

AN ADVISORY SERVICES PANEL REPORT

Point Park University Pittsburgh, Pennsylvania



Urban Land
Institute

Point Park University Pittsburgh, Pennsylvania

Creating a Campus Neighborhood

September 30–October 5, 2007
An Advisory Services Panel Report

ULI—the Urban Land Institute
1025 Thomas Jefferson Street, N.W.
Suite 500 West
Washington, D.C. 20007-5201

About ULI—the Urban Land Institute

The mission of the Urban Land Institute is to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide. ULI is committed to

- Bringing together leaders from across the fields of real estate and land use policy to exchange best practices and serve community needs;
- Fostering collaboration within and beyond ULI's membership through mentoring, dialogue, and problem solving;
- Exploring issues of urbanization, conservation, regeneration, land use, capital formation, and sustainable development;
- Advancing land use policies and design practices that respect the uniqueness of both built and natural environments;
- Sharing knowledge through education, applied research, publishing, and electronic media; and

- Sustaining a diverse global network of local practice and advisory efforts that address current and future challenges.

Established in 1936, the Institute today has more than 35,000 members from 90 countries, representing the entire spectrum of the land use and development disciplines. Professionals represented include developers, builders, property owners, investors, architects, public officials, planners, real estate brokers, appraisers, attorneys, engineers, financiers, academics, students, and librarians. ULI relies heavily on the experience of its members. It is through member involvement and information resources that ULI has been able to set standards of excellence in development practice. The Institute has long been recognized as one of the world's most respected and widely quoted sources of objective information on urban planning, growth, and development.

©2008 by ULI—the Urban Land Institute
1025 Thomas Jefferson Street, N.W.
Suite 500 West
Washington, D.C. 20007-5201

All rights reserved. Reproduction or use of the whole or any part of the contents without written permission of the copyright holder is prohibited.

Cover photo by Matthew Rader.

About ULI Advisory Services

The goal of ULI's Advisory Services Program is to bring the finest expertise in the real estate field to bear on complex land use planning and development projects, programs, and policies. Since 1947, this program has assembled well over 400 ULI-member teams to help sponsors find creative, practical solutions for issues such as downtown redevelopment, land management strategies, evaluation of development potential, growth management, community revitalization, brownfields redevelopment, military base reuse, provision of low-cost and affordable housing, and asset management strategies, among other matters. A wide variety of public, private, and nonprofit organizations have contracted for ULI's Advisory Services.

Each panel team is composed of highly qualified professionals who volunteer their time to ULI. They are chosen for their knowledge of the panel topic and screened to ensure their objectivity. ULI's interdisciplinary panel teams provide a holistic look at development problems. A respected ULI member who has previous panel experience chairs each panel.

The agenda for a five-day panel assignment is intensive. It includes an in-depth briefing day composed of a tour of the site and meetings with sponsor representatives; a day of hour-long interviews of typically 50 to 75 key community representatives; and two days of formulating recommendations. Long nights of discussion precede the panel's conclusions. On the final day on site, the panel makes an oral presentation of its findings and conclusions to the sponsor. A written report is prepared and published.

Because the sponsoring entities are responsible for significant preparation before the panel's visit, including sending extensive briefing materials to each member and arranging for the panel to meet with key local community members and stakeholders in the project under consideration, partici-

pants in ULI's five-day panel assignments are able to make accurate assessments of a sponsor's issues and to provide recommendations in a compressed amount of time.

A major strength of the program is ULI's unique ability to draw on the knowledge and expertise of its members, including land developers and owners, public officials, academics, representatives of financial institutions, and others. In fulfillment of the mission of the Urban Land Institute, this Advisory Services panel report is intended to provide objective advice that will promote the responsible use of land to enhance the environment.

ULI Program Staff

Marta V. Goldsmith
Senior Vice President, Community

Thomas W. Eitler
Director, Advisory Services

Cary Sheih
Senior Associate, Advisory Services

Matthew Rader
Senior Associate, Advisory Services

Carmen McCormick
Panel Coordinator, Advisory Services

Romana Kerns
Administrative Assistant, Advisory Services

Nancy H. Stewart
Director, Book Program

Laura Glassman, Publications Professionals LLC
Manuscript Editor

Betsy VanBuskirk
Art Director

Martha Loomis
Desktop Publishing Specialist/Graphics

Kim Rusch
Graphics

Craig Chapman
Director, Publishing Operations

Acknowledgments

On behalf of the Urban Land Institute, the panel thanks Point Park University for convening a panel to recommend strategies for revitalizing Wood Street and developing the campus neighborhood. The panel also thanks the Commonwealth of Pennsylvania Department of Community and Economic Development, the Allegheny County Department of Economic Development, the Urban Redevelopment Authority of the city of Pittsburgh, the Heinz Endowments, and Point Park University for sponsoring the panel.

The panel sends special thanks to Paul Hennigan, Mariann Geyer, Sheila Rawlings, and the staff of the Community Design Center for preparing comprehensive and informative briefing materials.

Finally, the panel thanks the more than 300 students, faculty, and community members who shared their time, insights, and hopes during the panel process. Everyone who participated in the panel process provided vital insight and demonstrated the civic dedication that will contribute to Point Park University's success in leading revitalization of First Side as an exciting place to study, live, work, and play.

Contents

ULI Panel and Project Staff	6
Foreword: The Panel’s Assignment	7
Market Potential	10
Development Strategies	13
Planning and Design	15
Implementation	21
Conclusion	23
About the Panel	24

ULI Panel and Project Staff

Panel Chair

Leigh M. Ferguson
Executive Vice President/
Director of Urban Living
Sloss Real Estate
Birmingham, Alabama

Panel Members

Otto Condon
Associate Partner
Zimmer Gunsul Frasca Architects, LLP
Washington, D.C.

Terry D. Foegler
President
Campus Partners
Columbus, Ohio

John Gunther-Mohr
Head of Real Estate
Bank of Scotland
New York, New York

Brian M. Jones
President and CEO–West Coast
Commercial Development
Forest City Commercial Group
Los Angeles, California

Adam R. Krom
Planner/Urban Designer
Wallace Roberts Todd, LLC
Philadelphia, Pennsylvania

Christopher E. Lambert
Project Manager
Brailsford & Dunlavey
Washington, D.C.

Peter E. Smirniotopoulos
Vice President–Development
UniDev, LLC
Bethesda, Maryland

Belinda M. Sward
Senior Vice President, Strategy
Newland Communities
San Diego, California

ULI Project Staff

Matthew Rader
Senior Associate
Advisory Services

ULI On-Site Coordinator

Jennifer Green
Senior Executive Administrative Manager
Executive Office

Foreword: The Panel's Assignment

Point Park University, a downtown Pittsburgh anchor since 1933, is experiencing significant growth in prestige, enrollment, and physical footprint. The University is seeking ways to lead revitalization of its campus neighborhood and create a distinct campus environment. Through recent property acquisition along Wood Street and Boulevard of the Allies, the University has become downtown's second-largest property owner and has emerged as a leader in downtown revitalization efforts. The University invited a ULI Advisory Services panel to identify opportunities for creating a "strong, vibrant campus experience that complements the academic experience while remaining a respectful member of the surrounding community that is part of the downtown Pittsburgh."

