Riverlife

Community Engagement Protocols

November 2024

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Land Acknowledgment

Riverlife acknowledges that the City of Pittsburgh and the three rivers were ancestral homelands to Native Peoples (Haudenosaunee, Lenape, Osage, Wyandot, Monongahela, and Shawnee). We recognize and honor the original inhabitants of the land, who have lived here for thousands of years, and whose culture and traditions have left a lasting imprint on the area. We appreciate the ongoing presence and contributions of Native communities to the region.


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CONTENT

1
INTRODUCTION AND PURPOSES

1.1 Introduction

Since 1999, Riverlife has worked to create, activate, and celebrate Pittsburgh's riverfronts, overseeing a $150 million investment that transformed decaying and abandoned spaces along the riverfronts into 15 miles and 1,055 acres of award-winning, nationally recognized parks, trails, and green space.

While today's riverfronts boast remarkable moments, challenges and gaps remain in creating a world-class experience for residents and visitors alike. Completing the Loop is our vision for filling those gaps and creating a cohesive riverfront experience with thriving spaces that can be accessed and enjoyed by all. It is a comprehensive look at Riverlife's goals, visions, and plans for the future of the Loop (Figure 1).

Riverlife believes that Pittsburgh's rivers bring life to the region and belong to everyone. This belief forms the core of our organizational values:

- **We elevate social equity.**

  We center our work on the idea that the riverfronts belong to everyone and must be a model for community-driven, equitable development.

- **We embrace innovative ideas.**

  We tackle big challenges with creative solutions that drive transformational change.

- **We advocate for great design.**

  We cultivate riverfront experiences that are elevated by high-quality, community-focused, and regenerative design.

- **We collaborate and connect.**

  We nurture broad-based partnerships with the community, philanthropy, and key constituents to advance our mission.

- **We are a trusted leader.**

  We advance a shared vision through our unique position at the intersection of economic development, arts & culture, and sustainability.

As outlined above, Riverlife's commitment to social equity will be defined through the process, decision-making, and outcomes. Embracing and centering equity leads to more inclusive and meaningful community engagement. Building internal and external social equity capacity and developing clear protocols and systems for deep community engagement will be embedded in all Riverlife's projects, planning, and programming.

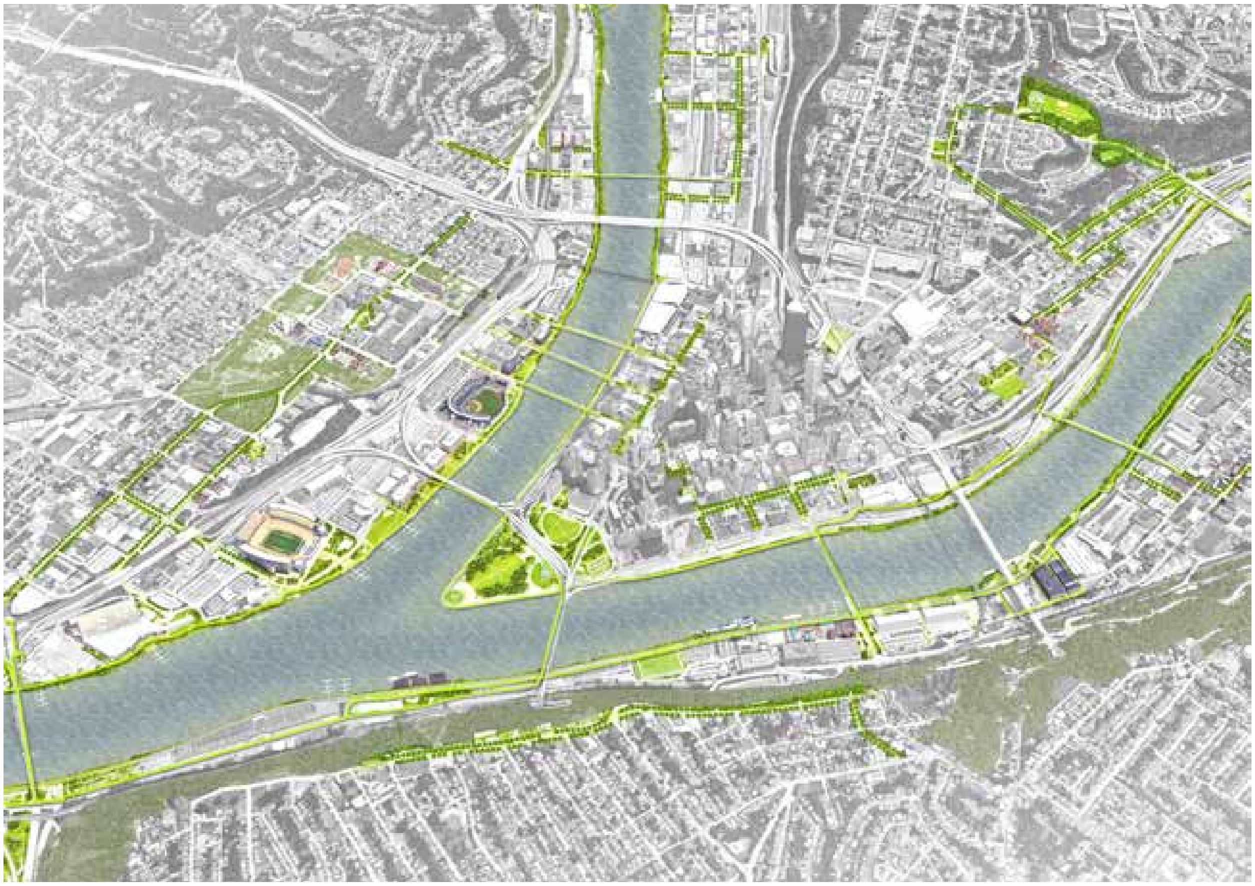

Figure 1. Context map: Pittsburgh three rivers and the Loop area

For every initiative that Riverlife pursues, the organization strives to engage diverse communities, organizations, and partners to ensure a fair and transparent process. Riverlife recognizes the importance of including a diversity of voices, including those of different ages, abilities, races, income levels, and perspectives. Our decision-making is informed by and represents the diversity of experiences and perspectives of the communities that Riverlife serves. Riverlife seeks to distribute initiatives geographically and connect neighborhoods that are historically disconnected from the rivers. We will work with communities to prevent displacement and other unintended consequences that may arise from those initiatives. Riverlife is committed to putting community needs at the center of our work, building strong relationships with communities, and not exploiting community resources.

To achieve these goals, this document outlines Riverlife's community engagement steps and sets standards for all future engagements. It uses diagrams, images, and texts to explain the principles, steps, tools, partner communities, and evaluation methods of our community engagement processes in projects and planning efforts.

1.2 Purposes

Riverlife's community engagement process has the following four purposes:

1. To understand and prioritize the needs of community members

Local communities are closest to the needs and problems in project areas. Before the actual planning and design process, hearing from local communities provides first-hand information about the project area, existing conditions, and community desires. The initial community engagement always seeks to establish these basic understandings and learn about the critical needs of community members.

2. To build trust and collaboration among partners

Community engagement of a new project begins with establishing new collaborations. As a partner organization, it is important to find ways to build trust among all constituents. Therefore, early engagement is not immediately focused on a proposed project but endeavors to build understanding and determine the mutual benefits of working together. These relationships last throughout the project and impact the quality of the collaboration and the long-term sustainability of the work.

3. To center the voices of historically marginalized groups

Pittsburgh's riverfront and adjacent neighborhoods are home to a diverse range of groups and communities. However, due to historical disinvestment and infrastructure barriers, some of these groups lack access to the riverfronts. To address this, Riverlife is actively working to expand its engagement with partnering organizations and communities. The goal is to authentically and intentionally center the voices of historically-marginalized and minoritized communities in the Pittsburgh region. Community advocacy is critical to this effort, and Riverlife is making a deliberate effort to invite members of diverse identities to participate in the engagement process.

Riverlife recognizes the value that community members bring to development projects. As individuals with lived expertise and valuable talents, they have much to contribute. To support this, Riverlife is committed to engaging and compensating community members fairly. The engagement process must support the inherent power of communities to advocate for themselves and design for themselves.

Riverlife also commits to participate in community and cultural events and programs as an organization that centers on a) gender equity, b) LGBTQIA+ equity, c) disability equity and accessibility, d) refugee/immigrant communities, e) racial equity, and f) intersectional equity as a whole. Additionally, while working intensively with natural environments, Riverlife also values the importance of animals, wildlife, and plants as under-represented communities in considering environmental justice and impacts.

4. To disseminate Riverlife's progress on projects, planning, and programming

The community engagement process is also an information dissemination process. Riverlife would like to inform the public of project progress and decisions and garner feedback. Riverlife's projects are successful only when community members are informed and stay engaged at all stages of a project. All project information should be transparent and accessible to partners and the public through various communication channels. Our communication channels include:

- **In-person meetings:** This may include staff meetings, board meetings, committee meetings, public meetings, and workshops.
- **Phone calls:** Staff members may use the phone to communicate with one another or to reach out to donors, volunteers, or partners.
- **Email:** Email is often used for internal and external communication, including communicating with partners, donors, volunteers, and other constituents.
- **Social media:** Riverlife uses Facebook, Instagram, Twitter, or LinkedIn (@ Riverlifepgh) to communicate with the public and promote our mission.
- **Newsletters:** Riverlife produces regular newsletters to keep supporters up-to-date on our work and initiatives.
- **Press releases:** Riverlife issues press releases to announce major initiatives, events, or accomplishments.
- **Website:** We use the website (https://riverlifepgh.org/) to communicate with the public, share information about their mission and programs, and solicit donations.
- **Video conferencing:** Video conferencing tools such as Zoom, Microsoft Teams, and Google Meet are commonly used for communication between team members,external partners, or hosting public meetings.

2

ENGAGEMENT PRINCIPLES AND THEORETICAL APPROACHES

2.1 Principles of Community Engagement

Informed by the City of Pittsburgh's Public Engagement Guide and other cities' civic engagement principles and based on Riverlife's overarching principle that riverfronts belong to everyone, the following principles provide the foundation upon which the community engagement processes are built.

