

# Agenda



**Metro**

600 NE Grand Ave.  
Portland, OR 97232-2736

## Meeting: Nature in Neighborhoods Capital Grants Pilot Program Design and Review Committee Meeting #15

Date: Tuesday, November 8, 2022  
Time: 4:30 p.m. to 6:30 p.m.  
Place: Zoom  
Purpose: Committee Roles and Responsibilities, Knot Introduction  
Outcome(s): Revise the ground rules and get to know one another

---

- Pre-work** Available on [Program Design and Review Committee Sharefile](#)  
Reading:  
Webinar: Program Design and Review Committee Role, Knot Response to Request for Proposal  
Activities: Scope of Work Questions [Mural Board](#)  
Previously provided reading: Request for Proposal; Capital Grants Pilot Guidebook and Briefing; Ground rules; Personal Services Stipend Agreement  
Previously provided webinars: Request for Proposal, Process Scope of Work  
Previously provided activities: Completed Process Mural Board, Completed Criteria Mural Board
- 4:30 p.m. Welcome and Introductions  
*Questions for Introductions:* Name, Preferred Pronoun, what personal values do you hope to see as part of this project outcome?
- 4:45 p.m. What are we doing today?  
What decisions is the committee expected to make today?  
How will those decisions be used? (*Metro*)
- 5 p.m. Review of Program Design and Review Committee Roles and Responsibilities
- 5:20 p.m. *Break*
- 5:30 p.m. Knot Presentation and Discussion of Questions  
Activity: [Mural Board](#)
- 6:25 p.m. Next Steps
- 6:30 p.m. Meeting adjourned
- Post-work** Reading: TBD  
Webinar: TBD  
Activities: Please sign personal services agreement



**Metro**

600 NE Grand Ave.  
Portland, OR 97232-2736

# Meeting summary

Meeting: Nature in Neighborhoods Capital Grants Pilot Program Design and Review  
Committee Meeting #15

Date: Tuesday, November 8, 2022

Time: 4:30 p.m. to 6:30 p.m.

Place: Zoom

Purpose: Roles & Responsibilities, Knot Introduction

Outcome(s): Revise the ground rules and get to know one another

---

## Webinar:

<https://vimeo.com/766672803/6059b5ec02>

## Recording:

<https://vimeo.com/779396921/2da0fc26ea>

## Links:

<https://en.calameo.com/read/006010452bbaefcde407d>

<https://vimeo.com/767470298/8a11c23c0a>

<https://www.oregonmetro.gov/public-projects/parks-and-nature-bond-measure/protect-and-restore-land>

## Attendees

### Committee Members

Andrew Butz, He/Him

Laura Feldman, She/Her

Blanca Gaytan Farfan, She/Her, East Portland Rising Community Project

Kim Hack-Davidson, She/Her/They/Them

Theresa Huang, She/Her, Urban Greenspaces Institute

Kevin Hughes, He/Him, Hillsboro Parks and Recreation

Isaiah Jackman, He/Him, Urban Leagues Portland

Jeffrey Lee, He/Him, Portland Bureau of Environmental Services

Kate Sams, She/Her, Zenger Farms

### Staff

Gabrielle Brown, She/Her, Metro

Crista Gardner, She/Her, Metro

Humberto Marquez Mendez, He/Him, Metro

Michael Tillinghast, He/Him/They/Them. Knot

Andrew Yun, He/Him, Knot

Brandy Steffen, She/Her, JLA Public Involvement

## Welcome and Introductions

Crista Gardner, Metro, opened the meeting and welcomed the attendees to the Fall phase of the Capitol Grants Pilot Program committee. She reminded the group of the purpose of this meeting and how it differs from the previous meeting, which focused more on relationship building. The purpose of this



**Metro**

600 NE Grand Ave.  
Portland, OR 97232-2736

# Meeting summary

meeting is to start the subject matter of the Capitol Grants Pilot. Crista reviewed the meeting plan and explained that Gabrielle Brown, Metro, would provide an overview of committee roles and responsibilities. She then introduced Knot, the consulting firm that would be presenting on the scope of their work.

Brandy Steffen, JLA Public Involvement, introduced herself and checked on the group's accessibility needs before inviting the committee members to introduce themselves: name, preferred pronouns, and personal values they hope to see as part of the project outcome.

The general themes from Committee members included:

- Collaboration and partnership
- Equity and empowerment
- Empathy
- Accountability
- Relationship building
- Abundance and hopefulness
- Environmental justice

## **Group Agreements Confirmation and Role Definition**

Crista explained what the committee members can expect from this meeting and clarifying that the team had established a meeting structure to ensure clarity in the decision-making process and committee roles and responsibilities. Crista reviewed the meeting plan and reminded the members of the materials provided before the meeting. She clarified that the goal of this meeting is to confirm committee comfort with their roles and responsibilities, as well as the scope of work for the next year. Crista emphasized that edits and updates will be made to the plans or documents if requested or needed.

## **Review of Program Design, Committee Roles and Responsibilities**

Gabrielle clarified that the meeting materials could be grouped into two portions:

- Program Design/ Pre-implementation
- Grants Review/ During implementation

Gabrielle explained that the pre-implementation phase had occurred in the past 6-9 months, since January 2022. She highlighted that the current phase would focus on grants review and implementation. She reminded the members that time will be given for questions and discussions at the end.

Gabrielle reviewed the committee's roles along with process explanations and expectations. The timeline in the presentation had shifted from what the members received. She explained that an evaluation of the timeline is underway to ensure that the meetings are fruitful and productive. Gabrielle reviewed the personal services agreement and highlighted that the committee is subject to public records. She emphasized that committee members should refrain from using emails or text to communicate panel business unless necessary and to copy Metro staff if doing so.

Brandy invited the members to ask questions and also referenced the Mural Board. Gabrielle noted that the team could provide longer answers and/or link resources for the other questions on the Mural Board.

- Is this the second iteration of the committee or is the committee ongoing?



**Metro**

600 NE Grand Ave.  
Portland, OR 97232-2736

# Meeting summary

- The committee was recruited and selected at the end of 2021 and began meeting in January 2022. This is a continuation of that committee. We have 4 members that were from the first iteration and added 5 new members, forming this group of 9.
- How has implementation been going?
  - It has just started; this is the beginning. We're transitioning from design to implementation.
- Do we individually have a unique role within the committee?
  - Not at present, during grant review or the vetting process there could be opportunities for sub-committees or sub-groups depending on your interest, but it is not required and likely ad-hoc if we decide to pursue it.
- Could you talk about what the Budget Delegate Summits are?
  - I recommend that the Budget Delegate Summits try some of the documentation that we have sent. What those potentially could look like not will be leading on to the final characteristics of those events.
- I am interested in hearing about potential community vote processes.
  - Community Vote Processes will lead refinement and implementation of those things.

Gabrielle recommended the group look at the Mural Boards produced by the previous committee for the Process Design phase which contain the previous committee's thought processes and dialogues, to provide answers or explanation to the Guide Book. She invited committee members to reach out to staff for questions and ensured the group that there will be more time to review the Mural Board following Knot's presentation.

## Knot Webinar Summary

Michael Yun, Knot, reviewed the meeting plan, explaining that they will provide a high-level summary of the video, share information on their past project work, describe their approaches, and clarify the schedule.

Committee questions and comments are listed below, followed by a staff response:

- What are specific tactics you intend to use for community engagement, especially to reach communities that are historically underrepresented or excluded from governmental decision-making?
  - We've done community vulnerability and environmental justice-focused analysis and we'll be bringing that knowledge up front to focus our efforts on the most vulnerable community members to emphasize the equity and justice aspect. Our partner, Colloqate Design, brings their unique approach of working with community design organizers. We have allocated a portion of the budget to ensure that we're collaborating with community representatives. This allows us to build out our network and work with individuals who'll be compensated to represent their communities.
- Looking at your portfolio of previous work, where is there room for improvement in your prior community engagement efforts?
  - Using a recent project as an example, we'll allocate more time for information sharing to help folks understand more complex technical information. We think this is relevant here to ensure that the communities are up to speed, especially with the layers of information that come with a grant project. Ensuring that people are informed and feel empowered with the information is important. Please watch the video for our partner's answer on this.
- You recommended shifting time and resources to the idea generation phase, expanding it significantly. How do you intend to make use of that additional time? What can you achieve that you couldn't under the timeline proposed in the RFP?





Metro

600 NE Grand Ave.  
Portland, OR 97232-2736

# Meeting summary

- This goes back to the previous point of giving us and the collaborators sufficient time to agree on strategies, develop materials and identify and prioritize community groups that need to be engaged with. Every subsequent step of this work will be building off of those ideas, so we want to make sure that we're providing sufficient time.
- What digital and analogue platforms do you intend to use for idea collection, engagement, collaboration, and voting?
  - There're many approaches to this. One of our first tasks is to confirm our strategy. Colloqate has shared printed materials that they had developed for past projects, which could be handed out, and Metro has a webpage set up for this project. We'll ensure that physical and digital materials are compatible with the existing page. Physical materials like mailers where folks could provide direct comment or feedback is another option. Hello Lampost is also another hybrid option. We've also utilized Google My Maps in the past. We have a variety of tools and approaches that will be incorporated into the process.
- What do you see as the opportunities and challenges of the participatory budgeting approach? What techniques are you using to honor that approach and differentiate it from standard engagement and development efforts?
  - This is an exciting opportunity to directly empower communities. The challenge is to ensure that this is done equitably. A lot of the strategies we presented in the proposal outlined in our proposal discuss how we will approach it. We're trying to be direct about what we see as major challenges.
- Your budget proposal recommended outlays beyond the RFP's limits. Would you expand on what is included in the \$250,000, what is not, and what you anticipated the total budget to be?
  - There was a certain amount of money that we recommended to come out of a different bucket from the \$250,000. We want to ensure that we're setting aside funding to ensure inclusive engagement such as participation incentives, childcare, and event space rentals. These are additional investments that we're prioritizing to ensure equitable engagement.
- What do you propose for the division of labor between consultants and jurisdictions? (Communication, logistics, engagement, etc.)
  - We see our team and design partners as the primary producers for the core aspects of this project. Beyond community engagement and facilitation, we have build-design experience and will be helping to take project ideas to schematic design ideas for final voting. As far as labor divisions, our jurisdiction partners and Metro will be key collaborators for engagement strategy development, outreach efforts, and other engagement coordination. The Program and Design Review Committee (PDRC) is the decision-making body that will help with project vetting, the materials developed by Crista and Gabrielle hold more information. We want to acknowledge that our work is building on past work by the PDRC and Metro.
- For the community vote, how would you translate aspiration and theory into practice? Given what you outlined, what would the community vote look like?
  - The four theories that we brought into our proposal will be the primary aspects we look at as we develop the voting process. We want it to inform all aspects of setting up the voting process, including how we review feedback. Colloqate had successful experiences with leading community votes, with their most recent being the Multnomah Library Capital Bond Project.
    - Decision space
    - Preference modeling
    - Ballot design
    - Vote aggregation
- Metro Council District 4 is a large region. Where do you recommend hosting the design workshops? How are you going to get such a large and diverse community to participate meaningfully, especially



**Metro**

600 NE Grand Ave.  
Portland, OR 97232-2736

# Meeting summary

across geopolitical lines or in underserved communities? How do you balance engagement and participation between Beaverton and Cornelius?