Study Area

Point Park University is located on the south side of downtown Pittsburgh along the Monongahela River. Founded in 1933, the institution has grown from a secretarial school into a university granting a wide variety of undergraduate and graduate degrees. Its flexible curriculum has made it a leader in workforce education. Today, the University offers 3,600 students a comprehensive undergraduate, liberal arts education with a special focus in dance and theater and a variety of graduate programs. Over the last decade, the University has doubled its enrollment and continues to grow.

The University's "campus" includes 15 properties on or near Wood Street, between Forbes Avenue and Fort Pitt Boulevard, and one remote building, the Pittsburgh Playhouse, in Pittsburgh's Oakland neighborhood. The campus is integrated with retail, social service, civic, and, recently, residential buildings. Wood Street is a busy, retail corridor that serves residents from throughout the city. In recent years, the University increased its Wood

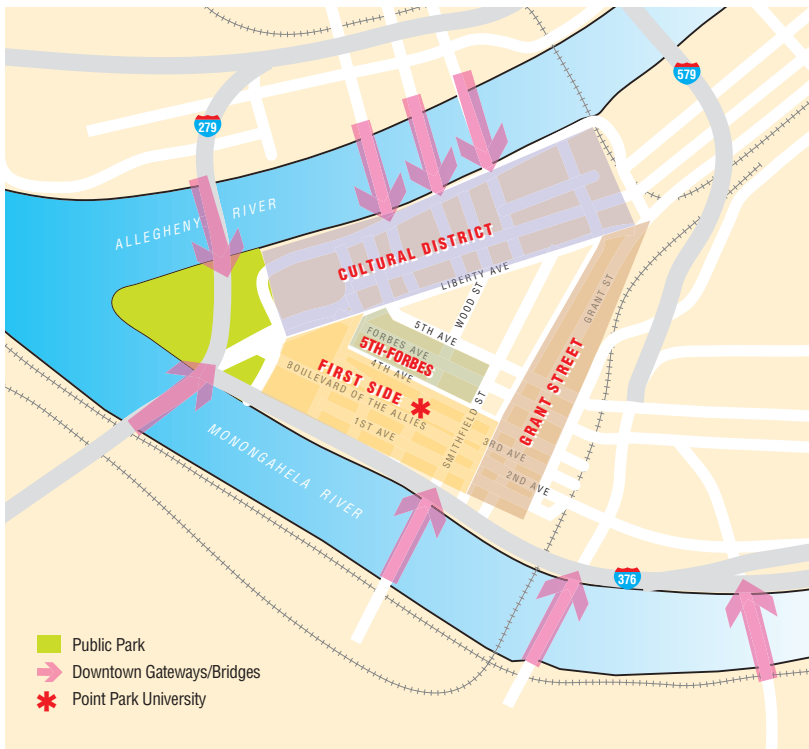


Street presence by purchasing new buildings, increasing on-campus housing, improving its building facades, installing signage and banners, and constructing new buildings. The panel focused its study on the campus neighborhood, an area roughly bounded by Forbes Avenue, Wood Street, Fort Pitt Boulevard, and Smithfield Street.

Wood Street, the University's main artery, connects downtown Pittsburgh's three major activity centers: First Side, Fifth-Forbes, and the Cultural District. Located along the Allegheny River on downtown's north side, the Cultural District reflects two decades of revitalization efforts led by local foundations. It offers theaters, restaurants, galleries, and a growing residential population. Located at the heart of downtown, just north of the University, Fifth-Forbes is currently being redeveloped with a variety of retail, residential, and office uses. The University hopes to establish Wood Street as a lively corridor connecting the University's neighborhood to the Cultural District and Fifth-Forbes.

The Panel's Assignment

Point Park University charged the panel with recommending strategies for creating a "young, hip, urban, classy academic village." The University



Boulevard of the Allies and Wood Street tie the University to all of downtown's major activity centers.

asked the panel, “How [should] Point Park University responsibly build a campus in an urban setting while also collaborating with the surrounding neighborhood?” In support of this general assignment, the University presented the panel with the following questions:

- What opportunities exist for street-level retail and compatible ground-floor uses for the University’s current and future academic and residential buildings?
- What kinds of retail, residential, and office uses can the market support to revitalize Wood Street from the Monongahela River to Fifth Avenue?
- What kind of retail, residential, office, and academic uses are most appropriate for Wood Street and the Boulevard of the Allies? How should the character of these two major streets differ?
- What forms and level of revenue should the University expect from the proposed development?
- The University and the surrounding neighborhood desire to create a cool, hip, urban, classy academic village with a strong sense of place

that integrates students, parents, businesspeople, and residents. What kind of streetscape enhancements would foster this sense of place? How can the University maintain an identity integrated with, but independent from, its neighborhood?

- Should the University create new parks and green spaces? If so, where and what amenities should they contain?
- What steps should the University take to integrate the Boulevard of the Allies into the neighborhood while maintaining its importance as a major artery into and out of downtown? Can the Boulevard of the Allies become a “great street” while following the Pennsylvania Department of Transportation’s regulations for state highways?
- What role (landowner, developer, leasing agent, investor) should the University take in creating a revitalized Wood Street? What role should the city and private developers play?
- What public and private financing options should the University pursue for the proposed development? What incentives should the city offer to encourage the preferred kind of development?
- What steps should the University take to integrate the efforts and abilities of the University, the Urban Redevelopment Authority, philanthropies, the city, and private investors to fuel the proposed development?
- What kind of entity, office, or staff should the University create to manage the development process? What functions should this entity perform?

Summary of Recommendations

The panel recognizes significant opportunity for Point Park University to lead revitalization of its neighborhood. The panel recommends that the University work with neighboring institutions, businesses, and the city to pursue a comprehensive revitalization strategy targeted at achieving the institution’s goals and creating a dynamic downtown neighborhood.



Market Potential

Opportunities exist for new on-campus housing and student-oriented retail. The University can collaborate with neighboring institutions to enliven street-level spaces with retail, cultural, and academic uses that will give the campus neighborhood a unique identity within downtown.

Development Strategies

The University should target its development efforts to achieve institutional goals. Specific development efforts should bring the theater home to the campus, increase on-campus housing, develop a university commons along First Avenue, and enliven Wood Street as a community corridor.



Planning and Design

The University can take the lead in improving the appearance and safety of the campus neighborhood by installing lighting, encouraging facade enhancement, and improving streetscapes. New public spaces can create opportunities for community interaction and casual performances.

Implementation

The University should engage neighboring institutions, businesses, and residents in planning the neighborhood's future. The University should identify internal staff to manage campus and neighborhood development efforts.

Handsome historic architecture distinguishes Wood Street and the campus neighborhood.

Market Potential

The University asked the panel to assess market opportunities for retail, residential, academic, and office development in the neighborhood and to recommend street-level uses along Wood Street. After analyzing the downtown Pittsburgh residential, retail, and office markets, the panel concluded that the University can build a lively neighborhood by increasing on-campus housing, developing strategic student-oriented retail, and working with neighboring institutions to program streets and public spaces.

Retail Market

Growth in the downtown residential population and workforce will support retail expansion. Currently, total downtown retail square footage exceeds available market support. The panel estimates that downtown retail space is achieving sales levels of \$125 to \$150 per square foot, lower than national benchmarks. The panel advises that specialty, “destination retail” may attract new users from outside downtown not currently using existing retail.

