should be designed to achieve strategic focus on **short and mid-term development outcomes** in areas where property owners are poised to invest or develop in the near term. At the small end, planning could be completed for a commercial or mixed-use node at a transit station. Examples of larger-scale area planning could include crafting a coordinated development strategy for the entirety of an employment district, mixed-use suburban downtown, etc.

## EXAMPLES OF EXPECTED GRANT OUTCOMES

- Coordinated, community-driven strategies for investment are adopted to support or achieve higher density, employment-rich districts, equitable and/or walkable and transit supportive development
- Adopted capital improvement plans and phasing and financing strategies for public investments
- Adopted public investment strategies to support desired development while addressing or responding to historic inequities
- Private partners better understand site limitations, design constraints and code factors affecting feasibility of desired development outcomes and can identify achievable development approaches
- Amended policies or regulations that remove potential barriers to desired and equitable development
- Adopted policy tools, incentives and public investments needed to facilitate equitable development
- Agreements between public and private partners regarding achievable and mutually beneficial approaches to development.

## TYPICAL TASKS, SCOPE ELEMENTS AND DELIVERABLES

- Project charter with project management plan and community involvement strategy
- Engagement of a diverse community in the analysis, planning and decision-making
- SWOT or asset-based development opportunity analysis
- Area-wide development and investment strategies that assess and assemble a coordinated approach to align policies, regulations, process and funding toward achieving desired urban design, place making and development outcomes
- Market analysis, gap assessment and feasibility testing for desired development; development prototype and feasibility testing; assessment and/or establishment of public financing tools and financial incentives
- Implementation phasing strategy, project schedule, fiscal impact analysis
- Identification and concept planning for key development sites
- Analyses, strategies, and/or incentives that promote equitable development and investments, and that also integrate with actions to promote retention of existing businesses and residents
- Analysis of development code and policies to identify barriers to desired development and propose policy solutions
- Prioritized list of infrastructure investments and/or capital improvement program needed to support desired development, including strategies to address historic inequities of public investment
- Analysis and/or establishment of financial incentives or financing tools
- Parking management plans and strategies to support desired development
- Strategies for how development can help meet environmental goals or regulations
- Ordinances, resolutions, reports or plans required to implement specific policies and tools
- Formal actions by Commissions, Councils, Boards or private organizations.

## TYPES OF PROFESSIONAL SKILLS / CONSULTANTS NEEDED

- Project management
- Process design and management
- Community and business engagement
- Real estate economics, financing, public finance
- Architecture, urban design
- Planning – land use and development, transportation, capital programming, policy and code writing
- Engineering – transportation and civil

# Site-specific development or redevelopment planning

Schematic design and feasibility analyses for site-specific development projects in the public interest, equitable housing projects and public-private partnerships.

## PURPOSE / TYPICAL PROBLEMS TO BE SOLVED

This type of project is intended for feasibility analysis of a specific property or group of properties with private and/or public property owners who are ready to develop. The scale of this type of project could be for a single development site or it could involve multiple properties with multiple property owners clustered in the same area. This type of project is not suited for neighborhood- or district-scale planning. Proposed developments should be high impact projects in terms of placemaking, economic development or equitable housing, and must meet public interests and goals of the Metro 2040 growth concept.

Projects may facilitate making specific, high priority properties ready for development, redevelopment, expansion or reuse, through investigating and testing physical, policy, and funding options. This type of project is intended to be used for properties in 2040 centers, employment and industrial areas, commercial/mixed-use corridors, main streets, station communities, and for projects of regional significance. Property feasibility analyses will be completed in order to fully utilize existing industrial, commercial and/or mixed-use properties and buildings within the UGB, spur new jobs and amenities, improve market readiness and attract private development and investment. **These projects are most appropriate when the jurisdiction or a project partner has site control.**

## EXAMPLES OF EXPECTED GRANT OUTCOMES

- Private partners can finalize development plans that are feasible given site limitations, design constraints and code factors, are in the public's interest, and will achieve the community's desired development outcomes
- Feasible and achievable plans for public-private development partnerships that meet community goals
- Amendments to code and policy to remove impediments to the feasibility of desired development projects and/or equitable development goals
- Private partners have a more streamlined and feasible path forward to develop equitable housing
- New tools and incentives to facilitate public-private partnerships
- New approaches and recommendations to address market impacts and factors that prevent desired and equitable development
- Consensus among jurisdictions, private partners and community members regarding community benefits that can be incorporated into development projects
- Additional resources and potential pathways to access needed capital

## TYPICAL TASKS, SCOPE ELEMENTS AND DELIVERABLES

- Project charter with project management plan and community involvement strategy
- Engagement of a diverse community in the analysis, planning and public decision-making
- Architectural research and concept design
- Market study, analysis
- Property investigation such as land surveys, appraisals, environmental investigations, etc.
- Assessment for seismic retrofit and/or occupancy change
- Preliminary cost estimates and financial feasibility analysis
- Analysis of infrastructure and utility capacity for redevelopment
- Identification and analysis of development program and community benefit alternatives, including opportunities and strategies for the development project to address or incorporate the needs of community members vulnerable to displacement
- Draft development budget and financial pro forma projections; summary of funding requirements and likely sources
- Development funding, phasing, and implementation strategies
- Policy/code recommendations
- Formal actions by Commissions, Councils, Boards or private organizations.

