

Memo

Date: Wednesday, February 9, 2022
To: Nature in Neighborhoods Capital Grants Pilot – Program Design and Review Committee
From: Capital Grants Pilot team
Subject: Options for consideration: Develop projects

Purpose

The purpose of this memo is to outline potential options and ways to develop projects for the Nature in Neighborhoods Capital Grants Pilot. The Program Design and Review Committee represents the community and clearly details the process stepsⁱ. In participatory budgeting processes, the project development is done between the idea generating community workshop and the community vote. Below is an outline of potential project development options for consideration.

Metro is constrained by legal and fiscal constraints around the use of Parks and Nature Bond funding. Per the Metro bond measure and the Oregon constitution (ORS 310.140), bond proceeds must be spent on ‘capital costs’. Funding for project scoping, feasibility study, and other project development costs resulting from an idea generating community workshop are not considered capital costs and thus will be need to be paid for from a source other than bond funds.ⁱⁱ Therefore, only a few options are listed below that meet those constraints.

How do projects get developed in a participatory budgeting process?

For the Capital Grants Pilot, a working group or sub-committee of the Program Design and Review Committee, or Budget Delegates, are community members who are recruited/volunteer during the *Idea Collection* step. Budget Delegates take the ideas that were generated in *Idea Collection* and sort them into categories. They then form subcommittees to begin the process of project development where they work with government staff (project implementers) to refine and develop viable project ideas into feasible projects.ⁱⁱⁱ

Depending on the geography or place-based nature of the idea, the community may be able to identify the project implementer. If not, Metro staff, the Committee, and/or Sub-committee (Budget Delegates) could act as a matchmaker between jurisdictional and community partners. They could identify a potential project suggested during the idea-generating event/phase, and then present that potential project to a jurisdictional partner and a community partner to develop, with the Committee (or a sub-committee) acting as a consultant, acting as a matchmaker and a facilitator to those partners as they develop projects.

Key government staff or contractors for those governments (project implementers) work with *budget delegates (sub-committee)* during the project development step. Their role is to advise on what is possible, estimate project cost, and to educate budget delegates on relevant internal processes (i.e. procurement policies, spending restrictions, etc.).^{iv}

Program Design and Review Committee working group or sub-committee, or *Budget Delegates*, work with government staff to develop ideas collected from *Idea Collection* to develop a predetermined number of projects for the ballot. This happens through a series of facilitated work sessions, meetings with staff (*Project Vetting*), and site visits.^v

Considerations for project development

The Committee will be responsible for defining the goals and criteria of the project development phase of the project within the boundaries established by the PN Bond framework and then outlining a collaborative project development process with project implementers and *Budget Delegates*. Their responsibilities will include determining how the project implementers are identified, project implementers and *Budget Delegates* work together, and funding for the project development costs. This section expresses some of the important considerations the Committee is asked to address:

- How could the Capital Grants Pilot or community identify agencies and/or organizations for project implementers?
 - How does the Capital Grants Pilot foster partnerships between government agencies and community organizations?
 - Could community based organizations help support the PN Bond meaningful community engagement and racial equity goals?
 - When should the Capital Grants Pilot engage project implementers in the process?
- How should project implementers request funding for the Capital Grants Pilot project development costs?

Established guidelines

The PN Bond legislation established guidelines on the community engaged, type of project development support that would be provided to applicants, and the definition of a capital project.^{vi}

Who will be engaged in the Capital Grants Pilot?

The Capital Grants Pilot will engage community groups, nonprofit organizations, schools, park providers, soil and water conservation districts and others in neighborhood projects that benefit people and nature.^{vii}

Who can apply for the Capital Grants Pilot?^{viii}

Capital grants are intended to support community-driven initiatives; therefore, partnerships are key to a successful proposal. Tribal governments, public schools, non-profits, community-based organizations, local governments and special districts can apply for grants.

To maximize the impact of investments, projects must demonstrate strong partnerships between community-based organizations and public (non-federal) agencies.^{ix}

The final capital asset must be publically owned. Tribal governments, non-profits, and community-based organizations would have to partner with a state or local government to be eligible for the Capital Grants. Tribes may not be considered a public entity under Oregon law, for purposes of the lending of credit prohibition that applies to general obligation bond proceeds. As requested by Metro's tribal relations specialist, Metro may or may not be eligible to be a beneficiary of the Capital Grants as a partner to tribal governments.

What technical assistance will Metro offer to grant applicants?

Metro staff will:

- Consult with experts from a wide variety of backgrounds including those with academic, professional and lived experience on best practices related to water quality, habitat restoration, and traditional ecological knowledge in order to offer technical assistance to applicants ... on creating the greatest benefits for people, plants and wildlife. *If the committee is composed of members with this area of expertise or provides trainings in these areas of expertise, that would satisfy this requirement.*
- Provide trainings, resources and technical assistance to support applicants with lower capacity and applicants from communities of color through project development and capacity-building.
- Provide assistance to grantees in resolving unexpected situations during project development, permitting, contracting and construction that could influence the project's success.

What is a capital project? ^x

Land or other assets acquired or created with Metro bond funds must be owned by the public and capitalized by a non-federal public entity. ^{xi} *Tribes are not considered a public entity for the reasons referenced above.*

Expenses must be a capital expense. Funds cannot be used for general operating expenses. ^{xii}

“Bond proceeds must be spent on capital costs, which could include, but are not limited to, costs for land acquisition, design, planning and construction, general and program administrative expenses, bond issuance costs and reimbursable bond preparation expenses related to community engagement, design, planning and feasibility of the acquisition and capital construction program.”^{xiii} Projects may be required to partner with a jurisdiction to help develop (i.e. plan, engineering or architectural plans) and jurisdictions would be required to own the capital asset.

What is the definition of capital costs for the Capital Grants Pilot?^{xiv}

“Administrative Costs” means Capital Costs that are not Direct Project Costs, including program development expenses, administrative and finance staff support, expenses related to board community engagement and outreach, and any other payments that are required to facilitate bond-funded capital projects but are not directly tied to a project.

“Capital Costs” means costs that are considered capital under generally acceptable accounting principles (GAAP), which costs include the costs of capital construction, capital improvements or other capital costs, as those terms are defined by the relevant provisions of the Oregon Constitution and Oregon law (including ORS 310.140). Each jurisdiction should also ensure that the costs incurred as capital adhere to their own internal capital policies. Capital costs can include staff time to the extent it is allowable under each jurisdictions existing financial policies.