- Using our vulnerability information to prioritize our focus. Working with Community-Based Organizations and local agencies to directly connect with our priority focus areas will be part of our strategy.
- Why are we working in District 4?
  - There are 6 Metro council districts. Council District 4 is currently Councilor Gonzalez's district and it covers parts of Beaverton, Hillsboro, Cornelius, Forest Grove, and some unincorporated parts of Washington County. The first decision was between all of Metro or focusing on 1 of the districts. The decision was made to focus on a single district so that the work can be substantial and funding wouldn't be spread too thinly and to provide room for learning and refining the process for future rounds. The decision to focus on District 4 for this Pilot Program was made after evaluating 3 main criteria:
    - Community Need
    - Diversity and Equity - Underserved Communities
    - The capacity of providers who will be supporting this project
  - To clarify that in terms of decision-makers, the "we" that was used refer to Metro as a whole and not specific personnel.
- Do these projects have to be physically located in the district? Or could it simply be beneficial for people in that district?
  - For the Capital Grants Program, it'll physically be within that boundary.
- Clarification surrounding "support" that District 4 has for the project. Is the support for the process or for both the process and projects? What does that support look like for Metro?
  - It's referring to the capacity of the park providers and institutional partners, specifically about their capacity to do this work, to work with the community to design projects, and ultimately the ability to fund the ongoing cost of potential Capital Projects.
  - One of the things we heard in our initial stakeholder interviews at the start of the project was that community engagement takes time and staff time. In order to do it well, you need to make sure that you and your partners have the capacity to do this work. This was one of the challenges that were repeated mentioned by partners across the country who had conducted participatory budgeting or grant making.

Crista expanded on the context and background of the project, explaining that Knot is responding to the Request for Proposal (RFP) that Metro published in August of 2022. Knot's scope of work was well-defined by the Program Design and Review Committee in the spring. Current committee members are encouraged to review it for more in-depth information.

With no further questions, Brandy directed the meeting back to Michael to share more about Knot's scope of work, reminding the group that more answers will come as they review the Mural Board for questions.

## **Knot Presentation and Discussion**

Michael reviewed the proposal that Knot submitted in response to Metro's RFP. He shared their past work with Metro to give the committee a sense of the consultants' background and the experience they are bringing to this work.

Beginning with a collaboration project with the Science and Planning teams at Metro, an ecological assessment of the urban area for the Protect and Restore Land Bond, Michael shared the maps and data that were developed for successful analysis and how these maps help inform their work in identifying



**Metro**

600 NE Grand Ave.  
Portland, OR 97232-2736

# Meeting summary

investment opportunities. Michael highlighted that through this project and past work, they are bringing detailed backgrounds on ecology in District 4 into this project. Through in-depth analysis, Michael shared that the team identified the need for environmental justice-focused maps and began developing them. Initially, it was developed as a support for the Protect and Restore Investment project, but eventually, the data evolved to inform a broader environmental justice-related project with Metro and was used to develop the Environmental Justice Index. The Environmental Justice Index covers several aspects, including access to green space, amount of tree canopy, and urban heat islands, amongst other environmental factors. This index has continued to grow and incorporate other intersectional assessments and data. It helps to identify vulnerable areas and groups that need prioritized investment. Beyond technical work, the project team had also conducted stakeholder outreach in District 4 and will collaborate with multicultural and experienced partners.

Andrew Tillinghast, Knot, expanded on the Environmental Justice Index. They clarified that the team developed the Environmental Justice Index map for a project that had a different focus from the Nature in Neighborhoods Capital Grants Project but the map will be informative of this project to help identify needs and opportunities within the urban growth boundaries. Michael added that the Capital Grants Project is an exciting opportunity to invest in those areas with the highest environmental index and that the Knot team is finalizing the Environmental Justice Index report which will be available to the group.

Michael continued to share the consultant team's work plan and understanding of the project. He established that the team is focused on empowering community members to have a meaningful say in how money gets spent. Michael emphasized that the team is committed to the equity and justice aspects of the project. He explained that the team will focus on equitable engagement by providing substantial time to empower communities with information about the work, focusing on engaging with historically marginalized communities, and collaborating with CBOs and community design organizers.

Michael moved on to sharing the consultant team's schedule, explaining that the team views the project in 3 steps:

- Step 1: Information sharing and idea collection
- Step 2: Proposal Development
- Step 3: Community Vote

He highlighted the engagement milestones and continuous efforts that will be involved, emphasizing how equity will be incorporated at each point and in the activities and tasks. Michael concluded his presentation by walking through the project staffing, showcasing the staff's past experiences and projects.

Committee questions and comments are listed below, followed by a staff response:

- I'm excited for the project and approval of what was shared.
- You mentioned budget for participation incentives, is that something that is still being worked out? Where is that at right now?
  - Metro had come to the table with everything we put in as a request. We have a consensus on the overall amount, what's left to determine is the exact allocation and usage of the budget. We're thinking of direct compensation for design advocates or community organizers, prepaid gift cards for engagement, and providing childcare and/or good food at events. Details are still being worked out but we do believe we have sufficient funding to make it all happen.
- How to ensure that the correct communities are being engaged?



Metro

600 NE Grand Ave.  
Portland, OR 97232-2736

# Meeting summary

- We have not explored that yet but we'll have that conversation about what exactly we're able to do. We would like to collect anonymous demographic information and our partners have various methods to collect that information successfully. It is something we're interested in making happen.
- Will there be any point where the committee provides feedback or input on the engagement process? Or are they two parallel processes happening?
  - That is the intent. This committee is a decision-making committee, you will be involved in project vetting using the criteria decided in Spring as part of this project process. You will also be part of the planning conversations for the events. We haven't figured out how the mechanism will work but it is certainly the plan.
- For the overall timeline, is there any idea right now concerning the official kick for the ideas collection phase?
  - We have set aside four months for the whole step 1 of the process and we are close to the Notice to Proceed (NTP). With the holidays coming up, it'll be a challenging time for engagement, so we'll have to be strategic with the first two sets of engagement efforts. They will be happening within the next four months; we just have to be strategic in scheduling them to ensure the proper level of engagement.
- Question surrounding translation and interpretation for virtual and in-person meetings. How is that going to work? It is so critical and there are so many languages, so I am wondering what does that look like?
  - That is part of the additional cost that we highlighted. We know that Spanish translation or interpretation will be occurring no matter what. We have conducted initial research on all the languages occurring in different neighborhoods so we'll have a sense of understanding going in. We'll likely be limited in the number of languages we can possibly do as the cost escalates. One of our past strategies is to use event registration or pre-registration as a way to ask participants to self-identify language needs and use that to inform our staffing. In terms of hybrid events, in addition to understanding what languages are needed, we could set up language channels on the webinar so that individuals could tune in for real-time interpretation. We'll have to be strategic and make sure that we're focusing on key languages, but it is a key part of an equitable process. We're in the middle of that conversation.
- Maybe we can have a key indicator of how many folks are showing up that have translation needs. It is a critical barrier in general and could be telling of the process and helpful in identifying gaps and refining approaches.
- Following up on the question of who the participants are. It'll mostly be residents of Metro District 4, will verifications be requested? Such as addresses, is there gatekeeping?
  - That was one of the aspects discussed with this committee in the Spring. The idea was that it is an honor-based system.
  - Gatekeeping and barriers were something that the committee struggled with. Balancing accessibility and openness while ensuring that the spaces are not dominated by specific groups. The committee ultimately decided that there'll be a voluntary identification of ZIP codes by participants to help the team track where people are coming from. As far as ideas submissions, we're asking further voluntary self-identification questions. That's mostly a matter of collaboration so that we could invite folks who submitted them to be part of the project development process. We want to keep the barriers at a minimum to ensure that folks who were historically marginalized won't be removed from eligibility and involvement.
  - It is currently decided that the preliminary vote is only for folks in District 4 and the final vote will be Metro-wide. The rationale behind that is that the projects that will be on the final ballot will be representative of District 4's interest, so they get to decide what will be on the final



**Metro**

600 NE Grand Ave.  
Portland, OR 97232-2736

# Meeting summary

ballot. The final ballot is more open to ensure continuous engagement and excitement for future projects and to avoid an issue that is commonly faced by those in participatory budgeting where folks are voting based on what's closest to them. By allowing the entirety of Metro to provide input at the end, we get that extra engagement and ensure balance in the final portfolio.

Brandy reviewed the Mural Board and highlighted questions that have been answered and brought unanswered questions forward for discussion.

- How has implementation been going? Lessons learned in the past five months?
  - From when we finished the committee in June to October of this year, we focused on finalizing the Guide Book and RFP, soliciting proposals for the RFP, and going through the evaluation process. The lesson learned was that we should have been doing outreach for the potential proposal for contractors early, probably last Spring before the finalization of the Guide Book and RFP. Prior to talking to potential consultants, in retrospect, we should have come to consultants with some draft ideas in the spring to get some responses and feedback on what would be good or what needs to be changed. We were also doing partner outreach, such as meeting with Washington County, the different districts and Cities, and their respective parks providers. The decision to focus on Council District 4 took a lot longer, in retrospect, I wished that those conversations happened a bit earlier. Our final push for the summer is to do further outreach with initial stakeholders that we reached out to who were doing participatory work in different areas of the country, I wish that there was a mechanism to reach out to those folks on a regular basis such as a quarterly meeting. The outreach took a lot of work and was longer than expected, I wish we had an easier mechanism to conduct those engagements.

## Next Steps

Brandy thanked the project team members for their answers and the participants for their questions. She invited the committee members to continue adding questions or comments to the Mural Board and reminded the committee of the next meeting but emphasized that there'll be further confirmation on the meeting date with consideration of the updated timeline.

Brandy reminded the group of the additional resources before asking for confirmation surrounding the ground rules, scope, and roles that were outlined.

- Most committee members confirmed that there is no concern.
- One committee member still had questions and would like to leave the conversation surrounding the group agreements, scope and roles open. Particularly related to Committee member's role to reach out and follow up to clarify.

## Meeting Adjourned

Brandy and the project team thanked the participants and concluded the meeting.

## Appendix A: Zoom Meeting Chat History

00:18:03      Brandy (she/her) | Facilitator | JLA:      Just a reminder that we're recording this meeting.

00:21:29      Brandy (she/her) | Facilitator | JLA:      Introductions: Name, Preferred Pronoun, what personal values do you hope to see as part of this project outcome?



**Metro**

600 NE Grand Ave.  
Portland, OR 97232-2736

# Meeting summary

00:23:45 Kim Hack-Davidson (she/her): Feeling that election day stress!