Point Park University currently leases 6,000 square feet of street-level retail space, including the Barnes & Noble bookstore in Lawrence Hall and the Starbucks in Conestoga Hall. The University controls an additional estimated 24,000 square feet of street-level space not currently occupied by retail uses. The panel analyzed benchmark stu-

dent spending patterns to understand how much retail space the University’s current and future enrollment can support.

Annually, a typical student spends \$900 for books and supplies, \$3,264 for food and entertainment, and \$1,654 for clothing and related goods. Reducing the food expenditure for students with meal plans, the panel estimated that the average Point Park University student spends \$3,738 to \$5,818 annually. Using that estimate, the University’s current enrollment makes \$16.6 million in retail expenditures annually.

Students make only a portion of their retail expenditures near the campus where they live, however, and a very low percentage of the University’s students currently live on campus. The panel estimated that students, on average, make 10 percent of their expenditures in the University and downtown area, or about \$1.66 million in retail expenditures annually. Assuming a conservative sales target of \$150 per square foot, a rate similar to the current downtown market, the current enrollment can support 11,000 square feet of retail space primarily occupied by convenience food and personal care stores, such as Barnes & Noble, Starbucks, Subway, CVS, and Rite Aid. Most retailers target a minimum of \$300 to \$350 in sales per square foot when locating new stores. Based on this industry benchmark, current enrollment can support approximately 6,550 square feet of re-

Figure 1
Annual Student Retail Expenditures, 2007

Students	Books/ Supplies	Food/ Entertainment	Clothing	Total
Full time, without a meal plan	\$900	\$1,184	\$1,654	\$3,738
All others	\$900	\$3,264	\$1,654	\$5,818

Figure 2
Annual Student Retail Demand, 2007

Students	Enrollment	Total Expenditures	Campus Area Expenditures	Campus Area Expenditures	Target Sales (per Square Foot)	Retail Demand (Square Feet)
Full time, without a meal plan	2,043	\$7,636,734	10%	\$763,674	\$300	2,546
All others	1,549	\$9,012,082	10%	\$901,208	\$300	3,004
Total	3,592	\$16,648,816	10%	\$1,664,882	\$300	6,550

Figure 3
Projected Student Retail Demand, 2012

Students	Enrollment	Total Expenditures	Campus Area Expenditures	Campus Area Expenditures	Retail Sales (per Square Foot)	Retail Demand (Square Feet)
Full-time, without a meal plan	2,385	\$11,054,475	25%	\$2,763,619	\$300	9,212
All others	1,808	\$8,380,080	25%	\$2,095,020	\$300	6,893
Total	4,193	\$19,434,432	25%	\$4,858,608	\$300	16,105

tail space, roughly the square footage occupied by the existing bookstore and Starbucks.

Growth in enrollment and on-campus residents will generate additional demand for retail space. The panel conducted a similar analysis using projected enrollment in 2012 and an assumption that more students will live on campus. With this model, the panel identified market support for an additional 20,000 square feet of retail space, assuming a sales target of \$150 per square foot. At the higher sales target of \$300 per square foot, future enrollment can support 16,000 square feet of retail space. Additional support from downtown workers, nonstudent downtown residents, and visitors (such as parents and conventioners) could potentially support another 5,000 square feet. The panel cautions that growth in student population, other downtown residents, office workers, and visitors should support all additional retail space.

The University could strengthen the local retail market with a special-events program designed to

attract shoppers to the University neighborhood. Events could offer a curricular benefit by providing opportunities for students to stage impromptu performances and other arts-related activities.

Students will be the majority of retail customers in the University's neighborhood. Therefore, the panel advises that the most viable retailers may include bookstores, pharmacies, small clothing retailers, convenience eateries, coffee shops, bars, music venues, and movie theaters. Retail prices should be appropriate for student budgets, and venues should be fun, clean, and safe. In general, the panel advises the University to focus retail development efforts on Wood Street and First Avenue. Boulevard of the Allies is too large to create a comfortable pedestrian environment.

Office Market

The University's administrative offices, operations, and classrooms will dominate demand for office space. Any additional support would require

attracting a business from another location and could require additional investment. The University should consider placing service-oriented office functions in street-level spaces to contribute to a lively pedestrian environment.

Housing Market

Full-time undergraduate students are the strongest market for housing in the campus area. Currently, 67 percent of undergraduate students are of traditional age (18 to 24 years old), and 17 percent come from outside Pennsylvania. Future enrollment projections anticipate that a higher percentage of the student body will come from outside Pennsylvania. The University currently provides housing for 30 percent of its full-time, undergraduate student body.

The panel recommends that the University seek to provide on-campus housing for at least 50 percent of the full-time student body, a percentage similar to what other regional universities and small, private, urban colleges provide. Point Park University could encourage on-campus housing with a “live-on-campus” policy for freshmen. Such policies generally lead to capture rates of 30 to 50 percent for upper-class students. The University could also provide a wider variety of housing options, including suites and apartments, to complement traditional residence halls. Assuming that the right housing options could attract 60 percent of the full-time undergraduate student body to live on campus, the University has demand for 1,500 beds in 2007. Current residential halls house only 740 students, which leaves an unmet demand for 760 beds.

Faculty and staff members also offer a market for housing on or near campus. Over the last two years, the University has hired 13 new faculty

members per year in response to enrollment growth. Downtown currently offers an extremely limited supply of housing options for these faculty members. Many universities offer affordable, below-market faculty and staff housing as a recruitment and retention tool. Examples of universities that provide faculty and staff housing include George Mason University, George Washington University, New York University, and the University of California system.

The panel believes that Point Park University should focus housing development efforts on students, faculty, and staff. The University should not develop housing for the off-campus community at this time.

Recreation Market

Nationally, universities increasingly use recreational spaces to help meet their missions. Attractive recreational facilities help recruit high-quality students in an increasingly competitive environment; address the wellness, recreation, and competitive athletics needs of the campus community; and promote community engagement. Well-planned recreational facilities provide a range of space for competitive athletics; organized and drop-in recreation; and wellness, education, and rehabilitation. The panel believes that opportunities exist for the University to create recreational facilities to support both University and community needs. Shared spaces may provide an amenity to encourage residential development in the University neighborhood.

Development Strategies

The University's recent property acquisitions have positioned it well to meet its growth needs and to encourage revitalization in the neighborhood. The panel encourages the University to focus its efforts on growing its academic programs, enrollment, and reputation as an undergraduate and graduate degree-granting institution.

The University should undertake development activities to support its institutional goals and should foster the creation of a clearly identifiable campus in the area bounded by Forbes Avenue, Wood Street, Fort Pitt Boulevard, and Smithfield Street. Future development should increase the University's visibility with signature architecture and prominent siting. The University should lead the revitalization of Wood Street by improving its own properties and working with neighboring property owners and public agencies to improve other properties.

