



# Riverfront North Partnership

Connecting Parks. Connecting People.



## Data Implementation Plan

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### Section 1: Project Overview

**About the Organization:** Since 1995, the Riverfront North Partnership has managed an 11 mile stretch of Northern Philadelphia’s waterfront. The Greenway, a multi-use recreational trail and park system running along the Delaware from Port Richmond to Torresdale, serves as an alternate mode of transportation and a connection back to the River for Philadelphians. Over the years, RNP has transformed a once neglected post-industrial landscape into usable community space that continues to thrive and grow. (RNP Strategic Plan 2020-2024, 1)

**Defining the Problem:** Executive Director of The Riverfront North Partnership (RNP), Stephanie Phillips, describes the organization as “in a delicate moment of its growth as it transitions from a design/build organization to one that is focused on stewardship and engagement.” Public events are growing through collaborative partnerships and include outdoor movie nights, nature walks, yoga, free family fishing, and kayak and bike rides. In 2018 over 5,000 volunteer hours from a dozen partner organizations were logged. A successful 2018 rebrand has also increased the organization’s social media followers by 42%.

As the organization grows, the next step, according to Phillips, is to identify their audiences and understand their experiences better. “Because the 11-mile Greenway is porous, the RNP’s ability to capture information has been limited. We have historically targeted the neighborhoods adjacent to the river as their primary audience, but know that people drive from all over Northeast Philadelphia and beyond to visit the parks on the Greenway.”

In other words, the organization needs to better understand who is using the Greenway and how they’re using it. At the moment, the RNP does not have a formalized data collection or evaluation plan, nor do they have significant staff hours to dedicate to this task.

**Project Overview:** This report details a data implementation strategy meant to get the RNPs data collection efforts off the ground, and provide recommendations on the best way to systemize data use in the organization’s every-day work. The report includes:

**Literature Review and Methodology:** A review of the resources and methodology that shaped the data implementation plan for the RNP, including data collection theory, instrument selection, and instrument design

**Recommendations for Data Implementation:** Steps the RNP can take to put the plan into action, including an implementation timeline, dashboard organization, data communication best practices and suggestions for fostering a data-driven culture

**Future Considerations:** Thoughts on how RNP data collection and use can and should evolve over time

**Appendix:** Includes the complete RNP data map and suite of collection instruments

The goal of the project is to deliver tested, on-the-ground tools and metrics that will allow RNP to create a baseline of quantifiable data about who attends programs, whether they are new or repeat visitors, their perceptions of the parks, and the quality of their experiences. All of the data collected will align with the organization's strategic vision, as they transition from a design/build organization to one that is focused on programing and stewardship. Tools created for the project include online and in-person survey instruments, observation and counting tools, as well as a list of relevant, existing data sources. In addition to data collection tools, the included data implementation suggestions serve as a roadmap for the organization to collect and analyze data regularly, and use data internally for ongoing program design, stewardship work, park maintenance, and fundraising. The data that will be collected as part of the plan will provide information for funder reports and marketing strategies, as well as baseline information to inform a more formal, independent evaluation process in 2021-22.

## **Section 2: Literature Review and Methodology**

## Framing the work

The Data Playbook, a data implementation guide written by Rella Kaplowitz, a Program Officer at the Schusterman Family Foundation, is a key resource for this project as it provides a step-by-step approach for organizations like RNP that want to get their data operation off the ground.

The Data Playbook framework helps an organization determine what data to collect, and how to collect it. This section will apply the Data Playbook framework to RNP's current reality.

## What Data to Collect

The first step in any data collection effort is to determine the data points that are worth the time and effort for an organization to collect.

The Data Playbook suggests organizations take the following steps before deciding what data to collect. (Kaplowitz, 9)

- 1) Define key questions
- 2) Define the measurement purpose
- 3) Define what to measure

### ***Define Key Questions***

An organization can start defining key questions related to data collection by looking at their strategic plan. The RNP just recently completed a strategic planning process, settling on five strategic goals, each with their own benchmarks for success. Since the organization is confident that achieving these goals is essential for the organization's overall success, data that helps the RNP determine progress toward these goals are worth collecting and analyzing. (Kaplowitz, 10)

*An RNP Example:*

Goal: Connect adjacent neighborhoods to the Greenway

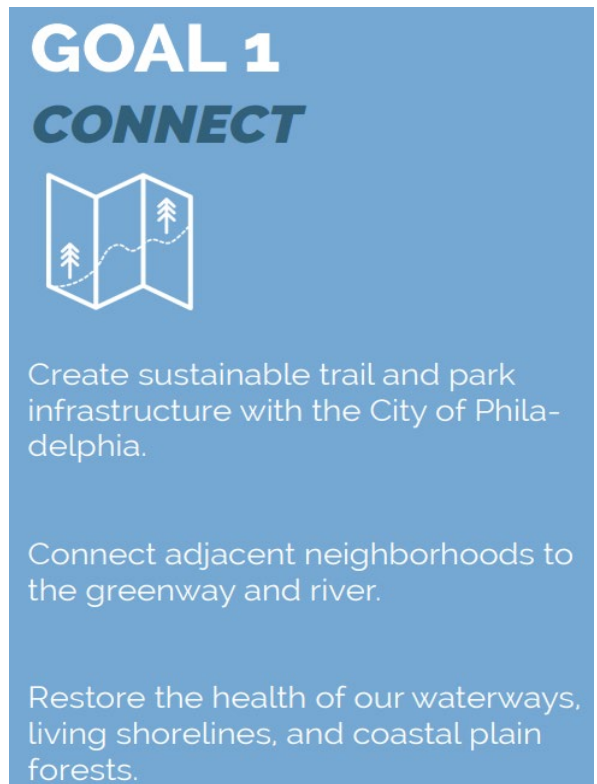
Benchmark for Success: Amplified east-west connector streets linking adjacent neighborhoods to the Greenway

Key Question: What does it mean to "amplify" connector streets?

Key Question: How can we measure connector street usage?

Key Question: How can we measure safety and cleanliness on connector streets?

### ***Define Measurement Purpose***



**GOAL 1**  
**CONNECT**

Create sustainable trail and park infrastructure with the City of Philadelphia.

Connect adjacent neighborhoods to the greenway and river.

Restore the health of our waterways, living shorelines, and coastal plain forests.

(Taken from RNP Strategic Plan 2020-2024)

An organization should only collect data that they've identified a need for. Data should have a "why", drawing a clear connection between a data point and the goal or success indicator it supports, and a "how", showing the way data will be used to inform work or decision-making in the organization. (Kaplowitz, 14-16)

*An RNP Example:*

Data Point: Foot traffic on connector street X

The Why: An increase in foot traffic on connector streets over time indicates successful connection between adjacent neighborhoods and the Greenway

The How: Foot traffic information for specific connector streets will allow RNP to improve signage and outreach in neighborhoods with low connector street traffic

### ***Define Specific Measurements***

Whether an organization uses industry recognized metrics or develops their own metrics in-house, it's critical that the organization consider metrics that are feasible to collect and track over time, and that actually measure the progress they are intended to measure. (Kaplowitz, 18-19)

*An RNP Example:*

Potential metric: Daily foot traffic for connector street X

Feasibility issue: Limited staff resources make daily foot traffic counting across 13 different connector streets difficult

Specificity issue: Travelers on a connector street may not be heading to or from the Greenway

Feasible and Specific Metric: A survey response from Greenway users identifying the connector streets they use, how often, and through which mode of transportation

### **How to Collect the Data**

After an organization understands the type of data they want to collect, the next phase in the process is determining how to collect the data. For the RNP, this consists of several steps. (Kaplowitz, 23)

Instrument Selection: Identifying the tools that will allow the RNP to collect the data they need

Instrument Design: Building the tools that the RNP will use to collect data

Data Mapping: Outlining the theory behind the organization's data collection efforts

### ***Instrument selection***

Before building out any specific data collection instruments, an organization needs to identify the type of instruments that will allow for the data collection they need. Each instrument type has benefits and detractions, For example, an online survey will reach a different audience and yield different data compared to data collected through observation.

The following tools were selected to be a part of RNP data collection efforts, as they enable the organization to collect the data needed while also accounting for staff capacity.

