

**12/14/09 DRAFT -- LEGISLATIVE GUIDE FOR LEGACY FUNDS – 12/14/09 DRAFT**

*Specific comments or recommended language changes should be submitted to [nancy.conley@house.mn](mailto:nancy.conley@house.mn) by December 31, 2009.*

**Principles**

The following principles are meant to guide future legislatures, as well as councils and groups, on how to make decisions for recommending appropriations of the funds.

*General Principles*

- a. All four funds will meet all constitutional and legal requirements.
- b. “Supplement” means “in addition to.” At the state level, this means that amendment funds must be added to traditional levels of general funding during the appropriations process, and at the local level, or board and council level, as long as there is an ongoing unmet need in current programs, increasing funding in an existing program is “supplementing” not “supplanting.” Supplement at the local level means to add to existing programs to more fully fund them, create new programs, or make additional grants to previous grantees for the same types of activities so that more of those activities can occur, or make grants to new grantees for previously unfunded activities. When a program has outlived its usefulness, has become a lower priority than some other needs, or has achieved its goals it can be discontinued whether it is funded by general fund or amendment dollars.
- c. “Supplant” means “instead of.” At the state level, a reduction in general funds to local governments, or board and councils, and replacing general fund dollars with amendment funds, is “supplanting.” If the state faces a projected deficit and the local government, board and councils receive a reduction in general fund appropriation that is disproportionate to the size of the deficit or to reductions in other state agencies’ general fund appropriations, because amendment money is available to backfill, this would be “supplanting.” At the local government or board and council level if a program’s general fund dollars are replaced with amendment dollars, it is supplanting. When a link is made by a local government or board or council of cuts in general funding for a program to the availability of new money from the amendment, this is supplanting.
- d. As much as possible existing funding systems, state agencies and entities must be used to distribute the funds rather than creating new bureaucracy or outsourcing to duplicative delivery systems.
- e. Every Minnesotan should have greater access to arts and cultural activities, arts education opportunities, clean water, including drinking water, fully restored outdoors environment with hunt and fishing opportunities, outdoor recreation, public broadcasting signals and celebrations of Minnesota’s traditions and history.
- f. All the funds will develop and use measures of success and accountability, meeting the public’s demands for open and transparent processes and report according to the specific purposes outlined in the Minnesota constitution.
- g. The needs of the entire state will be considered in determining how best to allocate funds. Funding proposals over time should reflect the principle that geographical and regional fairness apply to each fund. Ensure evaluation of use and population when determining proportional investment.
- h. Each fund will give priority to projects that improve the state or regional economy, creating jobs and leveraging non-state money or increasing community involvement.

- i. Increase outreach and encourage participation in the legislative and grant making process resulting in a wider variety of Minnesotans and organizations receiving funds. All solicitations of public input and announcements of upcoming funding opportunities must be broadly shared through major and community press outlets and through e-mail list-serve communications.
- j. Develop innovative uses of funds that work across traditional boundaries and encourage cooperation among multiple interest groups. There should be partnerships for projects that are supported by more than one, even four, funds.
- k. To the extent practicable, one priority for each fund is to select projects where each dollar provides multiple benefits. It is expected that our taxpayers will get more benefit for their tax dollars to look for these opportunities. Funds should complement each other when constitutional purposes are met for each Fund.
- l. While the State role and local roles are both necessary to get the best results, a critical element necessary to achieve success is a high level of ownership at the local level. Local units of government shall have input on land acquisitions and tax levy implications on any new land acquisitions. Whenever possible, local interest groups, such as lake associations, local historical societies, or community artist co-ops, should have an opportunity to have input into where and how this money should be spent at the local level.
- m. When applicable, funds that are used to help state agencies, local governments, and other LUGs acquire long term obligations, must also provide a plan for paying ongoing expenses or specifically request it in the proposal.
- n. Future expenditures of the funds should rely on proven and effective programs and successful methods of delivery to the extent they reflect current science, while giving consideration to new and innovative approaches to conservation on the landscape.
- o. Decisions about how best to allocate the funds will be reassessed on a regular basis and will adapt as needs and opportunities change. The legislature shall adopt a schedule for review of each fund on a rotating basis.
- p. Multi-year commitments of funds cannot exceed a two year biennium and no portion shall be used to repay bonds or other long term obligations of a capital nature.
- q. Funds should be provided to the Legislative Auditor to conduct appropriate restoration audits as designated by the Legislative Audit Commission.

