

The logo features a large, bold, lowercase 'p' with a superscript '4' to its upper right. The 'p' and '4' are partially enclosed by a thick green circular line. To the right of this graphic, the words 'Performance Measures' are written in a large, bold, black sans-serif font, stacked vertically.

# p<sup>4</sup> Performance Measures

## p4 Initiative

The **p4 initiative** is based on a central unifying framework: **People, Planet, Place, and Performance**. Launched in 2015 to create a new sustainable, innovative, and inclusive model for development and design, p4 aims to establish Pittsburgh as a “city of the future.” In the past couple of decades, Pittsburgh has not only recovered, but transformed dramatically since the steel industry’s collapse. This transformation will continue through a major new wave of development, representing approximately 500 acres across the urban core. This development potential and the manner in which it is guided, will influence Pittsburgh’s built and natural environments, and communities for generations to come.

**Sustainable development** *recognizes that growth must be both inclusive and environmentally sound to reduce poverty and build shared prosperity for today’s population and to continue to meet the needs of future generations. It must be efficient with resources and carefully planned to deliver immediate and long-term benefits for people, planet, and prosperity.*

source: The World Bank

**Equitable development** *is a positive development strategy that ensures everyone participates in and benefits from the region’s economic transformation—especially low-income residents, communities of color, immigrants, and others at risk of being left behind. It requires an intentional focus on eliminating racial inequities and barriers, and making accountable and catalytic investments.*

source: Equitable Development: The Path to an All-In Pittsburgh

## p4 Performance Measures Project

The **p4 Performance Measures Project** (“the Project”) is one of several p4 projects that advance the p4 initiative’s vision through the p4 framework. The Project was launched in November 2015 through the formation of the Performance Measures Committee (“the PMC”). The directive from Mayor Peduto at the start of the Project was to **“create a quantifiable system of metrics that would inform and improve decision-making on public investments in development projects.”** As an outcome to this directive, the Project was developed around 12 priority focus areas for improvement – the 12 Performance Measures (“the Measures”). Each Measure contains a set of metrics that together, provide a comprehensive evaluation tool for the consistent assessment of real estate development projects in the city of Pittsburgh to advance sustainable and equitable development practices.

The 12 focus areas reflected by the Measures were identified through an extensive prioritization process that included the PMC and multiple sub-team discussions. While there are many pressing issues in the city, these focus areas are intended to encompass those that a real estate development project has the ability to directly influence.

Key to the development of the Measures was a collaborative, inclusive, and transparent process that leveraged the expertise of over 100 Pittsburghers. Throughout the process, the Project strived to find a balance between setting a high bar that could inspire innovation and the use of best practices, while also recognizing the current challenges of existing local market conditions and development practice. Consistent and comprehensive use of the Measures throughout the city has the potential to generate lasting benefit to the People and add value to the Places of Pittsburgh, while also contributing to the well-being of the Planet and shifting market Performance expectations.

# The p4 Performance Measures



## Community

Engage the community early to understand needs and align development interests.



## Opportunity

Drive economic prosperity through inclusive and equitable development to create wealth generation for disadvantaged populations and businesses.



## Economy

Grow strong local markets that leverage public investment to stimulate and support private investment.



## Housing

Provide diverse, affordable, and healthy housing options to prevent displacement and create diverse, stable, and healthy communities.



## Land

Reactivate abandoned, derelict, distressed, and inactive lots to return them to productive use, combat blight, and generate revenue.



## Public

Activate and extend the public realm to provide quality indoor and outdoor spaces for all to safely use and enjoy.



## Connect

Prioritize development that enhances and expands transportation options to improve public access to jobs and community resources.



## Rainwater

Manage rainwater to minimize impacts and reuse as a resource.



## Air

Provide high quality air to create healthy ecological systems.



## Energy

Reduce the built environment's energy consumption and climate impacts by improving building performance and providing renewable resources.



## Innovation

Advance and foster new ideas to drive market leadership and stimulate creative solutions to complex urban challenges.



## Design

Promote excellence in design that contributes to local identity, is long-lasting, and includes public art, and/or local artisanship.

The Measures reflect a first step toward transformational change in how we plan and develop for the benefit of all. Implementation will require changes in policy, behavior, and practice that occurs over time. As a result, the Measures are not considered to be the final word or a prescriptive solution to the great challenges faced by Pittsburgh and many other urban areas. They are intended to stimulate a dialog around a common framework or language and to guide users toward better and multiple outcomes that can be accounted for through common metrics. The Measures will evolve and be updated at regular intervals as issues shift and practice improves. The collaborative process that created this first edition of the Measures should continue as we all learn through implementation and work together to balance competing objectives.

## p4 Performance Measures Committee

The p4 Performance Measures Committee (“the PMC”) is an advisory committee that was formed by the Mayor’s Office and the Heinz Endowments to help guide the development of the Measures.