Instrument	Description	Benefits	Limitations
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<b>Email Survey</b>	<ul style="list-style-type: none"> <li>• Sent to RNP listserv and social media following</li> <li>• Completed online in approximately 10 minutes</li> <li>• Covers a range of topics related to visitor experience</li> </ul>	<p>Large audience</p> <p>Comprehensive</p> <p>Easy implementation</p>	Only reaches RNP followers
<b>Event Survey</b>	<ul style="list-style-type: none"> <li>• Sent to RNP event participants one day after the event</li> <li>• Completed online in approximately 2 minutes</li> <li>• Covers topics related to the participants' experience and satisfaction, discovery of events and interest in future programming</li> </ul>	<p>Short and simple</p> <p>Easy implementation</p> <p>Immediate feedback</p>	Only reaches participants with online registration
<b>Volunteer Survey</b>	<ul style="list-style-type: none"> <li>• Sent to RNP volunteers one day after volunteer event</li> <li>• Completed online in approximately 2 minutes</li> <li>• Covers topics related to the volunteers' experience and satisfaction, discovery of volunteer opportunities and interest in future volunteering</li> </ul>	<p>Short and simple</p> <p>Easy Implementation</p> <p>Immediate feedback</p>	Only reaches participants with online registration
<b>Intercept Survey</b>	<ul style="list-style-type: none"> <li>• Conducted in-person at one of the RNP parks or trails with willing participants</li> <li>• Completed in 5 to 7 minutes</li> <li>• Covers a range of topics related to visitor experience, but with a more qualitative focus</li> </ul>	<p>Opportunity for qualitative data</p> <p>Targeting for location and time</p>	Requires significant staffing resources
<b>Observation Mapping / Counting</b>	<ul style="list-style-type: none"> <li>• A visual assessment conducted by RNP staff of how people are interacting with trail and park features</li> <li>• Data collected over 1 to 2 hour observation sessions</li> <li>• Tracks park and trail usage, conditions of park and trail infrastructure</li> </ul>	<p>Real-time data</p> <p>Targeting for location and time</p>	Requires significant staffing resources
<b>Third-Party Data</b>	<ul style="list-style-type: none"> <li>• Existing data sources that help measure the impact of the Greenway on surrounding neighborhoods, communities, and the environment</li> </ul>	<p>Easy and free to obtain</p>	Not tailored for RNP needs

**Instrument Design - Surveys**

The most critical tool for RNP data collection is the email survey, which serves as a type of “master survey”, since it encompasses aspects of the event, volunteer and intercept survey. The email survey design process was informed by two key sources: an article from the Pew Research Center titled “Questionnaire Design” from a series highlighting Pew’s methods for research design, and another article from online survey provider Survey Monkey titled “Best Practice for Every Step of Survey Creation”. Suggestions from both sources were used in the design of the RNP email survey to ensure it was clear in it’s language, felt approachable, and produced data that was valid and usable.

The guiding principles behind the survey design included:

Clear and attainable goals: Each survey and collection tool should have a goal it’s trying to accomplish. The purpose of the email survey is to give the RNP a handle on who is using the Greenway, how they are using the space, and their perception of the Greenway. The Data Map, detailed in the next section, helps inform the purpose of the survey. (Survey Monkey)

Topic selection: The first step in developing a questionnaire is figuring out which topics to cover. The RNP, from past experience, knew that an online survey was their best approach to collecting data on a range of topics all at once, so the decision was made to cover demographics, Greenway use, and perception, in addition to questions about events and volunteering. (Pew)

Question wording: It is important to ask questions that are clear and specific. If a question is open-ended, it should be evident to respondents that they can answer in their own words and what type of response they should provide (an issue or problem, a month, number of days, etc.). Closed-ended questions should include all reasonable responses (i.e., the list of options is exhaustive) and the response categories should not overlap (i.e., response options should be mutually exclusive). (Pew)

Questionnaire structure and ordering: The order in which questions are asked can help with survey response rates. The RNP survey intentionally starts with an easy question and more sensitive demographic questions were moved to the back of the survey. The RNP survey also takes advantage of skip logic, which allows respondents to skip questions that are not relevant to them, cutting down on completion time. (Pew)

Incentives: Offering a small token of appreciation for survey completion, or the chance to win a prize for those that complete the survey, is a proven method to increase response rates. The RNP survey included an option to enter a raffle for anyone who completed the survey. (Survey Monkey)

Pretests: One of the most important ways to determine whether respondents are interpreting questions as intended and whether the order of questions may influence responses is to conduct a pretest using a small sample of people from the survey population. The pretest is conducted using the same protocol and setting as the survey and is typically conducted once the questionnaire and procedures have been finalized. While the RNP didn’t conduct a proper pretest with respondents, it did pretest the survey internally, which surfaced issues with question wording and ordering. (Pew)

## Instrument Design - Observations and Counting

The RNP observation and counting tool was designed to model a tool from the Reimagining Civic Commons initiative, a national campaign aiming to revitalize public spaces in cities across the country. Their observation mapping tool provides a great foundation for the RNP observational data collection, as it covers most of the metrics of interest to the RNP out of the box. However, a few key customizations were made from the tool to help RNP collect the data will help them track progress towards their specific strategic goals.

**Conditions mapping:** The Civic Commons tool does not provide space for an observer to note the conditions of park infrastructure. It's of particular interest for the RNP to ensure trail and park infrastructure are well-maintained, and real time data on infrastructure conditions could be of great value to the organization. A section on the tool was added so the observer can note damage, graffiti, or litter on trails or in parks.

**Digital collection:** The Civic Commons tool is designed to be printed and filled out in the field, which isn't always the most convenient for data collectors. Instead, the collection tool was digitized into a Google Form that collectors can access on mobile. This tool was piloted in the field already and was largely popular with the data collectors.

### Third Party Data Sources

Use of existing third party data resources can supplement data collection efforts with additional insights without the use of additional resources. The RNP can track several metrics through the following existing resources that will inform progress towards their strategic goals.

- City of Philadelphia OPA property value listings
- CDC community Health Status Indicators
- EPA air and water quality indicators
- EPA integrated assessment of health watersheds

Each of these sources will help the RNP's strategic goals to assess the impact of the Greenway on the surrounding neighborhoods and environments, as well as promote the Greenway as an environmental resource and economic asset.

### Data Mapping

#### Observation Map

## Observation Map Worksheet

Data Collector Name \_\_\_\_\_ Site \_\_\_\_\_

Weather:  Raining  Partly Cloudy  Very Cloudy  Sunny  Other: \_\_\_\_\_ Temperature: (Approx.) \_\_\_\_\_ °F

Day \_\_\_\_\_ Date \_\_\_\_/\_\_\_\_/\_\_\_\_ Start \_\_\_\_:\_\_\_\_ AM/PM End \_\_\_\_:\_\_\_\_ AM/PM

**Instructions:** At each assigned time, use a new worksheet to record a snapshot of who is within the site. Only count people who are within the site defined on the map below. Document each person and all of their characteristics with a tick mark in the boxes below at the moment you see them. This is a snapshot: walk through the site just once at each assigned time to record who you see. Do not record workers/staff.

#### Key Metrics

Total Site Visitors
Total Females
Total Visitors Within 6 ft. of Others
Homeless/Sheltering in Park

#### Additional Metrics

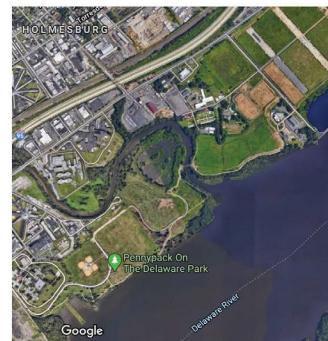
Fishing	Walking Dog
Running	Biking
Sport	Walking
Age	
Under 18 / Youth	
Over 65 / Senior	

Visitors by Race
White
Black
Asian
Hispanic/Latino
Other / Unknown

#### Custom Metrics

Speaking Another Language
Illegal Activity
Smoking
Drinking
Dirty Bikes
Dogs off leash
Feeding Cats
Littering
Other
Park Users In Cars (did not exit)
Picnicking
Trail User Only
Artistic Activity
Rest or Sunbathing
Cleaning Up Park

- Mark with an X where you the observer sat.  
- Mark with circles most visited areas.





Data mapping allows an organization to clearly illustrate the connection between strategic goals and data collection. Reimagining the Civic Commons, as part of their mission, publishes a tool kit designed to help cities measure progress in their public spaces. Their data mapping framework serves as an excellent model for the RNP for their own data mapping efforts. (Civic Commons 3)

The Civic Commons data map tracks goals to specific data points, but also identifies the source from which the data point can be obtained. The Civic Commons framework does not, however, specifically call out the purpose of each data point, a key theory from the Data Playbook. The RNP data map developed for this project borrows from each resource to identify both the purpose and source of each specific data point collected. Samples of both the Civic Commons data map (top) and the RNP version (bottom) can be seen below.

