Public Engagement Plan (PEP)

for The Oakland Plan

Prepared by the Department of City Planning
Uploaded to City Website on 12 August 2020

Table of Contents

Section I: Project Overview

- Introduction
- Diversity, Equity, & Inclusion
- Project Timeline
- Project Resources & Staff Team
- Previous/Concurrent Efforts & Coordination
- Decision Making Process

Section II: Public Engagement Process

- Public Engagement Principles
- Public Engagement Overview & Tools
- 1/2 Intended Engagement Program For The Oakland Plan: Before and After Action Teams
- 2/2 Intended Engagement Program For The Oakland Plan: Action Teams
- Communications Strategy

Section III: Accountability & Evaluation *(to be updated at project completion)*

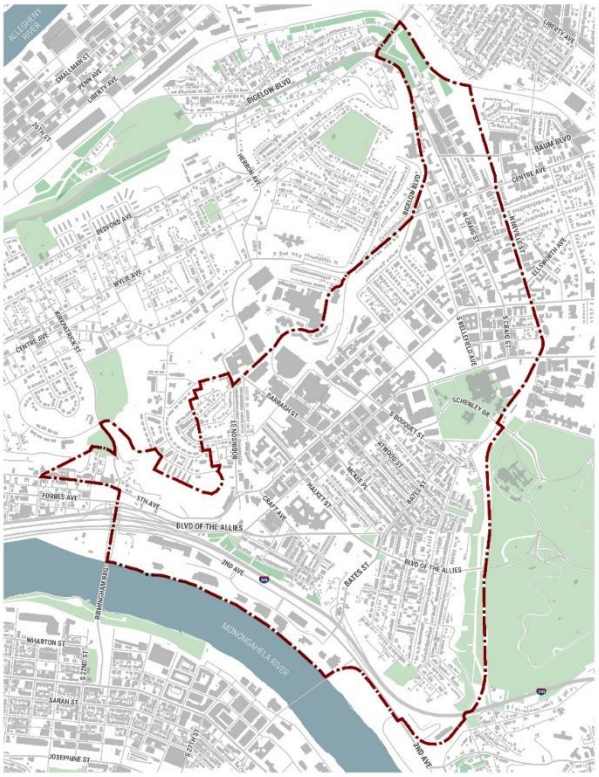
- Public Involvement Feedback Loop
- Public Involvement Evaluation & Monitoring of Success

Section I: Project Overview

This section describes the project, its impacts, timeline, resources and context. It is written for the general public, and uses straight-forward language that is to the point and free of jargon. It explains the project itself, not the engagement that will occur throughout the project's process.

Introduction

The City of Pittsburgh is collaborating with the Oakland community to create a 10-year plan with a shared vision for Oakland's future and work necessary to make that vision a reality. Once adopted by the Planning Commission, the Oakland Plan will become City policy and guide public & private investments in the area. New land use regulations, transportation and infrastructure improvements, and public programs may also be recommended by the plan. The plan area generally includes the neighborhoods of North Oakland, Central Oakland, South Oakland, and West Oakland, as shown in the map below.



The Department of City Planning views neighborhood plans as important opportunities to address:

- **Equity**: Ensuring all groups have access to the resources and opportunities necessary to improve their quality of life.
- **Sustainability**: Ensuring that we can meet the needs of the present without compromising the ability of future generations to meet their own needs.
- **Resiliency**: Ensuring that the city is prepared to thrive in the face of social, environmental, and economic shocks and stresses.

Neighborhood plans are comprised of four chapters:

- **Community**: Meeting the needs of residents, employees, students, and stakeholders.
- **Development**: Maximizing the benefits of new development for the community.
- **Mobility**: Making it easier, safer, and healthier for people to get around.
- **Infrastructure**: Nourishing neighborhoods through new energy, stormwater, and open space systems.

Diversity, Equity, & Inclusion

This project will prioritize diversity, equity, and inclusion in all aspects of the process. The City's Public Engagement Guide asks planners to develop activities that engage those who have traditionally been harder to reach, and therefore, are at risk of being left out. They are distinguished by characteristics including: race, income, immigration, religion, nonconforming gender, ability, access to housing, language, age (e.g. youths and the elderly), and employment status.

The project team will establish statistics about hard to reach communities in Oakland, and use surveys for all in-person & online activities to gauge engagement success, correcting where gaps are identified. Equity assessments, though not clearly within the realm of public engagement, will be utilized to analyze the potential outcomes of proposals and ensure they are consistent with City goals.

To accomplish these goals, an Equity & Sustainability Statement, and a COVID-19 Statement have been created which acknowledge the need consider diversity, equity, and inclusion with great purpose. These Statements have been included below:

Equity & Sustainability Statement

We are at a moment in our history where the work to center equity and sustainability are more important than ever. The Oakland planning process centers on these key tenets of equity and sustainability because these are the major challenges of our time. If we are unable to address the challenges of structural racism, inequity, and climate change, our progress on other topics will be undone. As you work your way through this site and the topics in the planning process, you see these topics arise, from equitable economic development to urban sustainable design. This also includes work to develop new systems to assess the proposals in the plan and ensure every opportunity is taken to advance equity and sustainability.