00:30:03 Humberto Marquez Mendez, he/him: I forgot to mention that I have to log off around 5:40 so sorry in advance for missing part of the discussion today

00:35:19 Kim Hack-Davidson (she/her): By the way, the links to the videos required me to delete the "https" for them to work. Not sure if anyone else ran into that

00:35:51 Jeffrey Lee (he/him, Chinese-American): For me, the link was missing the ":" at https://

00:43:58 Kate Sams (she/her): I had a hard time finding the webinar prework in the shared folder for tonight. Gabrielle/Crista could you show us where that info lives in the folder system?

00:46:41 Kim Hack-Davidson (she/her): I know a few of us posted in Mural. Is now when we should ask those questions?

00:48:26 Crista Gardner (she/her), Metro: Committee role webinar video:  
<https://vimeo.com/766672803/6059b5ec02>

00:48:52 Crista Gardner (she/her), Metro: Knot webinar video:  
<https://vimeo.com/767470298/8a11c23c0a>

00:49:26 Laura Feldman She/her: What is the log in for Mural?

00:51:10 Crista Gardner (she/her), Metro: Mural board:  
<https://app.mural.co/t/natureinneighborhoodscapital3991/m/natureinneighborhoodscapital3991/1667333779686/b671ade237fa68e78ea54b69cd14677524c79a04?sender=u720604c4696be719804b6136>

00:51:35 Gabrielle Brown (she/her/Mrs.) | Metro: No login is necessary, Laura. You should only need the link.

00:56:00 Gabrielle Brown (she/her/Mrs.) | Metro: Just fixed that link as well, so it should work for you all now.

00:59:28 Brandy (she/her) | Facilitator | JLA: We'll have a chance to dive into this after the break! You can also add your questions to the Mural board.

01:11:47 Brandy (she/her) | Facilitator | JLA: Please return after a 10 minute break; 5:39 pm

01:23:11 Jeffrey Lee (he/him, Chinese-American): <https://www.oregonmetro.gov/metro-council-districts-map>

01:23:43 Kim Hack-Davidson (she/her): Very inspired by Knot's and Colloqate's work!

01:24:53 Michael Yun (he, him), Knot: Thank you Kim!

01:25:50 Gabrielle Brown (she/her/Mrs.) | Metro: The royal Metro "we"

01:33:18 Laura Feldman She/her: Can it be bigger?

01:33:46 Crista Gardner (she/her), Metro: <https://www.oregonmetro.gov/public-projects/parks-and-nature-bond-measure/protect-and-restore-land>

01:35:34 Crista Gardner (she/her), Metro: Urban Target Areas Ecological Assessment:  
<https://en.calameo.com/read/006010452bbaefcde407d>

01:46:27 Kim Hack-Davidson (she/her): Is that report available about developing the environmental justice index?

01:47:02 Andrew Tillinghast, Knot (he/they): Great question Kim - there is a report in process - hasn't been published yet

01:48:03 Kim Hack-Davidson (she/her): Thanks for the sneak peek!

01:49:08 Kate Sams (she/her): Do we have access to Knott/Colloqate's proposal?

01:50:41 Crista Gardner (she/her), Metro: I just posted on Sharefile an excerpt of the RFP (this document) of the scope of work and experience of the team. If you'd like to look at the document.

01:50:56 Kate Sams (she/her): Thank you!

01:51:45 Crista Gardner (she/her), Metro: As a reminder, the sharefile folder for this meeting 15 is here: <https://oregonconventioncenter.sharefile.com/d-s4e31b86557d3405f8bcf37d11e8d8b39>



**Metro**

600 NE Grand Ave.  
Portland, OR 97232-2736

# Meeting summary

02:11:57 Kate Sams (she/her): I have a hard stop at 6:30 pm, just want to make sure to say thank you Michael and Andrew for their work and Gabrielle for getting us set up so well. See you all next time!

02:12:30 Michael Yun (he, him), Knot: Thanks so much Kate, see you next time!

02:13:48 Gabrielle Brown (she/her/Mrs.) | Metro: Good conversation!

02:14:13 Crista Gardner (she/her), Metro: Thanks to you all! Great discussion today!

02:14:32 Andrew Butz (he/him): Thanks everyone. Great presentation from Knot.

02:14:44 Isaiah: Thank you all!

02:14:54 Kim Hack-Davidson (she/her): Thank you everyone!

02:15:33 Michael Yun (he, him), Knot: Thanks Andrew! Nice to see everyone tonight!

## Appendix B: Land acknowledgement – Oversight Committee

The greater Portland area is built upon the ancestral homelands, villages and traditional use areas of multiple Indigenous tribes and bands who have stewarded these lands we cherish since time immemorial.

The lands at the confluence of the Willamette and Columbia rivers have long served as a major crossroads for the economic, social and political interactions of tribal nations for thousands of years and a place of significance in the homelands and traditional territories of many tribal nations.

We owe a special acknowledgement to the many tribes and bands and their descendants who ceded these lands in treaties with the United States.

We recognize the strong and diverse tribal nations and Native communities in our region today and offer respect and gratitude for their stewardship of these lands past, present and future. Metro seeks to establish meaningful relationships and explore opportunities to collaborate and consider tribal priorities and interests in our work, including our parks and nature bond work. We are building our understanding of tribal interests in the greater Portland area as we implement our parks and nature work.

As we learn more, we hope to refine Metro's approach to land acknowledgements in the future; We recognize land acknowledgements are important and can be sensitive. We are hoping to learn more to integrate this into our work appropriately and in a good way honoring tribal interests going forward.



# The Capital Grants Pilot Program Design and Review Committee

Committee Role

November 2022



Metro





\$475 million to  
improve water quality,  
protect fish and  
wildlife and connect  
people to nature

1. Local parks projects
2. Community grants
3. Large scale community  
visions
4. Metro park improvements
5. Land acquisition and  
restoration
6. Trails

[oregonmetro.gov/ParksAndNatureBond](https://oregonmetro.gov/ParksAndNatureBond)



Metro



# Bond criteria set this measure apart

- Advance racial equity
- Base decisions on meaningful engagement
- Prepare for climate change





# \$40 million for Nature in Neighborhoods capital grants

2022 - 2023, launch  
capital grants pilot with  
Program Design and  
Review Committee

2023 - 2024, launch  
competitive capital grants  
program with Grant  
Review Committee



Metro



# The Capital Grants Pilot Participatory Process

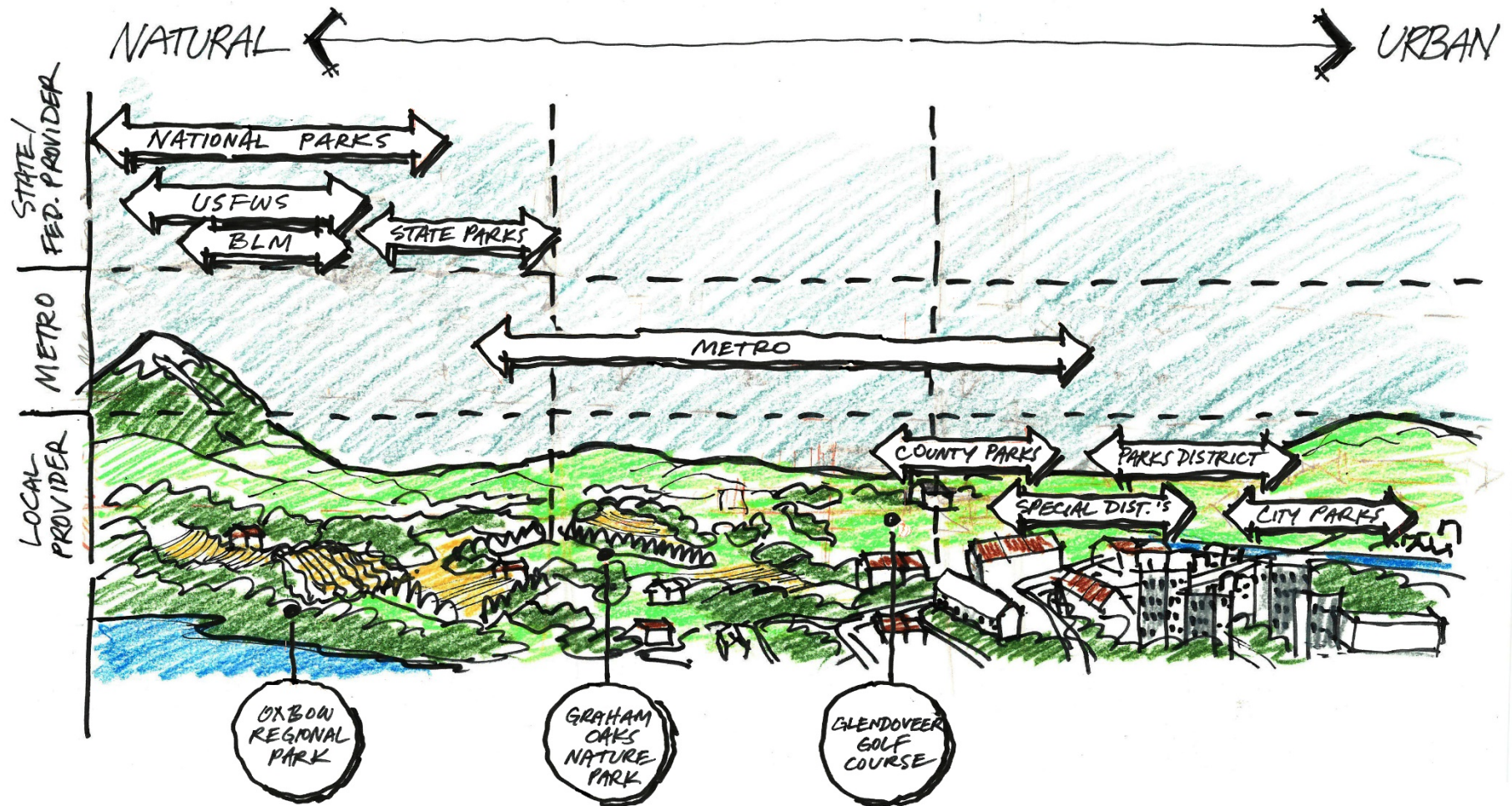
In participatory processes, participants are experts, project developers and decision-makers rather than mere spectators or advisors. This approach makes public decisions about public money more equitable and transparent while serving as an investment in civic education and leadership building.