## Goal: Civic Engagement

### Signal: Public Life

METRIC	DESCRIPTION	SOURCE
<b>Civic commons visitorship</b>	Average hourly visitorship of the sites.	Observation map
<b>Frequency of visits to the civic commons</b>	Percent of respondents who say they visit the sites at least weekly.	Intercept survey
<b>Length of average visit to the civic commons</b>	Percent of site visitors who say they spend at least 30 minutes in the sites when they visit.	Intercept survey
<b>Frequency of visits to public places</b>	Percent of respondents who visit a public place such as a park, library or community center at least once a week.	Neighborhood survey
<b>Regular programming of the civic commons</b>	Average number of hours of weekly programming at sites.	Internet research

Goal: Connect				
Sub-Goal	Indicator	Purpose	Data Source	Collection Method
Connect adjacent Neighborhoods to the Greenway and river	Greenway user demographics	<ul style="list-style-type: none"> <li>Identify the percentage of park users from each adjacent neighborhood</li> </ul>	Email Survey Event Survey Volunteer Survey Intercept Survey	Survey Question: <ul style="list-style-type: none"> <li>What is your zip code?</li> <li>What neighborhood do you live in?</li> </ul>
	Greenway user discovery experience	<ul style="list-style-type: none"> <li>Determine success of previous outreach and education</li> <li>Inform future outreach and education</li> </ul>	Email Survey Event Survey Volunteer Survey Intercept Survey	Survey Question: <ul style="list-style-type: none"> <li>How did you learn about the Greenway?</li> </ul>
	Greenway user mode of transportation and path to park	<ul style="list-style-type: none"> <li>Identify neighborhoods that serve as funnels to Greenway</li> <li>Determine if the Greenway needs to accommodate people on foot, bike, or car</li> </ul>	Email Survey Event Survey Volunteer Survey Intercept Survey	Survey Question: <ul style="list-style-type: none"> <li>What mode of transportation do you typically take to the Greenway?</li> <li>How long does it take for you to travel to the Greenway?</li> <li>Which street did you take to enter the Greenway?</li> </ul>
Create sustainable trail and park infrastructure	Condition of park infrastructure	<ul style="list-style-type: none"> <li>Prioritize sites for future maintenance</li> <li>Inform future infrastructure investment</li> </ul>	Observation mapping and counting	Observation and Counting: trail usage by section, specific park usage, and specific equipment and infrastructure usage (restrooms, piers, boat launches, etc)
	Usage of park infrastructure			
Restore the health of our waterways, living shorelines and coastal plain forests	Level of interest for volunteerism	<ul style="list-style-type: none"> <li>Identify interested volunteers for environmental restoration work</li> <li>Inform planning for future environmental restoration work</li> </ul>	Volunteer Survey Email Survey Intercept Survey Event Survey	Survey Question: <ul style="list-style-type: none"> <li>Are you interested in volunteer work that addresses the health of our waterways, living shorelines, and coastal flood plains?</li> </ul>

## Section 3: Recommendations for Data Implementation

The following section outlines how the RNP can put the newly developed data collection tools and data map into action. The plan includes the following:

Implementation Timeline: An annual schedule for data collection, analysis, and process review

Dashboard Suggestions: If the RNP wants employees to use data in their daily work and decision-making they need access to relevant data in real-time. Well organized dashboards can help achieve that

Communications Suggestions: Communicating results from data collection will help the RNP tell their story and garner support for their mission. Implementing a few best practices could provide clarity to the data and make messaging more effective and memorable.

Organization-wide Practices: Suggestions for the RNP to systemize the use of data in their “everyday” work of all employees, not just those overseeing data efforts

**Implementation Timeline**

Data collection should follow a consistent annual schedule to allow for accurate comparisons of data year over year. This will be especially important for the RNP, given the seasonal nature of their work. To ensure consistent and timely data collection, it is recommended that the RNP follow an annual schedule similar to the one below.

Months	Tools in Use	Actions
April - September	Counting / Observation Tool Intercept Survey Post-event Survey Post-volunteer Survey Dashboards	Data Collection Data Management Analysis for Immediate Use
October	General Survey	Data Collection Data Management
November - December	Strategic Plan	Data Analysis Visualization Publication
January	Strategic Plan	Strategic Planning Program Planning Resource Allocation
February - March	Counting / Observation Tool Intercept Survey Post-event Survey Post-volunteer Survey General Survey Data Dashboard	Refine Collection Tools Refine Collection Process Refine Dashboard

**Additional Scheduling Context:**

April - September: The warm months bring the highest traffic to the Greenway, and also the bulk of the programming schedule. Collecting during this time will provide the organization with important data on programming and usage that can be used in future planning, but also in real-time.

October: Conducting the organization’s annual general survey in October will allow the RNP to capture Greenway users’ experience over the spring and summer season. This data will be used to inform the organization’s approach to future active seasons on the Greenway.

November - December: With a full season of programming data and the general survey on hand, these months are used to analyze, interpret, visualize and publish their data. This is a time for the organization to take stock in their progress towards strategic goals and present their annual report.

January: The beginning of the new year is dedicated to planning for the next year. This could include changes to programming, strategy, resource allocation, and goals, all through data-informed decision-making.

February - March: With the warm weather months approaching, February and March are used to refine data collection tools and processes from the previous year.

### Dashboard Suggestions

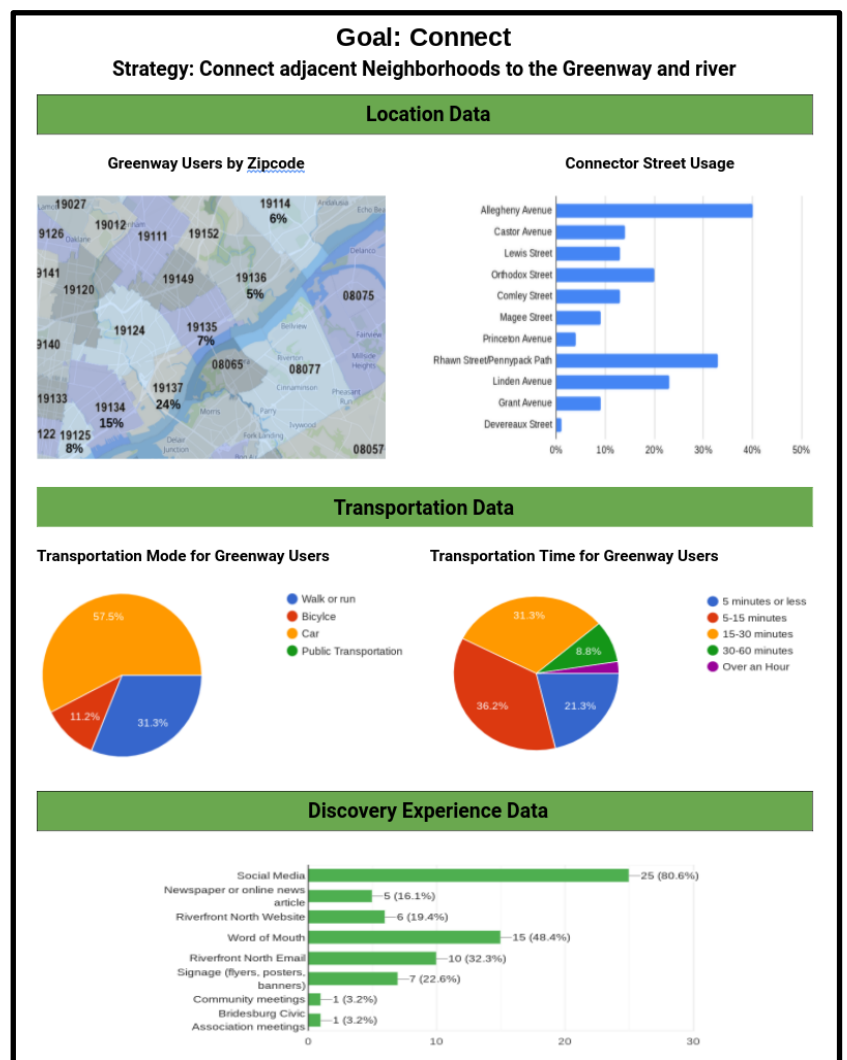
The RNP is collecting data that will inform different aspects of the organization’s work. Overall, the data collected is meant to track progress towards strategic goals, but drilling down further, specific data points can help with programming, stewardship, and development. Therefore, it is recommended that the organization build out a master dashboard to track progress towards strategic goals, as well as specific dashboards focused on programming, stewardship, and development.

### Master Dashboard

The master dashboard will house all of the data collected by the RNP, and will follow the data map’s organization, grouping data by strategic goal. The sample to the right shows what the dashboard could look like for part of the “Connect” strategic goal.

In order to determine progress towards a goal of connecting adjacent neighborhoods to the Greenway, the organization needs to have a clear understanding of where the Greenway users are coming from.

Location data that shows the zip code of Greenway users who responded to the general survey, as well as the connector streets they use to get to the Greenway, shows RNP staff which neighborhoods and streets are



funneling people into the Greenway. Transportation data showing how people are getting to the Greenway, and how long it takes, also sheds light on how people are connecting to the Greenway. Discovery experience data allows the RNP to understand which of their outreach methods are most effective, and then they can use the location data to target their outreach to the adjacent communities that are showing lower levels of engagement with the Greenway.