"This neighborhood planning process is an example of people willing to learn about others' experiences and goals, and bringing their own expertise and passion into the project. This is a chance to have a positive impact on each other and create change for the community's future."

-- Josiah Gilliam, My Brother's Keeper Coordinator at the City of Pittsburgh

COVID-19 Statement

In order to maintain equitable public input and keep everyone safe and healthy, the City of Pittsburgh is utilizing online engagement tools. Materials will be posted for longer periods of time on websites that are mobile friendly, and all virtual engagements will be recorded and available online. As we continue to roll out improvements that address issues around the digital divide.

Project Timeline

This timeline was last updated on August, 28, 2020.

Project Resources & Staff Team

This project will require significant resources in terms of staff capacity and budget. In order to facilitate workflow, two staff have been assigned to this project's management and coordination, staff experts from relevant public agencies and non-profit organizations are leading the Action Teams, and consultant teams have been hired to conduct necessary research and provide additional capacity.

Project Team

Management and Coordination

- Project Manager: Derek Dauphin, Department of City Planning Derek.Dauphin@pittsburghpa.gov – 412-255-4897
- Project Coordinator: Sophie Robison, Department of City Planning Sophia.Robison@pittsburghpa.gov – 412-393-0162

Action Team Leaders

- Community: Department of City Planning, Office of Equity
    - Sophia Robison, Department of City Planning, sophia.robison@pittsburghpa.gov
    - Alyssa Lyon, Green Building Alliance, alyssal@gbapgh.org
    - Josiah Gilliam, Mayor's Office of Equity & CitiParks, Josiah.gilliam@pittsburghpa.gov
- Development: Department of City Planning, Urban Redevelopment Authority
    - Derek Dauphin, Department of City Planning, derek.dauphin@pittsburghpa.gov
    - Allison Jones, Urban Redevelopment Authority, ajones@ura.org
    - Nick Fedorek, Urban Redevelopment Authority, nfedorek@ura.org
- Mobility: Department of Mobility and Infrastructure, Port Authority of Allegheny County
    - Dara Braitman, Department of Mobility&Infrastructure, dara.braitman@pittsburghpa.gov
    - Breen Masciotra, Port Authority, bmasciotra@porthauthority.org
- Infrastructure: Green Building Alliance, Pittsburgh Water and Sewer Authority, Department of City Planning
    - Megan Zeigler, Green Building Alliance, maganz@gbapgh.org
    - Kara Smith: Department of City Planning, kara.smith@pittsburghpa.gov
    - Flore Marion, Department of City Planning, flore.marion@pittsburghpa.gov
    - Sarah Yeager, Department of City Planning, sarah.yeager@pittsburghpa.gov

Consultants and Other Costs

The Department of City Planning is funding a consultant team that includes urban design and economic development experts. The Department of Mobility and Infrastructure is funding a second consultant team that will support the development of a curbside and parking management strategy, transportation study, and transportation demand management proposals. Additional data support will be provided by other ongoing contracts at the Department of City Planning. It is expected that public agencies will provide all refreshments and materials at public meetings. Since public meetings are on hold during the COVID-19 pandemic, the Department of City Planning has funded an effort to create an online engagement platform for the Oakland Plan, and other planning projects across the City.

Previous/Concurrent Efforts & Coordination

This planning process will consider input and ideas from prior plans including:

- The Oakland Plan (1980)
- Oakland Area Transportation Studies (1994)
- The Oakland Improvement Strategy (1998)
- The Future of Oakland: A Community Investment Strategy (2003)
- Central Oakland Plan (2003)
- Oakland Transit Whitepaper (2004)
- OPDC Real Estate Plan (2010)
- A Green Scan for Oakland (2010)
- Oakland 2025 (2012)
- Innovation Oakland Master Plan (2010)
- Institutional Master Plans:
    - University of Pittsburgh (2010, ongoing)
    - UPMC Magee-Women's Hospital (2011)
    - UPMC Oakland Hospitals (2015)
    - Carnegie Mellon University (2012, ongoing)
    - Carlow University (2007, ongoing)

Additionally, the project team will ensure coordination with public agencies conducting other studies and planning projects in the Oakland and surrounding areas.

Decision Making Process

The City's Planning Commission is the decision making authority for the project. The final Oakland Plan will be presented to the City Planning Commission to vote on for adoption. The document reviewed by the City Planning Commission will be co-created with the Steering Committee, Action Teams and other community partners through the various public meetings of this planning process.

The public can attend the briefing and hearing before Planning Commission to hear discussion, and provide testimony in writing and verbally. Testimony, including letters of support, can be submitted to the Planning Commission up until the day before the Planning Commission hearing and will be shared with the Commissioners and kept on file. The public will be informed of final decisions through social media, the project website, and press releases.

Section II: Public Engagement Process

This section describes the approach to engagement for this project, the engagement goals, and the communications strategy. At the beginning of the planning process, the specific engagements to be conducted are not all determined, but this section makes an effort to explain the approach being taken to organizing these programs.