### *Outdoor Heritage Principles*

- a. Funding for habitat should include metropolitan and other urban area habitat projects and habitat protection for non-hunting purposes including scientific and natural areas and park / natural areas. It is important to protect habitat for many public purposes --- hunting and fishing, wildlife health, recreation, water quality, biological diversity.
- b. Operations and maintenance may be funded as a partnership with the federal government, state agencies, local governments, and the Clean Water fund and the Parks and Trails fund.
- c. State agencies may not enter into or propose permanent easements or land transfers with Legacy funds until they establish a policy to ensure full disclosure of all rights sold and retained, including wetland mitigation or carbon credits, and other land values retained or acquired and its impact on the state budget.
- d. Prairies, wetlands, forests and habitat may be restored or enhanced on existing public property, including parks and trails, to improve quality.
- e. Existing public properties shall be complimented by acquisitions that provide gaps or additions to the ecosystems or habitat purposes identified.
- f. Endangered, threatened or species of concern shall be protected.

- g. Ensure that current habitat (land and water) are properly maintained in a sustainable manner and that all invasive species issues are addressed before new lands are acquired.
- h. Public benefits should be clear, identified and protected.
- i. For purposes of Outdoor Heritage Fund appropriations (remove from broader DNR M.S. 84.02 or M.S. 3.3006), the following definitions apply:

**Enhance.** "Enhance" means to improve in value, quality, and desirability in order to increase the ecological value of the land or water.

**Protect.** "Protect" means protect or preserve ecological systems to maintain active and healthy ecosystems and prevent future degradation including, but not limited to, purchase in fee or easement.

**Restore.** "Restore" means renewing degraded, damaged, or destroyed ecosystems through active human intervention to achieve high-quality ecosystems.

### *Parks and Trails Principles*

- a. A project or program receiving funding from the parks and trails fund must meet or exceed the constitutional requirements to support parks and trails of regional or statewide significance. A project or program receiving funding from the parks and trails fund must include measurable outcomes, as defined in section 3.303, subdivision 10, and a plan for measuring and evaluating the results. A project or program must be consistent with current science and incorporate state-of-the-art technology, except when the project or program is a portrayal or restoration of historical significance.
- b. Money from the parks and trails fund shall be expended to balance the benefits across all regions and residents of the state.
- c. All information for funded projects, including the proposed measurable outcomes, must be made available on the Web site required under section 3.303, subdivision 10, as soon as it becomes available.
- d. Grants funded by the parks and trails fund must be implemented according to section 16B.98 and must account for all expenditures. Proposals must specify a process for any regranting envisioned. Priority for grant proposals must be given to proposals involving grants that will be competitively awarded.
- e. A recipient of money from the parks and trails fund must display a sign on lands and capital improvements purchased, restored, or protected with money from the parks and trails fund that includes the logo developed by the Commissioner of Natural Resources to identify it as a project funded with money from the vote of the people of Minnesota on November 4, 2008.
- f. Money from the parks and trails fund may only be spent on projects located in Minnesota.
- g. Data collected by the projects funded with money from the parks and trails fund that have value for planning and management of natural resources, emergency preparedness, and infrastructure investments must conform to the enterprise information architecture developed by the Office of Enterprise Technology. To the extent practicable, summary data and results of projects and programs funded with money from the parks and trails fund should be readily accessible on the Internet and identified as parks and trails fund projects.