## Team-Specific Dashboards

### *Programming*

A programming dashboard should show incoming data from event registration and post-event surveys, and if managed properly, could be a useful tool to analyze the success of events as they happen and make adjustments accordingly. A programming dashboard should display:

- Attendance by event type
- Satisfaction by event type
- Cost to satisfaction ratio by event type
- User identified areas for improvement

### Maintenance

The maintenance dashboard should house the observation and counting data to display the areas of the Greenway that are getting the most use and require the most attention. A maintenance dashboard should display:

- Usage by Greenway section
- Connector street usage
- Litter reports by Greenway section

### *Development*

A development dashboard should house the data points used in grant writing or donor messaging. While these data points will vary depending on the grant or donor, there are some data points that are frequently used for development purposes:

- Greenway user demographics
- Greenway users by neighborhood
- Total event attendance by season
- Event satisfaction by season
- Overall Greenway users over time

### Dashboard Development

The organization can consider a subscription to one of the many web-based programs that offer tools for dashboard creation and data analysis. Programs like Tableau, or Microsoft's PowerBI have tiered pricing to match the needs of different organizations and provide free training.

## **Communicating Results**

For the RNP, the most obvious and immediate need to communicate data about the Greenway is for development purposes. Data could be used in messaging to donors, and in grant applications that will allow the RNP to secure more funding as they look to grow. The organization could also use data to communicate success in annual reports. Regardless of its use, the Data Playbook provides guiding principles (below) that would be applicable to any RNP communications. (Kaplowitz 67-71)

Identifying the audience: Different data will speak to different audiences. Identifying the audience allows for a more tailored, effective presentation. For the RNP, that means tailoring communications for grant applications that might require more specific data compared to a wider audience that will view the annual report.

Identifying the medium: Data and visuals that might be well suited for a powerpoint presentation may not translate well to a printed one-pager. While grant applications may not require any graphic design, the RNP’s annual report will.

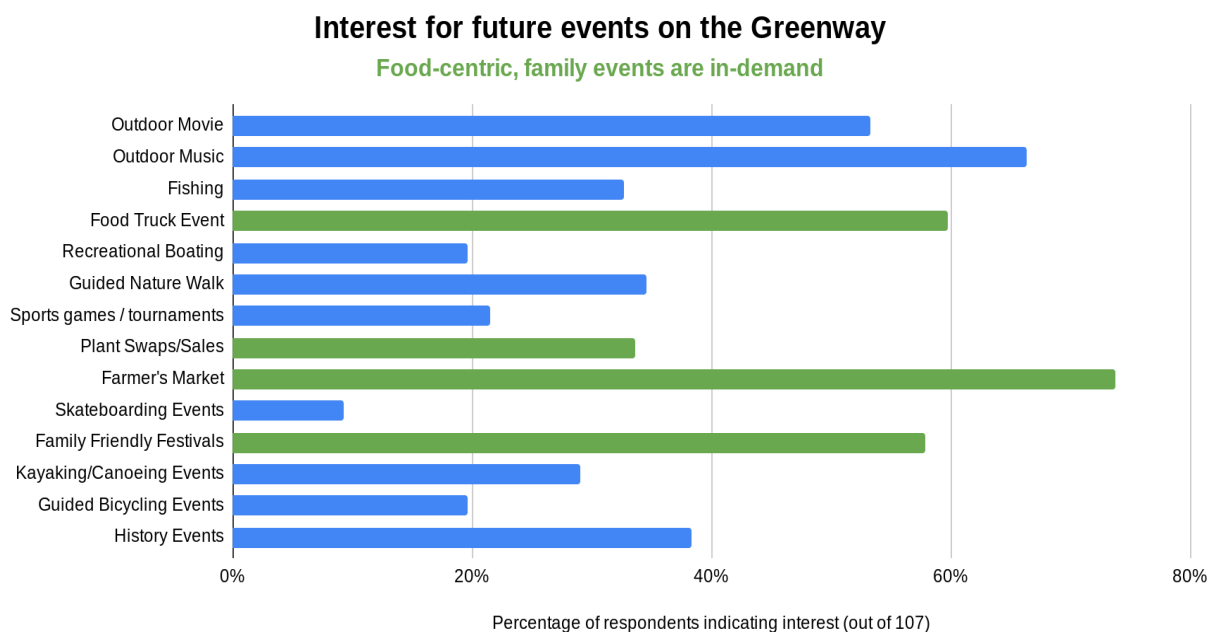
Defining the purpose: Is the information “nice to know” or is it being presented to support a specific decision?

## Designing visuals

When it is time for the RNP to communicate the results of data collection, whether it be in a public facing annual report or for development purposes, the visuals the organization decides to use should be enhanced to focus the attention of the audience to the most important data points and create a clear takeaway.

For example, if the RNP wanted to secure funding from a foundation that sponsored farmer’s market events, they could use data from the survey to highlight that family oriented, food-centric events like farmer’s markets are in high demand.

In this example below, a sub headline is used to draw out the key takeaway from the visual, with the color of the text matching the key data points the audience should be focusing on, the bars that represent farmer’s market (and farmer’s market adjacent) events. (Kaplowitz 73-76)



## Organization-Wide Practices for Data Implementation



It's one thing for an organization to go out and collect the data they need, but it's another challenge for an organization to use that data in a meaningful way. Tech Impact, a non-profit organization interested in expanding technology and data use in the non-profit world, outlines best practices in their guide to "Becoming a Data Informed Organization" the RNP should consider as they begin to systemize data-use in their work.

Get buy-in from the top: As organizations transition to using data regularly, they'll need to dedicate time and resources to data collection and analysis, emphasize data in meetings and reviews, and require data be used to support decision-making, all of which require commitment from leadership to be implemented. In addition to building in the time and resources, leadership needs to be modeling data use in their own decision-making, backing up organizational strategy with data. (Tech Impact, 15)

Especially since the RNP carries a small staff, the organization's Executive Director has the ability to foster a data-driven culture from the top. The ED can use the existing mid-year review process to make sure employees understand the data at their disposal and make plans for data-use in every-day work.

Systemize data use: Data should be reviewed in staff meetings and certain programmatic decisions should be tied to data points. It should be an expectation that when staff bring recommendations to the table, they are supported by data. (Tech Impact, 14-15)

The data implementation schedule can help inform the type of data-informed actions that should be taken. For example, during the programming season, staff should be looking for trends in the most recent post-event survey data to make small tweaks from one programming event to the next. During the winter months, programming staff can analyze results from the entire programming season, along with the general survey, to plan for the next programming season.

Dedicate Staff hours: At least one person should be responsible for data quality, but everyone in the organization should be engaged in analyzing data, looking for trends, and using data to support their recommendations. Staff education is also important. Everyone at the organization should be comfortable using dashboards and pulling data points. (Tech Impact, 13)

The RNP will need to set aside time to educate the entire staff on the new data collection plan. Training on data collection and dashboard use can occur during all-staff meetings, while team meetings and one-on-one meetings between managers and direct reports should have dedicated time to discuss more specific data use.

Create Feedback Loops: Staff that are collecting and entering data should determine if the reports and metrics born from that data is useful. The data that is being collected should be directly informed by what data is needed and used. (Tech Impact, 13)

This practice speaks to the refinement process in the RNP data implementation schedule. The organization needs time to determine if the tools are collecting the data they are designed to collect if the data collected is reliable and accurate.

## **Section 4: Future Considerations for Data Collection**

The RNP is only just beginning to collect data, and this initial set of tools are designed to help answer a specific set of strategic questions that are important to the organization right now. The data operation at the organization is meant to change over time. The RNP should consider the following when thinking about the future of data implementation:

Goal setting: The RNP should use the baseline data they'll collect over the next few seasons to set goals for the future. At the moment, the strategic plan outlines benchmarks for success, but few are tied to a quantifiable goal. Incoming data will allow the organization to set more numeric goals that reflect their strategic priorities, as well as develop numeric goals for programming, volunteering, and park usage.

Improved sampling for the general survey: At the moment, the general survey is using a convenience sample from a population with a demonstrated interest in the RNP and Greenway. In order for the RNP to get a clearer understanding of how the average person interacts with and perceives the Greenway, they will need a more advanced sampling method that pulls from a pool of local residents without prior indication of interest in the Greenway.

Data for performance management: The data plan in its current iteration provides the organization with data that can provide insight on the Greenway users' experience and a better understanding of how the Greenway is typically used. This data will help with strategy, programming, and development work, but it is not designed to help with performance management. In other words, the data is designed to help guide an employee's work, not determine if they are achieving success in their role. While some of the data collected currently could point to employee performance, the system would need to be expanded to include proper performance management tracking on an organization-wide scale.

Qualitative data collection: While some of the surveys deployed by the RNP offer space for open-ended responses, the current tools are designed to primarily collect quantitative data. The RNP should consider more qualitative analysis in the form of focus groups on topics important to the Greenway.