- **Open access:** Riverlife's community engagement efforts are open and inclusive to all community members. Our staff works to expand participation across geographic, demographic, financial, and other lines. Increasing collective capacity to co-create and co-own riverfront spaces and experiences, and increasing engagement with less frequent riverfront and trail users are the primary goals.

- **Transparency:** All community engagement will create public-facing documentation of the planning, process, and outcomes. The documentation includes clear, visible language and policies on DEI practices and goals. Community engagement processes aim to build a transparent social network of mutual opportunities and feedback loops.

- **Trust-building:** Riverlife attempts to engage in conversation and public processes from the very beginning of every project to become a trusted and invited partner. We believe in being an invited partner and working closely with them to establish trust and credibility. By involving communities from the outset, Riverlife seeks to foster a sense of ownership and investment in the project among partners involved. Outside the loop, we only engage when we are invited to the community.

- **Responsive:** Riverlife's work centers on active listening and continual reflection. For all the community responses, Riverlife will attend to them in a timely manner and make spaces to support authentic, intimate relationship, mutual transformation, and collaboration.

- **Equity and fairness:** Riverlife commits to inclusive, human-centered community engagement and planning. The organization acknowledges systematic issues and makes intentional efforts to center equity and fairness in any community engagement process.

- **Fun and enjoyable:** Creating fun and enjoyable experiences for members of a community is as important as getting the work done. Riverlife incorporates fun and entertaining elements into community events and activities, such as games, music, colors, and arts. By doing so, they can help create a positive, welcoming, and rewarding environment that encourages participants to be active and immersed in these events.

2.2 Theoretical Foundations

Several theoretical areas and innovative approaches to community engagement have informed the development of Riverlife's community engagement protocols, including but not limited to: participatory design, Theories of Change, Actor-Network Theory, art activism, and tactical urbanism.

Community Engagement in City Planning

Community engagement, also referred to as civic or public engagement, is an umbrella phrase for several participatory approaches that engage the general public in urban planning. Although there are distinctions between various methods for community engagement, the main objective is to ensure the equitable and significant involvement of community members in the shaping of their cities. Engaging the public can build trust, increase understanding, and make reliable decisions. Community engagement normally involves public hearings, council hearings, community meetings, and design workshops. Through development in theory in practice, public participation has expanded to include new and diverse approaches, including: community-based participatory research, citizen science initiatives, online platforms and forums, participatory budgeting, consensus conferences, and deliberative polling. These approaches have allowed for greater inclusivity, transparency, and collaboration between the public and decision-makers, leading to more equitable and effective policy outcomes.

Participatory Design and Co-Design

Participatory design or co-design is a democratic process for coming up with design solutions or decisions. Although it originated in the user experience design field, it has been adapted to guide community-centered engagement processes. In participatory design, users are critical components of the design process. Instead of giving information and passively accepting the outcomes, users are partners that actively contribute to the early conceptualizing and ideating phases. Designers in participatory design often use certain artifacts, or generative tools, to facilitate non-designers' engagement and prompt their thoughts. The process thus is a collective experience of both designers and users, or in community engagement cases, planners and community members. Co-design, a synonym of participatory design, refers to the creativity of designers and untrained people working together to create throughout the design development process. As the prefix "co-" in co-design suggests, this mode of design brings users closer to designers and vice versa. While participation quality varies from project to project, this approach leads to more authentic engagement opportunities and greater user ownership of projects.

Riverlife places great importance on community participation and refers to the International Association for Public Participation (IAP2) engagement goals when measuring success. IAP2 goals are commonly used in cities' public engagement plans. IAP2 proposes a spectrum of public participation, ranging from providing information through fact sheets and information booths to resident engagement that leads to decision-making and empowerment (Table 1). In chapter 4, Riverlife's engagement tools are tagged with these goals to indicate their purposes.

	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
Public Participation Goal	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions	To obtain public feedback on analysis, alternatives and/or decisions	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution	To place final decision making in the hands of the public
Promise to the Public	We will keep you informed	We will keep you informed, list to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible	We will implement what you decide

Table 1. IAP2 Spectrum of Public Participation

Theories of Change (ToC) and Actor-Network Theory (ANT)

Theories of Change (ToC) encompass a variety of theories and methodologies from ecology, life sciences, policy, sociology, etc. to understand and explain the dynamics and complexity of systems. It challenges people's linear cause-effect thinking; reflects on various scales of complex problems; and values histories, non-human systems, and ideas from non-experts. Living systems theory, actor-network, wicked problems, needs and satisfiers, multi-level perspective, and socio-technical transition are key Theories of Change. Of these, the Actor-Network Theory is most heavily used in this document for collaborative relationships.

The Actor-Network Theory (ANT) is a method to distill actors' relationships. The formation of multi-constituent networks is critical for organizations to navigate the engagement strategies and politics of power in projects. The ANT originated in sociology and is used heavily in science and technology studies. It captures dynamic conflictual or consensual relations among participants. Actors can be human or non-human. Relationships can be strong or weak, in alignment or conflict. ANT can sometimes be subjective. Different constituents have their own interpretations of actors' relationships. Despite this, it is a useful tool to understand the social dynamics and unpack their needs and concerns. Chapter 5 is based on ANT and discusses Riverlife's constituent structure and roles.

Artistic Activism and Tactical Urbanism

Artistic activism combines the ability of the arts to affect people on aesthetic and emotional levels with tactical activism for social impacts. Artistic activism is a practice that provokes emotionally resonant experiences that can lead to shifts in power and worldviews. Riverlife's ArtWalk on the Allegheny and other art programs promote social equity in access to riverfronts and foster engaging and welcoming trail experiences in collaboration with Pittsburgh local artists.

Action is a key component of tactical urbanism. Tactical urbanism is a municipal, organization, and/or citizen-led approach to employing short-term, low-cost, and scalable interventions to catalyze long-term changes. Tactical urbanism thinking is embedded in several Riverlife programs such as Pittsburgh Creative Corps and Chalk Festival. Through temporary urban interventions and fun activities, these initiatives raise people's awareness of the importance of participation and riverfront spaces. Both artistic activism and tactical urbanism play important roles in Riverlife's engagement strategies.


PING
What would you like to see in the gateway parks?

3
COMMUNITY ENGAGEMENT PROCESS

One-Time Engagement

Continuous Engagement

Project-Based Engagement

3.1 Engagement Types

- **One-time engagement corresponds to specific and short-term needs.** The purpose of one-time engagement is mainly to expand Riverlife's presence, acquire specific feedback, and catalyze riverfront activities. One-time events, tabling at other organizations' events, and user interviews and surveys are typical one-time engagements.
- **Continuous engagement builds long-term, deep relationships.** Riverlife's engagements with key partners are all continuous engagement. Most project-based engagements are continuous engagements that span from the initial project ideation to long-term project maintenance. Riverlife's recurring public programs are also part of continuous engagement with riverfront users. Continuous engagement is a cumulative process enabling relationships and trusts to build and strengthen over time.
- **Project-based engagement is the most often used engagement type at Riverlife.** For each project, identified partners assist in the engagement process. Engagement strategies will progress according to project status. Project-based engagement caters to project sites, timelines, and local demographics. It is usually pre-planned and executed step by step. Some projects engage certain groups of people, others intend to reach as many community members as possible. In the following section, the detailed project-based engagement process is further explained.

3.2 Project-Based Engagement Phases

Although community engagement strategies vary from project to project, an overarching roadmap provides a guide to maintain Riverlife's engagement quality and standard. Continuous engagement in key communities and with key partners should already have built some trust and set the stage for Phase 1, though, of course, new partners are always welcome. Riverlife's project-based community engagement can be summarized into four phases:

Phase 1 Initial Engagement

Inform the public and partners about the initiation of the project while establishing community partners, engagement strategies, and a project timeline

Phase 2 Translation and Alternatives

Begin to generate design ideas from initial community input and facilitate deeper engagement regarding these ideas

Phase 3 Synthesis and Refinement

Synthesize feedback from previous steps to develop a refined design

Phase 4 Final Implementation

Follow through by providing the community with project updates and gathering their feedback

Figure 2. Phase I Engagement roadmap

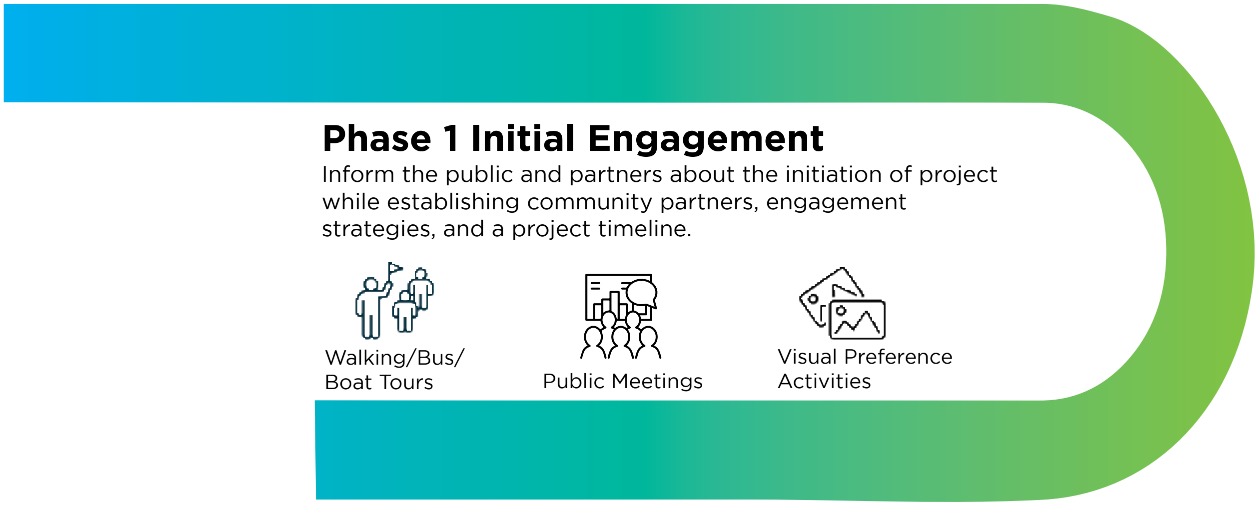

Figure 3. Phase 1 Engagement roadmap and example tools

Phase 1 Initial Engagement

The project team begins to reach out to local partners, and identify key partners and the missing hard-to-reach partners. This phase casts a wide net, gets the word out and builds trust among community members. Partners and the public are informed of the initiation of the project, the expectations, and the general process moving forward. This is also the time to assemble the core project partner team which should include diverse parties like community organizations, local business owners, community champions, governmental officials, and professional planners and designers.