Public Engagement Principles

In collaboration with the Oakland Plan Steering Committee, the following engagement goals were developed to guide all public engagement activities throughout the planning process:

1. **Support equity and understanding** through honest, genuine conversation by prioritizing inclusiveness and diversity.
2. **Ensure transparency** to build accountability and demonstrate ethics.
3. **Inspire optimism** through creative and unique collaborations that visualize a better future.
4. **Foster community** to build relationships and identify common ground. Define community when shaping engagements.

Due to COVID-19, there will be few public in-person events for the foreseeable future. In place of these events, significant online engagement will occur using an innovative new website to be launched shortly. The last decade has seen impressive growth in new technologies that make engaging online easier for those who often were unable to attend public meetings. This project will pilot the use of The Hive platform which is designed to work on mobile devices, can be read by screen readers and translating software, and allows people to engage when it's convenient for them. In the coming months, the Department of City Planning will roll out additional features and technologies to overcome the digital divide.

This process will seek to engage the public through the Steering Committee, Action Teams, online engagement, traditional public meetings, and fun engagements such as pop up events, tables at street fairs, demonstration projects with live feedback on key streets, and so on (as considered safe given COVID-19 restrictions). Considering the IAP2 Spectrum, these different engagements should achieve a variety of participation levels from inform to collaborate, with some empowerment being considered at the Action Team and Steering Committee levels.

All Oakland Plan engagements will seek to include the full diversity of those living, working, and studying in Oakland. To this end, the Oakland Plan project website will include a “Diversity, Equity, and Inclusion” page that includes the City’s commitment to equity and statistics about diversity in Oakland (see above). This will be supplemented by the results of all online and in-person engagement activities, which will universally include anonymous surveys to track who is being included. This will allow the project team to make course corrections as gaps are identified between who makes up Oakland and who we’re engaging.

Guidance on Engagement Tools

The Steering Committee was consulted to provide insights on how engagements should be structured and what engagement tools are appropriate for the Oakland context. This input is summarized below.

- Optimism is needed at engagements so people to feel they can see a better future for Oakland. This should be achieved not just through inspirational language, but also through conversation.
- Engagements should highlight conversation over adversarial back-and-forth. While hearings/briefings/traditional community meetings are sometimes needed, overall they are best combined with a more inspiring/creative engagement.
- A diversity of engagement tools should be used throughout the process, especially those that are more interactive and activity focused, as opposed to traditional town halls or open houses. For the overall Oakland Plan process, the "collaborate" level of engagement should be sought, with many "involve" opportunities supplementing a main collaborate agenda. While empowerment is wonderful, there are shortcomings to this approach with limited time and lack of representation and so empowerment should be used sparingly.
- A range of options to engage at every turn will mean that not only 5% of attendees dominate 90% of the conversation. No single engagement tool can accomplish this, so engagements need various options for engaging levels of outgoing-ness/confidence/time.

Public Engagement Overview & Tools

The Oakland Plan will be co-created with the community in order to build trust and ensure the product speaks to the needs and interests of a diversity of interests. Additionally, good public engagement seeks to educate, to listen to the community, to build consensus wherever possible, and to create co-ownership of solutions that create a basis of long-lasting change. Consistent with the Neighborhood Plan Guide, the Oakland Plan process provides the following opportunities for public engagement.

Steering Committee

The Steering Committee is comprised of community stakeholders that advise the project team throughout the planning process. The Committee is comprised of organizations with designated representative attending the meetings and serving as a liaison between the planning process and the organization/stakeholder group they represent. They are expected to bring their knowledge of their organization and are not expected to be experts on all things related to the project area, its history, and its community members; they are also expected to share information about how to get involved in and stay up to date on the planning process with the organizations/stakeholder groups they represent.

A list of Steering Committee members and the Steering Committee Charter are included on the project website on the main page and under the materials for the October 30, 2019 Steering Committee meeting, respectively: https://pittsburghpa.gov/dcp/oakland-plan-steering-committee.

Action Teams

Action Teams are work groups that develop the proposals for each chapter of the plan: Community, Development, Mobility, and Infrastructure. They are led by relevant public agency staff and a member of the Steering Committee with expertise on that topic. Action Team meetings are open to the public and any interested stakeholder his welcome to attend. It's important that those involved with Action Teams plan on attending the monthly meetings for the full year the Action Team meets. This allows the participant to help identify the issues to address as well as the solutions. Additional members include government agencies and topic-focused non-profits with expertise on the topic.

Action Teams are expected to:

- Work to realize the Vision Statement and Goals developed by the Steering Committee.
- Direct or conduct research and public engagement events to fully understand topics.
- Draft proposed actions for the plan and identify resources needed to implement them.
- Present draft actions to the Steering Committee and incorporate their feedback.
- Present proposals to the general public and incorporate their feedback.
- Finalize the policies, projects, programs, and partnerships as part of the drafting of the plan.

Each Action Team will lead public engagement activities to support and inform the creation of proposals for the Oakland Plan. These Action Teams will be formed in spring 2020. During the creation of this document, the project team asked the Steering Committee to use their knowledge of Oakland to design activities that would be successful at reaching hard-to-reach members of the community. Themes form this work are presented below for use by the project team in developing Action Team engagements.

- Good things come out of more informal engagements where the project team attends fairs/events or hosts a pop-up. These work best in tandem with more rigorous/discussion-driven engagements. These scenarios (the formal & the informal engagement) are opportunities to allow a range of activities (community mapping, collage scenarios, problem tree analysis, card storming, etc.) for lots of ideas to be shown together/grouped with anonymity where needed.