Adapting for future strategy: The current data map is built to collect data that relates to the organization's current strategic goals. Those goals will change over time. While consistency in questions is important for an organization that wants to track progress over time, it's not helpful for the RNP to track progress towards a goal that is no longer relevant. The organization should continue to refine its tools with relevancy in mind.

## **Section 5: Conclusion**

The Riverfront North Partnership finds itself at a crossroads as they transition from an organization focused on designing and building, to one focused on place management and programming. Guided by best practices in data collection and implementation, the plan set forth in this document, including the data map and collection instruments, provides the RNP with a roadmap to begin their data collection journey, and will ultimately help determine their success in relation to the strategic goals they've set. While it will take time to systemize data collection throughout the organization, foster a data-driven culture, and collect the volume of data to begin drawing concrete conclusions on the Greenway users experience, the work must start somewhere, and the organization still has the opportunity to learn from the data as they go.

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# Appendix

Data Map

General Survey

Post Event Survey

Post Volunteer Event Survey

Intercept Survey

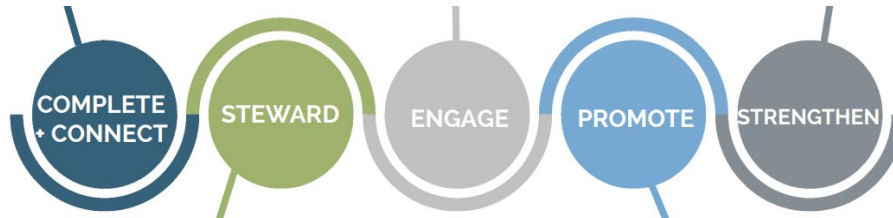
Counting and Observation Tool

## RNP Data Map

Riverfront North Partnership will move through a significant growth period over the next five years, as multiple major waterfront projects are completed and the existing infrastructure is strengthened. As a result, the organization has outlined 5 strategic goals they aim to achieve during this period.

**The purpose of the Data Map is to ensure data collection efforts are aligned with the overarching goals of the strategic plan.**

In some cases, data collection will provide direct proof of progress towards a benchmark. In other cases, data collection will provide a baseline for the organization to use as a launch pad for future data collection efforts that will prove progress towards a goal. In either circumstance, every data point collected will track directly to one of the organization's strategic goals.



## Collection Tools

**Email Survey** - Sent out over the RNP listserv, the email survey will be the most comprehensive collection tool deployed by the organization. The survey will be completed online, take approximately 10 minutes to complete, and cover a range of topics related to visitor experience. As an incentive, participants will be entered into a raffle upon completion.

**Event Survey** - An online survey pushed to RNP event participants following events, this survey will capture information related to programming satisfaction and the participant experience, as well as participants' discovery of events and interest in future programming.

**Volunteer Survey** - An online survey pushed to RNP volunteers following volunteer events, this survey will capture information related to the volunteer experience and satisfaction of volunteer events, as well as motivation behind volunteering and discovery experience.

**Intercept Survey** - An in-person survey conducted at one of the RNP parks with willing participants. The brief survey will capture visitor experience but with more a qualitative focus.

**Observation Mapping / Counting** - A visual assessment of how people are interacting with trail and park features, observation mapping and counting allows RNP to track usage and delegate resources accordingly

**Outside Data Sources** - Third party data sources, like the US Census, can help inform RNP of the impact the Greenway is having in the surrounding neighborhoods and communities, while ecological data sources can show the impact Greenway initiatives are having on the local environment.



Goal: Connect				
Sub-Goal	Indicator	Purpose	Data Source	Collection Method
Connect adjacent Neighborhoods to the Greenway and river	Greenway user demographics (Location)	<ul style="list-style-type: none"> <li>Identify the percentage of park users from each adjacent neighborhood</li> </ul>	Email Survey Event Survey Volunteer Survey Intercept Survey	Survey Question: <ul style="list-style-type: none"> <li>What is your zip code?</li> </ul>
	Greenway user discovery experience	<ul style="list-style-type: none"> <li>Determine success of previous outreach and education</li> <li>Inform future outreach and education</li> </ul>	Email Survey Event Survey Volunteer Survey Intercept Survey	Survey Question: <ul style="list-style-type: none"> <li>How did you learn about the Greenway?</li> </ul>
	Greenway user mode of transportation and path to park	<ul style="list-style-type: none"> <li>Identify neighborhoods that serve as funnels to Greenway</li> <li>Determine if the Greenway needs to accommodate people on foot, bike, or car</li> </ul>	Email Survey Intercept Survey	Survey Question: <ul style="list-style-type: none"> <li>What mode of transportation do you typically take to the Greenway?</li> <li>How long does it take for you to travel to the Greenway?</li> <li>Which street did you take to enter the Greenway?</li> </ul>
Create sustainable trail and park infrastructure	Condition of park infrastructure	<ul style="list-style-type: none"> <li>Prioritize sites for future maintenance</li> <li>Inform future infrastructure investment</li> </ul>	Observation mapping and counting	Observation and Counting: trail usage by section, specific park usage, and specific equipment and infrastructure usage (restrooms, piers, boat launches, etc)
	Usage of park infrastructure			
Restore the health of our waterways, living shorelines and coastal plain forests	Level of interest for volunteerism	<ul style="list-style-type: none"> <li>Identify interested volunteers for environmental restoration work</li> <li>Inform planning for future environmental restoration work</li> </ul>	Volunteer Survey Email Survey Intercept Survey Event Survey	Survey Question: <ul style="list-style-type: none"> <li>Are you interested in volunteer work that addresses the health of our waterways, living shorelines, and coastal flood plains?</li> </ul>

Goal: Steward				
Goal	Indicator	Purpose	Data Source	Collection Method
Advance healthy and functional landscapes through best practices in management.	Usage of park infrastructure	<ul style="list-style-type: none"> <li>Prioritize sites for future maintenance</li> <li>Inform future infrastructure investment</li> </ul>	Observation mapping and counting	Observation and Counting: trail usage by section, specific park usage, and specific equipment and infrastructure usage (restrooms, piers, boat launches, etc)
	Condition of park infrastructure			
	Perception of cleanliness	<ul style="list-style-type: none"> <li>Determine public perception of healthy landscapes to better inform future maintenance</li> </ul>	Volunteer Survey Email Survey Intercept Survey Event Survey	Survey Question: <ul style="list-style-type: none"> <li>On a likert scale - How would you rate the cleanliness of the Greenway? The air quality?</li> </ul>
Welcome park users with well-maintained facilities and trails.	Condition of park infrastructure	<ul style="list-style-type: none"> <li>Prioritize sites for future maintenance</li> <li>Inform future infrastructure investment</li> </ul>	Observation mapping and counting	Observation and Counting: trail usage by section, specific park usage, and specific equipment and infrastructure usage (restrooms, piers, boat launches, etc)
	Usage of park infrastructure			
	Perception of infrastructure condition	<ul style="list-style-type: none"> <li>Understand public perception of facility and trail conditions</li> <li>Inform future infrastructure investment</li> </ul>	Volunteer Survey Email Survey Intercept Survey Event Survey	Survey Question: <ul style="list-style-type: none"> <li>Likert scale - how would you rate the condition of the trails? Individual sites? Amenities?</li> </ul>
Foster diverse habitats and ecology on the Delaware River shoreline.	Interest for volunteerism	<ul style="list-style-type: none"> <li>Identify interested volunteers for diverse habitats and ecology</li> <li>Inform planning for environmental restoration work</li> </ul>	Volunteer Survey Email Survey Intercept Survey Event Survey	Survey Question: <ul style="list-style-type: none"> <li>Are you interested in volunteer work that addresses fostering diverse habitats and ecology on the Delaware River shoreline?</li> </ul>

Goal: Engage				
Goal	Indicator	Purpose	Data Source	Collection Method
Cultivate partnerships that increase access to a welcoming and vibrant riverfront.	Greenway user discovery experience	<ul style="list-style-type: none"> <li>Determine which outlets are driving users to the Greenway</li> <li>Inform future outreach and education</li> </ul>	Email Survey Event Survey Volunteer Survey Intercept Survey	Survey Question: <ul style="list-style-type: none"> <li>How did you learn about the Greenway?</li> </ul>
	Greenway user preferred interest and activities	<ul style="list-style-type: none"> <li>Identify popular activities among Greenway users to inform event planning</li> </ul>		Survey Question: <ul style="list-style-type: none"> <li>Which of the following activities are you interested in?</li> </ul>
	Greenway user network identification	<ul style="list-style-type: none"> <li>Identify influential organizations among Greenway users</li> </ul>		Survey Question: <ul style="list-style-type: none"> <li>Which of the following organizations have you interacted with?</li> </ul>
Grow with our community to activate the Greenway for recreation and natural discovery.	Greenway user demographics	<ul style="list-style-type: none"> <li>Better understand of who makes up the greenway community</li> <li>Inform future outreach, education, and programming</li> </ul>	Email Survey Event Survey Volunteer Survey Intercept Survey	Survey Question: <ul style="list-style-type: none"> <li>Basic demographics questions</li> <li>How often do you visit the Greenway?</li> <li>How do you spend your time at the Greenway?</li> <li>What activities are you interested in seeing on the Greenway?</li> </ul>
	Greenway user preferred interests and activities			
Attract volunteers of all ages to learn about and care for their environment.	Volunteer Demographics Volunteer Discovery Experience Volunteer preferred interests / activities	<ul style="list-style-type: none"> <li>Determine the current state of the volunteer network,</li> <li>Determine which outlets drive volunteers to RNP events.</li> <li>Determine the volunteer experiences that will attract the most volunteers</li> </ul>	Email Survey Event Survey Volunteer Survey Intercept Survey	Survey Question: <ul style="list-style-type: none"> <li>Basic demographics questions</li> <li>How did you find out about this volunteer event?</li> <li>Which of the following volunteer activities would you be most interested to participate in?</li> </ul>

