



p4 Performance Measures Roadmap for Implementation: Summary

February 27, 2017

The p4 Performance Measures

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.” www.p4pittsburgh.org

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”) by the Mayor’s Office and the Heinz Endowments to serve as the Project’s advisory group. 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 equitable and sustainable development practices. The **p4 Performance Measures** were publicly released on October 11, 2016. A copy of the full Measures document can be found online. <http://p4pittsburgh.org/pages/p4-performance-measures>

Overview of the Implementation Roadmap

The success of the Measures as an evaluation tool, a framework for defining sustainable development practices, and a driver for higher performance and outcomes depend on five strategic areas of direct implementation activity: **Understand, Incentivize, Evaluate, Account,** and **Evolve**. Work has begun on the development of an action plan, or “Implementation Roadmap,” for addressing each of the strategic areas over the next three years. The Roadmap is being informed by numerous areas of input that occurred during development of the Measures and include the following mechanisms:

- » Comments from the PMC and other participants in the development of Measures that were provided throughout the 10-month process.
- » Discussion notes from the PMC meeting held September 2016 that specifically focused on implementation.
- » Outcomes from testing of the draft Measures on two projects previously funded by the Urban Redevelopment Authority of Pittsburgh (URA).
- » Input received from two developer roundtable sessions that were held in September 2016 to solicit feedback from both private and non-profit developers. Twenty developers were invited to these sessions and twelve attended.
- » Feedback from over eighty participants in a breakout workshop on the Measures at the 2016 p4 Conference.

This input led to the identification of key issues that framed both the program implementation and policy/system recommendations that are summarized below.

Program Implementation

Five programmatic areas of activity are needed for the implementation of the p4 Measures to be successful. These areas of activity will be phased in over the next three years, starting with *Understand* and *Incentivize* related activities in the first year that will occur concurrently with building internal systems to support widespread integration of the Measures into existing programs.

1. **Understand:** The widespread use of the Measures by all participants in the development process will require a multi-faceted strategy to change practice, policy, and behavior. A public outreach and awareness raising campaign, along with technical capacity building and professional training is recommended to affect this change.
2. **Incentivize:** Incentives present one way to catalyze early adoption and market use of the Measures in development projects. Specific incentives to evaluate include activities such as expedited permitting processes, creation of a sustainable development fund, and/or creation of designated city advocates to assist high scoring projects through the approval systems.
3. **Evaluate:** Projects should be evaluated in a collaborative manner to provide an environment for learning and improvement, while not adding additional burden to the existing processes (see *Application and Review Process Accountability* section, p. 6 of the Measures).
4. **Account:** Outcomes from use of the Measures will vary by the scale, complexity, and types of projects. However, the evaluation and reporting of all outcomes is key to understand the additional actions required for improved future performance (*Accountability* section, p.7 of the Measures).
5. **Evolve:** In response to market acceptance and the advancement of best practice, the Measures should continuously improve and evolve.

Policy & System Recommendations

The Measures development process also identified the need for certain changes and accommodations within the current codes and approval systems, as well as the need for increased systems and capacity across all aspects of the development process to make meaningful progress on each of the twelve Measures over time. Policy and system changes and commitments will be instrumental to the creation of a comprehensive strategy for the successful implementation of the Measures. While over 30 recommendations were identified, a few under consideration for priority action include the activities below.

- » **Community:** Advance the Recognized Community Organization (RCO) designation process and development and acceptance of neighborhood plans.
- » **Opportunity:** Create new methods for advancing workforce development within specialized trades that assesses the attributes of a quality of job as the primary indicator.
- » **Economy:** Utilize the Market Value Assessment (MVA) to prioritize investment in distressed areas.
- » **Housing:** Expand the system to clear property titles that will enable increased home ownership.
- » **Land:** Increase the ways by which underutilized vacant land can be transformed into maintained, usable green spaces as part of a broader land use strategy based on current and projected population.
- » **Public:** Provide case examples and data that demonstrates how to affordably activate spaces to increase safety and improve the public realm.
- » **Connect:** Expand mobility options for all who seek access to jobs and community resources.
- » **Rainwater:** Clarify city-wide goals to be applied in varying site situations.
- » **Air:** Implement city-wide standards for construction equipment emissions.
- » **Energy:** Include baseline energy standards in all development and explore ways to incentivize high performance.
- » **Innovation:** Encourage new project models and technical approaches through incentives and removal of barriers.
- » **Design:** Pursue legislative changes to overcome barriers in the Zoning and Building Codes that are out of sync with Measure aspirations, and will require substantial time to amend.