Create a Campus

The University should establish a campus along Wood Street between Forbes Avenue and Fort Pitt Boulevard. The campus should include prominent gateways on Smithfield Street, Wood Street, and Boulevard of the Allies. All of the University's current properties, with the exception of the Pittsburgh Playhouse, are located within this campus area. The University should take several steps to encourage development of a campus:

- Bring the theater home and establish an iconic gateway at the Smithfield Street Bridge. The Pittsburgh Playhouse, located three miles from the campus in Oakland, is a major center of student life. The University should pursue a joint venture with the Allegheny County Industrial Development Authority to develop the county-owned site at Smithfield Street and Fort Pitt Boulevard as the site for a new theater to re-

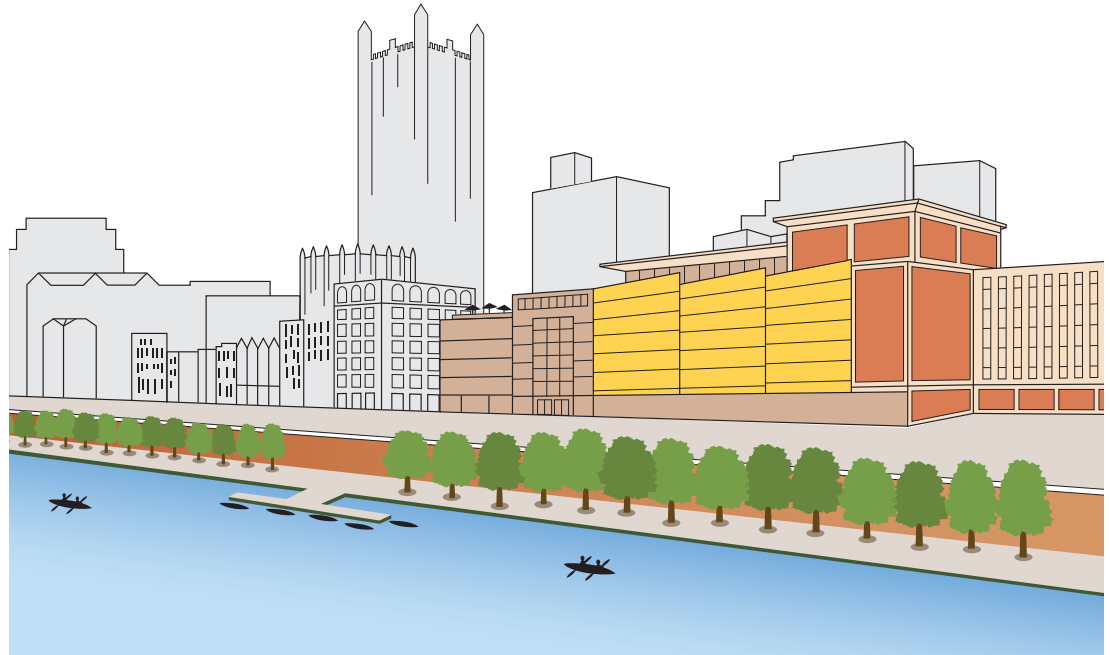
place the Playhouse. The new theater should feature landmark architecture visible from the Smithfield Street Bridge and the Monongahela River.

- Create a university commons along First Avenue between Smithfield Street and Wood Street. First Avenue offers a pedestrian-friendly scale with attractive historic architecture and several sites for new development. First Avenue should be used as a pedestrian-dominated street and should be lined with student-oriented retail storefronts. The University should purchase the YMCA for conversion into a student union. The student union should open onto both Boulevard of the Allies and First Avenue. Development on First Avenue can also serve students from the Art Institute of Pittsburgh and the Pennsylvania Culinary Institute.
- Increase student housing on campus to create a 24-hour urban academic village. The University should develop at least 760 additional beds to support current demand for 1,500 on-campus beds. Relocating the theater from Oakland will generate significant demand for additional on-campus housing. Although the panel does not recommend that the University develop housing for off-campus users in the short term, the panel does recommend that the University preserve and capitalize on opportunities for other types of housing in the future.

Build Wood Street into a Community Corridor

The University should lead efforts to revitalize Wood Street into a vibrant corridor. Using models such as the National Trust's Main Street Program, the University should work with public agencies and private property owners to establish design standards for retail spaces and the public realm. To strengthen Wood Street's retail performance,

Iconic architecture for the new theater complex will give the University a bold face to the Monongahela River.



the University should lead efforts to use professional property leasing, development, and management expertise. In addition, the University should work with property owners to reconfigure retail spaces into smaller, incubator retail spaces to support new retail concepts. Incubator retail can help establish the University neighborhood as an innovative area and, in the long term, cultivate tenants for larger retail spaces. The University should also place appropriate university functions at street level, including galleries, dance studios, meeting rooms, and lounges.

The panel strongly encourages the University to partner with the neighboring Art Institute and Culinary Institute to establish a Neighborhood Arts Consortium. The consortium could identify opportunities for students to take arts activities to the streets and incubator spaces. Specific examples of consortium-led projects could include incubator restaurant space operated by Culinary Institute students, galleries displaying products

from the Art Institute, and dance studios for small-scale performances and rehearsal by Point Park University students. By working collaboratively, the neighborhood's institutions can begin to create a vibrant identity for First Side as an informal, offbeat arts destination for Pittsburgh.

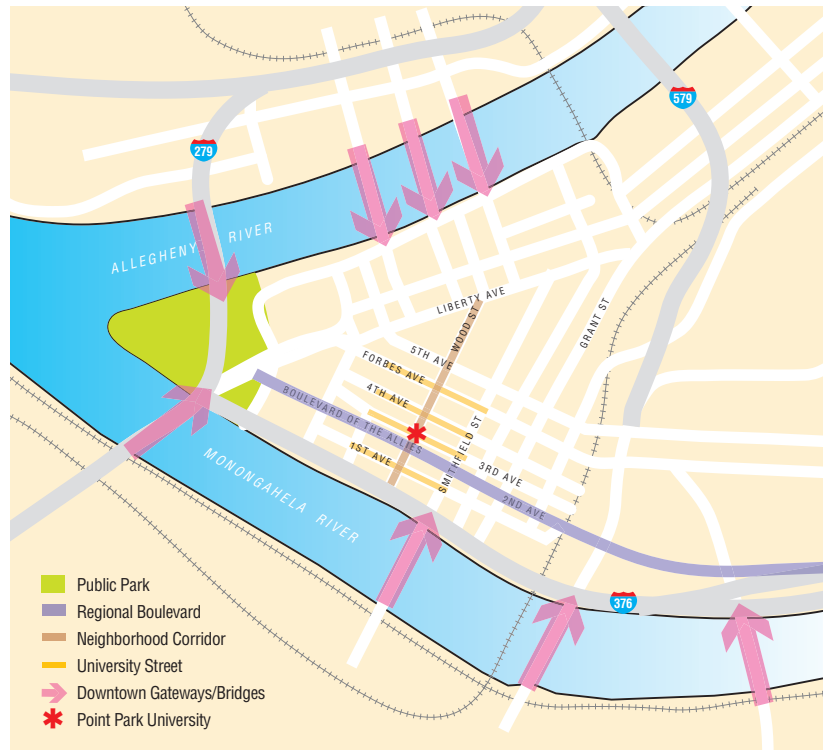
As the University pursues its development objectives, the panel cautions it to remain cognizant of key tenets of the panel's recommendations. Because of a local retail oversupply, retail space will not generate net revenue streams for the University in the short term. Point Park University should focus development efforts on its own institutional objectives and should not pursue development of market-rate housing on its properties. The University should monitor the success of other projects and be prepared to pursue new opportunities as they present themselves.