“Direct Project Costs” means Capital Costs that are expended for the acquisition, development, or construction of a Metro Parks and Nature bond-funded project.

Eligible capital costs^{xv}

The Nature in Neighborhoods Capital Grants are being funded using general obligation bond proceeds. General obligation bonds (sometimes referred to as GO bonds) may only be used to pay for expenditures that constitute qualified capital costs, consistent with Oregon law. Capital costs are costs that can be capitalized under generally acceptable accounting principles (GAAP). Capital costs can include the costs of capital construction, capital improvements or other capital costs as defined by the relevant provisions of the Oregon Constitution and Oregon law (including ORS 310.140). Each grantee should refer to and abide by its own policies regarding what constitutes a capital cost.

As outlined in ORS 310.140, capital costs include land and other assets having a useful life of more than one year, and can include costs associated with acquisition, construction, improvement, remodeling, furnishing and equipping. Capital costs do not include costs of routine maintenance, supplies or general operating expenses.

Each grant recipient jurisdiction may, based on its financial policies, make its own determination as to what constitutes a capital cost, so long as it is consistent with state law. *The only reimbursable costs are those that are directly related to the capital project plus up to 10% for project management staff time.*

No more than 10 percent of grant funds will be used for staff time directly related to a project; projects that address racial equity may exceed 10 percent as approved by the Metro Council. Overhead and/or indirect costs are not reimbursable, but can be used to meet matching requirements.^{xvi}

Funding source

Project development if Metro is able to secure alternative funding

Metro Finance and Regulatory Services has determined that non-bond funding is more appropriate for project development due to the restrictive nature of bond funds. Because project development costs may or may not contribute to a capital asset depending on the outcome of the investigatory work and eventual vote, bond funding doesn't seem appropriate to use at the feasibility stage.^{xvii} However, Metro may be able to identify and use other more flexible funds to pay for project development.^{xviii}

Where exactly the project development funding will come from is something yet to be determined. Options include Metro internal funding and/or external funding through fundraising by Participatory Budgeting Oregon. If Metro internal funding sources are decided upon to fund the project development costs, appropriations will need to be added through an upcoming budget amendment in advance of launching any project development effort.^{xix}

If Metro is able to identify and use other more flexible funds, Metro could use the money to pay for any of the below methods to support project development:^{xx}

- a) Offer funding to project implementers (parks providers or partners) to cover the costs of the development of projects "by key government staff or contractors for those governments... with *budget delegates (sub-committee)*"^{xxi};
- b) Offer contractor support to project implementers (parks providers or partners) to support the development of projects to supplement staff capacity and technical assistance; and/or
- c) Offer the support of Metro landscape architects, construction project managers, real estate negotiators or similar professions to project implementers (parks providers or partners) to support the development of projects to supplement staff capacity and technical assistance.

Project development if Metro is not able to secure alternative funding

Metro could ask others to support project development through a Request for Proposal (RFP). Project development would transfer the funding of the project development to the project implementers (park providers or partners).

Participatory Budgeting Glossary^{xxii}

Participatory Budgeting (PB): Participatory Budgeting is a deliberative democratic process where ordinary community members design and vote on projects using a portion of a public budget.



Figure 1: The Participatory Budgeting Cycle. Source: <https://www.participatorybudgeting.org/what-is-pb/>

Develop proposals

Budget Delegates (For the Capital Grants Pilot, working groups or sub-committee of the Program Design and Review Committee): Community members who are recruited/volunteer during the *Idea Collection* step. Budget Delegates take the ideas that were generated in *Idea Collection* and sort them into categories. They then form subcommittees to begin the process of project development where they work with government staff to refine and develop viable project ideas into feasible projects.

Project Proposal Vetting: Key government staff work with *budget delegates* during the project development step. Their role is to advise on what is possible, estimate project cost, and to educate budget delegates on relevant internal processes (i.e. procurement policies, spending restrictions, etc.).

Project Proposal Development: The step of the process where *Budget Delegates* work with government staff to develop ideas collected from *Idea Collection* to develop a predetermined number of projects for the ballot. This happens through a series of facilitated work sessions, meetings with staff (*Project Vetting*), and site visits.

Additional Resources^{xxiii}

Below you will find a list of additional resources funding applicants may wish to consult as they identify and prioritize projects and otherwise meet the bond measure criteria. Metro will add to this list as additional resources become available.

[Metro 2019 Bond Measure to Protect and Connect Nature and People \(Relevant text in Exhibits A and D\)](#)
[Strategic Plan to Advance Racial Equity, Diversity and Inclusion](#)
[Community Engagement in the 2019 Metro Parks and Nature Bond Measure](#)
[IAP2 Public Participation Spectrum](#)
[Spectrum of Community Engagement to Ownership](#)

[Oregon Statewide Comprehensive Outdoor Recreation Plan \(SCORP\)](#)
[The Oregon Parkland Map application](#)
[Intertwine annual trail count program](#)
[Construction Careers Pathways Regional Framework](#)

Racial Equity, Diversity and Inclusion Action Plan

In June 2016, the Metro Council adopted an agency-wide [Strategic Plan to Advance Racial Equity, Diversity and Inclusion](#). The Metro-wide strategy focuses on goals that cross all areas of Metro's work.

In August 2017, a Parks and Nature team began creating a department-specific plan. Finalized in spring 2019, [the plan](#) includes a series of actions to help institutionalize racial equity in our work and involves every staff member and team.

Sample case studies¹

[NYC 2019-20](#)

New York is the most prominent and one of the longest running US-based examples of PB. New York is a useful case study because of the size of the investment (each councilor must contribute between \$1-2 million for their district to participate), its example of an accessible online platform, and how PB can become institutionalized within government processes.

[Bayview Community-based Transportation Plan PB](#)

A PB process as part of a larger public engagement plan. Included here as a good example of a conventional PB process, but also one that asked for matching funds from local governments.

Philadelphia

Nashville

[Chicago](#) Better Blocks: Chicago is known as the first US city to implement PB. This case study is an expansion of their ward-based PB that used tax incremental financing (TIF).

[Oakland](#): PB using Community Development Block Grants

[Tacoma-Pierce Health Department PB](#): A relatively small, youth-based process that provided pass funds to 3 different school campuses located within zip codes that had poor social determinants of health.