## TYPES OF PROFESSIONAL SKILLS / CONSULTANTS NEEDED

- Project management
- Architecture and urban design
- Engineering – structural, civil, transportation
- Real estate economics and/or development financing
- Planning - land use and development, transportation / streetscape, capital programming, and permitting
- Environmental testing, surveying, appraising, and/or similar site investigation
- Community involvement and business outreach
- Strategic planning for community benefits and anti-displacement activities
- Real estate transactions
- Cost estimating





## **Grant performance measures**

# Reporting on performance measures

Measuring how the work performed with a 2040 Planning and Development Grant has changed the conditions to facilitate urban development that is aligned with regional goals and policies.

## GRANT PERFORMANCE MEASUREMENT APPROACH

The 2040 Planning and Development Grants program is an important tool through which Metro helps facilitate local development that aligns with regional goals. To ensure the most effective use of limited funding and staff resources, it is essential to track and evaluate program effectiveness to enable continuous improvement to program administration.

The complexities of urban development are such that one realistically cannot trace and measure all of the factors that may contribute to the achievement (or lack of achievement) of specific development outcomes. While it is a worthwhile aspiration for Metro to measure the region's progress towards desired development and land conservation outcomes, measurement of those outcomes would need to take into account many more factors than 2040 Grants can realistically affect. Conversely, measuring development and land conservation outcomes in the region would not necessarily indicate whether the 2040 grant program is effective at helping local jurisdictions facilitate development. Formulating a realistic and meaningful approach to measuring program performance is therefore critical.

What can be measured? Metro's 2040 Grants fund the planning needed to evolve development policies and practices and to support pre-development work that leads to smart investments and development that achieve public goals. Therefore, true indicators of grant performance should be specific changes in policies and practices, completion of essential pre-development planning and feasibility work, or other directly attributable outcomes that result from the grant project. The following performance indicators are purposefully qualitative in nature and focus on assessing improved development conditions that directly result from efficacy of work and tangible deliverables completed with a Metro 2040 grant.

## GUIDANCE FOR ESTABLISHING PERFORMANCE MEASURES

Questions to be considered as a grantee sets out to measure the performance of work implemented through the Metro 2040 Planning and Development Grant:

- What conditions did you set out to change with the Metro 2040 Grant?
- What is the indicator or measurement of change?
- What condition or conversation has changed, or what new strategy or partnership has been cultivated, that will facilitate development in alignment with Metro goals?
- How did you make the assessment? What factors other than this grant have contributed to successful performance?

Identify 3-5 performance indicators from the list below that are most applicable to the work being performed under the Metro 2040 Grant and describe how you will be evaluating progress and success.

- Developer and property owner engagement.** Direct conversation with developers and property owners is required before desired development can occur; creation of development offerings for publicly-owned properties that facilitate development that is aligned with regional goals;
- Developer and property owner agreements.** Executed agreement(s) or transactions with property owners or developers for a public/private partnerships that facilitate development aligned with regional goals;
- Site opportunities and constraints.** New understanding and knowledge of physical conditions of vacant or underperforming development land, identified and documented physical and regulatory opportunities and constraints, and necessary site improvements to facilitate development aligned with regional goals;
- Development culture and leadership.** Change in jurisdiction's focus, leadership approach, processes, and/or demonstrated support for development aligned with regional goals; and/or multi-agency alignment of regulations, policies, and investment plans to facilitate development aligned with regional goals
- Development plans and feasibility.** Test of code, policy, and financial feasibility for desired development; detailed district or site plans and feasible strategies for near-term investment and development aligned with regional goals
- Regulations and codes.** Changes made to regulations, standards, zoning and/or other development-related codes to facilitate development aligned with regional goals and the community's vision and plans;

- Public investment/capital investment plans.** Adoption of public investment policies or capital investment plans to implement projects that will facilitate development aligned with regional goals;
- Urban reserves planning.** Number of additional acres ready for development with adopted plans and codes;
- Reliability / time and customer service.** Change in process, customer service offerings and/or clarity of process to prioritize and facilitate development aligned with regional goals;
- Infrastructure to support development.** Engineered plans, policies and/or financing strategies for transportation, parking and utility infrastructure that is needed to facilitate development aligned with regional goals;
- Fee structure.** Change in fee structure to facilitate development aligned with regional goals;
- Incentive structure.** Re-focusing of existing incentives or creation of new incentives to facilitate development aligned with regional goals;
- Best practices for equitable development.** Change in policy, incentives / fee structures, development agreements, programs or process to facilitate development or redevelopment that will expand or retain local culture, community assets and/or otherwise support historically marginalized populations and businesses;
- Equitable community collaboration.** Change in methods or efforts that improves active engagement of historically marginalized community members to have a voice in decisions about local development plans and priorities;
- Community Consensus.** Change in outreach methods that engages stakeholders to build consensus and results in new understanding between community, development interests and jurisdictions to facilitate development aligned with regional goals.



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