Planning and Design

Point Park University should play a major role in establishing strong urban design standards in the campus neighborhood, bounded by Forbes Avenue, Wood Street, Fort Pitt Boulevard, and Smithfield Street. By working with the city and other property owners to establish and enforce design standards for buildings and the public realm, the University can achieve its goal of creating a “cool, hip, urban, classy academic village with a strong sense of place that integrates students, parents, business people, and residents.” The University should also take advantage of opportunities to create landmark buildings through its own expansion efforts. In establishing a dynamic urban environment, the University should consider the role of streets, buildings, and civic spaces.

Different Streets for Different Uses

Three different types of streets exist within the campus neighborhood. Boulevard of the Allies and Fort Pitt Boulevard are regional boulevards designed to serve high volumes of fast-moving traffic. These large streets are not conducive to pedestrian retail and should continue to be treated principally as automobile and transit rights-of-way. Wood Street, on the other hand, is a neighborhood corridor with a pleasant pedestrian scale and handsome historic architecture. As proposed by the panel, the University should continue to populate Wood Street with a wide range of uses that serve the University and larger city communities. Finally, the avenues provide a very intimate scale most conducive to creating a semi-private environment for university functions. The panel encourages the University to take advantage of the avenues’ small scale as an opportunity to create campus streets. In particular, the panel recommends that First Avenue between Wood and Smithfield streets be developed as a campus commons.

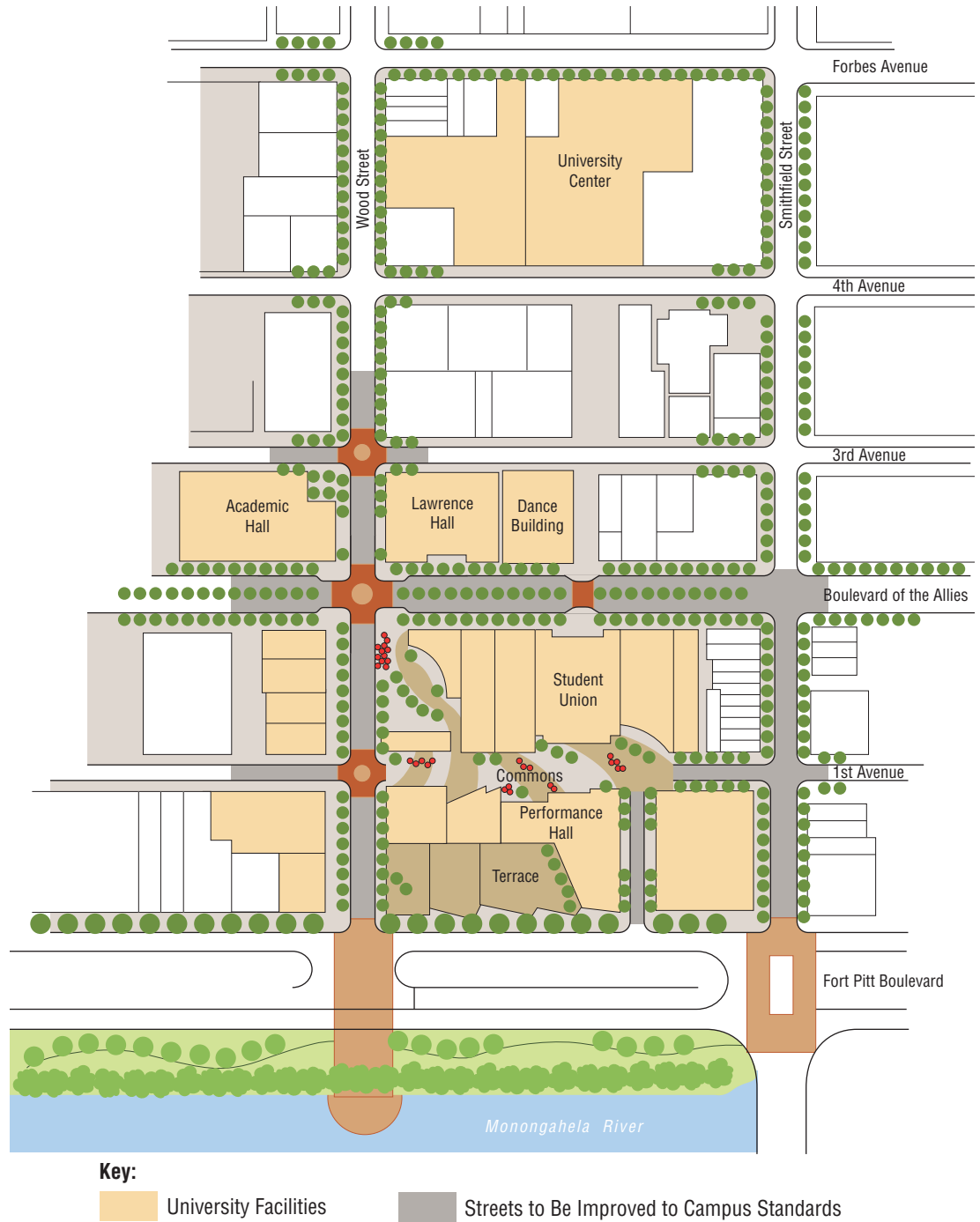


Above: Diverse street scales and characters provide a variety of development opportunities in the campus neighborhood.

Left: Avenues in the University's neighborhood offer an intimate scale for campus activities.

Buildings form the walls of all urban streets. The panel commends the University on its stewardship of its historic buildings, particularly the restoration of the Wood Street facade of Lawrence Hall. Other building owners have not been as

Development of the theater and student union will create a commons along First Avenue.



strong stewards. The panel recommends that the University work with public agencies and neighboring property owners to establish and meet facade design standards that respect historic architecture, improve the quality of retail facade

designs, and encourage interesting, appropriate signage. The Urban Redevelopment Authority's existing street-face program may be applicable. For new buildings, the University should take advantage of opportunities to introduce bold,

signature architecture but should always seek to design the building to create a dynamic pedestrian environment.

Enhanced lighting offers an exciting opportunity to improve perceived and actual safety and create a dynamic streetscape. Currently, Wood Street and other campus streets lack sufficient pedestrian lighting. This darkness contributes to an unsafe feeling in the evening and discourages pedestrian activity. A comprehensive lighting program offers an opportunity to create a strong, uniform streetscape element to tie the campus together and is an excellent way to encourage pedestrian activity. The University could also use lighting as an opportunity for public art. In addition, architectural lighting should be incorporated into facade rehabilitation designs and should be used to highlight University buildings. A seasonal lighting program could contribute to an interesting pedestrian environment.