Goal: Promote				
Goal	Indicator	Purpose	Data Source	Collection Method
Increase visibility through networks and partnerships	Greenway user discovery experience	<ul style="list-style-type: none"> <li>Determine which outlets are driving users to the Greenway</li> <li>Inform future outreach and education</li> </ul>	Email Survey Event Survey Volunteer Survey Intercept Survey	Survey Question: <ul style="list-style-type: none"> <li>How did you learn about the Greenway?</li> </ul>
	Greenway user preferred interest and activities	<ul style="list-style-type: none"> <li>Identify popular activities among Greenway users</li> </ul>		Survey Question: <ul style="list-style-type: none"> <li>Which of the following activities are you interested in?</li> </ul>
	Greenway user network identification	<ul style="list-style-type: none"> <li>Identify influential organizations among Greenway users</li> </ul>		Survey Question: <ul style="list-style-type: none"> <li>Which of the following organizations have you interacted with?</li> </ul>
Raise awareness of the Greenway as an environmental resource and economic asset	Greenway user discovery experience	<ul style="list-style-type: none"> <li>Determine which outlets are driving users to the Greenway</li> <li>Inform future outreach and education</li> </ul>	Email Survey Event Survey Volunteer Survey Intercept Survey	Survey Question: <ul style="list-style-type: none"> <li>How did you learn about the Greenway?</li> </ul>
Assess impact on surrounding neighborhoods and environments	Change in property value overtime Change in community health factors over time Change in air/water quality over time Change in habitat health over time	<ul style="list-style-type: none"> <li>Determine if Greenway development is resulting in economic value for local community</li> <li>Determine if Greenway access is positively impacted community health</li> <li>Determine if RNP initiatives are making measurable ecological improvements</li> </ul>	Third Party Data sources	<ul style="list-style-type: none"> <li>City of Philadelphia OPA property value listings</li> <li>CDC community Health Status Indicators</li> <li>EPA air and water quality indicators</li> <li>EPA integrated assessment of health watersheds</li> </ul>

Goal: Strengthen				
Goal	Indicator	Purpose	Data Source	Collection Method
Expand network of supporters, friends, and volunteers to sustain the Greenway	Greenway user network identification	<ul style="list-style-type: none"> <li>Identify influential organizations among Greenway users</li> </ul>	Email Survey Event Survey Volunteer Survey Intercept Survey	Survey Question: <ul style="list-style-type: none"> <li>Which of the following organizations have you interacted with?</li> </ul>
	Greenway user preferred interest and activities	<ul style="list-style-type: none"> <li>Identify popular activities among Greenway users</li> </ul>		Survey Question: <ul style="list-style-type: none"> <li>Which of the following activities are you interested in?</li> </ul>
	Greenway users preferred contribution	<ul style="list-style-type: none"> <li>Identify methods Greenway users are likely to sustain the Greenway</li> </ul>		Survey Question: <ul style="list-style-type: none"> <li>Which of the following methods you would be most likely to contribute to the Greenway</li> </ul>
	Greenway user discovery experience	<ul style="list-style-type: none"> <li>Determine which outlets are driving users to the Greenway</li> <li>Inform future outreach and education</li> </ul>		Survey Question: <ul style="list-style-type: none"> <li>How did you learn about the Greenway?</li> </ul>
Ensure a diverse and robust financial resources to achieve our mission.	Greenway users preferred contribution	<ul style="list-style-type: none"> <li>Identify methods Greenway users are likely to sustain the Greenway</li> </ul>	Email Survey Event Survey Volunteer Survey Intercept Survey	Survey Question: <ul style="list-style-type: none"> <li>Which of the following methods you would be most likely to contribute to the Greenway</li> </ul>
	Greenway user network identification	<ul style="list-style-type: none"> <li>Identify influential organizations among Greenway users</li> </ul>		Survey Question: <ul style="list-style-type: none"> <li>Which of the following organizations have you interacted with?</li> </ul>

## Introductory Text

Welcome to the Riverfront North Partnership community survey.

Thank you for taking part in this important survey. Your responses will better our understanding of the Greenway as we work towards our vision of creating a resilient and sustainable waterfront.

The survey should take X minutes to complete and your responses are completely anonymous.

If you have any questions about the survey, please email us at [info@riverfrontnorth.org](mailto:info@riverfrontnorth.org).

We truly appreciate your input!

## **Section 1: Experience and Perspective**

**Question 1:** How did you first learn about the Greenway?

Response: Open-ended short answer

**Question 2:** How often do you visit the Greenway?

Responses: 1-2 visits per year / 3-5 visits per year / 5-10 visits per year / 10 visits or more per year / I don't visit the Greenway

**SKIP** to section 2 to for those who don't visit the Greenway

**Question 3:** How long do you stay at the Greenway on a typical visit?

Responses: less than 1 hour / 1 -2 hours / 2 or more hours

**Question 4:** What activities do you typically engage in on the Greenway? Select all that apply.

Responses: walking and running / bicycling / boating / fishing / recreational sports / attend events / attend exercise classes / nature walk / walk my dog / bird watching / picnic / sit and enjoy the river / other: fill in the blank

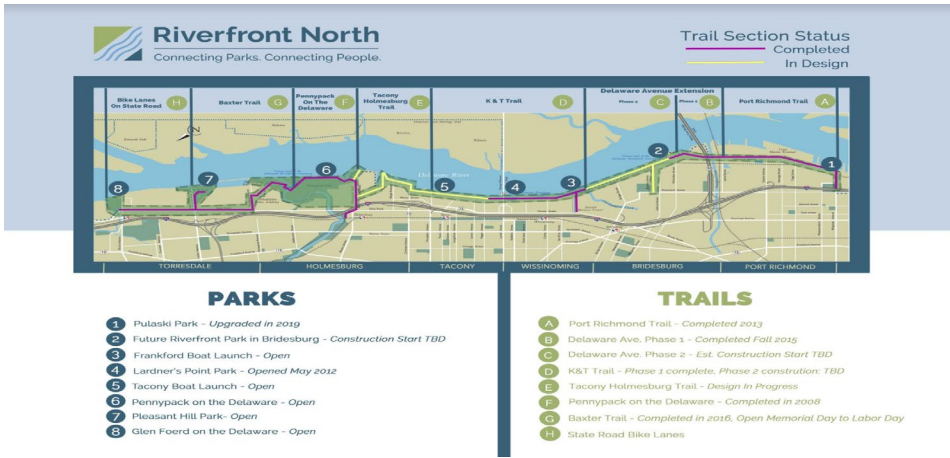
**Question 5 :** What is the primary mode of transportation you typically take to the Greenway?

Responses: walk or run / bicycle / car / public transportation

**Question 6 :** How long does it typically take for you to travel to the Greenway from your home?

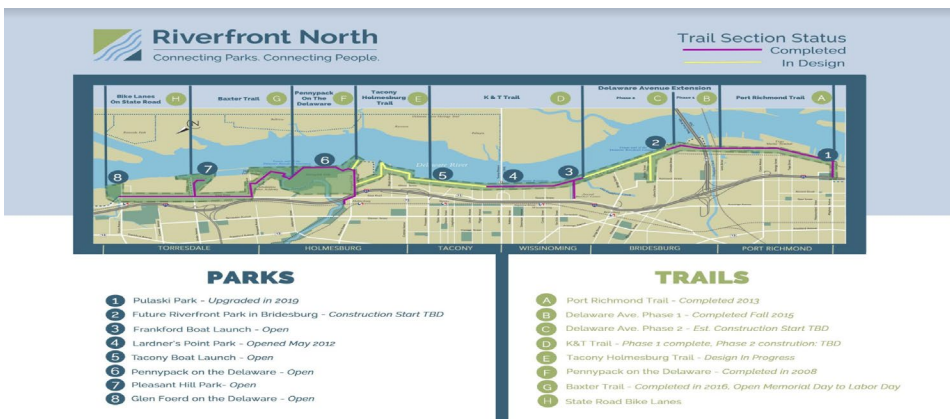
Responses: 5 minutes or less / 5 -15 minutes / 15-30 minutes / 30 - 60 minutes / over an hour