The initial engagement usually employs newsletters, interviews, surveys, public meetings, walking/boat tours, and pop-up exercises. These tools are for sharing project information, collecting initial community input, and listening to the community's desires and concerns. In some projects, educational elements are integrated into this phase, such as giving presentations on climate resilience, bank stabilization, river histories, or other topics to enrich project contexts.

The project team aims at establishing a clear project timeline, engagement strategies, and communication plan during this phase to set the foundation for future phases. In parallel, Riverlife begins to engage with firms and consultants that are supportive of the community-driven process and are able to translate engagement findings into designs (see in Riverlife Project Management SOP).

Figure 4. Boat Tour

Figure 5. Public Meeting

Figure 6. Visual Preference Activity

Questions we should ask the community in Phase 1:

- What are the biggest challenges facing the community?
- What are the community's strengths and weaknesses?
- What services or resources does the community need the most?
- What do you like most about living in this community?
- What changes would you like to see in the riverfront connection in the next 5-10 years?
- What are your priorities for improving the riverfront?
- How do you think the community can work together to address these issues?
- How can we reach out to more people in this neighborhood?

Questions we should ask the internal team in Phase 1:

- What are our team's goals for this project's community engagement?
- What skills and resources do we need to effectively engage with the community?
- How will we ensure that all team members are aware of community feedback and insights?
- What are our strengths and weaknesses as a team?
- How will we hold ourselves accountable for engaging with the community in a meaningful way?
- What are the potential risks and challenges we may face during this phase, and how can we prepare for them?

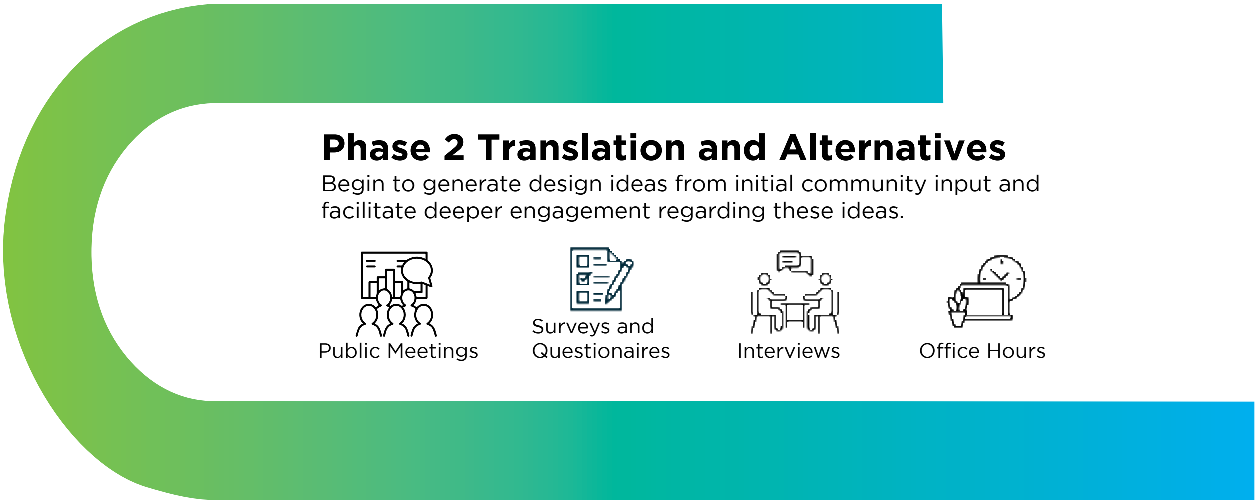

Figure 7. Phase 2 Engagement roadmap and example tools

Phase 2 Translation and Alternatives

In phase 2, the project team and consultants digest the data acquired from phase 1 and translate them into alternative concepts. This phase shares phase 1 findings and interpretations with the public and experts and asks for additional input or preferences. By using deeper engagement and creative tools like design charrettes, future visioning workshops, community planning, etc. This phase further engages community members to garner specific ideas regarding promising concepts.

Activities and meetings during phase 2 should have clear objectives and expected outcomes because this phase is key to deepening community trust and advancing project development. The tools we use are based on these objectives and outcomes. The outcomes feed directly into final deliverables.

Figure 8. Public Meeting

Figure 9. Shipping Container for 'Office Hours'

Questions we should ask the community in Phase 2:

- What do you think of the alternative concepts developed by the project team?
- Which concepts do you prefer and why?
- What specific features or designs would you like to see included in the project?
- What are we missing from the design concepts?

Questions we should ask the internal team in Phase 2:

- How will we incorporate community input into the development of the project?
- How will we ensure that the project meets the needs and expectations of the community?
- Are there additional resources or contacts needed to move forward informed by the community feedback?

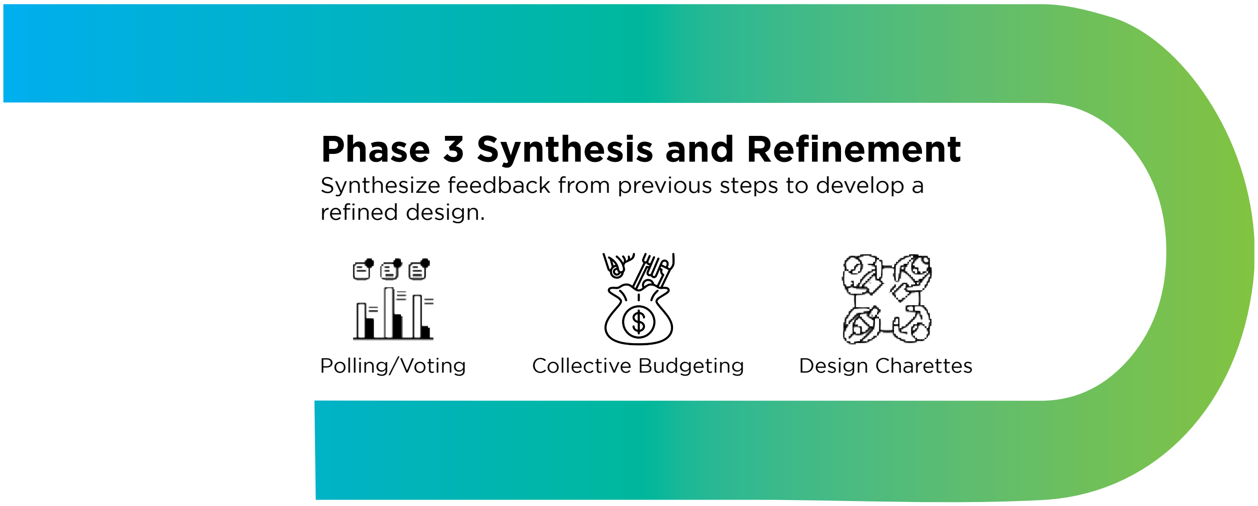

Figure 10. Phase 3 Engagement roadmap and example tools

Phase 3 Synthesis and Refinement

As phase 2 provides feedback on the alternatives, phase 3 proceeds with the most favorable and promising concept. The project team and consultants synthesize the data from previous phases and develop the details of the design concept. Public meetings and open houses are the common tools for this phase where the refined design plan is presented to the public and open for comments. The keys to phase 3 are clarity and thoroughness. To ensure clarity and confidence in the project's success, the project team must present the design in a well-organized manner that minimizes confusion. Additionally, it is crucial to provide an honest assessment of the project's feasibility, taking into account the existing funds raised and realistic fundraising assumptions. Good storytelling and easy-to-follow narratives can eliminate the barrier to non-professional citizens' participation.

Phase 3 hopes to build consensus among partners and get their final approval of the design. Usually, partners provide suggestions for minor changes and help the project to move forward. However, if a majority of participants express opposition to the design or certain elements, it's necessary to return to the previous phase and reconsider different alternatives.

Figure 11. Polling/Voting

Figure 12. Collective Budgeting

Figure 13. Design Charrette

Questions we should ask the community in Phase 3:

- Are there any specific elements of the design that you find particularly appealing or concerning?
- What suggestions do you have for improving the design or addressing any potential issues?
- How do you think the proposed design will impact you and your community?
- What information or clarification would you like to see in order to better understand the design and its potential impact?

Questions we should ask the internal team in Phase 3:

- Can we explain the design in a way that is easy to understand for non-professional citizens?
- How will the proposed design benefit the community and community members at large?
- How feasible is the design in terms of funding and resources for construction?
- What are the potential risks or challenges associated with this design, and how do we plan to mitigate them?
- How will we ensure that the project stays on track and meets the desired outcomes?
- How do we plan to address any concerns or objections raised by community members during this phase?