- To engage racial minorities it is necessary to reach out to community leaders outside of Oakland, and to engage those who may not be Oakland residents on topics of importance to historically disadvantaged populations.
- When discussing topics affecting those with physical and/or mental limitations, be sure to engage advocates and those actually experiencing physical and/or mental limitations. Advocacy groups can be a great resource for reaching these populations, but they do not replace engaging those actually experiencing these limitations. To reach these groups, in addition to providing adequate accommodations at any public meeting, it can help to use a meeting-in-a-box conducted by identified community advocates. This allows a broader audience to be reached and for the engagement to take place in a trusted, accessible space with a trusted facilitator.
- Engaging children is easiest if you tap into the networks and locations children already interact with (i.e. schools, libraries, community centers, clubs, sports centers, etc.). Limit these engagements to 20 minutes, but be prepared to only get five to ten minutes of attention.
- When dealing with complicated topics that impact people's livelihoods, use engagements to get feedback on program alternatives and seek input on what programs would have the greatest impact. You might consider creating a game that uses chips or similar to simulate tradeoffs, but be sure to be respectful that these are people's lives and not topics to be taken too lightly.
- A variety of meeting times and flexible interaction levels is imperative. Think about having the same meeting multiple times to reach different audiences, or to specifically tailor individual engagements to different target audiences.
- Data collection is a must for recording success and identifying further needed engagement. Asking consistent and well-worded surveys will help create samples that can be generalized.

The Steering Committee's example engagements are included on the project website under materials for the December 19, 2019 meeting: https://pittsburghpa.gov/dcp/oakland-plan-steering-committee.

Technical Advisory Groups

The list of topics Actions Teams need to cover is extensive and some individual topics may warrant more detailed conversations with different people than the full Action Team. Technical Advisory Groups (TAGs) will be used to engage specific stakeholders on a topic in separate, more focused conversations. For the Oakland Plan, two TAGs are being convened and more may be needed. One of these TAGs will focus on understanding and improving district energy systems, particularly along rapidly development commercial corridors where dense development supports district solutions. This TAG's work is expected to be integrated into the work of the Development and Infrastructure Action Teams. A second TAG is expected to focus on the role of arts, culture, and design in Oakland. This work is being scoped, but will likely integrate into the work of the Development, Mobility, and Infrastructure Action Teams.

Additional In-Person and Online Engagements

In addition to above opportunities, the project team will conduct extensive online engagement to achieve the following ends: (1) collect input on challenges the community is facing, a vision for Oakland's future, and the goals that need to be realized to achieve that vision; and (2) at the end of the Action Team process where proposals are brought together into a single cohesive draft plan. In-person engagements will not resume until deemed safe by Allegheny County and the State of Pennsylvania Department of Health given the COVID-19 pandemic. Online engagement will take place via a new City of Pittsburgh engagement portal to be launched in August 2020. The platform will enable all participants to provide input on and contribute comments to the Action Teams. The project team will use the platform to replicate and expand the traditional in-person engagement opportunities

1/2 Intended Engagement Program For The Oakland Plan: Before and After Action Teams

What	Level	Led by	Frequency	Dates	Description	Tools	Location	Resources	Target Audience
Fifth/Forbes Urban Design Workshop	Involve	Department of City Planning	One event	6/27/19	Introduce urban design concepts, a potential regulatory tool (Interim Planning Overlay District) being considered for the Fifth and Forbes Ave corridor, and the Oakland Plan process.	Open House: Place It!, dot activity, posters	Hosted in Central Oakland at Soldiers & Sailors Memorial Hall	Staff, interns, poster materials, Place It! materials for building, light snacks, meeting space	Oakland residents, employees, business owners, property owners, etc.
Planning Education Series	Consult	Department of City Planning	One event per topic, four events total	7/25/19 8/6/19 8/14/19 8/21/19	Introduce some of the key topics that will be covered by the plan to the Oakland community in a fun and low stress environment before planning begins.	Presentation, Q&A	Each held at a different location in Oakland	Staff, presentations, dinner from local restaurants, meeting space, surveys, informational materials	All members of the Oakland community as well as interested Pittsburghers outside Oakland.
Steering Committee	Collaborate	Department of City Planning	Every month	Starting Oct 2019, for two years	Group composed of up to 35 representatives from a variety of organizations likely to be impacted by the plan.	Advisory group, workshops, discussion tables, visioning exercises	Held at Oakland Career Center, central to attendees	Staff, presentation, handouts, surveys, light snacks, meeting space, exercise materials as needed	Steering Committee members