[It's Our Money](#) (Youth citywide NYC): Coming out of New York's Civic Engagement Commission, this process happened during the pandemic, while many other processes went on hiatus. While the pot was comparatively small (\$100k), it is interesting because five youth-serving organizations were selected through an RFP to receive \$20k each and worked with youth through the proposal development phase.

[Your Voice, Your Vote](#) (Seattle PB): A parks & streets focused PB process, ongoing since 2017 but currently on hiatus due to COVID. This case study is relevant because of the focus on parks and the comparable dollar amounts. However, there are a lot of critiques from local PB practitioners on this

process, particularly on the lack of grassroots support and the process's history of having projects that represent the needs of more privileged/affluent community members.

ⁱ PBO graphic

ⁱⁱ Memo, Policy Framework Capital Grants Pilot, September 27, 2021.

ⁱⁱⁱ Adapted from Participatory Budgeting Oregon glossary of August, 25 2021.

^{iv} Adapted from Participatory Budgeting Oregon glossary of August, 25 2021.

^v Adapted from Participatory Budgeting Oregon glossary of August, 25 2021.

^{vi} Memo, Legal Guidance, Capital Grants Pilot, August 24, 2021.

^{vii} Resolution No. 19-4988, Exhibit D.

^{viii} Resolution No. 19-4988, Exhibit D.

^{ix} Resolution No. 19-4988, Exhibit D.

^x Email, Melissa Weber, March 2, 2021. Adapted from Local Share Handbook.

^{xi} Resolution No. 19-4988, Exhibit D.

^{xii} Resolution No. 19-4988, Exhibit D.

^{xiii} Resolution No. 19-4988, Exhibit A.

^{xiv} Email, Metro Finance, Adapted from Local Share Handbook, March 2, 2021.

^{xv} Local Share Handbook, March 2021.

^{xvi} Resolution No. 19-4988, Exhibit D.

^{xvii} Memo, Policy Framework Capital Grants Pilot, September 27, 2021.

^{xviii} Memo, Policy Framework Capital Grants Pilot, September 27, 2021.

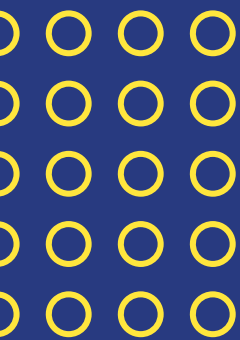
^{xix} Memo, Policy Framework Capital Grants Pilot, September 27, 2021.

^{xx} Memo, Policy Framework Capital Grants Pilot, September 27, 2021.

^{xxi} Adapted from Participatory Budgeting Oregon glossary of August, 25 2021.

^{xxii} Adapted from Participatory Budgeting Oregon glossary of August, 25 2021.

^{xxiii} Local Share Handbook, March 2021.



Today's Goals:

- Revisit our conversation on targeted populations & PB themes
- Explore principles to guide the establishment of participant eligibility
- Discussion on Project Development & Matchmaking






PROCESS GOALS



★ General process goals for Metro:

- Activate & develop new community leaders
 - Increase transparency in decision making process
-

★ Once geography is established,

- Clearly define and establish what communities on which the project is being centered
 - Through a community-led process, develop process goals and establish how to measure for successful outcomes
- 
- 
- 

TARGETED POPULATIONS

- ❖ Committee recommendations for targeting participants & investment
 - Environmental Justice: Communities that are impacted by pollution, environmental hazards, and/or impacted by or vulnerable to climate disasters
 - Neighborhoods that have been historically redlined, underinvested, and/or gentrified
- ❖ Instead of focusing on a particular population (e.g. youth or people with disabilities), use a **targeted universalist** approach:
 - Bring in the general population for crowdsourcing ideas, then engage underserved voices to ensure their voices are being heard
 - Engage multi-generational audiences to get a complete understanding of the community's needs.

PARTICIPATION



RESOURCE INVESTMENT

PARTICIPANT ELIGIBILITY

- ★ Best practices are to establish rules detailing eligibility based on:
 - Census data (demographics)
 - Your lived experience as a member of the community
 - Your knowledge of the community's needs



What should be principles should be used when deciding who is eligible to participate? (i.e. residency, connection to place, etc)

Top

- 1 ■ Live, work, play, and/or pray in Metro's urban growth boundary
- 0 | Meaningful time spent present and future within Metro's boundaries and dedication to implementing equitable solutions within Metro's parks and nature areas
- 0 | Live, work, play, pray in neighborhoods experiencing disinvestment,....(insert clause from target community)

What principles should be established when considering how voters should demonstrate their eligibility? (e.g. how they should prove they are allowed to participate?)

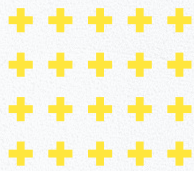
Top

- 2 | Provide their lived stories connected to the place
- 1 | Addresses/major intersection, name of businesses, name of place of worship, name of a place one plays/recreation
- 1 | Relationship building, conversations as participants show up
- 1 | Personal connection to place (residency, school ID, connection to someone with official identification (like parent with child registered at local school), etc)
- 0 | Communications with a community liaison
- 0 | Open to everyone
- 3 | Personal identification or letter w/ mailing address

What principles should be used to determine participants age?

Top

- 3 No age limit
- 2 Review typical age turn out patterns from other spaces like voting, civic engagement in local government etc and prioritize age groups who don't typically part...
- Open to all ages, but those under 18 will require a sponsor/guardian approval
- Maybe not open up for voting, but provide a space to gather stories and experiences for those unable to participate due to age?
- Incentives for participation?
- As young as 12 years old
- Age 6 and above
- age 18 and above
- No age limit



GRANT APPLICATION OVERVIEW

- **Who is the grant applicant?**
- **What does the application look like?**
- **What role have the community & community-based orgs played in the grant application?**