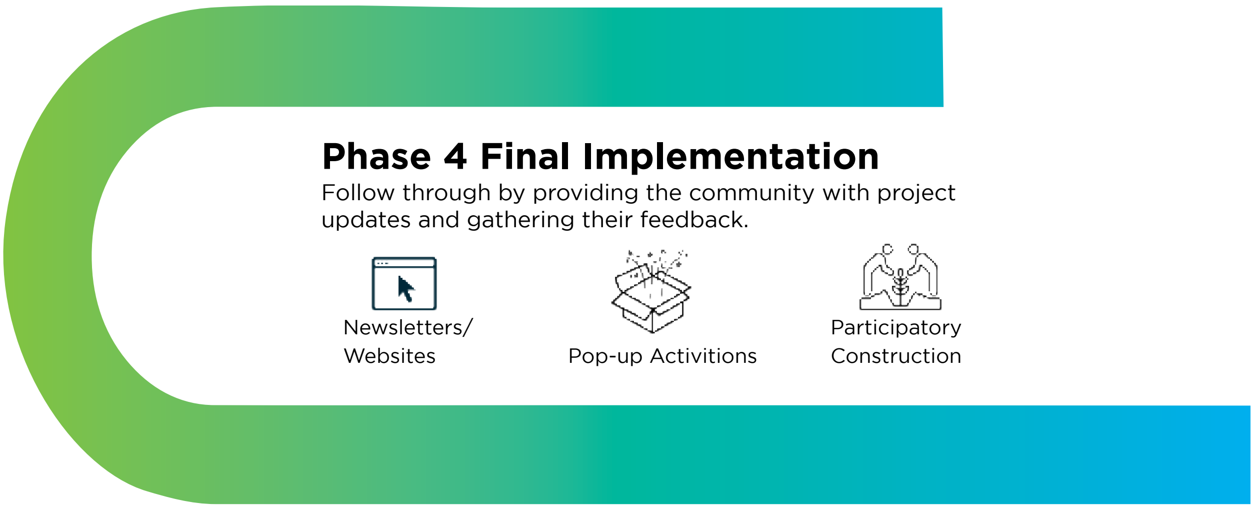

Figure 14. Phase 4 Engagement roadmap and example tools

Phase 4 Final implementation

The final engagement is to communicate project updates and implementation progress. It is also the time to get feedback from the community and assess the success of the entire engagement process. The engagement evaluation metrics are outlined in the next chapter. The evaluation of every project's engagement processes will inform future work and help refine engagement tools. EngagePGH pages, the Riverlife website, and other resources and documentation of the project should be made accessible to the public with open channels for questions and comments.


Riverlife

COMMUNITY WORK DAY IN PITTSBURGH'S WEST END

Figure 15. Newsletter


Figure 16. Pop-Up Activation


Figure 17. Participatory Construction

Questions we should ask the community in Phase 4:

- What updates or information would you like to see about the project's progress and implementation?
- What feedback do you have about the engagement process and how it was conducted?
- Were there any specific elements of the project that you were particularly satisfied with, or that you think could have been improved?
- What suggestions do you have for future projects or engagement processes?

Questions we should ask the internal team in Phase 4:

- How do we plan to communicate project updates and implementation progress to the community?
- Have we encountered any unexpected challenges during the implementation process, and if so, how have we addressed them?
- How do we plan to ensure that the project stays on schedule and within budget?
- What metrics are we using to evaluate the success of the engagement process, and how are we tracking them?
- What have we learned from the engagement process, and how will we apply those lessons to future projects?


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4

ENGAGEMENT TOOLS

4.1 Engagement Toolkit

In reference to the City of Pittsburgh's public engagement toolkit and additional research, Riverlife has assembled a series of community engagement tools. The toolkit is iterative and growing. All tools include the IAP2 engagement goals, applicable engagement phases, applicability, examples, tool description, and resource. Each tool will have a page of steps and materials to instruct the delivery in practice. We developed an example tool page and will add the rest over time. According to the need for different engagement phases, respective tools will be used to achieve our engagement goals. Chapter 3 has outlined a road map of engagement strategies utilizing these tools. Riverlife staff will visit the list for details of different tools and decide when and how to use them.

4.2 Unique Riverlife Engagement Tools

A boat tour (Figure 3) serves as the basis for a unique Riverlife program that combines exploration, education, socialization, and community engagement. Riverlife partners with Rivers of Steel and Gateway Clipper Fleet to give our project partners and community members a prime view of Pittsburgh's riverfronts, sharing stories about their history, ongoing riverfront development, and an overview of the vision for Completing the Loop. For project-based tours, we bring visual materials on board for participants to give feedback.

A walking tour (Figure 4) focuses on projects, arts, nature, and the urban landscape within the Riverlife service area. The tours take visitors or partners to key riverfront parks and projects around downtown Pittsburgh. Riverlife staff will guide attendees along and discuss the history, ongoing efforts and visions of the sites along the route. Some of the walking tours have partnered with Doors Open Pittsburgh and Pittsburgh Creative Corps, and offer special art routes.

Bike the Loop (Figure 5) has been an internal Riverlife staff activity to explore the transformations and challenges on the bike trails. It is planning to be extended to a public program in collaboration with BikePGH and POGOH which offers a unique opportunity to expose participants to all three organizations' work, and experience Pittsburgh's riverfront biking system. We also aim to reach out to user groups like Black Girls Do Bike, Major Taylor Cycling Club, and Western PA Bicycle Club to expand this program outside of downtown and diversify and broaden the audiences. Using on-street and riverfront infrastructure, Riverlife can demonstrate how our organization's projects activate these spaces.

Figure 18. Residents share their ideas during a Riverlife boat tour

Figure 19. West End walking tour with youth

4.3 Tabling Kit

Besides employing the above-mentioned tools to facilitate community engagement, Riverlife also participates in other organizations' events. A tabling toolkit (Figure 6) is assembled for staff to roll out conveniently. The list below applies to most events but some special events require the development of additional engagement activities or games that cater to events' themes. Riverlife tabling items are:

- A table, chairs, and a logo tablecloth
- A Completing the Loop report for people to review at our table
- Riverlife handouts
- Support Completing the Loop signature sheets and pens
- Tabletop sign holders with Riverlife or Completing the Loop information and QR codes
- Riverlife and Completing the Loop retractable signage (indoor use only)
- Arcade water ring game or magnet fishing game (dry)
- Other items for different age groups, such as a model base and modeling supplies
- Other giveaways like stickers and temporary tattoos.

4.4 Remote Engagement

Riverlife developed the Completing the Loop report during the COVID-19 pandemic and included intensive community engagement. This process helped Riverlife innovate its information-sharing and engagement strategies to reach larger numbers of people. Online surveys, meetings, and engagement tools are in place for any remote engagement in the future. Riverlife staff will be trained and prepared to facilitate virtual engagement workshops and meetings to accommodate any foreseeable switch from an in-person to an online situation.

4.4 Barriers to Consider

While all tools and engagement sessions are intended to be open access, any tool or engagement process has its limitations. People that have not historically been involved in community engagement are especially valuable yet vulnerable. Therefore, considering potential barriers helps us come up with better outreach strategies. Some barriers to consider include:

- A lack of time, as many people have busy schedules and may not have the flexibility to attend meetings or events;
- A lack of awareness or understanding of the issues being addressed can make it difficult for individuals to feel motivated to participate;
- A sense of disempowerment and apathy towards community engagement activities because opinions were not valued in the past;
- Concerns about the power dynamics in the project;
- Digital tools that require access to computers and the internet;

Figure 20. Riverlife staff biking the Loop

Figure 21. Riverlife table

- Physical or mental health limitations;
- Literacy limitation;
- A lack of resources or access to transportation;
- Language or cultural barriers;

To overcome some of these barriers, Riverlife will examine the goals of each engagement process and be clear about the target audience. It is critical to design different engagement activities and use appropriate tools to reach different audiences, as well as make the engagement process beneficial and enjoyable for participants. To connect with the hard-to-reach, Riverlife will start by breaking down physical and cultural barriers, which may require:

- Door-knocking to find hard-to-reach local residents;
- Offering flexible meeting times or providing community compensation;
- Providing access to computers and the internet in the community spaces, such as libraries or community centers;
- Offering accommodations such as accessible meeting spaces, transportation assistance, and virtual meeting options;
- Hiring facilitators who are culturally and linguistically competent and skilled at communicating with certain groups;
- Offering translation and interpretation services;
- Using plain language and visual aids to make information more accessible;
- Demonstrating that community input is valued by using feedback to shape decision-making processes.
- Providing training or mentorship opportunities that help community members build skills and confidence in participating.
- Using multiple forms of communication to ensure that information reaches as many people as possible.
- Protecting sensitive participant personal information