Online Office/Coffee Hours	Consult	Department of City Planning	Every month & as needed	Starting Sept. 2020, continue through process	The Project Team and Action Team Leaders will offer online meetings periodically to answer questions from any members of the public how might want to converse.	Office/Coffee Hour, open-ended discussion, information sharing	Via online meeting platform, survey for sign-ups	Staff, handouts, surveys	All members of the Oakland community as well as any interested Pittsburghers
Public Engagement #1 Challenges, Vision, Goals	Consult/ Involve	Full project team	Available online for one month	August 2020	Introduce process and review existing conditions data as well as draft vision statement and goals by chapter from the Steering Committee. Provide input to shape these product.	Dot exercise, visual preference survey, visioning exercise	Online	Staff to create and manage site content, platform access, capacity to review input received	Oakland residents, employees, business owners, property owners, etc.
Public Engagement #2: Draft Proposals/Plan	Consult/ Involve	Full project team	Available online for one month	Fall 2021	Review proposals from the Action Teams, provide additional input, confirm priorities.	Dot exercise, visual preference survey, visioning exercise	Online	Staff to create and manage site content, platform access, capacity to review input received	Oakland residents, employees, business owners, property owners, etc.
Planning Commission Briefing	Inform	Department of City Planning	One event	Winter 2022	Present plan overview, highlight the role of public engagement, community priorities, adoption process.	Public Presentation, Q&A	Hearing Room at 412 Blvd of the Allies	Staff, presentations, letters of support	All interested members of the public.
Planning Commission Hearing	Inform/ Consult	Department of City Planning	One event	Spring 2022	Recover previous presentation, discuss edits to the document, testimony, vote to adopt the plan formally.	Public Hearing, Testimony, Q&A	Hearing Room at 412 Blvd of the Allies	Staff presentations, letters of support and other testimony	All interested members of the public.

2/2 Intended Engagement Program For The Oakland Plan: Action Teams

What	Level	Led By	Frequency	Dates	Description	Tools	Location	Resources	Target Audience
Action Team: Community	Collaborate	Steering Committee member, Department of City Planning	Every month	Starting September 2020, for one year	Group open to all interested members of the public to develop proposals to meet the needs of residents, employees, students, and stakeholders.	Storytelling, visioning exercise, community walkshop, meeting in a box, demonstration projects, pop-up exercise, information kiosks	To be determined, online during COVID-19 pandemic	Staff, others to be identified	All interested members of the public and topic experts able to attend monthly meetings for one year.
Action Team: Development	Collaborate	Steering Committee member, Department of City Planning, Urban Redevelopment Authority	Every month	Starting September 2020, for one year	Group open to all interested members of the public to develop proposals to maximize the benefits of new development for the community.	Community mapping, community walk shops, storytelling workshop, charrette, visual preference survey, focus group, advisory groups, office / coffee hour, one-on-one meetings	To be determined, online during COVID-19 pandemic	Staff, others to be identified	All interested members of the public and topic experts able to attend monthly meetings for one year.

Action Team: Mobility	Collaborate	Steering Committee member, Department of Mobility and Infrastructure, Port Authority of Allegheny County	Every month	Starting September 2020, for one year	Group open to all interested members of the public to develop proposals to make it easier, safer, and healthier for people to get around.	Open house, workshops, website/blog + survey, pop-up exercise + information kiosks, dot activity/visual preference survey, problem tree analysis, card storming	To be determined, online during COVID-19 pandemic	Staff, others to be identified	All interested members of the public and topic experts able to attend monthly meetings for one year.
Action Team: Infrastructure	Collaborate	Steering Committee member, Green Building Alliance, Department of City Planning, Pittsburgh Water and Sewer Authority	Every month	Starting September 2020, for one year	Group open to all interested members of the public to develop proposals to nourish the neighborhood through new energy, stormwater, and open space systems.	Community walk shops, stakeholder mapping, community mapping, information kiosks, visioning exercise, open house, focus	To be determined, online during COVID-19 pandemic	Staff, others to be identified	All interested members of the public and topic experts able to attend monthly meetings for one year.

Communications Strategy

The Steering Committee was developed to represent the large diversity of stakeholder types in Oakland (employees, residents, students, visitors, property owners, business owners, etc.). A holistic communications strategy has been identified that includes both the project team agencies and non-profits but also the Steering Committee member organizations. This strategy will allow for the greatest degree of outward communication, but also requires a high level of coordination to ensure that communications are targeted to avoid becoming noise or ignored by the desired audience. Project team members and the Steering Committee will communicate with their networks as much as possible, and additional communication will be done via social media, email, and traditional communication styles including but not limited to mailers, flyers, door knocking, and posters in community spaces.

Plan Identity & Name

The name of the project is The Oakland Plan (#OaklandPlan). The logo is shown here:

Communications

This section of the Public Engagement Plan identifies how stakeholders of the Oakland neighborhood will learn about the planning process, events and programs. This strategy is intentional, and begins to identify target audiences, their characteristics, and how to best engage them. The plan builds on that understanding with specific guidance for the project team on how and when to use different communication methods.

Oakland Plan communications will reach the collaborate stage of public engagement — partnering with the public in each aspect of the plan, from development of alternatives to identification of the preferred solutions. Collaboration includes informing the public of objective information and opportunities, consulting the public for feedback and decisions, and involving the public through the entire process to ensure concerns and aspirations are understood and considered.

By utilizing online and traditional platforms for communication, as well as hosting events in accessible locations, the Oakland Plan and all opportunities for public engagement will be shared in a manner accessible to all.