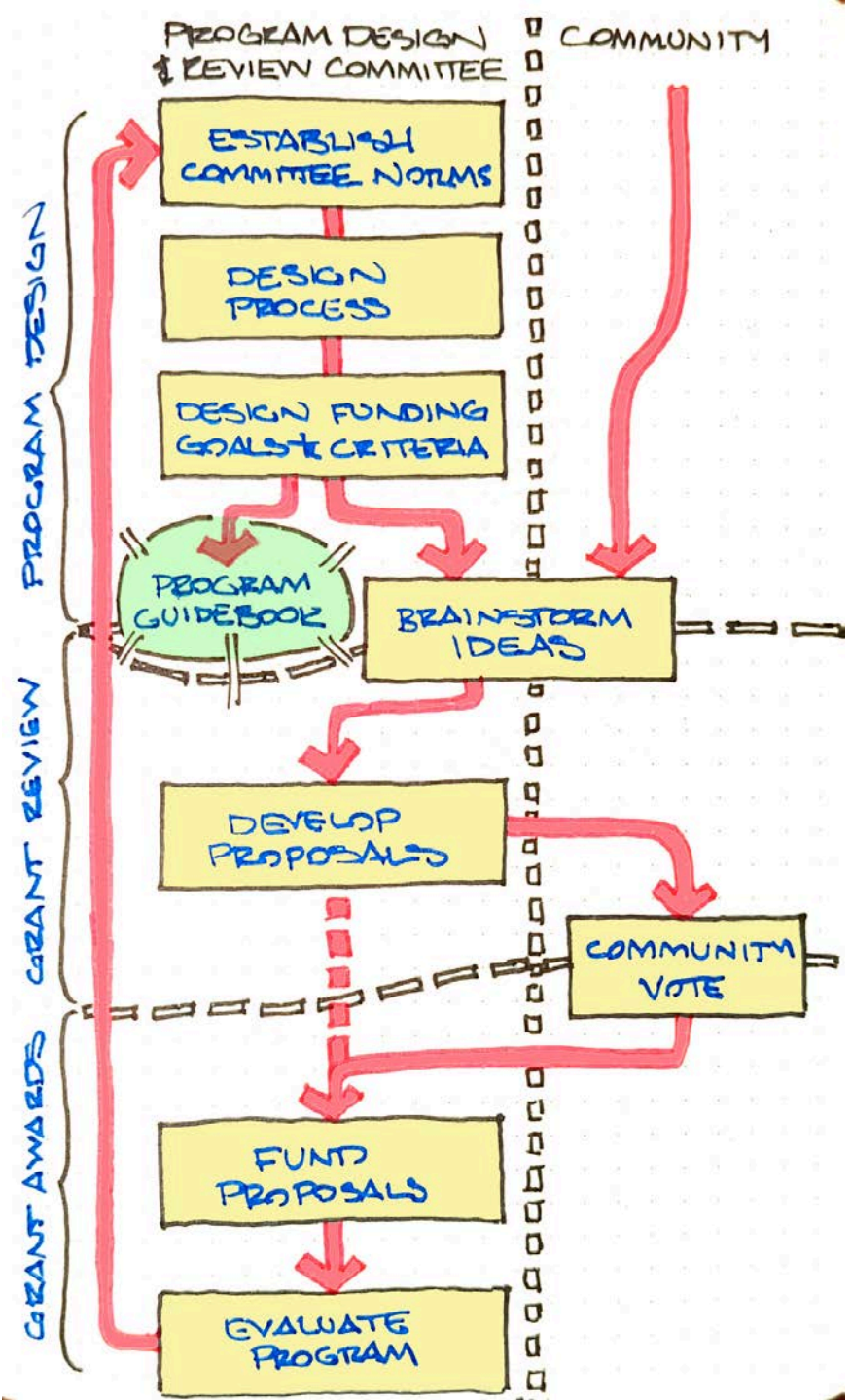


# Initial round of funding: \$2 million

## Program area: Council District 4



We are here  
Grant review





# Applied learning

## Capital Grants Pilot committee

Fertile ground

Leadership

Parameters

Outreach

Facilitation

Ground rules

Learning cohort

Partnership



# Committee

In order to ensure that this committee is representative of the communities that Metro serves, Metro invited community members to apply that:

- reflect the broad diversity of experience and background in the region
- Love parks and natural areas
- Want to support conservation and racial equity





# Spring 2022 Committee Roles and Responsibilities: Program Design

Establish a shared vision for the program

Design the ground rules and values that will guide the program from start to finish.

Design the process by which projects are identified and evaluated.



# 2022-23 Committee Roles and Responsibilities: Grant Review

Vet and evaluate project ideas according to the Parks and Nature bond criteria

Confirm partners' capacity to implement projects and fiscal accountability

Offer suggestions to strengthen applications

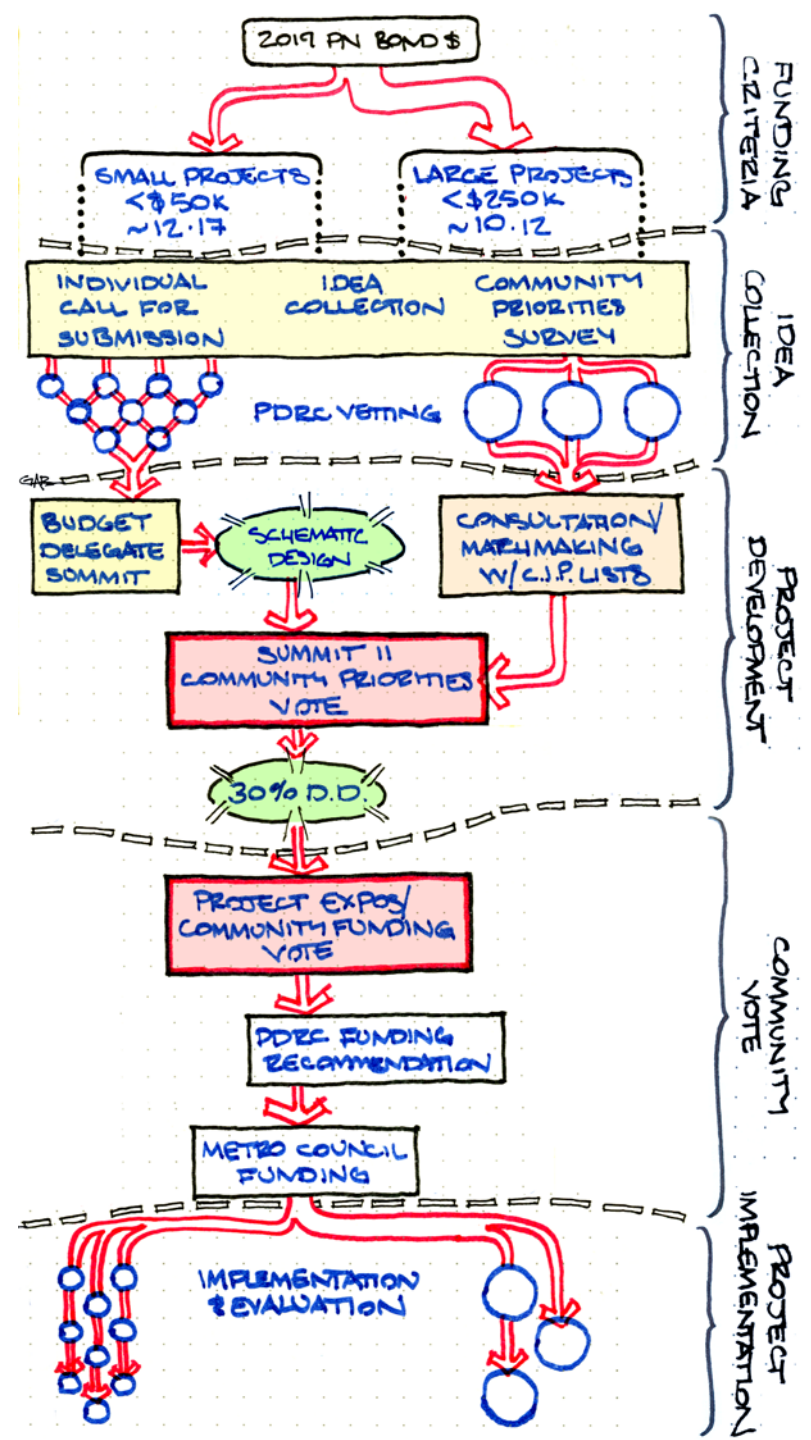
Identify projects matching community needs

Make funding recommendations based on community vote to the Metro Council



# The Committee's Role

- Vet project ideas according to Bond and program criteria
- Help develop projects at Budget Delegate Summits
- Ensure established procedures maximize community engagement and ownership of project development process
- Make funding recommendation to Metro Council based on community vote results





# Meetings and stipends

Up to 12 meetings in 2022 & 2023

September 2022 – September 2023

- One or two times per month
- Tuesday evenings at 4:30 p.m.
- Committee may change dates or times

Stipend of \$200 per meeting attended

Details in Personal Services Agreement



# Key Metro Contacts



## Capital Grants Pilot

Gabrielle Brown

[Gabrielle.Brown@oregonmetro.gov](mailto:Gabrielle.Brown@oregonmetro.gov)

Crista Gardner

[Crista.Gardner@oregonmetro.gov](mailto:Crista.Gardner@oregonmetro.gov)

## Community Engagement

Humberto Marquez Mendez

[Humberto.MarquezMendez@oregonmetro.gov](mailto:Humberto.MarquezMendez@oregonmetro.gov)