- h. Parks and Trails funding needs to include adequate funding to protect and restore land and water for completing existing -- and in some cases creating new -- parks and trails in the areas of our state where the population growth is occurring.
- i. Operations and maintenance may be funded as a partnership with the DNR, local governments, the Metro Regional Parks system and the Parks and Trails fund, but not exclusive to the existing systems.
- j. Overall planning should be coordinated so that as much as possible opportunities are not duplicated across political boundaries, connect trails to one another, and, where appropriate, provide opportunities for commuting.
- k. Maintenance efforts that are for public safety purposes are also a priority.
- l. Retrofitting existing systems for energy efficiency, water management and accessibility are also a priority.

#### *Clean Water Principles*

- a. A project receiving funding from the clean water fund may be spent only to protect, enhance and restore water quality in lakes, rivers, and streams, to protect groundwater from degradation, and to protect drinking water sources.
- b. A project must include measurable outcomes and a plan for measuring and evaluating the results.
- c. Information on the measured outcomes and evaluation must be posted as it becomes available.
- d. Data collected by the projects funded with money from the clean water fund that have value for planning and management of natural resources, emergency preparedness, and infrastructure investments must conform to the requirements in Minn.Stat.114D.50, Subd.5
- e. Projects must be consistent with current science.
- f. Funds may be used for new studies that provide the science needed to protect, enhance and/or restore waters.
- g. Projects must incorporate state-of-the-art technology when appropriate.
- h. Money from the clean water fund shall be expended to balance the benefits across all regions of the state.
- i. Funds may be used for grants, loans and technical assistance for testing waters, identifying impaired waters, developing total maximum daily loads, implementing restoration plans and evaluating the effectiveness of restoration.
- j. Funds may be used to prevent degradation of surface and groundwater.
- k. Funds may be used by state agencies for enhanced compliance and enforcement.
- l. While state funding has been used to fund assessments and TMDLs, the use of the dedicated sales tax will increase the scope and will allow for more work to be accomplished.
- m. Projects or programs funded by the clean water fund to protect our waters should be used to prevent and monitor pollution that degrades Minnesota's ground and-waters.
- n. It is appropriate to use money for the development and implementation of new studies that enhance and/or restore Minnesota's quality of water.
- o. Funds may be used to set standards for surface water, groundwater, and drinking water.
- p. Groundwater and drinking water recharge areas may be acquired through permanent easement or fee title acquisition for the purpose of preventing, reducing or eliminating contamination.
- q. Prioritization should occur on a watershed basis to focus on immediate and achievable results.
- r. Biological contaminants, such as aquatic invasive species, may be considered to have degraded lakes, rivers and streams and scientific, targeted prevention activities may be applicable.

- s. Resources from the fund should be used to provide targeted assistance, incentives and enforcement to prevent waters from becoming impaired. Leveraging of federal 319 or other funds is encouraged.
- t. Delineate groundwater and surface water activities and look at susceptibility and science that has been done in this regard.
- u. Activities that will be funded by the Clean Water Fund include:
  - ✓ DRINKING WATER: Drinking water protection should be focused on public health priority areas where achievable results can be accomplished.
  - ✓ ASSESSMENT: Funding sufficient to assess water quality to identify impaired and high quality waters on a scientifically-valid timeline of at least once every 10 years using current science.
  - ✓ TMDLs: Funding sufficient to prepare and submit Total Maximum Daily Loads (TMDLs) for all impaired waters in a timely manner in accordance with federal TMDL requirements.
  - ✓ TMDL Implementation: Funding to implement restoration of impaired waters.
  - ✓ WATER RESTORATION: Provide targeted assistance, enforcement, and incentives to begin restoration of waters listed as impaired but which do not yet have an approved TMDL addressing the impairment.
  - ✓ WATER PROTECTION: Provide targeted assistance, enforcement, and incentives to prevent waters from becoming impaired.