Target Communications Audiences

- Oakland Residents
- Academic Institutions
  - Students
  - Faculty
  - Staff
- Medical Institutions
  - Employees
  - Patients
  - Patient Families
- Adjacent neighborhoods
- Partner organizations
- Cultural Institutions
  - Employees
  - Visitors
- Businesses
  - Employees
  - Patrons
- All other Pittsburghers
- Government agencies
- Consultants
- Department of City Planning colleagues

Methods of Outreach

*If starred, the approach to this engagement method may be altered during COVID.

Method	Best Used For	Audience Reached	Project Milestones to Communicate
Facebook	• Events • Creating a community	• Community members • Residents • General Pittsburghers • Adjacent neighborhoods	• Project start date • Surveys • Community Meetings • Action Team meetings • Public Unveiling • Commission dates
Instagram	• Event coverage (via Stories feature) • Post-event sharing of photos • Creating a community	• Community members • Businesses • Partner organizations	• Project start date • Surveys • Community Meetings • Action Team meetings • Public Unveiling • Commission dates
Twitter	• Project updates & reports • Community engagement and conversation • Reaching professionals • Creating a series of information sharing • Sharing survey links	• Businesses • Partner organizations • Consultants • Colleagues • Government agencies • Community members	• Project start date • Surveys • Community Meetings • Action Team meetings • Public Unveiling • Commission dates
NextDoor	• Notice of events & meetings • Building off existing community	• Residents • Adjacent neighborhoods • Homeowners	• Project start date • Surveys • Community Meetings • Action Team meetings • Public Unveiling • Commission dates
Project Website	• Sharing the plan, any surveys, and links to presentations • Develop centralized location for information • Serving as location for translated content • Include monthly Steering Committee summaries and presentations	• All audiences will be directed to the site through the other forms of contact to find more information and updates	• Project start date • Surveys • Community Meetings • Steering Committee Meetings • Action Team Meetings • Public Unveiling • Commission dates

Flyers*	• Build awareness of plan • Share events in locations the community is present	• Community members • Residents • Businesses • Partner organizations	• Project start date • Community Meetings • Action Team Meetings • Public Unveiling
Mailings*	• Build awareness of plan • Share events directly to the people you want to attend	• Community members • Residents	• Project start date • Community Meetings • Action Team meetings • Public Unveiling • Commission dates
Email	• Send information directly to residents (or other particular audience)	• Residents • Business/organization leaders in the neighborhood	• Project start date • Surveys • Community Meetings • Steering Committee Meetings • Action Team meetings • Public Unveiling • Commission dates
OCA E-Newsletter	• Share event details • Share plan updates	• Could be all Pittsburghers • Could be targeted to specific neighborhood	• Project start date • Community Meetings • Public Unveiling
HiVE	• Share plan updates • Share ideas and plans from Action Teams • Allow Steering Committee to provide content based on the work they are doing • Photo collection from events with event summary	• Steering Committee • Action Teams • Residents, businesses and partner organizations	• Steering Committee meetings • Action Team progress • Events

Frequency of Contact

Project Start Date
- Day of
- One week later

Community Meeting
- Minimum two weeks prior
- One week
- Three days prior
- Day before
- Day of
- Day after

Action Team Meeting
- One month prior
- Two weeks prior
- One week prior
- Day before
- Day after

Commission
- Two weeks prior
- One week prior
- Day before
- Day after

Public Unveiling
- One month prior
- Two weeks prior
- One week prior
- Three days prior
- Day before
- Day after

How Steering Committee Members Communicate

Members of the Oakland Plan Steering Committee are committed to periodically updating their organizations with updates on the Steering Committee process and general planning process. Each Steering Committee member was asked to share with the Department of City Planning their intended approach to communications. Highlights from these responses are shown below:

- Members advertise events at varying intervals; however, all Steering Committee members agree to advertise community meetings, action team meetings, public unveiling and commission meetings at least 2 weeks ahead of time.
- All business and employers on the Steering Committee will share planning information with both their administrators and their employers.
- All Steering Committee members will seek to engage hard-to-reach audiences and engage specialized staff in this endeavor where available.
- Notes on Audiences Reached: Oakland residents are reached by many sources, including: community orgs., neighborhood assoc., public agencies, elected officials, and some major institutions. Some Neighborhood Associations do not identify students or renters as target audiences; additional/more direct outreach by the Project Team to these groups.
- Notes on Methods Used: Door knocking will be limited to respect the privacy and space of Oakland residents. Flyer distribution will be limited as well in order to advance sustainability efforts. Not all neighborhood associations use social media. City will complement as needed.

Where Are We at Now? (Last Updated: August 2020)

- The Steering Committee spent Spring 2020 and part of Winter 2020 working with the Project Team to develop this Public Engagement Plan.
- Steering Committee meetings through Winter and Spring 2020 focused on establishing a firm base of knowledge about planning topics. This included sharing experiences and issues faced by Steering Committee members and those they represent. All presentations are available online.
- Online engagement will begin in Summer 2020. These opportunities will allow the community to provide input while ensuring the health and safety of all during the COVID-19 pandemic.
- The online engagement opportunities will develop a shared vision statement for the future of Oakland and guide goals of the Action Teams.
- Action Teams will begin in Fall 2020 on four topic areas of the plan: community, development, mobility, and infrastructure.