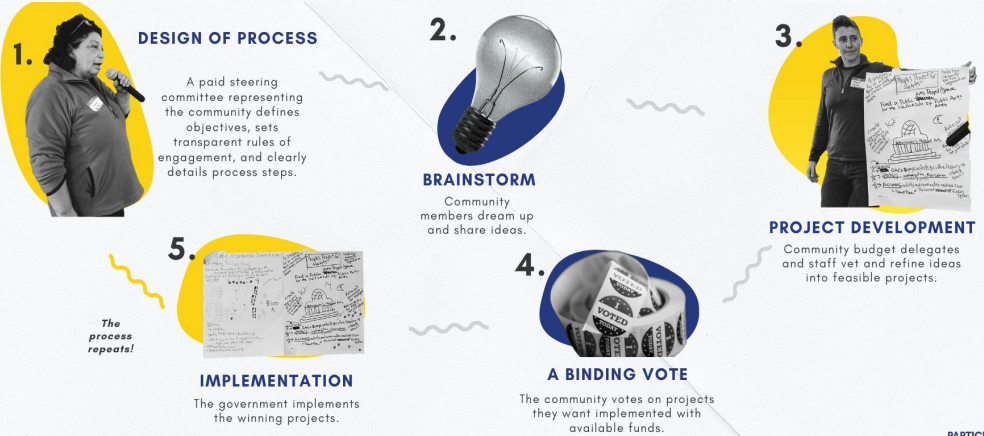
MATCHMAKING



- How could the Capital Grants Pilot help the community identify agencies and/or organizations for project implementers?
- 

MATCHMAKING

- When should the Capital Grants Pilot engage project implementers in the process?




Sources: Participatory Budgeting Project. 2020.
participatorybudgeting.org



MATCHMAKING



- Could community based organizations help support the PN Bond meaningful community engagement and racial equity goals? If so, how?
- 




MATCHMAKING

- How should project implementers request funding for the Capital Grants Pilot project development costs?
- 



QUESTIONS ABOUT FUNDING?