#### *Arts and Cultural Heritage Principles*

- a. Education of our youth is a high priority of the Legislature and of the Minnesota votes. Therefore, investments in arts, history, and cultural activities that demonstrably help student achievement in schools are a legitimate use of these funds and, we think, should be a priority in assessing whether these funds have been spent well. A baseline assessment of current in school and after school student access to opportunities to learn and participate in a wide variety of arts, history and cultural activities shall be funded in year two. This shall also assess participation in visits to museums, historical sites, and galleries and non-school based performances. Information on any costs to students in participating shall also be collected. Every four years thereafter progress shall again be assessed.
- b. Preservation of our cultural heritage encompasses both tangible cultural heritage, and intangible cultural heritage. The interaction of these elements with the physical and social environment leads to the development of local identities.
- c. Some arts, history and cultural activities are meant to be one-time or short term; others are meant to exist and thrive over time. In the latter case, funds will be allocated strategically to provide guidance on how to set up, market and manage endowments so that the activity or organization funded can be successful into the future, beyond the life of the arts and cultural heritage fund. Funds also will be used to create a sustainable climate in which artists can live and work.
- d. Art can describe several things: a study of creative skill, a process of using the creative skill, a product of the creative skill, or the audience's experience with the creative skill. Arts education means lifelong educational activities meant to impart knowledge, teach a new creative skill, or further develop an existing skill in any arts discipline. A baseline survey shall be funded to assess current adult participation in arts education, direct participation in the creation of art or performances, and the visiting of arts, culture and history museums and performances.
- e. The full spectrum of arts providers and arts disciplines will be considered when determining how best to serve Minnesotans with these funds.

- f. Arts and Cultural Heritage funds may be used to support a variety of mechanisms for delivering programs and services that promote arts, history and cultural heritage.
- g. Arts, history and cultural investments shall recognize the major contribution to our economy and community vitality of the work of individuals, not just organizations through fellowships and other investments that include a sharing with the public of their works and a commitment to contribute to local education activities.
- h. Public broadcasting investments shall increase the likelihood that all Minnesotans are regularly exposed to content that highlights their part of the state and activities and artistic contributions from within it.
- i. Arts expenditures shall annually be reported as to the three categories in the constitution: arts, arts access and arts education.
- j. Equal access geographically and by population shall be a goal for all investments in arts, history and culture. Each member of the public should have an equal opportunity for affordable access to a live performance for example. Each school should have equal access to having a field trip to a historic site (a lottery for example rather than a grant writing effort).
- k. Historic research, preservation and programming investments shall reflect the unique groupings of people who share a common history and culture. That may vary from one part of the state to another. One area may feel its county is small enough and the best “fit” while another may reflect how no one identifies significantly with the county and a community or neighborhood has a distinct enough story to tell.
- l. Investments in documenting and preserving local history shall be distributed in a manner that recognizes the population and number of distinct communities throughout the various parts of the state and afford somewhat equal opportunity to have the history of each distinct community preserved. ( For example, Equal distribution to the various county entities might have a basic allowance but the majority distributed by a formula that takes into account the population and number and complexity of the communities whose history should be preserved and reflected in their work.)
- m. Historical assets that may be lost or deteriorated without immediate investment merit priority funding. This may be at the state or local level.

### **Outcomes for the Expenditures**

Outcomes will be measured in comparison to baseline program and project data identified in the following comprehensive planning processes:

- the Minnesota Conservation and Preservation Plan;
- the Comprehensive Statewide Sustainable Water Resources Detailed Framework;
- the Parks and Trails Inventory, Framework and Plan; and
- the Arts and Cultural Heritage Framework

The following results should be demonstrated by recipients of funding from each of the funds.

There should be an increase in the percentage of Minnesotans who participate in the enjoyment, use and maintenance of our cultural and outdoors resources. Each fund will create a \_\_\_\_ - year plan based on current science and public engagement with outcomes achieved in a reasonable amount of time. There should be communication through visible identification of the results of the Constitutional amendment investments.