# Questions?



Metro



**oregonmetro.gov**





## 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

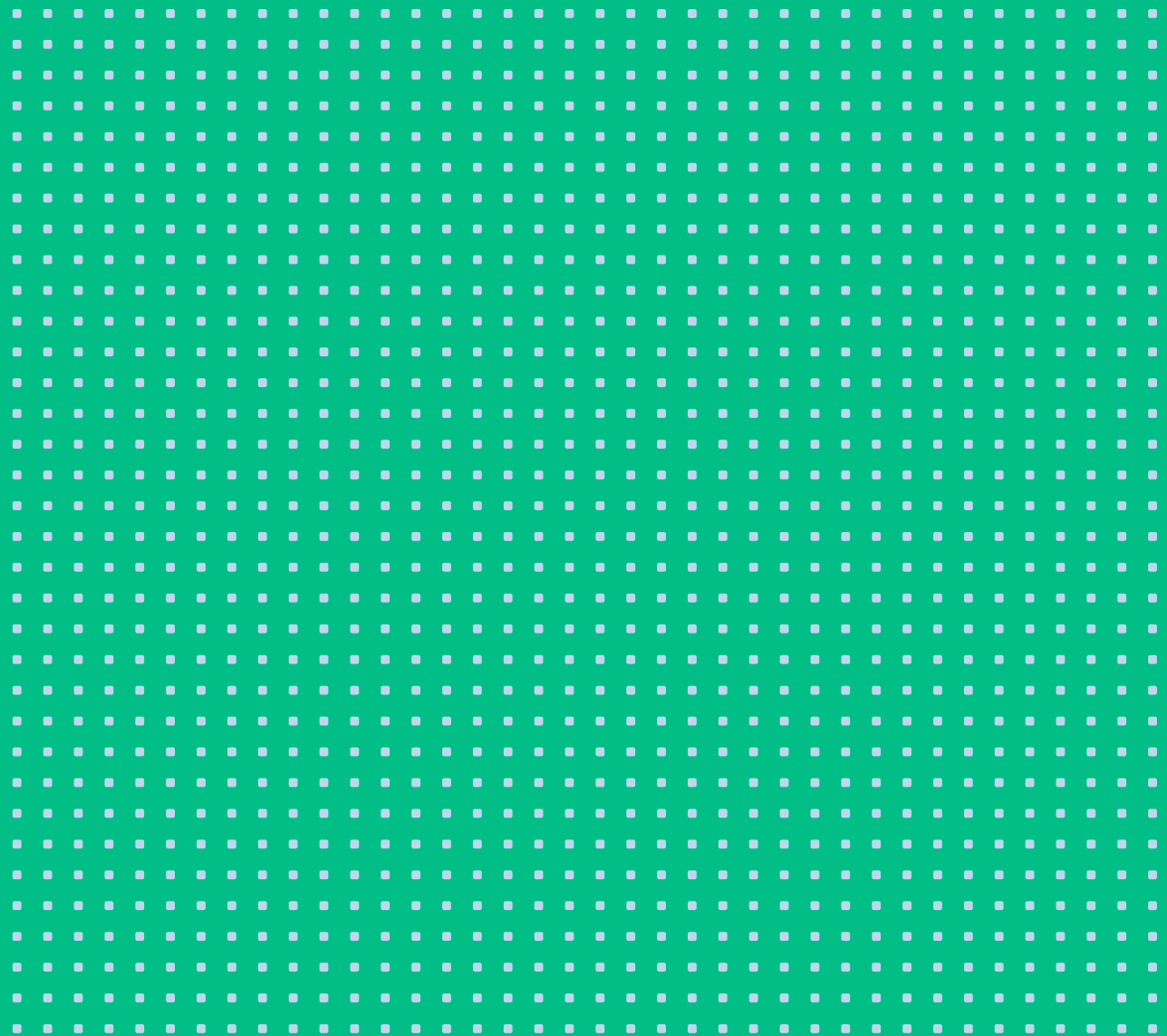
Can schools, parks or other public land in your neighborhood become a place for people to experience and enjoy nature?



Metro







Nature in Neighborhoods Capital Grants Pilot

# Metro

Response to Request for Proposals 4001. September 22, 2022

knot



# Contents

A	Transmittal Letter	1
B	Project Work Plan/Approach	2
C	Project Staffing	7
D	Experience	9

Metro  
Attn: Selection Committee  
600 NE Grand Avenue  
Portland, Oregon 97232

Dear Nature In Neighborhoods Capital Grants Pilot Program Selection Committee,

We are happy to submit for your consideration our proposal for community engagement and landscape architectural services in support of the Nature In Neighborhoods Capital Grants Pilot Program. The participatory budgeting process represents an exciting opportunity to empower the community through direct engagement, and the Capital Grants Pilot Program is a meaningful commitment from Metro to explore the application of this process in Metro's District 4 through investments that will improve water quality, habitat and community access to nature in the Tualatin Basin. Our team commits to facilitating this process in collaboration with the community with a strong focus on justice and equity at every step.

Our team of consultants has been carefully assembled to directly address the most pressing needs and potential challenges of this work. As prime, Knot brings specialized experience in landscape architecture and community engagement with a focus on environmental justice and spatial equity. We have completed numerous recent projects in support of the 2019 Parks and Nature Bond, including the development of an Environmental Justice Lens for the Protect and Restore Land program refinement process and the facilitation of Urban Area focused stakeholder engagement. Knot Principal Michael Yun will be Principal-in-Charge of this work and will lead the team for the duration of the project. Andrew Tillinghast will be the Project Manager and primary point of contact. He has managed Knot's recent Bond related project work and his familiarity with the agency and the broader context of Bond work will be an asset to the team.

Colloqate is an architecture and Design Justice practice focused on expanding community access to and building power through the design of social, civic and cultural spaces. Their mission is to intentionally organize, advocate, and design spaces of racial, social and cultural equity. Portland Office Co-Directors Karim Hassanein and Sophia Xiao-fan Austrins will partner with Andrew and Michael as the core Engagement and Design team for this project.

MultiCultural Collaborative is a racial equity focused community engagement firm led by Anita Yap. Anita's decades of experience facilitating equity focused engagement between governments and community will provide our team with innovative strategic leadership as we plan and facilitate the engagement process.

We are committed to ensuring that this participatory budgeting process is facilitated to meet the equitable and just goals at the center of it's intent. Our deep relationships with Communities of Color, ecological design expertise and familiarity with the Bond's community engagement, racial equity, climate resiliency and program specific criteria will help us successfully realize the vision of this work in close collaboration with Metro and the Program Design and Review Committee. This proposal is valid for ninety (90) days. Thank you sincerely for your consideration.

With warm regards,



Michael Yun  
Principal-in-Charge  
myun@knot.design

## B Project Work Plan/Approach

### Project Understanding

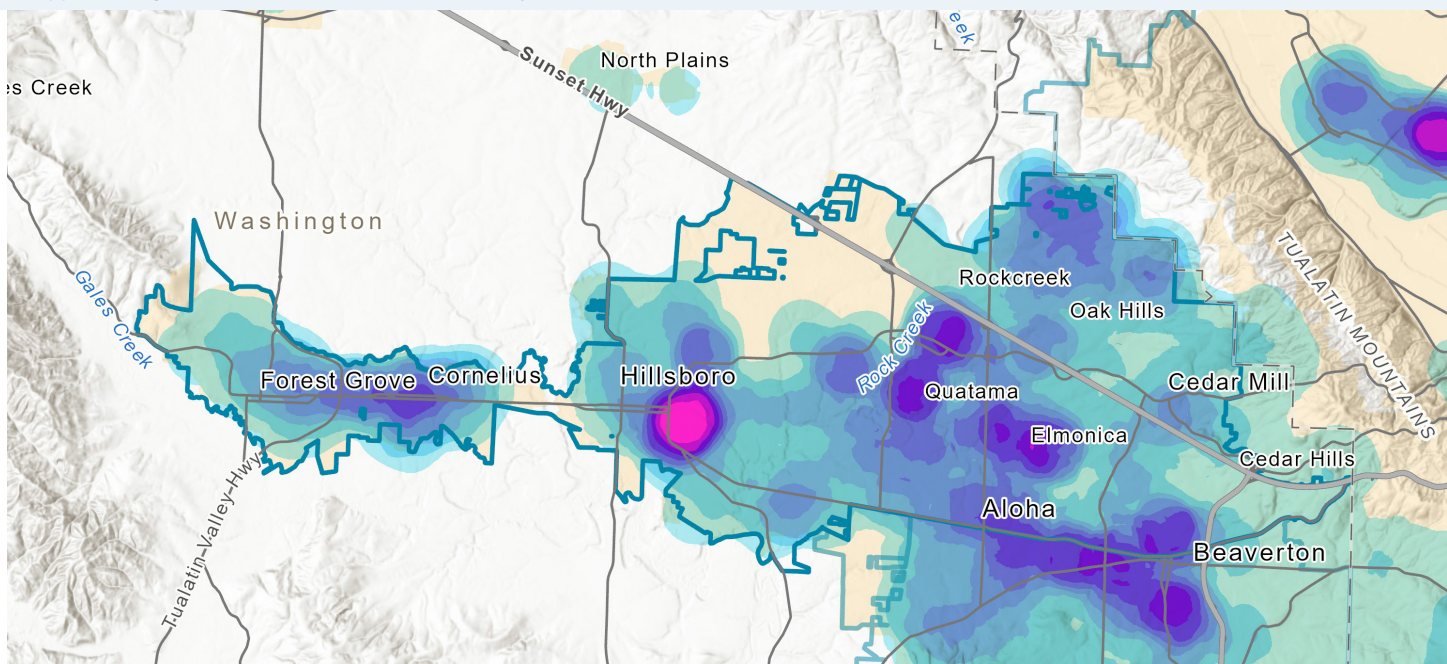
The utilization of the participatory budgeting model to allocate funding for Metro's Nature In Neighborhoods (NIN) Capital Grants program represents an exciting opportunity to realize elements of the 2019 Parks and Nature Bond's equity criteria through direct community collaboration. Metro's work assembling the Program Design and Review Committee (PDRC), developing the Capital Grants Pilot Guidebook, and authoring the project scope for this work represents a meaningful commitment to the success of this program. Nonetheless, significant effort will be required for the successful implementation of the pilot, and it will be necessary for work to continue to be deeply rooted in the principles of justice and equity.

Elite capture is a system behavior that occurs when political processes are more responsive to people with more power and resources than they are to the rest of the society (Taiwo, 2022). It can be defined as a biased distribution of public goods and services, wherein certain segments of the population, those with less privilege and power, experience reduced levels of access to these goods and services. Participatory budgeting has the potential to give the community power in the resource allocation process and can help to ensure that the provision of resources aligns with the priorities of the community, but if participatory budgeting is not facilitated with an equity and justice focus it has the potential reinforce the same dynamic of elite capture it was originally developed to disrupt.

As Rumbul, Parsons and Bramley report in "Elite Capture and Co-option in Participatory Budgeting in Mexico City" (2018), there are multiple points in the process where weak citizen engagement leaves the local authorities as the major actor capable of creating high quality projects. They state "while individual projects from citizen groups can succeed, projects "citizen-washed" by councils are at a distinct advantage over other projects. That there is a clear winner in the majority of project selections despite the range of projects on offer reflects a lack of competition at the local level."

We understand that our job will be to ensure that there is meaningful competition among citizen generated projects, that there are sufficient viable entries to make the voting process meaningful, that there is equal access to project background information and that support is provided to understand that information and contextualize it within the lived experience of marginalized communities. We will focus on meaningful engagement of marginalized community members early on in the process followed by strong support during the ideation and schematic development phases to develop a representational suite of competitive projects that successfully pass the vetting process and become quality options during the voting stage.

Metro Council District 4 benefits from its racial, economic, and cultural diversity. This map depicts the District 4 boundary overlaid with the Community Vulnerability Index, a custom spatial model based on race and socioeconomic factors, produced by Knot in support of regional efforts to deliver environmental justice.





From left to right: Anita Yap presenting results of a design visioning process workshop for Greening the Jade. Knot's Michael Yun interfacing with local residents including Native Alaskan Tribal members for a U.S. Forest Service master planning in Ketchikan, AK. Colloqate's Paper Monument project solicited proposals for new monuments and memorials from Black, Brown, and Indigenous communities across the city.

## Performance Methodology

In collaboration with the PDRC, Metro has developed the Capital Grants Pilot Guidebook which provides useful context and background information, outlines the key steps, and elaborates on strategies to consider and methods to implement throughout the participatory budgeting process. The scope of work described in the RFP highlights the importance of community engagement and landscape architectural skillsets with an emphasis on social justice and racial equity. Our team has been assembled to successfully fulfill that role during the implementation of the NIN Capital Grants pilot program.