**Share your questions or thoughts about
funding the process, or the option of issuing
an RFP for the process stages**





Metro



Nature in Neighborhoods Capital Grants Pilot

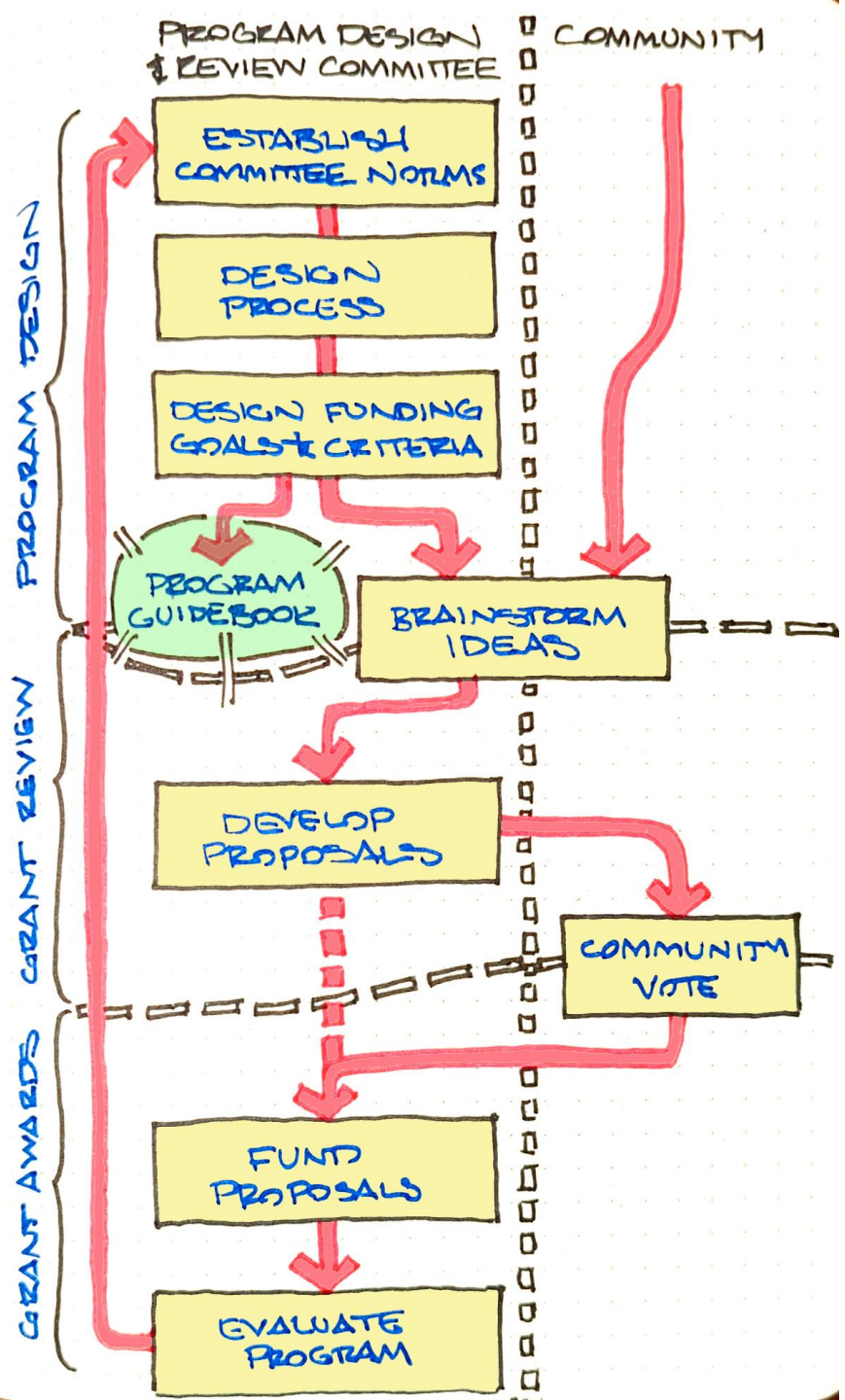
February 2022

Design process →

Brainstorm ideas



Develop proposals

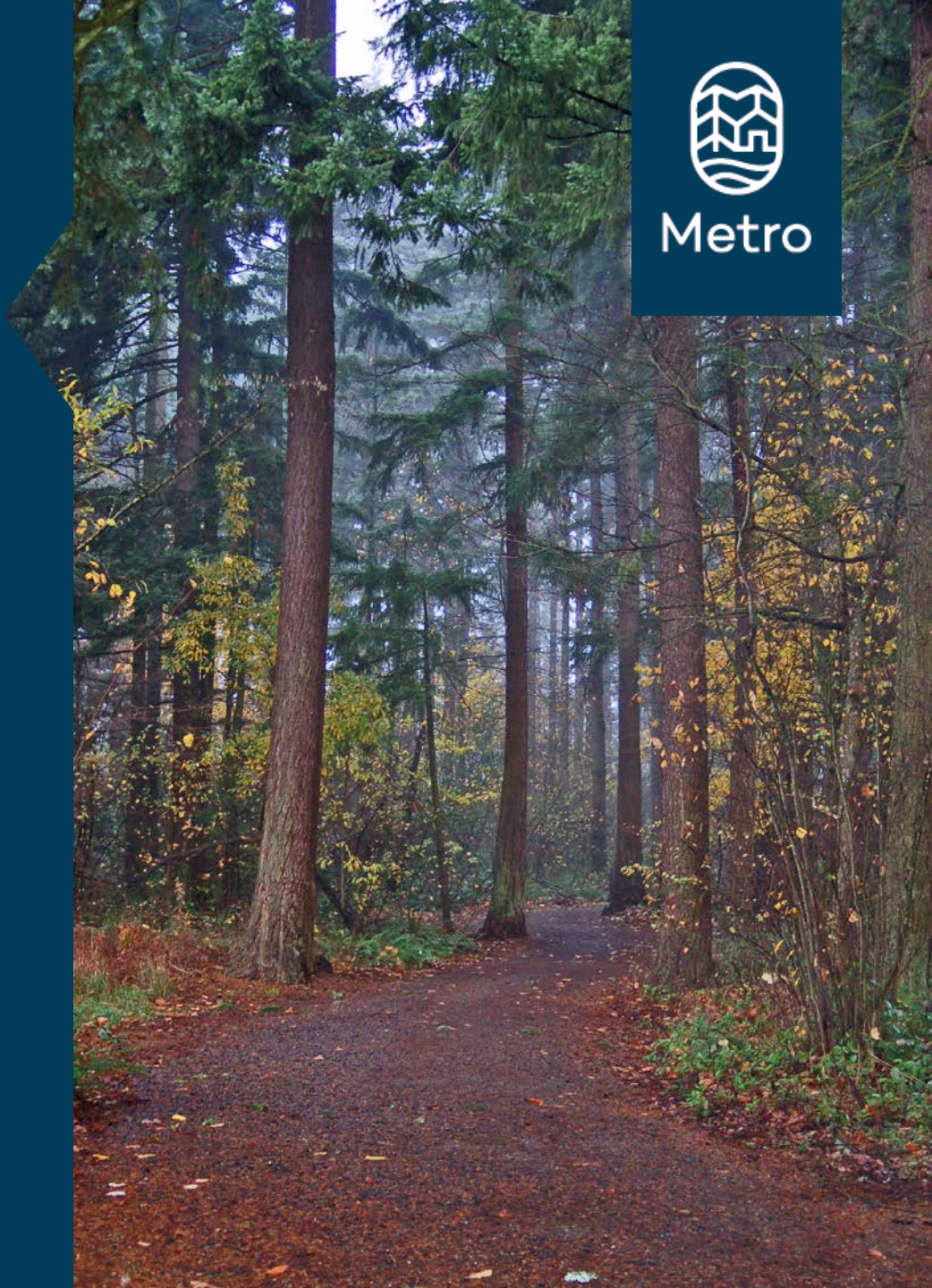




Metro

Nature in Neighborhoods Capital Grants

Brainstorming Ideas





Metro

Brainstorm Ideas: Important Considerations

- Projects
 - Target community? (e.g., youth, people with disabilities)
 - *Cannot be a protected class*
 - Recruitment for additional Committee members (or a sub-committee) from target community?
 - Themes
- Submission
 - Accessibility and Engagement
 - Balancing of in-person events and online submission
 - How are ideas submitted?
 - Who can submit ideas?

Known Unknown: Geography



Metro

Capital Grants Pilot will implement the guidebook in the Metro region.

Metro leadership may choose:

- Metro-wide
- Smaller geography

Considerations

- Metro leadership decision
- Adapt guidebook to any geography



What we heard: Equitable Access to Nature

How?

Deep Participatory Democracy: when communities make the decisions that impact their everyday lives.

open up the government: increase transparency

Recognize that project aims/ impacts are diverse and PB can provide a space for that

Long-term, internal impact of PB in this first project to start shifting decision making to community for larger metro budget

Help support a pathway from equity to broader justice/systematic change

Repairing and avoiding harm

building trust with the historically underserved community in a non-extractive way

Increase civic engagement and build community across cultures

This is the first attempt for Metro. It is important for Metro to dial in goals - with community led processes - and figure measurable outcomes to set our process up for success.



Advance Racial Equity



Prepare for Climate Change

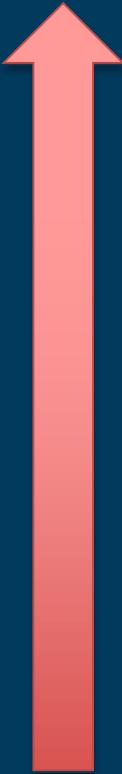


Base Decisions on Meaningful Engagement

Program Design

Goals and Values

Bond Purpose, Principles, Criteria



Brainstorming Ideas: A Community-Centered Event

Some ideas just to start the conversation:

- Community workshop
- Design charette
- Capital grants tour
- Virtual treasure hunt
- Design competition
- Online submission