A percentage of each distinct program's funding shall be devoted to outside objective evaluation of the impact both short and long term of the investments. A common framework for evaluation of similar programs shall be established in partnership with an institution of higher education. Results of these evaluations shall be available to the public via a centralized website.

All funds shall annually report on the permanent jobs for Minnesotans created as a direct result of the investment of these funds and their average salary. They shall also estimate the non-permanent full time equivalent positions created and their average salary.

Funds should be appropriated for a public purpose, not private financial gain.

#### *Outdoor Heritage*

- a. Increase the percentage of Minnesotan's who participate in the enjoyment of the outdoors. Certainly this includes hunters and anglers as measured by game taken, and licenses sold.
- b. Increase the number and or percentage of other users, i.e., birdwatchers, hikers, mountain bikers, snowmobilers and ATV operators.
- c. A measuring of the fish, game and wildlife impacts of the habitat investments in increased populations of a variety of species found on the lands acquired or managed by easement. Acknowledgment that many of the game species in Minnesota are not native, but are desired and that this money may be used to protect their habitat.
- d. A general increase in the fish, game and wildlife populations in the state consistent with long term population trends.
- e. Existing public properties shall be complimented by acquisitions that provide gaps or additions to the ecosystems or habitat purposes identified.
- f. Endangered, threatened or species of concern shall be protected.
- g. Invasive species will be prevented or mitigated.
- h. Minnesota will have high quality prairies, wetlands, forests and habitat for fish, game and wildlife with actions, activities and acquisitions provided by this fund.
- i. Prairie ecosystems, functions and biodiversity will be increased and their quality improved
- j. Wetlands ecosystems, functions and biodiversity will be increased and their quality improved.
- k. Forests ecosystems, functions and biodiversity will be increased and their quality improved.
- l. Habitat will be increased and quality improved for the production and protection of Fish, Game and Wildlife.
- m. Work towards a goal of having more private land open to recreational uses, rather than more land acquisitions by the state.
- n. Maintenance of natural resources acquired should be defined.

#### *Parks and Trails*

- a. Increase the percentage of Minnesotan's that use parks and trails as an ongoing measure of success.
- b. Increase the percentage of the public who report having visited a regional or state park or used a regional trail in the past year broken down by city.
- c. Increase the percentage who visited a state or regional park significantly outside their immediate area

### *Clean Water*

- a. Meet principles established in MS 114D.50.
- b. See measurable improvements to groundwater, drinking water sources and surface waters.
- c. Complete assessment of state's waters in ten year period as required by the clean water act.

### *Arts and Cultural Heritage*

Demonstration that the following outcomes for the arts, culture and history have been attained:

- a. Arts, culture and history are interwoven into every facet of community life,
- b. People of all ages, ethnicities, abilities and incomes participate in the arts, culture and history,
- c. People trust Minnesota's stewardship of public arts, culture and history funding, and
- d. The arts, culture and history thrive in Minnesota.

Other arts and cultural outcomes include:

- e. Show increased student exposure to professional performing arts, historical sites and museums and the work of professional artists.
- f. Show increased participation by people of all ages and income who report having attended or participated in an arts, history or cultural activity in the past year. This includes especially includes children in PK-12 and young adults.
- g. Document an increase in the number of K-12 students who can affordably learn to read music and play a musical instrument, participate in dance, choral, drama and other performing arts for which financial barriers can limit access to this educational experience.
- h. Document an increase in the visual and literary artists in Minnesota who report that they earn over half of their income from their art.
- i. Demonstrate an increase in the locally focused content and Minnesota focused content produced by public television and radio. Show an increase in the number of local artists, historians, writers and others to have their work showcased through public broadcasting.
- j. Document an increased focus on Minnesota artists in Minnesota museums and literary performances.

### **Fiscal Management/Future State Obligations**

The Legislative Guide is charged by statute with assessing future state obligations arising from legacy funds, and creating a strategy for ensuring that these obligations are likely to be met.

The Legislative Guide recommends that future legislatures, legislators and advisory groups go through this checklist in reviewing projects and funding choices. The checklist is designed to insure expected results for Minnesotans. The policies chosen to meet these obligations may vary from case to case.