**Question 7:** Which street do you typically use to access the Greenway? Select all that apply. (map for reference)



Response: Allegheny Avenue / Castor Avenue / Lewis Street / Orthodox Street / Comly Street / Magee Street / Princeton Ave / Rhawn St/Pennypack Path / Linden Avenue / Grant Avenue / Other:\_\_\_\_\_

**Question 8:** Which spaces have you visited on the Greenway? Select all that apply (map for reference)



Trails: Port Richmond Trail and Delaware Ave Extension / K&T Trail / Baxter Trail /  
Parks: Pulaski Park / Lardner's Point Park / Pennypack on the Delaware / Pleasant Hill Park /  
Boat Launches: Frankford Boat Launch / Tacony Boat Launch /  
Glen Foerd

For the following Questions 9-11, read the statement and indicate if you agree

Strongly Agree    Agree    Neither Agree or Disagree    Disagree    Strongly Disagree

**Question 9:** I feel safe when I am on the Greenway

**Question 10:** The Greenway is a clean and litter free space

**Question 11:** The Greenway is a welcoming space

## Section 2: Events

**Question 1:** Have you ever attended an event/program (not including volunteering) on the Greenway?



Responses: Yes / No

**SKIP** to section 3 for No responses

**Question 2:** How did you learn about events happening on the Greenway

Response: social media / newspaper/online article / Riverfront North Website / word of mouth / Riverfront North Email / signage (flyers, posters, banners) / other: \_\_\_Fill in the blank

**Question 3:** How often do you attend events on the Greenway?

Responses: 1 event a year / 2-3 events a year / more than 3 events a year

**Question 4:** What type of events have you attended on the Greenway?

Responses: yoga / fishing / outdoor movie / seasonal festival / nature walk / contest: i.e. scavenger hunt, photography contest, fishing contest / other: fill-in-blank

For the following questions 5 and 6, read the statement and indicate if you agree

Strongly Agree   Agree   Neither Agree or Disagree   Disagree   Strongly Disagree

**Question 5:** I was satisfied with the event/s I've attended on the Greenway

**Question 6:** I would encourage others to attend events on the Greenway

**Question 7:** In your opinion, what would have made your experience with events/programs better?

Response: more communication before event / better organization during event / more fun atmosphere / more engaging host/leader / follow up communication after event / other: \_\_\_\_\_

### **Section 3: Volunteering**

**Question 1:** Have you ever volunteered with the Riverfront North Partnership?

Responses: Yes / No

**SKIP** to section 4 for No responses

**Question 2:** How did you learn about volunteer opportunities with Riverfront North Partnership?

Response: social media / newspaper or online article / Riverfront North Website / word of mouth / Riverfront North Email / Volunteermatch / An online volunteer website / signage (flyers, posters, banners) / other: \_\_\_Fill in the blank

**Question 3:** How often do you volunteer with Riverfront North Partnership?

Responses: 1 event a year / 2-3 events a year / more than 3 events a year

**Question 4:** When volunteering with Riverfront North Partnership did you do so:  
Choose all that apply.

Responses: solo / with family / with friends / with my employer /  
with a community organization / with a school group / other

**Question 5:** What type of Riverfront North Partnership volunteer events have you participated in?

Responses: Tree planting / Park clean-up / trail clean-up / other: fill-in-blank

For the following questions 6-9, read the statement and indicate if you agree

Strongly Agree    Agree    Neither Agree or Disagree    Disagree    Strongly Disagree

**Question 6:** I was satisfied with the volunteer event/s I've attended on the Greenway

**Question 7:** I would encourage other to volunteer with Riverfront North Partnership

**Question 8:** After volunteering with RNP, I felt I made difference

**Question 9:** After volunteering with RNP, I felt I learned something

**Question 10:** In your opinion, what would have made your experience with volunteering better?

Response: more communication before event / better organization during event / better direction during event /  
more information about the impact of volunteer efforts / more fun atmosphere / more engaging host/leader /  
follow up communication after event / other: \_\_\_\_\_

## **Section 4: Preferences**

**Question 1:** Which of the following outdoor activities are you most likely to take part in, either on the Greenway or elsewhere? Select all that apply.

Responses: walking / running / biking / recreational sports / exercise classes / yoga / picnicking / fishing /  
boating / kayaking / birdwatching / nature walks / other: fill-in-blank

**Question 2:** Which of the following events on the Greenway would you be most interested in attending?

Responses: Outdoor movie / Outdoor music / fishing (w/equipment access) /  
food truck vendors / recreational boating / guided nature walks / sports games/tournament / plant swaps or  
sales / skateboarding events / Other: fill-in-blank

**Question 3:** Which of the following volunteer opportunities would you be most interested in participating?

Responses: Tree planting / shoreline restoration / trail or park clean-up / fishing programs / other: fill-in-blank

**Question 4:** How likely are you to swim in the river?

Responses Not Likely / Somewhat Likely / Very Likely

**Question 5:** What are the main factors in your willingness to swim in the river?

Prioritize the following: Highest priority = 1 Lowest Priority = 4

Responses: cleanliness of the water, safe access to the river, awareness of opportunities, or personal time available.

**Question 6:** Are you aware of the RNP Trailblazer program?

Responses: Yes / No

**Question 7:** Would you like to learn more about the RNP Trailblazer program?

Responses: Yes / No

**Question 8:** Would you like to be more involved with Riverfront North Partnership?

Responses: Yes / No

If Yes

**Question 8A:** How would you like to be more involved?

Responses: Volunteer my time / attend RNP events and programming / donate money /

Other: fill-in-blank

**Question 9:** What do you find to be the Greenway's best attribute/s?

Response: trails / parks / boat launches / Glen Foerd / events and programming / volunteer programs / other: fill in the blank

**Question 10:** In your opinion, how do you think the Greenway could improve as a public space?

Response: open-ended

## **Section 5: Demographics Questions**

**Question 1:** What category below includes your age?

Responses: 17 or younger / 18-20 / 21-29 / 30-39 / 40-59 / 60 or older

**Question 2:** Select the race you identify with below

Responses A: Hispanic or Non-Hispanic

Responses B: White / Black or African-American / American Indian or Alaskan Native / Asian / Native Hawaiian or other Pacific Islander / Other (Please specify): fill-in-blank / I'd rather not say

Question 3: Select the gender you identify with?

Responses: Male / Female / Other (Please specify): fill-in-blank / I'd rather not say

**Question 3:** What is your zipcode?

Response: fill-in-blank

**Question 4:** What is your income level?

Responses: \$0-\$30K / \$31K-\$50K / \$51K-\$70K / \$71K-\$100K / \$101K-\$250K / Over \$250K

## Post Event Survey

**Introductory Text:** Thank you for attending X event and taking part in this important survey. Learning about your experience will help guide Riverfront North Partnership as we work to improve and expand programming along the Greenway.

The survey should take 2 minutes to complete and your responses are completely anonymous.

If you have any questions about the survey, please email us at [info@riverfrontnorth.org](mailto:info@riverfrontnorth.org).

We truly appreciate your input!

**Question 1:** How did you learn about this event?

Response: social media / newspaper/online article / Riverfront North Website / word of mouth / Riverfront North Email / signage (flyers, posters, banners) / other: \_\_\_\_ Fill in the blank

**For questions 2 - 6, read the statement and indicate if you agree**

Strongly Agree    Agree    Neither Agree or Disagree    Disagree    Strongly Disagree

**Question 2:** The registration process was quick and easy

**Question 3:** I was satisfied with the event

**Question 4:** The event was well-organized

**Question 5:** I had fun at the event

**Question 6:** I would encourage others to attend events on the Greenway

**Question 7:** Have you attended events on the Greenway in the past?

Responses: No, this was my first Greenway event / Yes, I've attended events on the Greenway before

**Question 8:** In your opinion, what would have improved your experience with the event?

Response: more communication before event / better organization during event / more fun atmosphere / more engaging host/leader / follow up communication after event / other: \_\_\_\_\_

## Post Volunteer Event Survey

**Introductory Text:** Thank you for volunteering with Riverfront North Partnership and taking part in this important survey. Learning about your experience will help guide RNP as we work to improve and expand volunteer opportunities along the Greenway.

The survey should take 3 minutes to complete and your responses are completely anonymous. If you have any questions about the survey, please email us at [info@riverfrontnorth.org](mailto:info@riverfrontnorth.org).

We truly appreciate your input!