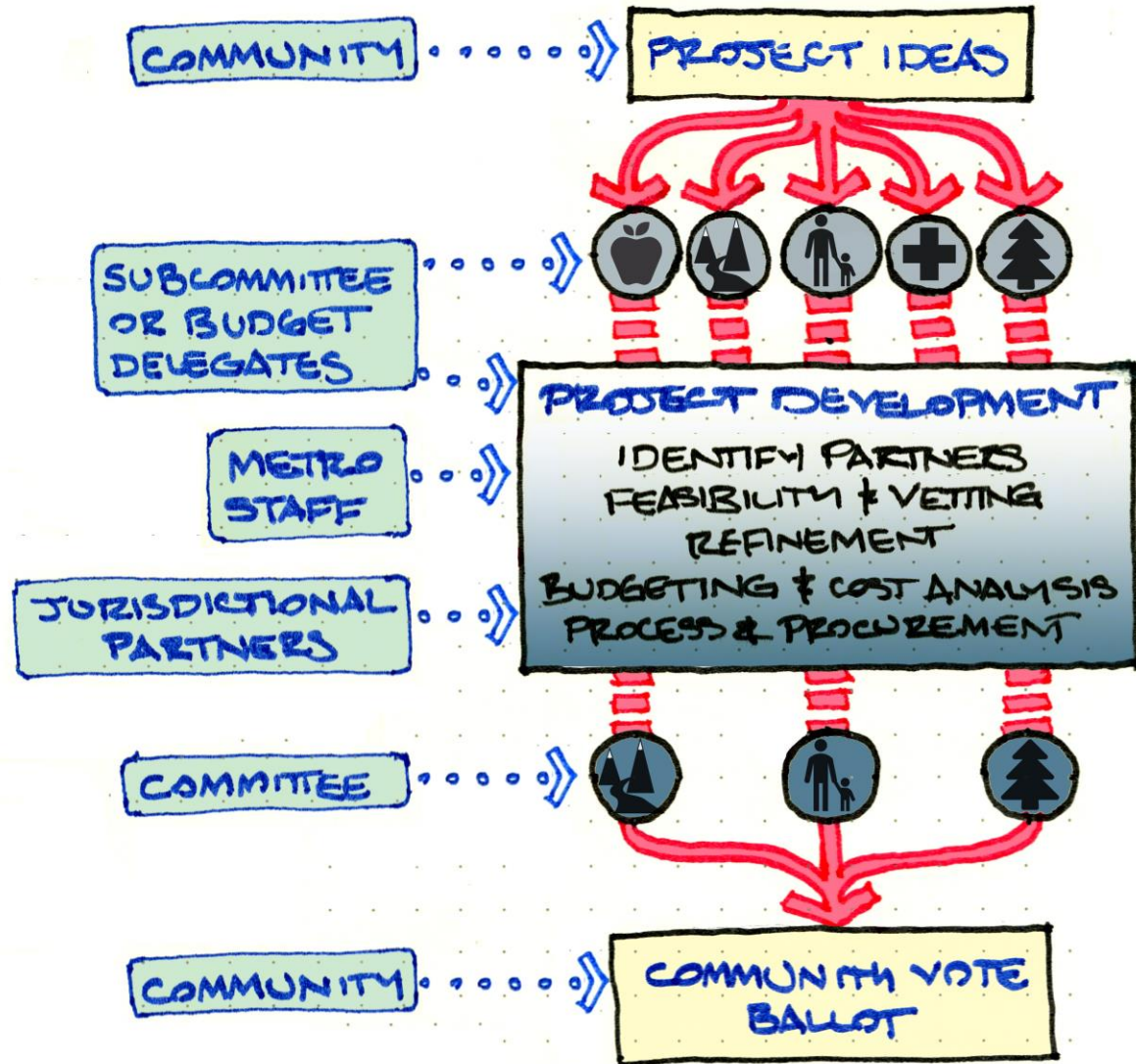
Metro

Nature in Neighborhoods Capital Grants

Develop Proposals



Project Development Workflow



Committee Role in Project Development



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Goals and Criteria, Matchmaking

- Define goals and criteria of the project development phase within the boundaries established by the PN Bond framework and then outlining a collaborative project development process with project implementers and *Budget Delegates*.
- Determine how the project implementers are identified, and how project implementers and *Budget Delegates* work together



Committee Role in Project Development



Metro

Outreach and engagement

- How does the Capital Grants Pilot foster partnerships between government agencies and community organizations?
- Could community based organizations help support the PN Bond meaningful community engagement and racial equity goals?



Review: Capital Projects

Capital Grants can only be used to fund capital projects.

Tribal governments, public schools, non-profits, community-based organizations, local governments and special districts can apply for grants.

Note: Tribal governments, non-profits, and community-based organizations would have to partner with a state or local government to be eligible for the Capital Grants.

To maximize the impact of investments, projects must demonstrate strong partnerships between community-based organizations and public (non-federal) agencies.



Review: Capital Projects

Capital Grants can only be used to fund capital projects.

- Owned by the public and capitalized by a non-federal public entity
- Expenses must be a capital expense
 - land acquisition, design, planning and construction
 - Administrative costs
 - Capital costs
 - Direct project costs



Land acquisition

Would privately owned property in your community make the next great neighborhood natural area?

Urban transformations

Can a redevelopment project in your community go the extra step to integrate nature and habitat if more funding is available?

Restoration

Is there a degraded stream, wetland or other habitat that needs to be restored in your neighborhood?

Neighborhood livability

Can schools, parks or other public land in your neighborhood become a place for people to experience and enjoy nature?



Metro



Funding Challenge for Project Development



Metro

- Project development is a fundamental stage of participatory budgeting processes.
- However, the Oregon Constitution and the 2019 Bond do not allow Bond funding to be spent on project development, as such spending may not result in a capital asset (if the project is ultimately not funded).
- Open Questions
 - Where will this funding come from?
 - How does the funding source affect the project development process?

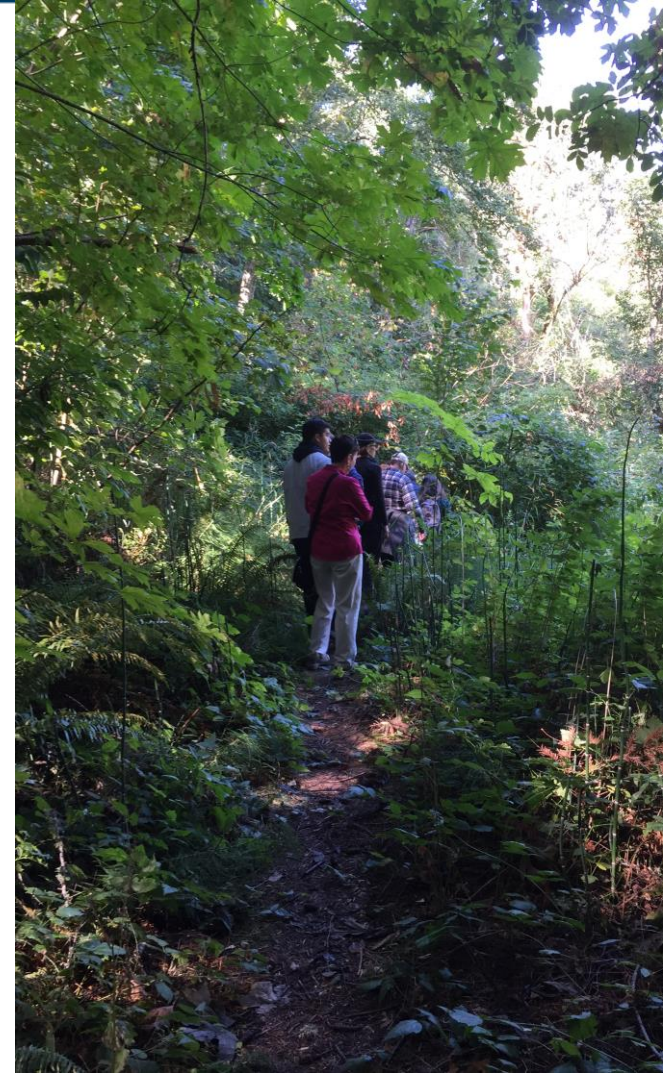


Known Unknown: Alternative Project Development Funding



Project development using non-Bond Metro sources or community fundraising.