- a. *Does the project achieve full disclosure?* Every aspect of a project that is knowable should be placed into the public record, either in advance of funding, or quickly subsequent to funding. To the extent possible, the legislature should strive to avoid a situation where future members are surprised by new revelations about a past project. For example, purchase of an easement must include full disclosure of all rights sold and retained, including wetland mitigation credits, and other land values retained or acquired.
- b. *Are there limits to future obligations in the legislation?* To avoid misunderstandings, limits on future obligations should be clearly stated. For example, if a grant is one-time, or if operational expenses are to be born by another unit of government, the law should state that.



- c. *Are audits required?* All programs should be subject to program and financial audits, and future legislatures should have access to those audits in order to have new data on the financial probity and implementation of ongoing projects. This new information will allow future legislatures to assess projects, funding partners, and strategies and adjust these in light of the facts on the ground at the time. The comprehensiveness of the required audit shall be related to the size of the funds provided.
- d. *Are stewardship obligations met or delayed?* A project that requires restoration, conservation, or careful stewardship should state those requirements in advance, and fund them in advance. For example, if a painting is bought as an historical artifact, no delay in restoration of the painting should be tolerated for budget reasons, or to push those costs off onto another party. If a piece of land requires mitigation, that should be disclosed in advance and funding lined up for such mitigation. Delayed stewardship should not be adopted as a strategy to maximize immediate funding for acquisition, as delayed stewardship often has the effect of becoming bad stewardship. Projects and programs funded should be able to cash flow within the dedicated funds and not be reliant on general funds.
- e. *Have we fully funded PILT, fully funded maintenance, and fully funded stewardship?* To the extent practicable, all projects should be funded for all costs, in advance. Future payments in lieu of taxes, future operational costs, costs of program audits, and future mitigation costs should be assessed, costed out, and appropriations should reflect those costs. There are a variety of strategies to choose among, in order to pay for these costs, including but not limited to: one-time up front payment and escrow to cover future costs; ongoing appropriations in the budget base for these purposes from dedicated funds; or assignment of general fund or other non-dedicated revenues to cover these costs, an escrow created through private funding or a commitment from another level of government. These commitments should be appropriated in advance, rather than promised in advance, to avoid a situation where such commitments fall to the bottom of future funding priorities.
- f. *Have we avoided pushing costs on others, or at least disclosed these?* No project should create costs for state agencies, the general fund, regional or local governments, or the public, without prior disclosure and approval of these costs by the legislature and Governor, and the extent possible, by the party assuming the costs.
- g. *Are there federal or state laws that need to be met, or changed?* In the event that state or federal laws constrain a project, that should be known in advance. If changes to laws are required, those should be included in the initial legislation. If a given project is to be given a special exemption from a law that applies to other, similar projects, that exemption should be explained and justified by the persons proposing the project.
- h. *Have we identified ways to fund these obligations after 25 years?* As the number of funded projects, persons, and programs grows, the Legislature should put in place strategies to maintain and improve these assets after the 25 years of dedicated funding ceases.

There are a number of ways that an appropriation can be structured. This legislative guide calls for thoughtful consideration of all the tools at hand on a case-by-case basis. The legislative guide encourages preference for methods of funding that leverage federal, private sector, or matching funds and recommends financing methods that are transparent, easily understood, and audited.