Knot will lead a small team of carefully selected consultants to help Metro deliver on the 2019 Bond's community engagement, racial equity, climate resiliency and capital grants program criteria, through the facilitation of a community centered participatory budgeting process which will include effective information sharing, collaborative ideation with marginalized Communities of Color, equitable schematic project development, and the facilitation of community meetings and community voting. As landscape architects with experience engaging local marginalized Communities of Color in the Portland Metro region, we will lead this work with an equal emphasis on equitable community engagement, collaborative design development and design justice. Our experience working with Metro to advance the Bond's criteria through ecological analysis, community engagement and landscape architectural design projects, has provided us with deep familiarity of the Bond's intent and unique qualifications to understand how to bring these issues forward with a community centered, trauma informed approach.

We are thrilled to team with Colloqate as partners in this effort. Colloqate is a multidisciplinary nonprofit Design Justice practice focused on expanding community access to, and building power through, the design of social, civic and cultural spaces. Their mission, to intentionally organize, advocate, and design spaces of racial, social and cultural equity, is directly in line with the goals of the NIN Capital Grants pilot program. Their deep and cherished relationships to Communities of Color in the Portland Metro area will be a major asset to the project as we center marginalized communities through intentional and effective engagement. They will collaborate with Knot on all aspects of the project.

MultiCultural Collaborative (MCC) will provide our team with strategic guidance on the development of the engagement plan, community survey and facilitation strategy. MCC's Anita Yap has decades of experience working with local marginalized BIPOC communities in the context of public project development and this experience will be a major asset to the project team.

Our close working relationships and positive team dynamic will help us to efficiently and effectively collaborate with Metro, the PDRC and the Community on this important work.

## Work Plan

We have thoroughly reviewed the scope of work provided in the RFP along with the Capital Grants Pilot Guidebook and understand the expectations of our role as facilitators of the community engagement and design development portions of the process developed by Metro and the PDRC. The following work plan details our understanding of the tasks outlined in the RFP and proposes subtle modifications that we believe will increase the efficacy of the project and enhance the likelihood of successful outcomes. Since the guidebook and RFP so thoroughly cover the process, this work plan emphasizes key areas of focus and proposed variations.



## Step 1. Information Sharing and Idea Collection

**Duration: 4 Months** (recommended increase from the 2-month duration identified in the RFP)

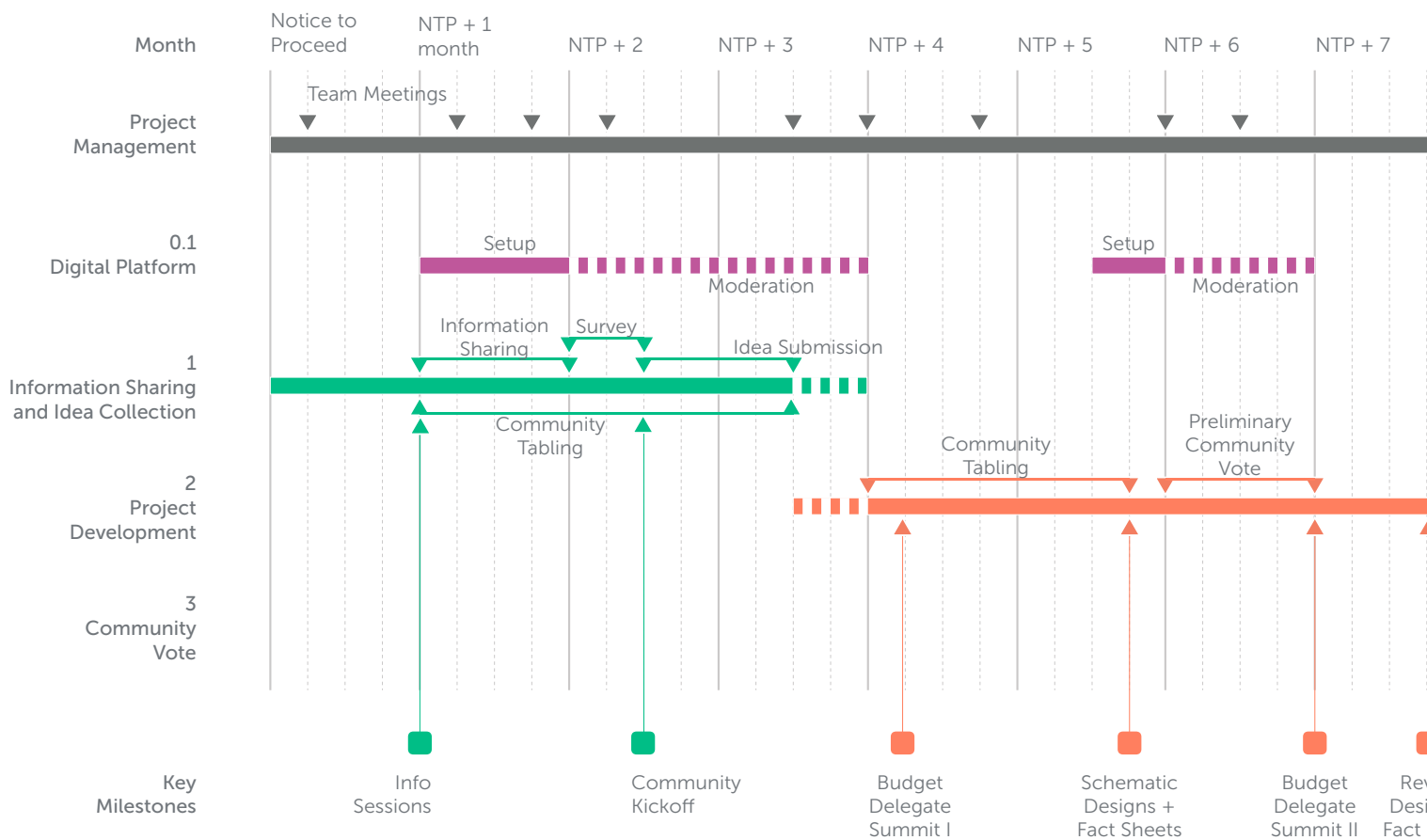
Investing time and resources in the initial phase of information sharing and idea collection will provide a strong foundation for the subsequent phases of the work which are entirely dependent on quality outcomes of this step. Our team understands that it takes time to develop a comprehensive engagement strategy, identify and invite community members, create effective background, create translations, provide materials in advance of the meetings and finally facilitate the sessions. We strongly recommend that we extend the time allocated in the schedule for this step from 2 months to 4 months and increase the proportion of the budget to support the level of effort that will be required to effectively complete this important step of the process. Significant effort on this step will make the rest of the project more meaningful and increase the likelihood of a successful pilot program.

It is essential to acknowledge that marginalized Communities of Color are at a positional disadvantage in understanding the complex requirements that will successfully predict the viability of an idea within the context of the NIN Capital Grants pilot program. Metro has defined the type of projects which will be funded as those that “protect and improve water quality and fish and wildlife habitat, support climate resiliency and/or increase people’s experience of nature at the community scale” (NIN Capital Grants Pilot Guidebook). Additionally, these projects are required to satisfy the Bond’s community engagement, racial equity, climate resiliency, and capital grants program specific criteria. It would be unrealistic to expect marginalized community members to contribute ideas that function within these detailed constraints without substantial background, information sharing and technical support.

An early emphasis on effective information sharing will help bring more marginalized community members into the process and prepare a broader

## Project Schedule

The schedule below is based on the published RFP, with timing relative to contracts being finalized and a notice to proceed. We recommend retaining flexibility in the project schedule in order to be responsive to what is learned from the engagement process itself.



cross section of the community for the idea generating step. Community members need to have equal access to information, have time to process information and be given opportunities to ask questions about that information. As experienced engagement specialists, we understand that the prompt “tell us your ideas” rarely elicits effective responses. Even if the intent is to prioritize investment in disinvested communities, the effect can be extractive and insensitive. The community will have priorities and needs well outside of the boundaries of the NIN Capital Grants program so developing a relationship of trust and sharing key information in an effective manner is foundational to preparing individuals to contribute meaningful ideas in line with the goals of the program.

We will use our extensive experience with online engagement sessions and online platforms for idea submissions to create an accessible digital engagement environment. During the Urban Area stakeholder engagement, Knot developed

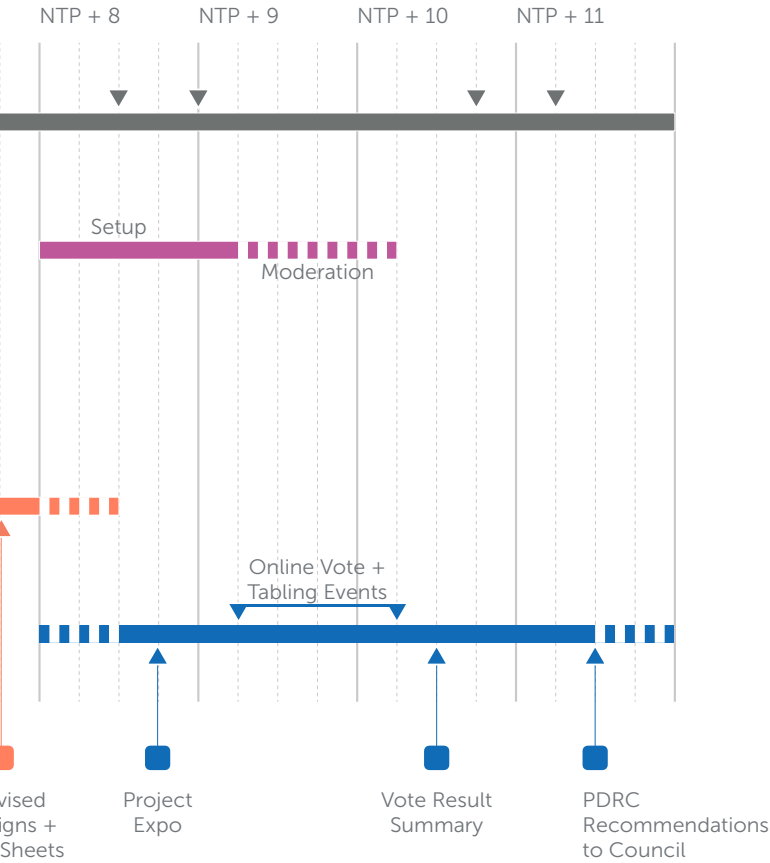
an interactive Google maps-based tool to allow stakeholders to draw project ideas and attribute their drawings with key information. Colloqate has used Social Pinpoint on previous projects and finds the diverse range of tools on that platform to be especially useful. Together we will work with Metro to explore the range of tools and implement the platform that is most compatible with the projects shared goals.

We recommend using community tabling events to advance all aspects of this phase of engagement; information sharing, Q & A and supporting community through the development of possible project ideas. We will help Metro develop a set of materials for these events the effectively supports each of those objectives. These events will be great opportunities to share and collaborate with community in spaces that are comfortable and convenient, and we understand that they should be happening in parallel to the other events during this step.