- Options
 - Offer funding to project implementers
 - Offer contractor support
 - Offer Metro staff support
- Appropriations would need to be added through an upcoming budget amendment in advance of launching any project development effort.



Known Unknown: Alternative Project Development Funding



Metro

Project development using request for proposal

- Transfers project development funding responsibility to project implementer
- Could limit potential partners with necessary capacity and funds
- Could limit potential projects
- Others may not be willing to fund without guarantee of grant funding



Key contacts



Metro

Community engagement: Humberto
Marquez Mendez,
[humberto.marquezmendez@oregon
metro.gov](mailto:humberto.marquezmendez@oregonmetro.gov)

Capital grants: Crista Gardner,
crista.gardner@oregonmetro.gov



Questions?



Metro



oregonmetro.gov



PN Bond purpose: to improve water quality, protect fish and wildlife and connect people to nature

Participatory Budgeting Goals/ Values Activity

Bond Criteria



Community Engagement and Racial Equity Criteria

- Meaningfully engage with communities of color in planning, development and selection of projects
- Improve the accessibility and inclusiveness
- Demonstrate accountability for tracking outcomes and reporting impacts
- Prioritize projects and needs identified by communities of color
- Prevent or mitigate displacement and/or gentrification
- Workforce diversity and use of COIB contractors

Climate Resilience Criteria

- Protect, connect and restore habitat to support strong populations of native plants, fish and wildlife
- Use low-impact development practices and green infrastructure
- Invest in the regional rail system to expand active transportation opportunities

PN Bond Program Criteria Capital Grants Pilot

What are reasons governments implement PB?

- Meaningful stake engagement
- Save money
- Participatory governance approach
- Addressing Racism, Death and Injustice
- Increasing Diversity in Decision Making
- Building Trust and Transparency
- Devolving Power
- Funding Historically Underserved Communities

Examples from other processes

NY State 2020 PB Steering Committee Report
To build bridges between communities in pursuit of opportunities for inclusion and equity across the state.

State: The NY State PB Steering Committee is committed to the following goals:
 - Engage more people in public and community decision-making processes (including those people who are historically excluded, marginalized, and/or underserved)
 - Increase transparency and accountability of public spending decisions and improve budget transparency in state government
 - Build community resilience and support for local communities, and to create new, relevant, targeted and community economic opportunities
 - Engage citizens to work together to solve community issues, and to create new, relevant, targeted and community economic opportunities

San Diego: San Diego is committed to the following goals:
 - Build on and expand existing programs, including the San Diego Community Foundation, to support community-led projects and initiatives
 - Increase transparency and accountability of public spending decisions and improve budget transparency in state government
 - Build community resilience and support for local communities, and to create new, relevant, targeted and community economic opportunities

Reflections on Goals/Values

Reflection



Clarifications?

Any questions about how these were designed? Any ideas for deep clarifications?

Resonance

Is there anything that you are drawn to? What are the words/phrases that you are drawn to? What are the words/phrases that you are drawn to?

Challenges

Is there anything that seems particularly challenging or complex to you? What are the words/phrases that you are drawn to? What are the words/phrases that you are drawn to?

Miscellaneous Reactions

Anything else that comes to mind? What are the words/phrases that you are drawn to? What are the words/phrases that you are drawn to?

How do these criteria apply to Participatory Budgeting?

From what you already know about PB, what about the process seems well suited to accomplishing the criteria?

What should Metro's goals/values for implementing PB?

Prioritization

Reflections from our 4/12 meeting: How did it go?

What worked?

What should be changed?

What questions do you still have? What is unresolved?

3/29/22 Meeting

EMSWCD Partners in Conservation (PIC) Grants Program Evaluation Report (equity-focused):
<https://emswcd.org/equity-focused-pic-program-eval/#more-40772>

"Communities of Color in Multnomah County: An Unsettling Profile Research Series":
<https://www.coalitioncommunitiescolor.org/multco-unsettling-profiles>

For target pop, could use Metro's "equity focus areas" or similar layers (GIS support?):
<https://regionalbarometer.oregonmetro.gov/datasets/drcMetro::all-equity-focus-areas/about>

Metro's "Planning parks and nature with communities of color":
<https://www.oregonmetro.gov/sites/default/files/2019/10/08/Connect-with-Nature-Report.pdf>

https://www.apano.org/apply-for-our-climate-health-and-housing-institute/?utm_source=rss&utm_medium=rss&utm_campaign=apply-for-our-climate-health-and-housing-institute

**Apply for APANO's Climate, Health, and Housing Institute (\$961.50 stipend).
Deadline 4/15**

What resources would you like to have? What resources or references would you like to share with each other?

What additional questions do you have about Bond Funding and Project Development?

PARKING LOT!

addressed is that Metro can't use Project Development dollars (to fund Metro business?) because bond language and the Oregon Constitution do not permit it. So a question for the Committee is how do we creatively fund

Is the committee responsible for addressing funding for Project Development or is that Metro's responsibility?

How/when will outreach to potential project implementors look like? What intentional actions will be made to reach smaller/grassroots groups to reach new communities?

JL: Could "S.T.A.R." (Score -Then-Automatic-Run off) voting be added to methods list? ~Provides more voice in local democracy: <https://www.starvoting.us/>

JL: Just acknowledging technical hurdles to interpreting legal constraints --> it's important we continue using this space to share concerns/ideas ...

(cont'd) ... regarding equity in project development phase --> will lead to solutions as we become more familiar with what's possible/not in this framework!

What is working well about our meetings to facilitate your participation and engagement?

JL: Establishing the group agreements was important! I like reminding myself about them occasionally to ensure I'm participating ~equally and keeping focused!

JL: As we approach decision-making pts, it might be useful if we could jump into smaller groups then bring in for larger discussions. But could be logistically challenging...