Figure 20. Bringing engagement out into the community

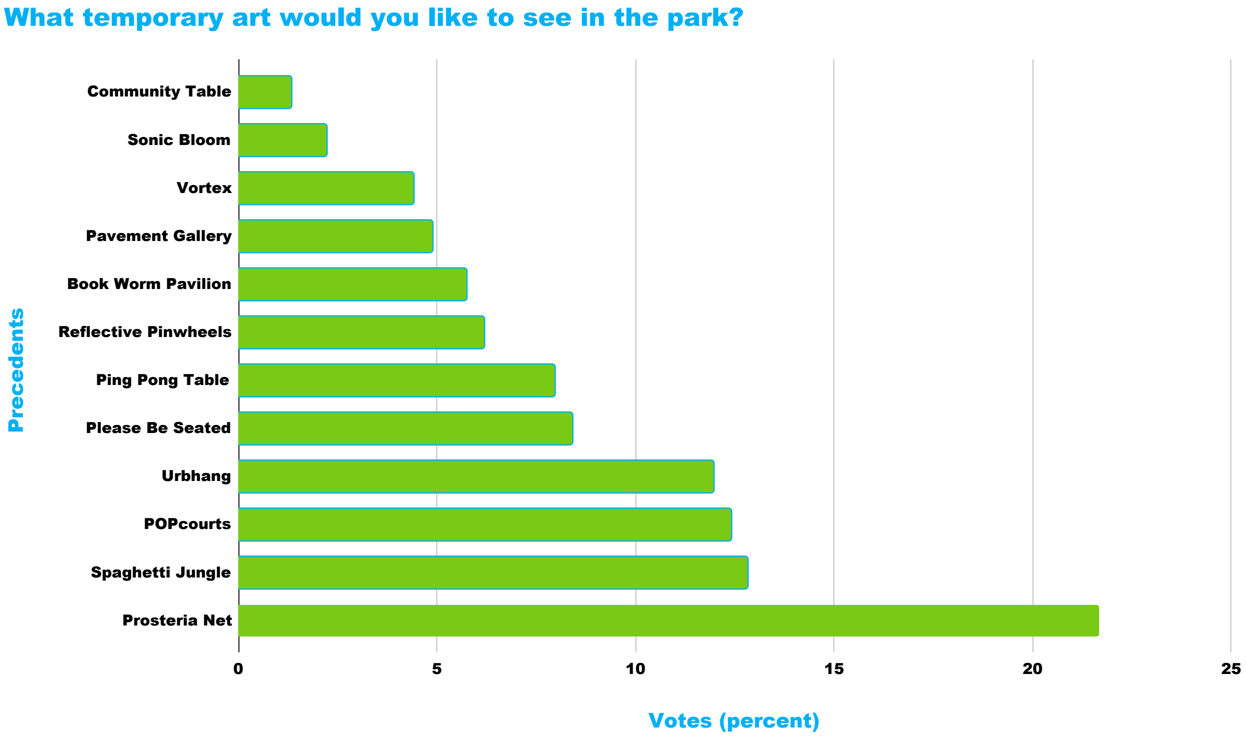


Figure 21. Visual aids clearly communicate preferences

5
ENGAGEMENT CONSTITUENTS

5.1 Constituent Mapping and Key Constituent Groups

Riverlife conducted an internal mapping workshop to comb through key constituent groups under the organization's goal of making the riverfront accessible to everyone. The Community Engagement Specialist provided an initial categorization of key constituent groups and then all the Riverlife staff added individual participants and relationships to it. The key groups were rearranged to clarify some constituents' roles based on feedback from the workshop. The constituent groups and map include partner community organizations, non-profit organizations, consultants, funders, riverfront property owners, politicians, users, and more (Figure 22).

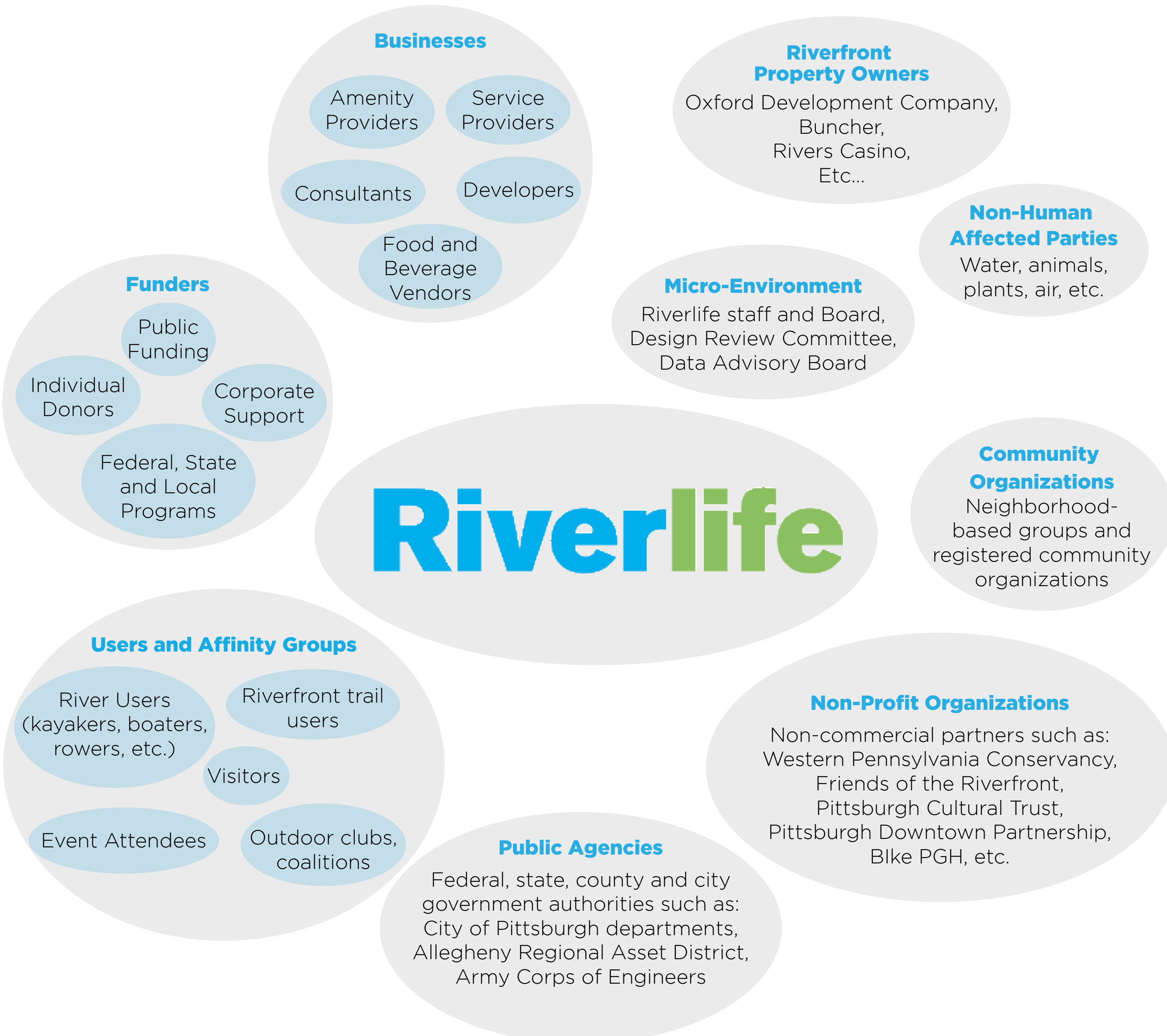


Figure 22. Riverlife Key Constituent Groups

Micro constituents refer to internal Riverlife employees, Design Review Committee, board members, and all the other staff committees. Riverlife is also creating a Riverfront Data Advisory Board who will help determine appropriate local and regional data that could augment the data dashboard to speak to riverfront activity and impacts. The Riverfront Data Advisory Board includes members from diverse backgrounds, perspectives, and experiences from organizations' partners. Micro constituents are within the organization and have a direct influence on decision-making. Internal engagement is often underestimated in engagement processes but is actually essential because the internal team develops project strategies and recruits other external partners.

Funders provide financial support for Riverlife operations and projects. Riverlife engages funders with the primary purpose of developing and retaining their interest in supporting the organization. From the planning and project perspective, Riverlife engages funders by offering timely information and showcasing the outcomes of projects and programs that they have funded. Funders are welcome to join public engagement sessions to observe the practices and get first-hand experience of what the organization promised to do in funding proposals.

Public agencies are federal, state, county, and city governments and authorities such as the Army Corps of Engineers, the Pennsylvania Department of Conservation and Natural Resources, and the Urban Redevelopment Authority. Public agencies and organizations work collaboratively in community engagement among many other activities. In particular, Riverlife works regularly with the City of Pittsburgh and its various departments, especially the Mayor's Office, City Council, Department of City Planning, Department of Public Works, and Department of Mobility and Infrastructure.

Non-profit organizations are non-commercial entities that have programming, project, or user overlaps with Riverlife and share common values of creating accessible riverfronts. Organizations that have been working with Riverlife include Bike Pittsburgh, Friends of the Riverfront, Pittsburgh Cultural Trust, Pittsburgh Downtown Partnership, and Pittsburgh Parks Conservancy. Non-profit organizations have different service domains such as trails, parks, business districts, etc. Their work impacts Riverlife's project and vice versa. Therefore, Riverlife intends to establish a shared agenda with them that includes co-led activities, roles in projects, and reduced redundancy and overlap.

Community organizations are mostly non-profit organizations but are identified as a separate constituent type because they are neighborhood-based and responsible for specific geographic areas. In Pittsburgh, most of these organizations are Registered Community Organizations (RCOs), which means they have a formal role in community development projects and neighborhood planning processes. Community organizations are key partners in neighborhood-based projects. They play the role of sharing resources, gathering residents, facilitating trust-building, and providing feedback. Riverlife remains active in attending various community organizations' regular meetings, events, and planning processes to develop strong, deep, and long-term partnerships with them.

Businesses and riverfront property owners consist of several sub-groups including real estate owners and developers, food and beverage businesses, consultants, designers, contractors, and destination amenities. Riverlife maintains strong relationships with the private real estate development community, riverfront property owners, and corporate partners. Much of Riverlife's work is made possible through private investments in projects, property owner-driven upgrades and stewardship of open space, and direct investments in Riverlife's efforts. We also make efforts to hire diverse, Minority, Women, and Disadvantaged Business Enterprise (MWDBE) for contractors and landscape architecture consultants. Continued cultivation and deepening of those relationships are essential.

User affinity groups include all kinds of constituents that share a common interest in the rivers. Many of them are boaters, bikers, kayakers, fishers, etc. that conduct riverfront or water activities. Riverlife engages with organizations, coalitions, clubs, and citizen groups that represent the interests of these users and connect the users directly to Riverlife. Visitors to Downtown Pittsburgh, the Cultural District, Pop District, and sports games also use the riverfront heavily for recreation and commuting. Riverlife can reach these groups of users by collaborating with organizations, businesses, and institutions that serve these populations. To capture general user populations, Riverlife may also interact directly at the riverfront through public events and street surveys.

Non-human affected parties are rarely taken into consideration in any engagement process but are in fact the most impacted constituents in riverfront development. If animals, plants, water, and air could speak for themselves, they would have needs and concerns about what humans are doing. Riverlife will consider non-human constituents' ecological needs by adopting experts' advice on protecting non-human constituents in planning processes.