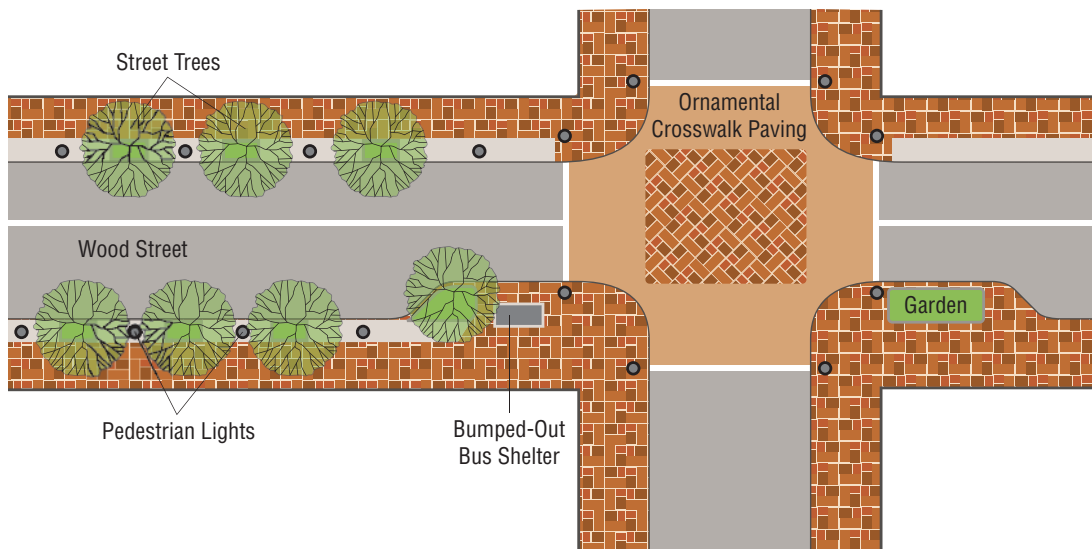
Throughout the district, the University should lead efforts to develop a uniformly high-quality streetscape. Major opportunities for improving the streetscape environment include (a) working with the Western Pennsylvania Conservancy to create new intersection gardens and other green amenities, (b) creating bump-outs at bus stops to enable passengers to wait outside the main pedestrian lane and prevent buses from pulling out of traffic to pick up passengers, (c) creating striped



Well-preserved historic architecture, including University Center, gives the University campus a distinctive character.

or specially paved crosswalks to improve pedestrian visibility, and (d) encouraging sidewalk seating at eateries. More visible crosswalks will help calm traffic, a key priority in improving the pedestrian environment. The University should take leadership in ensuring that any streetscape program is managed for quality and consistency throughout the University district.

The University should create “gateways” into the campus neighborhood at key intersections, including Boulevard of the Allies and Fort Pitt Boule-

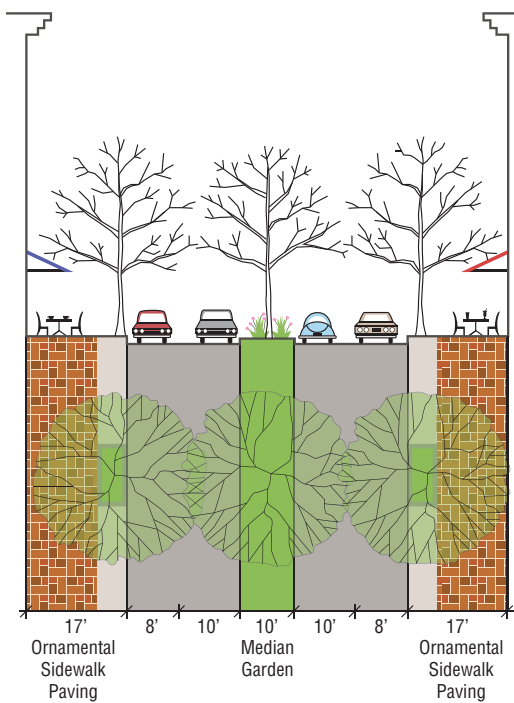


Consistent streetscape improvements will help create an identity for the campus neighborhood.

Boulevard of the Allies can be transformed into a grand regional boulevard through streetscaping and traffic-calming efforts.



Transforming Boulevard of the Allies into a grand civic boulevard will brand the University for commuters arriving downtown, as shown in this cross section and plan.



ward at Wood Street and Smithfield Street. Gateways should use signage, greening, banners, and lighting to identify the campus precinct and reinforce the University’s identity. Gateways should be tied into the overall streetscape program developed for the University neighborhood. Public art could be used at gateways and throughout the streetscape to promote the University’s role as a creative institution, establish iconic “meeting places,” and invigorate the streetscape.

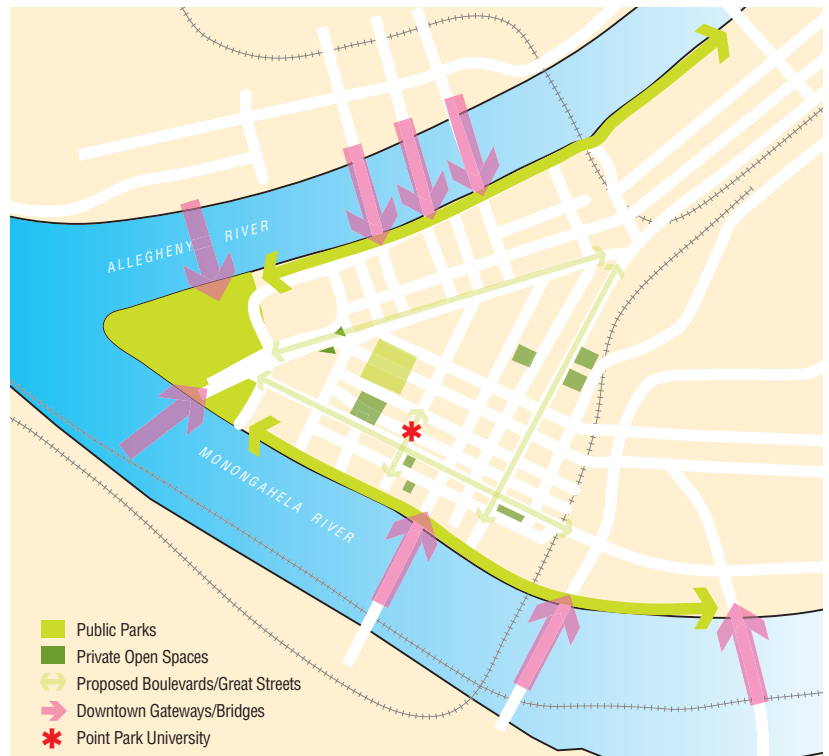
Creating a Grand Boulevard

The University should take leadership in establishing Boulevard of the Allies as a grand civic boulevard that creates a strong image for the school. Major improvements to improve the street’s appearance and calm traffic include contrasting paving, bump-outs, and intersection gardens to accent major pedestrian crossings at Wood and Smithfield streets; ornamental lighting and banners between Wood and Smithfield streets; a planted median, similar to Grant Street; and

street trees in the median and along both sides of the street. Full-time curb parking should also be implemented on the Boulevard of the Allies to provide a pedestrian buffer and calm traffic. Although the panel does not recommend developing Boulevard of the Allies as a pedestrian retail street, it does encourage the University to create a “great street” that will establish an iconic presence for the University.