KH: I agree with JL. I feel myself being influenced by other people's ideas and discussing in smaller groups helps me flesh things out a little bit more.

JL: Maybe offer a spreadsheet (w/ editing privileges) or forum-type platform where we can share useful readings/resources or even discuss OUTSIDE of meetings.

JL: Consider making Metro Presentation Slides PDF required reading. It's already available on ShareFile but this reminder could help set a mindset and let our thoughts ruminate...

JL: Rather than 8-10 background readings for 1 meeting, I prefer assigned specific reading sections, relevant to each meeting topic. A bit overwhelming to skim that Jan 18th chunk...

What needs to change about our meetings so that you can participate/ engage differently?

TH: I'd like to experiment a different structure for one of the meetings. I feel like when the meetings are filled with long presentations, it hinders the ability to engage in robust conversations.

I also feel some of the ways questions (or points of inputs at the end of presentations) are asked are also difficult to provide feedbacks or questions

formats are largely a committee vs. Metro staff interaction, but I'd like to see the discussions facilitation more in a "committee members discussion together" interaction to allow

I really like this idea. Would love to have more time for meaningful conversations and ensure every committee member understands everything

Yes. agree with this.

Suggested language for "targeted populations"

"Neighborhoods that have been historically redlined, underinvested, and/or gentrified..."

"projects led by residents who hold marginalized identities"

I like this a little better: "projects led by people who identify as holding marginalized identities."

JL: Metro Park & Nature's 24 "Target Areas"

JL: "communities of most need" (e.g., have NOT benefited from capital investments in recent years) by Philadelphia PB

"at risk for gentrification"

"at risk for further gentrification"

JL: "targeted nature-deficient areas, affordable housing, and/or low-income communities" used in past Metro projects

What information do you want (or need) to...

Finish establishing this group?

Add your sticky notes here (use the toolbar on the left of the screen to add in notes!)

I would like to use some of our time to do a deep dive into a couple case studies from PB processes done in other places. I'd like more context to see how it has worked before.

JL: Do we want to form demographic subcommittees or specific issues committees? It may be good to have this as an option if that need arises...

Memos are a lot to consume. Maybe in addition to the memos, a quick video or voice message (could be posted on Youtube or something) can be used to summarize the Memo.

Execute the program design process?

JL: Specific definitions/glossary (e.g., equity vs. equality) + infographic to serve as "reminders"

More "zoom outs" to see where each meeting is fitting into the overall process. I find myself feeling disoriented.

JL: Accountability steps for ensuring community needs come first (vs. our own biases). Is there community input in each step?

A full timeline that correlates to the phases of the project/pb and more details on potential deadlines

JL: Discuss monitoring and evaluation methods. It's useful to have an understanding how we'll measure performance as we are structuring the product.

What topics are important for us to explore together? What do you want to learn more about?

KH: How jurisdictions navigate Bond restrictions.

JL: Civic technology! Getting community input about preferred information platforms. And does Metro staff have capacity to build multilingual web surveys/apps to crowdsource?

consequences of stepping out of legal parameters

Are there any adjustments we should make to our group agreements?

Add sticky notes here!

can we add a 5-15 minute break in the middle of each meeting?

The memos aren't very easy to understand and are lengthy. Providing questions/pointers on the purpose of us reading would be helpful or what to look for would help.

JL: I agree with comment about memos. Consider reducing duplicated info from past memos. They should steer meeting's focus and stimulate discussion!

Not have agendas that are too packed. Leaving ample time for group conversations on difficult topics that can be hard to understand.

Leaving some flexibility for a more natural flow of conversations

These are screenshots of comments made on a previous version of the Mural board, preserved here for record.

Q, Summit: Can ideas be submitted at the Summit (or must they be vetted beforehand)?

Y	Discussion, clarifications, questions	Vetted beforehand is good to allow for higher level project ideas development. We will also allow direct methods to submit proposals at the summit and open for discussion accordingly. However, we have considered opening for submission of proposals for New Line of the Summit?	N
<input type="checkbox"/>	Is this our final decision?		<input type="checkbox"/>

Large Projects

Q: How should survey results be scored or summarized (match community & program criteria)?

Discussion, clarifications, questions

Would scoring introduce further/premature biases? I like the idea of summarizing results; consider using digital visualization to contextualize potential community and geographical impacts.

Q: Can individuals or organizations submit large project ideas?

Y	Discussion, clarifications, questions	Yes, to align with goals outlined in Guidelines, 18. (Participatory processes) would need to be established which would need to be managed from start to finish. This would need to be managed by allocating resources to performance they can manage a grant and to build their own future.	N
<input type="checkbox"/>	Is this our final decision?		<input type="checkbox"/>

Q: Must CIP projects be sponsored by a community-based org?

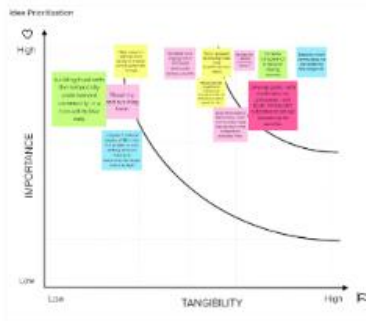
Y	Discussion, clarifications, questions	Need a definition for how "sponsored" is defined here. I support the requirement for demonstrating partnership with CBO and public agency. CBOs' community based organizations need to be defined and engaged in a broad array of activities that support civic and community engagement. What does CBOs support look like in terms of what we are looking for in the region for everyone's best Metro CE link?	N
<input type="checkbox"/>	Is this our final decision?		<input type="checkbox"/>

<https://www.oregonmetro.gov/sites/default/files/metro-events/Community%20capacity%20building%20budget%20note%20response%202.18.2020.pdf>



What should Metro's goals/values for implementing PB?

Open up the government
Increase
Transparency



Increasing participation

Equitable Investment

Defining Community

Should there be a general community?
 - No. The targeted community exist for a particular cause (ie. based on race, class, national origin, gender, etc.)
 - Targeted populations could be youth or people with disabilities.
 - Or, you can choose to not select a targeted population.

Identifying Themes

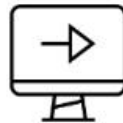
Should there be different themes for general population?
 - Yes, how would feedback be gathered from members?
 - How should the theme be selected?



Designing Idea Collection for community engagement

Balancing online & in person engagement

Who is eligible to participate?



How to engage the community (Language access, mobility needs, targeted community v. general populations.)