The Community Kick-off and Idea-Generating Events will be opportunities to generate excitement about the project, provide detailed background and contextual information and collaborate with community to envision project ideas and provide design and technical support. Colloqate and Knot are excited to bring our combined design justice, landscape architectural and ecological design expertise to these sessions. Additionally, we propose to recruit young BIPOC design professionals as volunteers. Pairing community members with design professionals, even at this pre-design stage, would be an effective method to support viable project ideation and would narrow the resource gap between marginalized community members and more mainstream potential grant seekers. The provision of interpreters, compensation, refreshments, and childcare / child focused activities should be a standard part of all in person events throughout this project.

**Step 2. Proposal Development**  
**Duration: 4 Months**

The Proposal Development step of the participatory budgeting process should be a seamless continuation of the collaborative community work that was initiated during Step 1, Information Sharing and Idea Gathering. It will be important to maintain and reinforce the community relationships that were developed during the initial phase of outreach through consistent means of engagement, timing and location of meetings, and individual and group outreach.



### Right

Knot's design for Ridgewood View Park in Beaverton (within Metro District 4) has helped deliver stormwater benefits along with neighborhood amenities.

### Far right

The gathering circle at Midland Library directly reflects advocacy from Indigenous community members, bringing cultural significance into the communal space.



The Budget Delegate Summits will be approached as a continuation of the Community Kick-off and Idea Generating events. Knot and Colloqate, alongside implementer staff and volunteers, will use our professional design skills to support community during the development of ideas into projects with defined scope, budget and schematic plans. Our team has professional experience designing projects to meet 2019 Bond criteria as well as experience facilitating community lead design visioning and will leverage this experience to the benefit of the community during this phase of the work.

We recommend approaching the schematic development phase with an emphasis on representational consistency between projects. Emotions can play an important role in voting behavior and people are sensitive to graphic representations of potential project options. We recommend implementing a standard graphic approach to all submitted project ideas to keep the focus on the idea itself and not the quality of its representation. This strategy will help maintain equity through this step.

The proper facilitation of community voting will be the next important process step. Further discussion on the community vote facilitation is included in the Step 3 write up.

## Step 3. Community Vote

### Duration: 2 Months

Participatory budgeting can be viewed as a form of multi-winner voting in which each project candidate has an associated cost and the total number of successful candidates will be a function of the project costs and total budget available. Aziz and Shah (2018) identify four considerations for participatory budgeting vote processes. 1) Decision space, 2) Preference modeling, 3) Ballot design and 4) Vote aggregation. Defining these four criteria in the context of our work will help us understand which voting model will be the most effective for us to implement.

Questions our team will ask related to these four criteria include the following (Aziz and Shah, 2018):

**Decision space:** Is the space of possible outcomes discrete or continuous (ie, projects are either funded or not funded, or can be allocated different amounts of funding)?

**Preference modeling:** How will residents' preferences over the projects be represented?

**Ballot design:** What should the ballot ask from residents which will serve as a proxy for their preferences and will allow them to effectively convey these preferences?

**Vote aggregation:** How will the votes cast by residents be aggregated into a final allocation of the available public budget?

Our team will work with Metro and the PDRC to answer these questions in the context of our work. We will then use the answers to select the most effective combinatorial model and voting process design to support the specific needs of the process as defined by the NIN Capital Grants pilot program. The facilitation of this process will include all the principles of community engagement our team has described for the previous steps, such as translation and interpretation, location and time consistency, multiple methods of engagement (in-person, online), opportunities for questions and technical support. The project expo and voting kick-off will be a fun opportunity to come back to the community with the final selection of projects and initiate the voting phase. After the voting is completed, we will then prepare summaries of the results for both the PDRC as well as for Metro Council for final funding approval.



# C Project Staffing

## Team

**Knot** OR COBID #207 (WBE/DBE)

### **Landscape Architecture; Community Engagement**

Knot's passion lies in shaping the human experience of place and reinforcing the natural systems that sustain us. Headquartered in Portland, Oregon, we are specialists in Landscape Architecture, Ecological Analysis + Planning, Community Engagement + Spatial Justice, and Experiential Design. Our team works across disciplines to identify and synthesize creative tensions in service to our design principles of entanglement, ecologies, exploration, collaboration, and stewardship. In order for people to connect to place, designed experiences must be more than the sum of their parts. This requires the expertise of thoughtful, anti-disciplinary problem-solvers. We are committed to the co-mingling of ideas across disciplines; acting as members of a diverse, interdependent ecosystem of ideas.

In recent years, Michael Yun and Andrew Tillinghast have brought a background in creative geospatial modeling for planning and environmental projects together with their commitment to environmental justice and intersectional social advocacy. This has coalesced in a growing portfolio of projects at the intersection of equity with conservation planning and landscape design. This unique perspective has positioned Knot to be a catalyst for transformative, collaborative projects, and to be a bridge between

scientific and technical institutional processes with community. Clients like Metro have benefited from their ability to create engaging, informative materials, facilitating workshops, presentations, and listening sessions for internal and external stakeholders in a variety of contexts.

**Colloqate** 501(c)(3) NON-PROFIT

### **Design Justice; Community Engagement**

Colloqate is a multidisciplinary nonprofit Design Justice practice. With an emerging body of projects that center marginalized communities in projects across the country, Colloqate was recently awarded the 2021 Cooper Hewitt National Design Award as an Emerging Design Practice in recognition of their work to organize, advocate, and design around a radical vision for racial, social and cultural justice in the built environment. Founded by Bryan Lee Jr. in 2017, the practice may still be emerging, but it is also growing.

Building off of past and current work in the Pacific Northwest, Colloqate launched a Studio in Portland, OR in 2021 under the leadership of Sophia Austrins and Karim Hassanein. Both Karim and Sophia come to Colloqate with years of local design and advocacy work in Portland, and through civic leadership in nonprofits and activist initiatives.

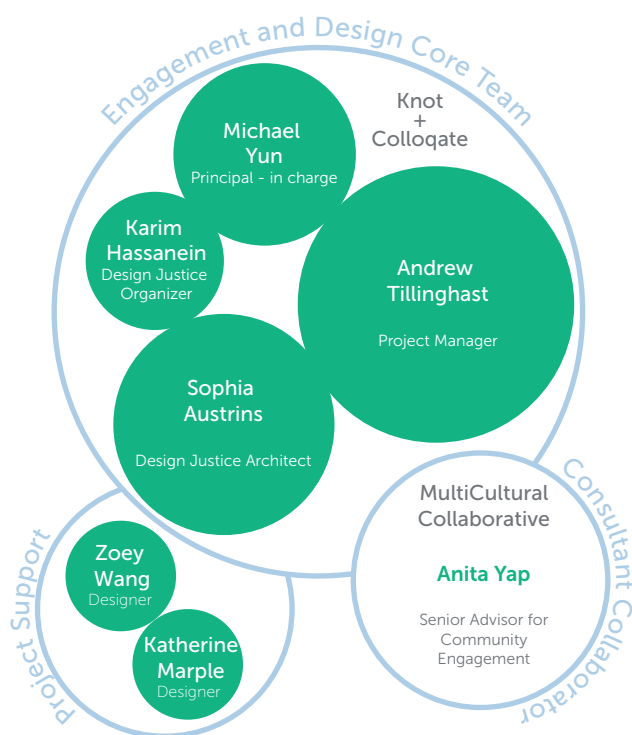
Austrins and Hassanein are interdisciplinary designers, artists, activists, and community organizers who are committed to democratizing the place-making process through accessible design services, grassroots organizing, and fearless advocacy. They bring expertise in the fields of architecture, spatial design, communications and storytelling and hope to expand the role of design practice beyond physical objects and building to create the relationships and systems that our communities need to thrive within their built environments.

**MultiCultural Collaborative** OR COBID #8563 (MBE/WBE/ESB/DBE)

### **Community Engagement Senior Strategic Advisor**

Anita Yap is a seasoned professional with over 20 years experience in community development, public policy and community engagement in Oregon. She is a leader in innovation and sustainability, leading communities in alternative systems planning and innovative approaches to community planning.

Anita is a Fellow with the U.S. Department of Housing and Urban Development (HUD), and has received the Governor's Livability Award, Women of Vision Award from the Daily Journal of Commerce, Women of Achievement Award from the Oregon Commission for Women and the Distinguished Leadership by a Professional Planner Award from the American Planning Association.



## Key Project Roles

See Appendix II for detailed resumes.

### Project Manager Designation

Andrew Tillinghast (Knot), will serve as **Project Manager** and **primary point of contact** for the duration of this contract, and be responsible for maintaining the project schedule, coordinating the consultant team's efforts, coordinating with the Metro project team and other consultants, leading bi-weekly internal and client meetings, and tracking completion of quality reviews.

### Michael Yun PLA, ASLA, IALE, SEGD (Knot)

**Director of Anti-Disciplinary Design | Principal-in-Charge**

**Average time devoted to project: 33%**

Principal Michael Yun's passion for realizing innovative solutions to address environmental justice and ecological health (as demonstrated through his recent work on the Metro Bond Refinement projects) makes him well-suited for this leadership role for this project team. He will oversee all aspects of the project and ensure that all steps in the Proprietary Budgeting process, from community engagement to schematic design, are aligned and mutually reinforcing. Michael ensures high-level project objectives established by stakeholders such as the PDRC are met.



### Andrew Tillinghast (Knot)

**Landscape Ecologist and Designer | Project Manager**

**Average time devoted to project: 50%**

Andrew Tillinghast is a designer, ecologist, and advocate for the power of creativity and collaboration to influence complex socio-ecological systems towards more equitable and sustainable patterns. He will be the team's primary point of contact with Metro, responsible for maintaining the project schedule, coordinating the consultant team's efforts, leading internal and client meetings, and tracking quality reviews. Andrew's experience managing and coordinating Knot's spatial justice projects, including 2019 Parks + Nature Bond projects, makes him well-prepared for a project of this scope and complexity.



### Karim Hassanein (Colloqate)

**Co-Director | Storytelling & Engagement Strategist**

**Average time devoted to project: 25%**

Karim (they/he) is an interdisciplinary, values-driven design professional committed to supporting civic engagement and creating a more just world. Karim will bring Colloqate's best practices around community engagement and organizing strategy to this process, serving as a primary engagement facilitator and event designer. He will also work with Anita to develop stakeholder maps that establish the socio-spatial and cultural context of communities in District 4, and build tools and engagement actions to account for the systemic barriers to participation that perpetuate inequitable design and development patterns.



### Sophia Xiao-fan Austrins AIA NOMA (Colloqate)

**Co-Director | Architect & Design Justice Facilitator**

**Average time devoted to project: 35%**

Sophia (she/they) is an architect/artist who seeks to share the power of the built environment with communities who have been left out of our design processes; because we deserve to create our own futures, and to find moments of delight and community growth that come from designing together. Sophia will support engagement activities and facilitation, drawing on their experience from co-design of large scale public spaces and installations. Sophia will also collaborate closely with the Knot design team to develop spatial concepts derived from the synthesis of information gleaned through community engagement efforts.