Section III: Accountability & Evaluation *(to be updated at project completion)*

This section describes how the success of engagements will be evaluated, and how participants can see follow-through. It will be constantly updated throughout the course of the project with new evaluation metrics. After each engagement, it will be added to the Engagement Log and an Engagement Report will be recorded.

Public Involvement Feedback Loop

After all engagements, meeting notes will be uploaded to the City website. All surveys and worksheets collected at public meetings will be summarized on the project website with full anonymized responses/input also provided. A standard evaluation form will be used at the end of each engagement to allow the project team to gauge the success of the engagement approach and make approaches with future activities.

Steering Committee members will share how input is used with their organizations. Further, they will continue to seek feedback from their organizations on subjects of public meetings and Action Teams to reach audiences that may not be able to attend more formal meetings.

Public Involvement Evaluation & Monitoring of Success

Each engagement will be evaluated and the process will be adapted accordingly. The following resources will be used from the Pittsburgh Public Engagement Guide: Engagement Log (pg. 66), Engagement Report (pg. 67). In addition to the production of these reports, City Planning is partnering with the Office of Equity to establish a program of Equity Assessments that will be piloted in 2020 with planning projects including this one. Equity Assessments will allow processes like this to have third party experts review our collective work and make recommendations for improvements to better overcome inequities. While this program is in early development, it is expected to utilize knowledge from past efforts in Pittsburgh, input from advocacy groups, and best practices from other cities.

Further, Planning Commission's review of this Public Engagement Plan at regular intervals until adoption of the final plan will ensure regular external evaluation and monitoring of succes

Engagement Log

	Date of Event	Event Name & Location	Date Advertised	Tool	Presenters	Description & Purpose	Outcomes	Approx. Attendance
1	6/27/19	Fifth/Forbes Urban Design Workshop, Soldiers and Sailors Hall and Museum	Included: ~3 weeks ahead of time Included: flyers, press release, website, Oakland Task Force (OTF), Neighborhood Association emails, social media	Open House: Place It!, Dot Activity, Posters	Department of City Planning	The purpose of this engagement was to: (1) Educate the community about urban design principles and how buildings can improve the pedestrian experience on Fifth and Forbes Avenues; (2) Provide information and receive feedback on a regulatory tool called an Interim Planning Overlay District (IPOD) being considered for use on the Fifth and Forbes corridor and; (3) Inform the public about the Oakland Plan process starting in October 2019.	Input used to inform the Interim Planning Overlay District intended to be implemented along Oakland's Fifth & Forbes Corridor later in 2020 (date undetermined). Attendees were asked to sign up for Oakland Plan Action Teams if interested (to start in summer 2020).	~100, 44 completed surveys
2	7/25/19	Planning Education Series (PES): Move, Residence Inn, 3341 Forbes Ave	6/25/19 Advertised additionally via Facebook 1 week ahead of time.	Presentation, Q&A	Department of Mobility & Infrastructure, Port Authority of Allegheny County, Pittsburgh Parking Authority, BikePGH	The PES brought together non-profit and public agency experts for an education series meant to provide introduction to concepts of the Oakland Plan process starting later this year. The purpose of the MOVE series was for the public to learn about transportation systems and ways we can improve mobility for all users.	Members of the public, both in Oakland and in the greater City, left more informed about Pittsburgh's transportation systems. Attendees were asked to sign up for Oakland Plan Action Teams if interested (to start in summer 2020).	48
3	8/6/19	Planning Education Series (PES): Restore, Schenley Visitors Center, 101 Panther Hollow Rd	6/25/19 Advertised additionally via Facebook 1	Presentation, Q&A	Pittsburgh Water and Sewer Authority, Pittsburgh Parks Conservancy,	The PES brought together non-profit and public agency experts for an education series meant to provide introduction to concepts of the Oakland Plan process starting later this year.	Members of the public, both in Oakland and in the greater City, left more informed about Pittsburgh's open space planning.	20

			week ahead of time.		Department City Planning – Environmental Planning	The purpose of the RESTORE series was for the public to learn about open space planning, from street trees to stormwater to large parks, and how we can design a better urban environment for all.	Attendees were asked to sign up for Oakland Plan Action Teams if interested (to start in summer 2020).	
4	8/14/19	Planning Education Series (PES): Energize, Oakland Career Center, 294 Semple St	6/25/19 Advertised additionally via Facebook 1 week ahead of time.	Presentation, Q&A	Green Building Alliance, Department of City Planning – Sustainability & Resilience	The PES brought together non-profit and public agency experts for an education series meant to provide introduction to concepts of the Oakland Plan process starting later this year. The purpose of the ENERGIZE series was for the public to learn about energy systems, new building technologies, and how energy efficiency projects can benefit them.	Members of the public, both in Oakland and in the greater City, left more informed about Pittsburgh's energy systems, new building technologies, and energy efficiency projects. Attendees were asked to sign up for Oakland Plan Action Teams if interested (to start in summer 2020).	12
5	8/21	Planning Education Series (PES): Thrive, 218 Oakland Ave, 2nd Floor	6/25/19 Advertised additionally via Facebook 1 week ahead of time.	Presentation, Q&A	Urban Redevelopment Authority, Department of City Planning – Divisions of Strategic Planning and Zoning & Development Review	The PES brought together non-profit and public agency experts for an education series meant to provide introduction to concepts of the Oakland Plan process starting later this year. The purpose of the THRIVE series was for the public to learn about the City's planning efforts and how plan are implemented through public and private efforts including regulations.	Members of the public, both in Oakland and in the greater City, left more informed about Pittsburgh's City planning efforts. Attendees were asked to sign up for Oakland Plan Action Teams if interested (to start in summer 2020).	22