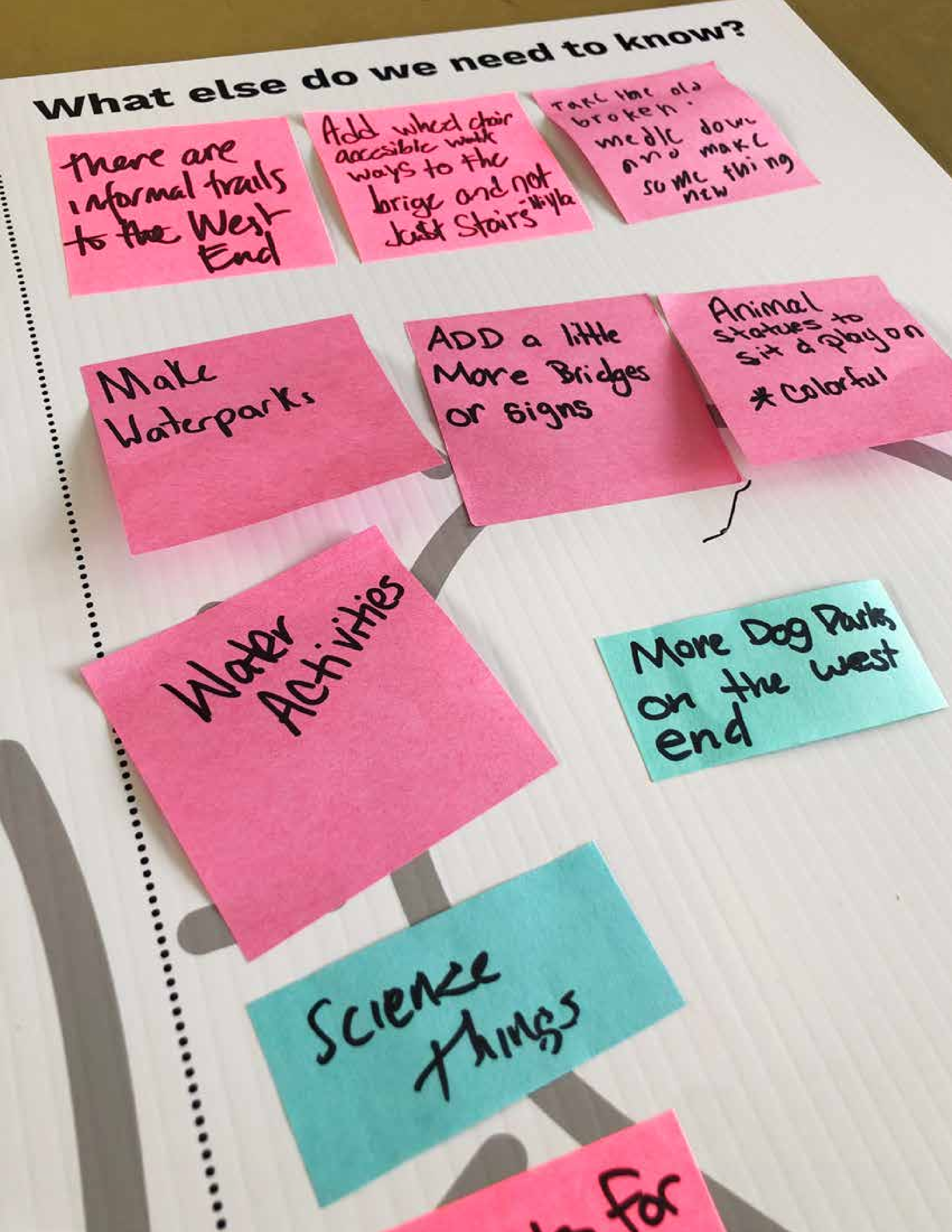
For detailed descriptions of some key partners, please see Riverlife Implementation Framework (p.66-69). For internal use, the Riverlife partner contact list includes all riverlife project contacts. Riverlife staff can sort and pool from this list to create individual project contact lists based on constituent types and geographic locations.

	LEAD	PARTNER	SUPPORT	ADVOCATE
Contribution	Be the primary contributor for project/effort success	Significantly contribute to the success of the project/effort	Publicly or privately lend capacity, whether knowledge, labor, or brand capital to a non-Riverlife project	Use their voice as needed to raise awareness or elevate an idea or project
Thought Leadership	Be the driver of thought leadership	Contribute to thought leadership	Contribute to thought leadership, may be outside of Riverlife's expertise but supports Riverlife's mission	Potentially represent a cause or effort under the leadership of another organization
Team Management	Build or manage a team, if needed	Be part of a team	Not be part of a team, but may be part of a supporter cohort	Not be part of a team, but may be part of an advocate cohort
Funding	Manage funds and project production	Receive funds or channel funds	Either receive funds or not, Riverlife may represent an interest at a convened table	Not receive funds
Project Management	Manage the project and engage in project production	Participate robustly in a process with a discrete role or deliverables	Manage internal efforts only, at the request of the lead organization	Be a participant
Contact	Be the main point of contact	Report to or equally collaborate with another organization	Function within an MOU in alignment with other organizations	Engage in formal or informal agreements to advocate
Social Capital	Be the main entity that the public associates with the project	Be associated with the project along with the team	Either be associated with the project or not	Provide credibility if of value and be associated with the project

Table 2. Riverlife Role Matrix

5.2 Riverlife's Role

The Riverlife Role Matrix aids the organization in determining when to lead, partner, support, or advocate for a particular issue or initiative by defining what each role consists of in regard to internal and external collaborations and project management. Collaboration is essential to Riverlife's work, so it is important to define and communicate the organization's role to partners in community engagement processes. Table 2 is from the Riverlife Implementation Framework (p. 57) with community engagement-relevant roles highlighted.


What else do we need to know?
There are informal trails to the West End
Add wheel chair accesible walk ways to the brige and not Just Stairs -Niyla
Take the old broken medle down and make some thing new
Make Waterparks
ADD a little More Bridges or signs
Animal statues to sit & play on *colorful
Water Activities
More Dog Parks on the west end
Science things
for

6
DOCUMENTATION, SHARING, AND FEEDBACK

Thorough documentation and reflection ensure the integrity of engagement processes. This chapter describes documentation methods throughout the project and the measurement and feedback mechanism at the end of the project. Systematic documentation not only preserves details of the project but also identifies future opportunities and informs the following steps. Participant feedback and other measures of success allow the project team to learn and course correct. This data tells what works and what does not. The methods below provide a baseline but different projects might adjust these methods and evaluation criteria according to specific needs. Before each project wraps up, this section can be updated and used to reflect the whole process.

6.1 Documentation Methods

Audio and video materials are often used for media and public outreach. These materials can include recordings of public meetings, community workshops, and other engagement events. They provide a way to share information about the engagement process with a wider audience and to promote transparency and accountability. In addition, audio and video materials can help to build public trust and provide a record of the engagement process for future reference.

Written materials, such as plans, reports, logs, and session products, provide a written record of the engagement process, including information about the objectives, activities, and outcomes of the engagement. Written materials can be used to communicate information to partners, report on the results of the engagement, and inform future planning and decision-making. We synthesize these materials into website blog posts, social media content, newsletters, and news manuscripts when there are communication needs.

Visual materials, such as images, sketches, mapping products, and process drawings, help to engage community members, make complex information more accessible, and provide a visual record of the engagement process. For example, mapping products can be used to illustrate changes to a community over time or to show the locations of community assets. Sketches and input representation can be used to capture the perspectives of community members and to visualize their ideas and feedback. Visual materials with community input are archived and integrated into final design plans.

Internally, each project has a folder where all these processual materials live. Externally, Some public sessions' audio and video recordings are accessible on the Riverlife website and Engage PGH project pages. Written and visual materials will be selected and edited to be posted on these web pages and in other public communications as needed.

6.2 Feedback and Success Measurement

Community satisfaction/exit survey (immediate and long-term) is to measure the satisfaction levels of community members who have participated in engagement activities. The survey can be administered immediately after the engagement activities have ended and or in the long term to assess any lasting impacts of the engagement activities. The survey should ask questions that relate to the engagement process, such as the clarity of communication, ease of participation, and the usefulness of the activities.

Team/key partner self-evaluation is to assess the performance of the team involved in the engagement activities. This tool involves asking the team to evaluate their own performance and identify any areas that need improvement.

Data hub can be used to gauge the level of interest and engagement in the project. By tracking user trends and patterns, we are able to know whether the engagement process had positive or negative impact on actual visits to riverfronts and parks.

External Equity Measurement Tool is a survey to understand the current state of ‘belonging’ on our riverfronts and guide our efforts in making them accessible and inclusive spaces


What would you like to see in the Allegheny Riverfront Park?
Add your dot!
Draw your vision!

REFERENCES

- **Riverlife Completing the Loop Report, prepared by EvolveEA, July 2021:** https://riverlifepgh.org/wp-content/uploads/2022/04/Completing-the-Loop-v_5.3-spreads.pdf
- **Riverlife Implementation Framework, prepared by EvolveEA, May 2021:**https://riverlifepgh.org/wp-content/uploads/2023/02/Riverlife-Implementation-Framework.pdf
- **City of Pittsburgh Public Engagement Guide and Toolkit:** https://pittsburghpa.gov/dcp/EngagePGH
- **Public Engagement Plans by Pittsburgh Parks Conservancy, Dec 2020**
- **Making Austin:** Public Participation in a New Comprehensive Plan: https://www.austintexas.gov/edims/document.cfm?id=171599
- **Seattle Community Engagement Toolkit:** Guidance and Resources for Engaging Community in Planning and Policy Development, Dec 2014: http://www.futurewise.org/assets/reports/CET.pdf
- **IAP2 Code of Ethics, Values, and Spectrum of Public Participation:** https://www.iap2.org/page/pillars
- **Tactical Urbanist's Guide to Materials and Design v.1.0:** https://issuu.com/streetplanscollaborative/docs/tu-guide_to_materials_and_design_v1

APPENDICES


Solar
100
"dollars"

Community Engagement Tools

The following tools can be used to accomplish the community engagement goals, as outlined in the Community Enagement Toolkit.

RESOURCE ALLOCATION ACTIVITY/ COLLECTIVE BUDGETING

- **Explain the purpose of the resource allocation exercise**

  The exercise is designed to help us understand how difficult it can be to allocate resources and money when there are competing demands. You will be given a limited amount of funding and a list of items, and you will need to allocate your funds based on your preferences. For this entire project, we have $20,000

- **Introduce the list of interventions**

  Briefly explain each intervention, and interactively ask the youth to guess some costs. Make sure that we explain the purpose and potential impact of each intervention.