**Kevin Acklin\*** City of Pittsburgh

**Andrew McElwaine\*** The Heinz Endowments

**Malik Bankston** Kingsley Association

**Marteen Garay** Urban Innovation 21

**Ray Gastil** Department of City Planning

**Presley Gillespie** Neighborhood Allies

**Court Gould** Sustainable Pittsburgh

**Robert Gradeck** University of Pittsburgh

**Steven Guy** Oxford Development Group

**Debra Lam** City of Pittsburgh

**Majestic Lane** City of Pittsburgh *formerly of the Pittsburgh Community Reinvestment Group*

**Mark Minnerly** Mosites

**Christine Mondor** EvolveEA Architects

**Ivette Mongalo-Winston** Mongalo-Winston Consulting

**Rich Overmoyer** Fourth Economy

**Aurora Sharrard** Green Building Alliance

**Lou Stempkowski** PNC Bank

**Craig Stevenson** James Construction

**Sam Williamson** SEIU 32BJ

## City-Wide Engagement

The p4 Performance Measures Project included over 100 individuals that were directly engaged in the development of the Measures. Some participants provided direct support to the project through their technical expertise on the Measure writing teams, while others participated through focus group meetings or technical calls to share their thoughts and expertise.

## Use of the Measures

The Measures were created for use by multiple parties engaged in real estate development in the city of Pittsburgh. Each Measure contains quantifiable metrics or alternative methods for evaluating the degree of project benefit and impact. While the primary purpose of the Measures is to provide an evaluation tool for public investment, they may also be utilized in a variety of manners, depending on the user and their needs, as summarized below.

- » **Project Owners/Teams.** Private and non-profit developers, and their project teams, should use the Measures to undertake an early self-assessment to determine whether their specific project will meet targeted performance levels or improve current company practices overall. Project owners may also find the Measures a useful tool for project team selection. Finally, the Measures provide a common language and framework for developers and stakeholders to discuss areas of priority and of highest concern in the community where the project is proposed.
- » **Evaluators:**
  - **Public Agencies.** The Measures should be utilized in Request for Proposals (RFP), funding criteria, and public reviews to create a common method for evaluation that is transparent, equitable, and consistent.
  - **Funding Entities.** Use of the Measures by multiple funding entities and investors would result in a consistent method for the evaluation and prioritization of project investments throughout Pittsburgh.
  - **Stakeholders.** Other entities with a vested interest in projects may include: community organizations, business enterprises, and other public and non-profit agencies. These stakeholders would benefit from a common method for communicating and measuring development impact on neighborhoods and the city overall.
- » **Practitioners.** Project teams, investors, and other stakeholders may use the Measures to expand their understanding of the critical issues facing Pittsburgh, and voluntarily include new or enhanced approaches in their practice and projects.

## Levels of Impact

Success of the Measures will depend on the inclusion of methods that hold projects accountable for their commitments and for evaluating system-wide impact and progress. Multiple levels of assessment are summarized below to guide future plans for an expanded use and improved value of the Measures.

### Project Reporting

A project that commits to meeting requirements within the Measures should be required to report outcomes at project completion, and be evaluated to ensure commitments have been made, or are in process if there are post-construction activities included. Rewards for meeting all commitments may include lowered interest rates or other performance bonuses. Alternatively, the consequences of not meeting the commitments should be clearly stipulated in the commitment agreements and subsequently enforced.

### Investor Portfolio Performance

An assessment of the collective portfolio of a funding entity will provide a holistic understanding of whether the entire investment pool is acting as an equalizer to collectively address all Measures. Since not all projects will address all of the Measures, this holistic assessment will determine if the funding goals are being met as it relates to priority Measures. This type of assessment and reporting should occur on a regular basis every two to three years, and in the case of public agencies, be publically reported.

**For more information**, refer to the Pittsburgh p4 website @ [p4pittsburgh.org](http://p4pittsburgh.org)

**Or contact** the Project Manager:  
**Rebecca Flora:** [rebecca@remakegroup.com](mailto:rebecca@remakegroup.com)

## System-wide Impact

A longer view for system-wide impact and evaluation should also be adopted at various levels to understand the effectiveness of the Measures over time and the overall, accrued improvements within the focus areas. Opportunities to either tie the metrics contained within the Measures to other data initiatives or create new systems to assess impact over time should be established at the following scales.

- » **Neighborhood Impact Analysis.** Public investment is intended to create public benefit that goes beyond the scope of one project and may take time to realize beyond the project construction schedule. A longer, broader view is necessary when assessing a project that is serving as a market stimulator, which will take time to fully realize and effect the neighborhood. Both primary and secondary data collection and evaluation should be considered to assess long-term neighborhood impact in focus areas such as Community, Opportunity, and Housing, among others.
- » **City-wide Improvement.** The Measures are intended to improve conditions in the city through the collective benefit of mindful development projects. A baseline of key data points should be collected and targets should be established for projected achievement in the focus areas on a city-wide basis. Once this is done, progress can be evaluated overtime toward meeting the targets.
- » **Regional Impact Analysis.** Similar to city-wide improvement, the entire region or watershed may benefit from Measures such as: Air, Rainwater, Connect, Economy, and potentially others. The broader impacts in these areas may be assessed through other regional data collection efforts that utilize metrics common with those included within these Measures.
- » **Global.** As a participant in the 2030 Challenge, and Climate Action and Resiliency planning, Pittsburgh is doing its share to address global issues. Several Measures (Connect, Air, and Energy) contribute directly to global concerns. The ability of the Pittsburgh region to become more resilient and adaptive is addressed through the Measures that directly reduce systemic stresses, these include: Community, Opportunity, Housing, and Air. Measures that reduce the impacts of sudden shocks and improve the ability of an impacted community to to recover more quickly include: Energy, Rainwater, Connect, and Public. These are just a few examples of how the Measures respond to broader issues of both local and global concern and will serve to further Pittsburgh's leadership in equitable and sustainable development practices.