Engagement Report: Fifth/Forbes Urban Design Workshop

Logistics	Stakeholders
Event: Fifth/Forbes Urban Design Workshop	Oakland residents, academic institutions, medical institutions, cultural institutions, businesses, government agencies, adjacent neighborhoods all other Pittsburghers
Location: Soldiers and Sailors Hall and Museum	
Date: 6/27/19	
Date Advertised: ~three weeks ahead of time	
Time: Session #1: 10am-1pm; Session #2: 5-8pm	
Staff person(s): Derek Dauphin, Felipe Palomo	**Approx. Number of Attendees:** 100

How did the meeting inform the community about the project/program? What was the intended engagement level for this event?

Ex. Community engagement to-date, location and history of the project/program, action items/next steps, how to get involved, upcoming events.

The workshop was an open house format, with multiple stations each explaining different urban design concepts in relation to Oakland. Stations included: Public Realm, Architectural Design, Neighborhood Context, IPOD, and the Oakland Plan. In these various stations, city planners spoke about existing and future urban design with attendees. To help facilitate successful implementation of each station, attendees provided input on what they deemed successful and unsuccessful elements in Oakland. Public comments and notes were recorded on flip charts next to the corresponding display boards. Additionally, developers actively proposing new buildings were invited to attend to present their projects and receive feedback.

Descriptions of each station are provided in the Event Report, linked below.

City staff gathered additional feedback through interactions, flip charts at each board and through surveys. All materials and the survey were available online for two weeks ending July 11, 2019.

Input and Responses

Detailed notes about input are shown in the Event Report. The table below has been adapted to show survey questions and key responses from the public.

Questions from Event Survey	Responses from Attendees
What do you do in Oakland? *Any combination of live, work, study or play.*	64%: at least work in Oakland 34%: at least live in Oakland 34%: work and play in Oakland
How would you like to be engaged during the planning process?	24: Action Teams or other focus groups 28: Public Events 31: Newsletter (email) 10: Social Media
Prompt 1: I feel new development along Fifth and Forbes Avenues should create more space at the ground level/public realm by being set back from the property line.	Approximately 70% of survey respondents strongly agreed or agreed that new development should create more space at the ground level by increasing the set back from the property line.

Prompt 2: I think new building designs should maintain the width and design elements of existing buildings.	A little more than 50% of survey respondents supported the concept that new building designs should maintain the width and design elements of existing buildings. Roughly, 30% of survey respondents neither agreed nor disagreed.
Prompt 3: If there was a publicly accessible open space such as plazas, courtyards, or alleys in the middle of long blocks, I would use that space.	Over 82% of survey respondents strongly agreed or agreed that they would utilize publicly accessible open spaces (such as, plazas, courtyards, or alleys) in the middle of long blocks. Only 10% of respondents stated they would not use publicly accessible open spaces.
Prompt 4: I would use a mid-block passage if a new building created one that got me between Fifth and Forbes Avenues without having to go to the nearest intersection.	The majority of survey respondents (83%) strongly agreed or agreed they would utilize a mid-block passage if a new building created one for traversing between Fifth and Forbes Avenues without having to go to the nearest intersection.
Prompt 5: In addition to public realm amenities on Fifth and Forbes Avenues, I think buildings should include entrances, trees, seating, or other public realm improvements on side streets.	Approximately 86% of survey respondents strongly agreed or agreed that new buildings should include entrances, trees, seating, or other public realm improvements on side streets.
Prompt 6: I feel that ground floor parking on side streets is a problem.	Around 50% of survey respondents felt that ground floor parking on side streets is a problem in the Fifth/Forbes corridor. Over 32% of respondents neither agreed nor disagreed that ground floor parking is a problem.
Prompt 7: New buildings on Fifth and Forbes Avenues should create more places to… (Options: live, work, or both).	More than 40% of survey respondents felt that new buildings should create more places to live in the Fifth/Forbes corridor
Prompt 8: What do you like most about Oakland?	Word cloud shown in Event Report. Selection of highest used words: architecture, historic, downtown, Forbes, businesses, urban, people, neighborhood, buildings, pretty, green, brick, activities, etc.
Prompt 9: What do you like least about Oakland?	World cloud shown in Event Report. Selection of highest used words: buildings, parking, Forbes, transit, traffic, unattractive, pedestrian, lanes, buses, streets, glass, congestion, sidewalks, etc.
Prompt 10: Event Satisfaction.	Approximately 73% of Survey respondents indicated they were satisfied or very satisfied with the public event. There were 0 unsatisfied or very unsatisfied responses.

Comments & Links:

Event Report https://apps.pittsburghpa.gov/redtail/images/6606_Oakland_Urban_Design_Workshop_Report.pdf

Team Member Completing Report: Sophia Robison