- **Explain the funding limitations**

  Inform the youth of the limited funding available and emphasize that they need to prioritize their preferences. Remind them that they must make trade-offs and sacrifices in order to allocate their funds effectively. Explain why they each are given a $1,000 (10x$100x20 team members) amount and how the final budget is going to be calculated. Each of us is given a $1,000 amount, and this will be multiplied by the number of members in our team, which is 20, to get our final budget of $20,000.

- **Allocate funds and discuss**

  Each cup represents a category of interventions. Direct the youth to put their bills into the cups. Encourage them to explain their choices and discuss the reasoning behind their decisions. This helps them to understand the different perspectives and priorities of their friends.

- **Reveal and explain how to apply this to other categories**

  Reveal the results, including how much funding was allocated to each intervention and which interventions were prioritized. This exercise is not just an imaginary exercise but has real-world implications. For instance, we allocated $XXX for the mural. In the next session, you will tell the mural artist this number and he can plan the design of the mural and materials to buy within this budget limit.

MATERIAL CHECKLIST:

- ☐ Basemaps
- ☐ Intervention images and prices
- ☐ Category tags
- ☐ Tapes
- ☐ Voting cups
- ☐ 100 “dollars”
- ☐ Markers
- ☐ Cheat Sheet/Script

ADVOCACY TRAINING

- **Identify the problem**

  In either a roundtable discussion or large group discussion talk about issues the community would like to address. Analyze in terms of causes and consequences. Discuss the feasibility in addressing them. Finish or narrow down a small list (if in groups) or one major problem to work out the rest of the training that is a priority.

- **Formulate a proposal**

  The goal is to address the changemakers and decide what the group would like to achieve.The proposal should clearly express what is to be accomplished and, to whom the proposal is directed, and the time limit for achieving it. Consider the impact of the proposal, politically, culturally, and institutionally.

- **Analyze the decision-making space**

  How and when will the decision be made in response to the proposal and by whom? This could mean analyzing the legal framework, existing mechanisms of decision-making, time frames, and budgets.

- **Analyze channels of influence**

  Who are the actors that can influence the decision making process? These actors are analyzed with regard to their interests and levels of influence. The goal is to gain clarity as to who will be in support, who can be convinced, who might be opponents.

- **Do a SWOT analysis**

  What are the strengths and weaknesses of the group that is engaging in advocacy? What are the opportunities and threats in the political environment in which the campaign is launched?

- **Design Advocacy strategies**

  How can we influence decision making in order to get the proposal approved? What are the best strategies to effectively influence the decision. Strategies may include lobbying, organizing, education, or sensitivity-raising, press work, andsocial media.

- **Develop an activity plan**

  What must be done to carry out the chosen strategies? Decide upon specific ctions that are feasible and decide how to organize the work. Put together a plan that is flexible, effective, and encourages everyone's participation.

- **Carry out continuous evaluation**

  Reflect on what has been achieved? What has not been achieved, and why? Set aside a time in the future to meet back up and have an ongoing process. Evaluate the execution of strategies.

MATERIAL CHECKLIST:

- [ ] Printed diagrams
- [ ] Large pieces of paper for collaborative thinking
- [ ] Pens/markers/ pencils
- [ ] Projector for ideas
- [ ] Cheat Sheet/Script

Image Credit: Situation Lab

THE THING FROM THE FUTURE

- **Explain the purpose of the game**

  This game is meant to get into the imagination of the players as they collaboratively and competitively describe objects from a range of alternative futures. The object of the game is to come up with thought provoking descriptions of hypothetical objects from near-, medium-, and long-term futures. This will give our design team a vision for what this group of (assumingly) non-designers want to see from designers in the future.

- **Generate a Prompt for the Round**

  Each round, players collectively generate a creative prompt by playing a card game. This prompt outlines the kind of future that the thing-to-be-imagined comes from, specifies what part of society or culture it belongs to, describes the type of object that it is, and suggests an emotional reaction that it might spark in an observer from the present.

- **Play the round**

  Players must each write a short description of an object that fits the constraints of the prompt. These descriptions are then read allowed (without attribution), and players vote on which description they find the most interesting, provocative, or funny. The winner of each round keeps the cards put into play for that round (refer to this link for specifics of each card and more details of the game.

- **Winning**

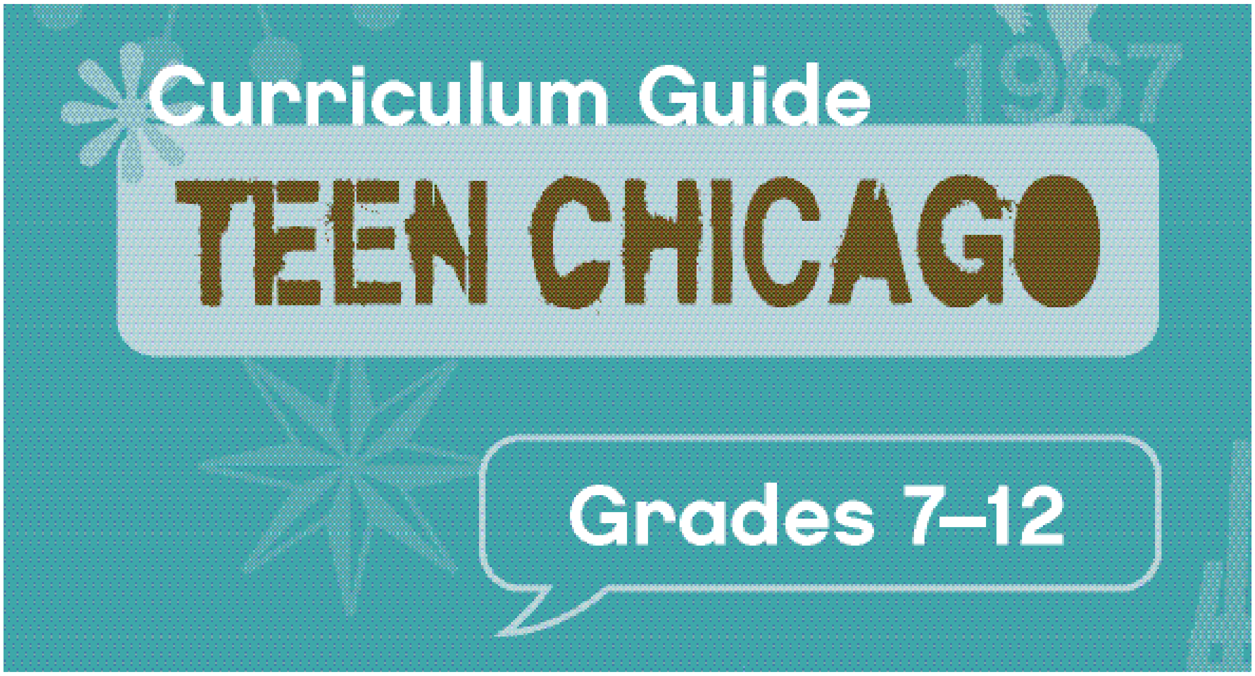
  The player with the most cards when the game ends is declared the overall winner.

- **Discussion**

  If there are multiple groups, have each group share what they voted on and why. Briefly give an overview of the object and open it to the room for discussion of how they see this being brought to reality.

MATERIAL CHECKLIST:

- ☐ 108 game cards (per 6 players) printed
- ☐ Blank index cards
- ☐ Pens/markers/ pencils for each person



ORAL HISTORY

- **Explain what oral history is, how it is used, and why it is important**

  Oral History has a precedent with the Chicago Teens. Theirs was about growing up as a teenager in Chicago. The goals of this were to give people the opportunity to talk about their lives and the issues affecting them. This helps teens to see their lives and other teens throughout history as valuable, interesting, and worthy of historical analysis. This also teaches students to use oral history as a critical and participatory method of gaining knowledge.

  We will be creating a teenagers oral history from Pittsburgh. This can be referenced now and in the future as to how teenagers live their lives today, and how they perceive their lives in the broader scheme.

- **Explain the basics of interviewing**

  Go through how the Teen Chicago Curriculum Guide to learn how the Teen Council from Chicago conducted their oral history interviews. There is the interviewer, who is also the tech operator, the note-taker, and the interviewee. The interviewer has the hardest job. Share the tips from the 'Procedure' section of the Teen Chicago Curriculum.

- **Divide into groups**

  Ideally, there would be groups of 3. 1, the interviewer/tech operator, 2, the interviewee, and 3, the note-taker. The groups can rotate as to who is who throughout the event so each person gets a turn with each role. If someone opts out of the interview, that is fine, they will just be a note-taker or an interviewer.

- **Conduct the interview**

  Provide the necessary materials to each group and send them to spaces where they can be alone. Areas with some background noise that can contribute to the experience of what it is like to be a teenager in Pittsburgh is fine too. Rotate through all the positions in each group. They can choose whatever questions they like, from the list provided, or they can have discussions they think are relevant. The categories include: work, family, school, popular culture, and identity.

- **Present about each interviewee (introduce them)**

  At the end of the event, collect all of the consent forms and have each note-taker from the group activity describe who they interviewed and what they talked about. Have this introduction to who they are, be recorded for the audio tape. Then there can be a small discussion from the room as to if they related or not, or what they gained from their interview.

- **Post event: Put the interviews together**

  After the day of the event, someone on the Riverlife team will put the interviews together into a singular file. Following the format of the Chicago Teen oral history, add an intro, music, and street sounds to the beginning of the file, and between each topic, or between each interviewee. Decide on how you will organize the file, and how much of each interview to include. With the final edition, share it with the group who worked on it, and publicly.

MATERIAL CHECKLIST:

- [ ] Tape recorder (or a phone app)
- [ ] Tabletop microphone with noise reduction (not necessary, but helpful)
- [ ] Quiet room with comfortable seats
- [ ] Notepad and pens
- [ ] Extra recorders and batteries
- [ ] Set of questions to help guide the interview
- [ ] Release and consent form
- [ ] Audio editing app

DESIGN CHARRETTE

- **Pre-Charrette Preparation (1-6 months)**

  People-, data-, and place-ready. Assemble base data with the focus of supporting charrette deliverables in order to minimize unnecessary expense. Place-specific tools are chosen to ensure that the charrette studio is set up for efficiency.