**Question 1:** How did you learn about this volunteer opportunity?

Response: social media / newspaper or online article / Riverfront North website / word of mouth / Riverfront North email / Volunteermatch / An online volunteer website / signage (flyers, posters, banners) / other: \_\_\_\_ Fill in the blank

**Question 2:** Who did you attend the volunteer event with? Choose all that apply.

Responses: solo / with family / with friends / with my employer / with a community organization / with a school group / other : \_\_\_\_\_ Fill in the blank

**For questions 3 - 8, read the statement and indicate if you agree**

Strongly Agree    Agree    Neither Agree or Disagree    Disagree    Strongly Disagree

**Question 3:** The registration process for the volunteer event was quick and easy

**Question 4:** I was satisfied with the volunteer event

**Question 5:** The volunteer event was well-organized

**Question 6:** I would encourage other to volunteer with Riverfront North Partnership

**Question 7:** After volunteering with RNP, I felt I made difference

**Question 8:** After volunteering with RNP, I felt I learned something

**Question 9:** Have you volunteered with Riverfront North Partnership before?

Responses: No, this was my first time / Yes, I've volunteered with RNP before

**Question 10:** In your opinion, what would have improved your volunteer experience?

Response: more communication before event / better organization during event / better direction during event / more information about the impact of volunteer efforts / more fun atmosphere / more engaging host/leader / follow up communication after event / other: \_\_\_\_\_

## **Intercept Survey**

**Introductory Text:** Hello, do you have 5 to 10 minutes to talk about Riverfront North Partnership and the Greenway?

If YES: Thank you for taking part in this important survey. Your responses will better our understanding of the Greenway as we work towards our vision of creating a resilient and sustainable waterfront.

We truly appreciate your input.

### **Section 1: Experience and Perspective**

**Question 1:** How did you first learn about the Greenway?

Response: Open-ended

**Question 2:** How often do you visit the Greenway per year?

Responses: 1-2 visits per year / 3-5 visits per year / 5-10 visits per year / 10 visits or more per year /

**Question 3:** How long do you stay at the Greenway on a typical visit?

Responses: less than 1 hour / 1 -2 hours / 2 or more hours

**Question 4:** What activities do you typically engage in on the Greenway? Select all that apply.

Responses: walking and running / bicycling / boating / fishing / recreational sports / attend events / attend exercise classes / nature walk / walk my dog / bird watching / picnic / sit and enjoy the river / other: fill in the blank

**Question 5 :** What is the primary mode of transportation you typically take to the Greenway?

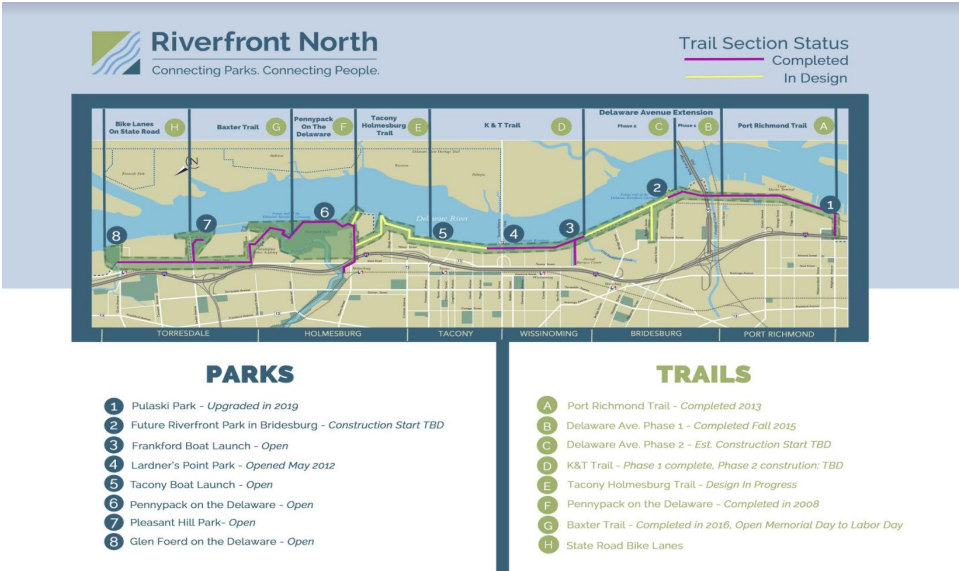
Responses: walk or run / bicycle / car / public transportation

**Question 6 :** How long does it typically take for you to travel to the Greenway from your home?

Responses: 5 minutes or less / 5 -15 minutes / 15-30 minutes / 30 - 60 minutes / over an hour

**Question 7:** Which street do you typically use to access the Greenway? (map for reference)  
Select all that apply.





Response: Allegheny Avenue / Castor Avenue / Lewis Street / Orthodox Street / Comly Street / Magee Street / Princeton Ave / Rhawn St/Pennypack Path / Linden Avenue / Grant Avenue / Other: \_\_\_\_\_

**Question 8:** Which spaces have you visited on the Greenway? Select all that apply (map for reference)



Trails: Port Richmond Trail and Delaware Ave Extension / K&T Trail / Baxter Trail /  
 Parks: Pulaski Park / Lardner's Point Park / Pennypack on the Delaware / Pleasant Hill Park / Boat Launches:  
 Frankford Boat Launch / Tacony Boat Launch  
 Glen Foerd

For the following Questions, indicate if you:

Strongly Agree    Agree    Neither Agree or Disagree    Disagree    Strongly Disagree

**Question 9:** I feel safe when I am on the Greenway

**Question 10:** The Greenway is a clean and litter free space

**Question 11:** The Greenway is a welcoming space

## **Section 2: Preferences**

**Question 1:** Which of the following events on the Greenway would you be most interested in attending?  
(Surveyor should pause after each choice to note a yes or no response)

Responses: Outdoor movie / Outdoor music / fishing (w/equipment access) /  
food truck vendors / recreational boating / guided nature walks / sports games/tournament / plant swaps or  
sales / skateboarding events / Other: fill-in-blank

**Question 2:** Which of the following volunteer opportunities would you be most interested in participating?  
(Surveyor should pause after each choice to note a yes or no response)

Responses: Tree planting / shoreline restoration / trail or park clean-up / fishing programs / other: fill-in-blank

**Question 3:** How likely are you to swim in the river?

Responses Not Likely / Somewhat Likely / Very Likely

**Question 4:** What are the main factors in your willingness to swim in the river?

Response: open-ended

**Question 5:** What do you find to be the Greenway's best attribute/s?

Response: open-ended

**Question 6:** In your opinion, how do you think the Greenway could improve as a public space?

Response: open-ended

**Question 7:** What impact, if any, do you think the Greenway has had on the surrounding communities in the last 3 years?

**Question 8:** What impact, if any, do you think the Greenway will have on the surrounding communities in the next 3 years?

Response: Open-ended

## **Section 3: Demographics Questions**

**Question 1:** What category includes your age? Feel free to stop me when I say the correct response.

Responses: 17 or younger / 18-20 / 21-29 / 30-39 / 40-59 / 60 or older

**Question 2:** Which race do you identify? Feel free to stop me when I say the correct response.

Responses A: Hispanic or Non-Hispanic

Responses B: White / Black or African-American / American Indian or Alaskan Native / Asian / Native Hawaiian or other Pacific Islander / Other (Please specify): fill-in-blank / I'd rather not say

**Question 3:** Which Gender do you identify with?

Responses: Male / Female / Other (Please specify): fill-in-blank / I'd rather not say

**Question 4:** What is your zipcode?

Response: fill-in-blank

**Question 5:** What is your income level? Feel free to stop me when I say the correct response.

Responses: \$0-\$30K / \$31K-\$50K / \$51K-\$70K / \$71K-\$100K / \$101K-\$250K / Over \$250K

## **Observation/Counting Tool**

\*Adopted from the Reimagining Civic Commons Toolkit

## Observation Map

# Observation Map Worksheet

Data Collector Name ..... Site .....

Weather:  Raining  Partly Cloudy  Very Cloudy  Sunny  Other: ..... Temperature: (Approx.) ..... °F

Day ..... Date ...../...../..... Start .....:..... AM/PM End .....:..... AM/PM

**Instructions:** At each assigned time, use a new worksheet to record a snapshot of who is within the site. Only count people who are within the site defined on the map below. Document each person and all of their characteristics with a tick mark in the boxes below at the moment you see them. This is a snapshot: walk through the site just once at each assigned time to record who you see. Do not record workers/staff.

### Key Metrics

Total Site Visitors
Total Females
Total Visitors Within 6 ft. of Others
Homeless/Sheltering in Park

### Additional Metrics

Fishing	Walking Dog
Running	Biking
Sport	Walking
Age	
Under 18 / Youth	
Over 65 / Senior	

### Custom Metrics

Visitors by Race
White
Black
Asian
Hispanic/Latino
Other / Unknown
Speaking Another Language
Illegal Activity
Smoking
Drinking
Dirt Bikes
Dogs off leash
Feeding Cats
Littering
Other
Park Users In Cars (did not exit)
Picnicking
Trail User Only
Artistic Activity
Rest or Sunbathing
Cleaning Up Park

- Mark with an X where you the observer sat.
- Mark with circles most visited areas.