Among the choices:

- a. *Direct appropriations* as grants from dedicated accounts: Funds can be given directly to a state agency, local government, or nonprofit to accomplish a stated purpose. These funds are grants, in the sense that no payback is required;
- b. *Revolving loans*: a government agency or nonprofit agency can structure loans, which when repaid are then turned into new loans, allowing the loan fund to “revolve”. One purpose of a revolving loan fund is to extend the use of the money, by allowing for “re-use” of the funds.
- c. *Loan Guarantees*: Funds are established to guarantee private sector loans, by paying for some or all of defaults;
- d. *Interest buy-down*: The cost of private sector loans are reduced through payment of some or all of interest for eligible loans;
- e. *Matching grants*: These grants require matches, usually generated up-front, before public funds can be drawn down. This leverages non-state funds and assures that a local commitment exists;
- f. *Revenue Bonds*: The sale of bonds allows a large initial payment of funds, that is then defeased through annual payments from the state – these payments must be from an identifiable source, and not simply annual appropriations subject to legislative whim;
- g. *Re-granting*: It is possible for the state to grant funds to non-government organizations that are then charged with making subsequent grants, using private sector rules and procedures.

The legislature recommends choosing these financing mechanisms on a case by case basis, depending on the nature of the given proposal. For example, a revolving loan fund might work well when a steady stream of payments is assured, and a market for the loans exists that will persist over time. In that case, a revolving loan fund might allow limited dollars to serve more than one project. On the other hand, many projects are not able to generate the assured cash flow that a loan requires, and are more suitable for grants.

## **Later Years**

Future expenditures of dedicated funds and desired outcomes should be based on the 10 and 25 year strategic plans established for each fund and those plans should be reviewed and updated every 5 years on a rotating basis across the funds. Legacy funds should be used both to do new work and to create new partnerships between organizations and communities.

Statewide plans are a start, but local plans and priorities are a better reflection of the understanding, expectations and ownership citizens have for restoring, protecting and enhancing Minnesota’s outdoor resources and how to meet their needs in preserving local history, initiating and sustaining arts and arts education and cultural activities. Local plans in the metro area should be done at a much smaller scale in order to connect to distinct populations and interests and recognize geographic travel patterns with funding provided to communities at similar maximum size that desire to do their own planning.

Future expenditures of funds should significantly focus on proven and effective programs and successful methods of delivery, while giving consideration to new and innovative approaches to conservation on the landscape. Minnesotans should be able to see a difference in five years because of the impact of these funds and a significant part of the public should be able to name several local investments that have impacted their area or the opportunities available to local residents.

While the State role and local roles are both necessary to get the best results, a critical element necessary to achieve success is a high level of ownership at a local level.

#### *Outdoor Heritage*

- a. Even with significant new state resources, priorities will need to be established for restoration, protection and enhancement of wetlands, prairies, and forests, and wildlife habitat. Enhancing the bridges between the scientific facts and analysis and the utilization of that information to generate choices and priority actions is critical to generating results and sustaining support for the outcomes envisioned by the Constitutional Amendment Investment Goals.
- b. Priority acquisitions should have multiple use and be throughout the state, including the metro area.
- c. Protection investments that have to do with the spread of infectious pests or diseases shall be focused on the outcome of reducing the risk to public resources, not narrowly construed to focus only on resource ownership in a manner that allows the risk of loss to grow.

#### *Parks and Trails*

- a. Parks and Trails funding needs to encourage investment in the *legacy* of land and water protection / restoration not just year - to - year operations, maintenance and salaries.
- b. Complete existing gaps before starting new systems.
- c. The legislature may consider setting aside funds to help taxpayers with limited transportation or other barriers to explore and experience Minnesota's parks and trails. These funds shall be targeted at identified underserved populations (elderly, disabled, and other underserved groups with barriers to access).

#### *Clean Water Fund*

- a. Drinking water protection should be emphasized and highly effective and visible.
- b. Utilize prevention tools as well as management and enforcement.

#### *Arts and Cultural Heritage*

- a. Focus on arts with schools.
- b. Granting agencies may set aside funds for new and emerging organizations not previously funded to develop organizational capacity. Match requirements may be reduced or eliminated depending on the capacity of the organization funded.
- c. Preserving Minnesota's civic culture through civic education.
- d. Funds may be used to supplement, not supplant, existing state and local library funding.
- e. Arts education may be provided through local public schools. But community education, local arts councils, libraries should be recognized as venues for providing arts and culture experiences to the public who are not in local public schools.