Public Space

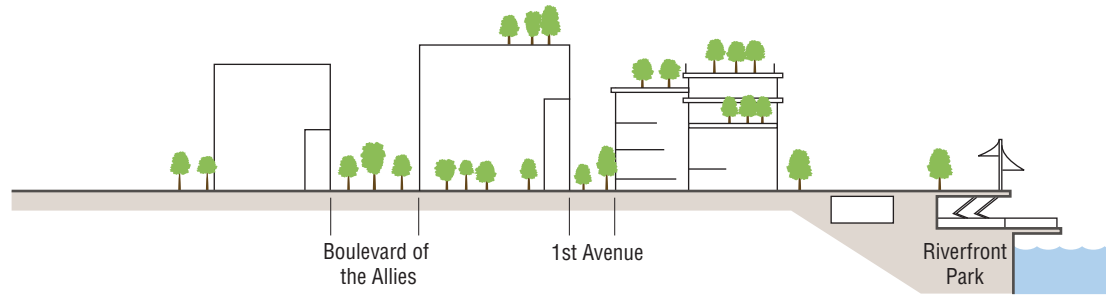
The University has many opportunities to create new parks, open space, and gathering places throughout the neighborhood. The panel encourages the University to use public spaces as tools to enhance the live/learn environment by providing places to meet people, linger between classes, study, and perform. Public spaces should also be used to connect the city and the river, improve the street environment, create a campus front door, and enhance the special character of a “vertical university.” The University should create a vari-



Above: The development of a park on the Monongahela River and the greening of Wood Street can tie the University into downtown’s network of open spaces and green streets.

Left: A riverfront park along the Monongahela River will create a green front door to the University.

The vertical University can take advantage of public spaces and meeting places at various levels.



ety of spaces, both outdoors and indoors, to provide appropriate settings for these different uses and encourage a more dynamic community life.

The University should collaborate with the Riverlife Task Force to champion efforts to create a new park and trail along the Monongahela River. The park will connect the University to the region and provide a bicycle transportation alternative for faculty, staff, and students. The park will also connect the city to the river and encourage pedestrians to move along Wood Street from the Fifth-Forbes area to the river. The panel's proposed location of the theater at the foot of Wood Street will further stimulate movement along Wood Street. The panel encourages the University to pursue opportunities to better connect the campus neighborhood to the park and the river.

The University should develop the surface parking lot at Wood Street and Boulevard of the Allies as a public plaza that will serve as the University's front door to the city. This plaza will provide a pedestrian link into the proposed University Commons along First Avenue. The University should actively program the plaza with events, moveable tables and chairs, fountains, and other amenities to make it a highly visible symbol of the school's vitality. The plaza could provide a performance venue for programs developed through the proposed Neighborhood Consortium. The plaza should lead into a more intimate campus commons environment along First Avenue. First Avenue should be reconfigured as a primarily pedestrian street with vehicular service as necessary. The commons should include meeting spaces for outdoor classes, impromptu performance spaces, and other features to encourage dynamic activity between the proposed student union and theater and the existing residence halls and retail amenities.

The Vertical University

Point Park University has an opportunity to take advantage of its urban environment by planning for vertical as well as horizontal opportunities. The University's activities happen on many different levels: the lower level along the river, street level, upper floors in buildings such as the dining commons, and rooftops. As the University formulates a plan for creating a variety of public and gathering spaces, the panel encourages it to examine opportunities for activating this wide range of vertical locations. For instance, interior and rooftop spaces, such as dormitory common rooms, may offer opportunities to create more-intimate gathering spaces for the University community, whereas street-level spaces should be activated as places to interact with the larger city. In particular, the panel recommends that the proposed theater complex include a dramatic terrace with views of the river. By thinking vertically, the University will foster a vibrant community.

Third Places

In addition to private spaces in University buildings, the University should work with its neighbors to develop retail and civic spaces in the neighborhood as "third places" that offer environments for socializing, studying, and relaxing. By encouraging the development of coffee shops, galleries, performance spaces, and dance studios at street level, the University can take its mission to the streets and integrate the larger community and the University community. Third places should reflect high design standards and be welcoming environments for students.

Implementation

Point Park University is in an excellent position to become a leader in downtown revitalization. In recent years, the University has bolstered its institutional reputation, made significant property acquisitions, and established credibility with public agencies, foundations, and other partners. The University's priorities are well aligned with public priorities for downtown, including encouraging more downtown residents and enlivening downtown's streets.

The panel advises the University to avoid moving too quickly and to plan internal support carefully for its new roles as a neighborhood developer and leader. The panel encourages the University to focus on its academic mission; engage public agencies, neighboring institutions, and property owners in all efforts; and approach all projects from a sound organizational and financial basis. Strong internal and external relationships are as important as real estate in the revitalization effort. The panel encourages the University to evaluate all development projects in terms of their ability to promote managed growth, engage the community, create a high-quality student experience, and achieve academic excellence.

Refine the Financial Plan

The University should lay the groundwork for future development efforts by establishing a solid financial plan. The plan should demonstrate institutional financial commitment, substantiate funding needs for planned projects, and anticipate future changes, including real estate management costs. Following the panel's caution, the plan should not assume net revenue from University-controlled retail spaces. The plan should remain flexible and consider a wide range of funding options. In developing the financial plan, the University should enter into dialogue with foundations, the city and Urban Redevelopment Authority, major contributors, and state and federal grant sources to build a

constituency for future financial assistance required to implement the plan.

Demonstrate Progress

The panel encourages the University to continue to implement project steps while planning proceeds. Visible progress will strengthen public sector and community support for the University's long-term development objectives. Specifically, the panel suggests that the University continue to redevelop the properties it currently owns to meet University and community needs, begin



The University can use its visibility to create a dynamic neighborhood.

physical improvements to public spaces, and continue to improve student quality of life near term. The University should also initiate community outreach programs targeted at neighborhood revitalization, including establishing a retail incubator program along Wood Street and partnering with the Art Institute and the Culinary Institute to establish the Neighborhood Consortium.

Point Park University strives to be a great urban university. To that end, the panel encourages the University to use its neighborhood revitalization efforts as a learning laboratory for its students. The panel recommends that the School of Business create an entrepreneurship program that enables students to consult with business owners along Wood Street and to assist entrepreneurs to develop retail concepts for incubator spaces. The panel also suggests working through the Point Park University Conservatory of Performing Arts to develop a public-space performance program to enliven public spaces and sidewalks. In addition, the panel encourages the University to continue to expand service-learning opportunities in partnership with other downtown organizations, including social service agencies, the performing arts high school, and the University's laboratory school.

Organize for Success

The University will need to allocate leadership and staff time to implement campus development and neighborhood revitalization goals. The panel explored two options for managing these efforts: an internal office or an affiliated entity. Other colleges and universities have used both models. The panel believes the University's proposed program can best be implemented by an internal office. This office should be closely linked to University leadership and should be empowered to manage the planning process, manage design and construction efforts, coordinate outreach with community partners, and link community needs to academic learning opportunities. The revitalization team must enjoy strong working relationships with administrative and faculty leaders.

Conclusion

The panel's recommendations are designed to help Point Park University undertake future land use activities to support its academic mission. The panel believes that the University can lead a collaborative community effort to make the campus neighborhood a great place to learn, live, play, and work.

Next steps should include a gathering of community partners and stakeholders to review the panel's recommendations and formulate an action plan optimized for the University's community. The core elements that follow are the critical pieces for future success:

- Bring the theater complex home to the central campus.
- Establish an iconic presence, visibility, and sense of place and arrival at street level and at the Monongahela bridges to identify the campus and the neighborhood.
- Arrange the new additions of the theater, recreational and student gathering facilities, and new residences in proximity to one another and existing facilities to create a close-knit fabric and community.
- Animate the streetscape, storefronts, and public spaces of the neighborhood with retail opportunities and programmatic interface between the University and the community, including bookstores, galleries, performance venues, and gathering spots in the public domain.
- Organize for success by identifying specific roles and responsibilities within the University organization reporting directly to the president to carry this project forward.