### Anita Yap (MultiCultural Collaborative)

**Founder and Principal | Strategic Advisor for Community Engagement**

**Average time devoted to project: 10%**

Anita (she/her) is a leader in engagement with racially diverse communities, developing equitable strategies to shape public policy. She is an expert trainer, facilitator, and active listener. She is recognized nationally and locally for her inclusive approach to developing public policy with the communities it impacts. Anita will provide oversight into the engagement plans, survey development, and overall strategy.



# D Experience

## Team Experience

The assembled team brings both a depth of experience and a fresh approach to the Capital Grants Pilot project. Together, our substantial involvement in helping to implement various programs of Metro's 2019 Bond, local expertise on the cutting edge of design justice, and years of experience developing architectural and landscape architectural design is unlikely to be found elsewhere.

The project RFP defines the qualifications and experience required to successfully deliver the project. The following table portrays selected experience in reference to these requirements, drawing from the whole team.

Project   Client	Year	Firm			Qualification*			
		Knot	Colloqate	MCC	1	2	3	4
<b>Cultural Heritage and Healing Garden   Metro</b>	2022	+		+	+	+	+	+
Jefferson High Engagement & Organizing   PPS	2022		+		+	+	+	+
East County Flagship Library   MCL	2022	+		+	+	+	+	
Regional Travel Options Racial Equity Facilitation   Metro	2022			+	+	+	+	
<b>Equity, Diversity, &amp; Inclusion Workshops   Clean Water Services</b>	2022	+		+	+	+	+	
<b>Midland &amp; Holgate Libraries   MCL</b>	2021		+		+	+	+	+
<b>Strategic Action Plan Equity Integration   RHCWG</b>	2021	+		+	+	+	+	
<b>Vanport Mosaic Festival   Vanport Mosaic Collective</b>	2021		+		+		+	
<b>2019 Parks and Nature Bond Refinement   Metro</b>	2020	+			+	+	+	
Metro Workforce Training Center   PCC	2019		+		+		+	+
Paper Monuments Campaign   New Orleans Communities	2017		+		+	+	+	+
<b>Greening the Jade   EPA</b>	2016			+	+	+	+	
Various US Embassy/Consular Compounds   Department of State	2015	+			+	+		+
Washington Park Reservoir Improvements   Portland Water Bureau	2015	+			+	+		+
Strategic Plan to Advance Racial Equity   Metro	2015			+	+	+	+	
Ridgewood View Park and Reservoir   Tualatin Valley Water District	2014	+			+	+		+

\* Qualification Areas (RFP Section IV):

1. Project management, public involvement, community engagement, facilitation, and/or event management
2. Working collaboratively with government agencies
3. Advancing racial equity
4. Landscape architecture, architecture, or civil engineering experience

## Selected Project Experience

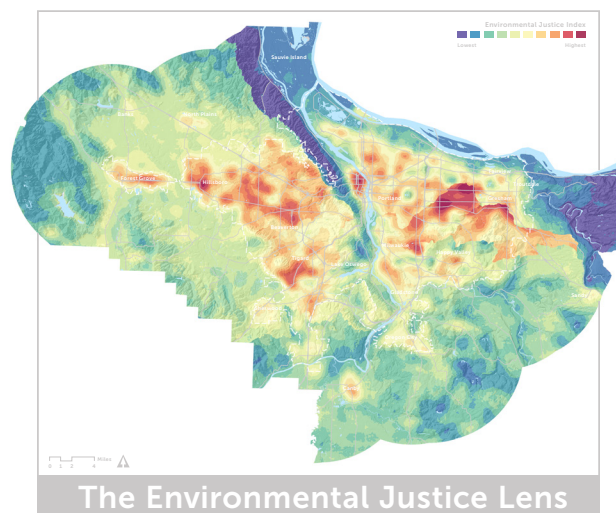
### 2019 Bond Refinement - Protect + Restore Land Program

Portland Metro Area, OR

- Region-wide project prioritizing Bond funds for equity and spatial justice
- Facilitation and materials for community engagement
- Close coordination with Metro project team

Knot has been working with Metro on multi-faceted approaches to Bond refinement with a focus on protecting clean water, restoring habitat, and connecting people to nature, while centering racial equity and climate resilience. This work includes the Urban Target Area Ecological Assessment, UTA Stakeholder Engagement, and developing an Environmental Justice Lens to apply throughout the Information Synthesis Phase. This lens models spatial distribution of factors within four areas: Community Need, Environmental Burdens, Flood Risk, and Access to Nature, which together indicate potential of investments to deliver environmental justice to the region's most marginalized communities.

Team: Michael Yun, Principal-in-Charge; Andrew Tillinghast, Project Manager; and Zoey Wang, Project Designer (Knot)





## Midland & Holgate Libraries

Portland, OR

- Community-driven participatory design
- Multi-phased engagement approach with public vote process
- Publicly funded project with diverse community stakeholders

Colloqate is leading community engagement for both libraries, and designing the renovation and expansion of Midland (partner firm Bora Architects leads Holgate's design). Midland and Holgate libraries serve large parts of East Portland and Gresham, a dynamic cultural landscape that is impacted by displacement and the housing crisis, lack of public space, and the ongoing traumas of COVID-19. The team includes a cohort of community organizers, extending the range of voices influencing design decisions. The resulting program responds to deep stakeholder needs, which has led to flexible community rooms, art galleries, and spaces for partnership with cultural and service organizations.

Team: Sophia Xiao-fan Austrins, Project Architect, and Karim Hassanein, Lead Organizer & Engagement Facilitator (Colloqate). In partnership with Bora Architecture.

## Cultural Heritage and Healing Garden

Lone Fir Cemetery, Portland, OR

- Knot-led landscape architectural design project in support of the 2019 Bond
- Portland area BIPOC-focused community engagement
- Project highly focused on delivering justice and equity goals

Knot's team, led by Principal Michael Yun, is currently in the process of designing the Cultural Heritage and Healing Memorial at Lone Fir cemetery in honor of the historic Chinese Burial Ground, which was erased in the 1950's when Multnomah County built a maintenance building on the site. Knot is working closely with MCC to engage focus groups within the Chinese-American community to share the history of the site in detail and receive feedback on potential design considerations and culturally specific concerns. This project is funded through the 2019 Parks and Nature Bond.

Team: Michael Yun, Principal-in-Charge; Zoey Wang, Project Designer (Knot); and Anita Yap, Strategic Advisor (MCC)

## Greening the Jade

Portland, OR

MultiCultural Collaborative gathered a diverse team of urban designers, engineers and stormwater experts for this project. Through the EPA's Greening America's Communities program, Multnomah County's Office of Sustainability requested assistance to advance sustainable design strategies in the City of Portland's Jade District, the most racially diverse zip code in the State of Oregon. The project designs are part of the Office of Sustainability's ongoing work implementing the 2015 Portland/Multnomah Climate Action Plan. To complete this project, the EPA coordinated a team of federal and county agency staff and consultants to draft designs, incorporating community input and feedback gathered through equitable engagement and workshops and focus groups conducted in three languages.

Team: Anita Yap, Engagement Lead (MCC)



### Client: Multnomah County Library

Katie O'Dell, Capital Bond Deputy Director at Multnomah County Library: [kodell@multcolib.org](mailto:kodell@multcolib.org), 503-988-5408



### Client: Metro

Karen Vitkay, Project Manager:  
[karen.vitkay@oregonmetro.gov](mailto:karen.vitkay@oregonmetro.gov), 503-758-4878



### Client: U.S. Environmental Protection Agency

Abby Hall, U.S. EPA Office of Sustainable Communities:  
415-972-3384, [Hall.Abbey@epa.gov](mailto:Hall.Abbey@epa.gov)



## Strategic Action Plan Equity Integration

Portland-Vancouver region, OR/WA

- Collaborative engagement with multiple organizational stakeholders
- Iterative refinement of work products and presentations
- Publicly funded project with diverse community stakeholder

Knot and MCC performed a complete collaborative review of the Regional Habitat Connectivity Working Group (RHCWG) Strategic Action Plan through a lens of Justice, Equity, Diversity, and Inclusion. The intent was to develop new ways to invest in meaningful partnerships with diverse perspectives and advance common goals for regional habitat connectivity. Key to the JEDI integration process was a series of conversations, workshops, and other formats with RHCWG participants. The work also involved development of outreach and engagement frameworks for the RHCWG to help facilitate long-term participation in the group and partnerships with BIPOC community groups.

Team: Michael Yun, Principal-in-Charge; Andrew Tillinghast, Project Manager; and Zoey Wang, Project Designer (Knot); Anita Yap, Strategic Advisor (MCC)



**Client:** Regional Habitat Connectivity Working Group  
Janelle St. Pierre, Water Resources Program Manager:  
503-681-5108

## History Is Now Exhibit, Vanport Mosaic Festival 2021

Portland, OR

- Collaborative design process with multiple communities and stakeholders
- Working with semi-governmental agency around coordination & facilitation
- Placemaking and green space activation through community storytelling

Working as part of the Design As Protest Collective, a grassroots BIPOC organization, Karim and Sophia joined Vanport Mosaic to produce a museum without walls as part of the Festival. Collaborating with over a dozen community based organizations and institutions, this event transformed vacant storefronts around the North Park Blocks into a powerful display highlighting the underrepresented stories of Black, Indigenous, Japanese, and Chinese communities with deep roots in this place. This exhibit also highlighted the work of activists and organizers in the movements for spatial justice, reflecting their histories and demands for a more just and equitable environment.

Team: Sophia Xiao-fan Austrins, Display Designer, Organizer & Facilitator; Karim Hassanein, Event Designer, Organizer & Facilitator (Colloqate)



History Is Now Exhibit as part of Vanport Mosaic Festival 2021.

**Client:** Vanport Mosaic  
Laura Lo Forti, Co-Director: [laura@vanportmosaic.org](mailto:laura@vanportmosaic.org)

## Jefferson High School - Community Engagement & Organizing

Portland, OR [Partnered with Bora, Lever]

- Complex, highly political project with significant social impacts
- Fast schedule, regular engagement events throughout project
- In collaboration with committee of community stakeholders

Jefferson is Portland's historically Black High School, and has long been in need of substantial investment. However, it also sits in the Albina neighborhood, and its bond-funded modernization comes at a time of accelerating gentrification and displacement of the Black community. Colloqate is leading community engagement and organizing efforts as part of the design team with Bora and Lever Architects. Our approach includes hiring a community design organizer team, and public event design and facilitation, and tabling at community gatherings to reach the most impacted stakeholders.

Team: Karim Hassanein, Lead Organizer & Engagement Facilitator (Colloqate). In partnership with Bora Architecture and Lever Architecture.



Middle school engagement session for prospective Jefferson students

**Client:** Portland Public Schools  
Ayana Horn, Project Manager: [ahorn@pps.net](mailto:ahorn@pps.net)