  - Project assessment and Organization
  - Stakeholder Research and Involvement
  - Base Data Research and Analysis
  - Charrette Logistics

  This should include a public kick-off meeting. This is to get a well-rounded set of Participants. During this meeting, community members complete a vision wall, a visual preference survey, and a strong places/weak places mapping exercise. This helps to draw out a community vision from participants.

- **Charrette (Four days minimum)**

  - Day 1- Charrette Set-Up and Kick-Off

    Use a "sticky wall" to start people interacting as they come in. The participants will build a set of the most common ideas for the future vision of the city center using sticky notes. In small table groups, members begin to map vision ideas on aerial photos for the area. Decide what are the areas of agreement, and what people do not agree on. Remind participants of the next few days to come in at the end of the session.

- Days 2-3 - Alternate Design Concepts and Open House

  The next day, the is when the participants develop alternative concepts for the area. Starting with a physical vision, with drawing plans and renderings that visualized the ways to use the space. In this time there are a series of technical meetings that are held with the city staff to engage the participants in the design process on codes, land use, and traffic. The next day is the open house where more members of the community are welcome to come in and talk with the participants and designers. After the open house the design team convenes to review the alternative concepts in light of the input received from technical meetings, open house, and team reviews. The design team develops a preferred alternative by merging the best ideas from the alternatives presented.

- Day 4- Preferred Plan Development Testing

  The design team develops a more detailed investigation and testing of the plan. Code, form, location, parking allocations. Proposed changes from professional architects and engineers.

- Day 5- Production and Presentation

  The charrette team focuses on preparing the drawings and presentations for the closing meeting. The presentation recaps the week's work. Mostly consisting of drafts of preferred plans. The most important drawings will be 3-D renderings that show forms and strategies. The presenters can ask questions of the participants. Finishing with a poll as to who is in favor of the proposal.

- **Plan Adoption and Implementation**

  Momentum following the charrette is critical. Following up with code writing and the adoption process. This can take up to several years and many meetings.

MATERIAL CHECKLIST:

- [ ] Sticky notes
- [ ] pens/pencils
- [ ] Markers
- [ ] Printed plans
- [ ] Photos of the area
- [ ] Data about the area
- [ ] Trace paper
- [ ] Tape
- [ ] Scissors
- [ ] Projector
- [ ] Possibly snacks

Image Credit: Place It!

PLACE IT!

Place It! is an interactive planning technique developed by James Rojas and John Kamp. It was developed to engage the general public in urban planning efforts in fun, creative and clear ways.

- **Set up a Place It! kits around the space**
- **Start with an ice breaker question**

  A simple, reflection prompt for people to build in 15 minutes using the objects in the Place It! kits (ex: your favorite childhood memory, the first time you realized you were different, a safe space outside your home).

- **Give each participant one minute to share their story using their built model.**

  The facilitator should validate shared experiences, including commonalities and unique aspects of people's experiences.

- **In groups, ask participants to collaborate with the Place It! kits to build a solution to the topic at hand.**

  The users can place their creations on a conceptual model of the landscape they are studying.

Image Credit: Place It!

- **Give each team 1-2 minutes to present their built projects.**

  Ask that the project is presented as a story (ex: pick a date/time and tell us what is happening here).

- **Take pictures of the models and make notes during the presentations**

  Can be helpful for sense-making later.

- **Synthesize the outputs from the groups**

  List common themes and ideas.

MATERIAL CHECKLIST:

- ☐ Pre-assembled conceptual site model made with light/portable materials like construction paper, cellophane, metal window screen, glue, pins, spray paint
- ☐ Pre-assembled Place It! Kit with everyday items found in junk drawers, thrift stores, dollar stores etc., such as hair rollers, wine corks, game chips, artificial leaves, plants, flowers, small toys, buttons, plastic eggs, battery-operated tea lights, popsicle sticks, pom pom balls, dominos, small animal figures, straws, wooden blocks, yarn, bead necklaces, pipe cleaners, ribbons, sticky notes, sponges, random knick-knacks from your drawers

THE ROAD AHEAD: REIMAGINING URBAN PARKS, A TECHNOLOGY EXHIBIT

- **Obtain the materials and technology needed**

  This engagement is similar to the boards we are currently using for Allegheny Landing, but are framed as questions for the public and use a combination of cardstock and technology. One challenge may be to get the technology for this engagement. The example of this project is from MIT. They use a scanning slot that feeds live updates of a digital visualization of responses.

- **Organizing and Setting up for the Exhibition**

  This can be done in conjunction with the shipping container and be on the inside, or be stationed somewhere else for a certain amount of time. The prep for the exhibition will be to come up with relevant questions that we have for the public in regards to the experiences they have with Pittsburgh parks and what they would like to experience in the future. These questions would then be printed on cardstock with many colors and bold lettering. This creates the appeal for people to come over.

  The set-up includes a peg wall to put the cards up that allows them to be taken down and looked at and responded to. With a large screen in the middle that is displaying the previous answers to the same questions.

- **Obtain answers to the prompts from the public**

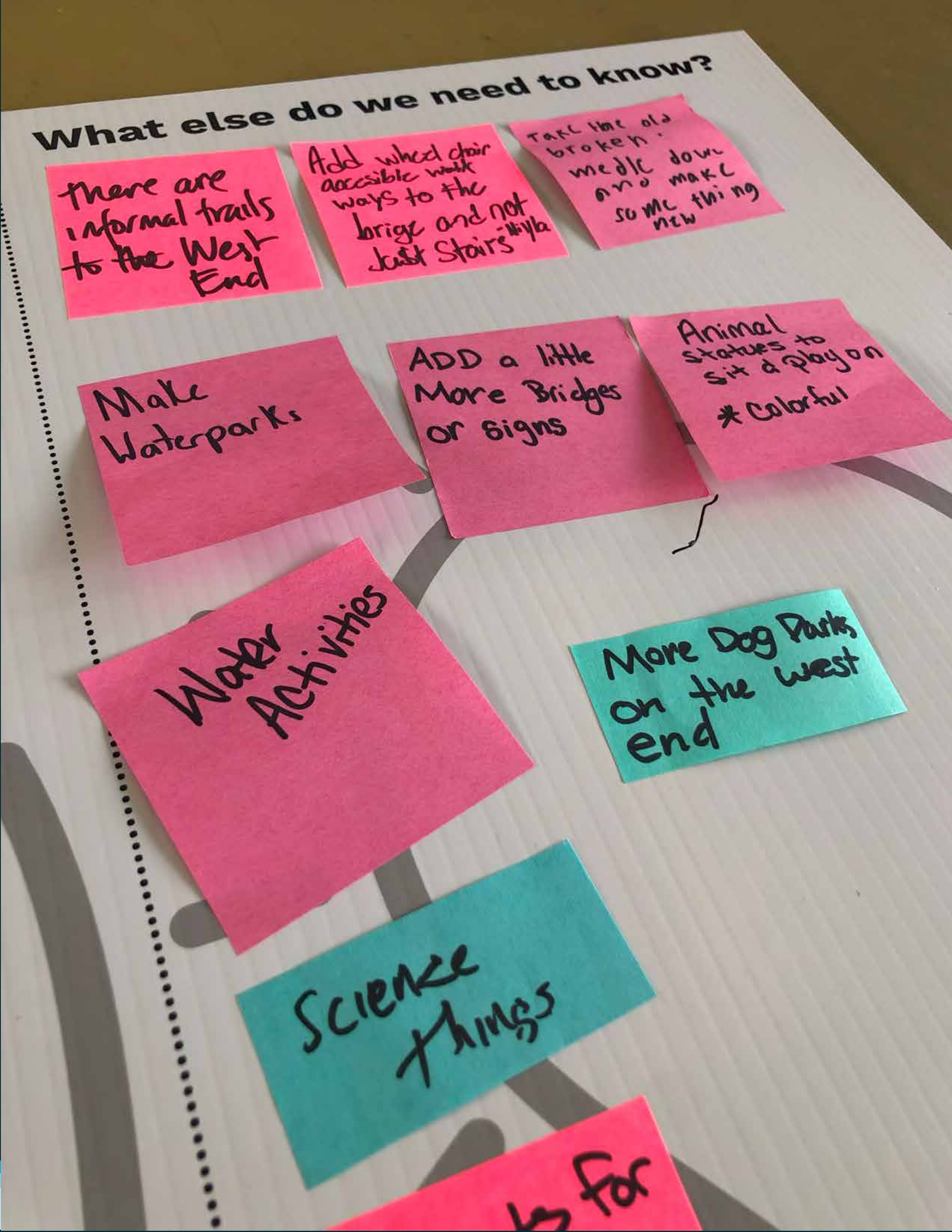
  Visitors fill out cards that contain one of ten questions aimed at eliciting their perceptions of how future urban parks will impact the community with regards to equity, access, and utilization. In addition to specific questions, the back of the cards provides an open-ended prompt to enable visitors to elaborate on their responses.

- **Using the scanner and digital visualization**

  After filling out their cards, exhibit visitors can drop them into a scanning slot that feeds live updates of visualization of responses. This visualization displays on a touch screen in the exhibit and should also be made available online. This allows for visitors to dig into responses of the questions they fill out as well as the responses of all other exhibit visitors.

MATERIAL CHECKLIST:

- [ ] Cardstock printed questions
- [ ] Pegs for wall exhibit
- [ ] Digital touch screen
- [ ] Scanner connected to touch screen
- [ ] Technology to share live updates


What else do we need to know?
there are informal trails to the West End
Add wheel chair accessible walk ways to the brige and not Just Stairs -Niyla
Take the old broken medle down and make some thing new
Make Waterparks
ADD a little More Bridges or signs
Animal statues to sit & play on
* Colorful
Water Activities
More Dog Parks on the west end
Science things
for


H.O.P.E. FOR
TOMORROW
Summer Camp
Riverlife