About the Panel

Leigh M. Ferguson

Panel Chair
Birmingham, Alabama

Ferguson is the director of urban living and executive vice president with the Sloss Real Estate Group in Birmingham, Alabama. His primary duties include operating the residential and mixed-use real estate development and management division, which focuses on urban mixed-use community development projects in Birmingham's revitalizing Center City. Ferguson also managed Sloss's participation as joint venturer in a \$100 million HOPE VI, mixed-income residential development that is currently entering its third phase.

Before joining the Sloss Real Estate Group, Ferguson was the president of Corker Group, Inc., where he managed an approximately 2 million-square-foot portfolio of office, commercial, and industrial properties; supervised all leasing, administrative, maintenance, and financial operations; and prepared monthly and annual business plans, budgets, and reports to ownership.

From 1991 to 1999, Ferguson was president of Chattanooga Neighborhood Enterprise, Inc. There, Ferguson managed lending, development, financing, and property management functions of approximately \$30 million per year. Previously, Ferguson was president and chairman of John Laing Homes, Inc., vice president of development for the Van Metre Company, and vice president of development for the Winkler Companies, all in the Washington, D.C., area.

Ferguson studied chemistry and mathematics at the University of North Carolina at Chapel Hill and completed graduate-level studies in investment management and real estate at George Washington University. He is a full member of ULI and a vice-chair of the Affordable Housing Council.

Otto Condon

Washington, D.C.

Condon is an associate partner at Zimmer Gunsul Frasca Architects LLP and has over 17 years of professional experience with architecture, urban design, and planning projects. He has been extensively involved in the development of plans and projects for downtowns, neighborhoods, housing, institutions, and transit in several cities and a wide range of site-specific contexts.

Condon has been responsible for the planning and design of campuses, city streetscapes, and transportation facilities in Chicago; Boston; Portland, Oregon; Washington, D.C.; Baltimore; and other major cities. His most recent projects include the Deanwood Strategic Development Plan and the Columbia Heights Public Realm Framework Plan for the District of Columbia Office of Planning; the District of Columbia Streetcar-Anacostia Line; the Great Streets Minnesota Avenue Northeast Streetscape Design for the District of Columbia's Department of Transportation; and the Master Plan for Dickinson College in Carlisle, Pennsylvania.

Condon has a master of architecture degree in urban design from the University of Washington, Seattle, and a bachelor of environmental design from the University of Colorado, Boulder.

Terry D. Foegler

Columbus, Ohio

Foegler has served as president of Campus Partners for Community Urban Development in Columbus, Ohio, since September 1996. Closely affiliated with The Ohio State University, Campus Partners is a not-for-profit development corporation established in 1995 to spearhead a comprehensive revitalization program for the

distressed urban neighborhoods surrounding the university.

Campus Partners led a community-based revitalization planning effort and a series of the plan's critical implementation measures, including restructuring and redeveloping the nation's largest scattered-site Section 8 housing portfolio; facilitating a wide range of social and public service enhancement initiatives; establishing a homeownership incentive program for university employees; and revitalizing High Street, the University District's distressed main street. Most recently, Campus Partners led acquisition, cleanup, and redevelopment efforts for an abandoned 17-acre contaminated industrial site located within one of the more distressed University District neighborhoods.

Foegler's most visible and well-known project is planning and developing the \$160 million mixed-use project known as South Campus Gateway. The project includes 500,000 square feet dynamically blending retail, entertainment, housing, and office uses on five city blocks, served by a 1,200-space parking garage. Foegler also serves as the president of the Science and Technology Campus Community Corporation, a university-affiliated entity responsible for managing and developing the university's science and technology park on West Campus.

Foegler's professional experience includes over 30 years in a wide variety of public and private sector positions in real estate development; economic and community development; public administration; and the design, negotiation, and implementation of many successful public/private development projects. He has been a speaker at numerous national conferences on diverse aspects of university engagement in planning, neighborhood revitalization, and urban redevelopment, including the American Planning Association, the International Downtown Association, the Society of College and University Planners, the National Association of College and University Attorneys, and the Urban Land Institute. He has previously served on two advisory panels for ULI.

John Gunther-Mohr

New York, New York

Gunther-Mohr is a real estate professional with over 25 years of experience in real estate finance. He joined Bank of Scotland in summer 2006 and currently heads the bank's U.S. real estate finance operations based in New York. Bank of Scotland is the fourth-largest U.K. bank, with over \$1 trillion in total assets. It has real estate lending practices in New York, Boston, Chicago, Minneapolis, Seattle, Los Angeles, and Houston and will be adding offices in Dallas and Miami in 2007.

Before joining the Bank of Scotland, Gunther-Mohr served as general manager for the U.S. office of Allgemeine Hypothekenbank Rheinboden AG (AHBR), a German mortgage bank with \$70 billion in total assets. Gunther-Mohr initiated the bank's activities in the United States, focusing on real estate finance opportunities in the 20 largest U.S. metropolitan areas. Prior to AHBR, Gunther-Mohr spent 12 years at HypoVereinsbank (now Hypo Real Estate). As a director at HypoVereinsbank, he managed client relationships totaling over \$1 billion in commitments. He developed client relationships in New York, Washington, D.C., San Francisco, and Los Angeles and provided construction and acquisition financing.

Gunther-Mohr began his career in the consulting division of Coopers & Lybrand, one of the Big 8 accounting firms. He focused on market and financial feasibility analysis, economic development strategies, and strategic organizational evaluations.

Gunther-Mohr is a graduate of Dartmouth College and the Woodrow Wilson School of Public and International Affairs at Princeton University. He is a longtime member of ULI and currently is president of the Real Estate Lenders Association, a New York-based nonprofit that provides networking, educational, and social events for its members and the New York real estate community. He also is chair of the Board of Jazz Forum Arts, Inc., a nonprofit that produces jazz concerts in the New York area, and treasurer of the River-towns Arts Council, an organization that supports

the arts in the Hudson River towns of Hastings on Hudson, Dobbs Ferry, Ardsley, and Irvington.

Brian M. Jones

Los Angeles, California

As president and chief executive officer of Forest City's West Coast commercial division, Jones is responsible for all aspects of commercial development in the western United States. He provides strategic support to the commercial group and explores new international business opportunities for the firm.

Several of his large-scale development projects include San Francisco Centre, a 1.5 million-square-foot retail and office project in downtown San Francisco; Victoria Gardens, a 1.3 million-square-foot lifestyle town center in Rancho Cucamonga, California; Simi Valley Town Center; Northfield Town Center; a component of Forest City's master-planned Stapleton project in Denver, Colorado; and Orchard Town Center, a 1 million-square-foot mixed-use project in Westminster, Colorado. Jones joined Forest City in 1978.

Jones attended Willesden College of Technology in England. He is active on the executive board of the Lusk Center for Real Estate at the University of Southern California. He is a member of the International Council of Shopping Centers and the Urban Land Institute and holds a seat on Southland Industries' board of advisors.

Adam R. Krom

Philadelphia, Pennsylvania

Krom began his career as a transportation planner in Denver, Colorado. After several years working on transportation issues, including two successful light-rail ballot measures, he relocated to Philadelphia to pursue a master's degree in city planning at the University of Pennsylvania. While studying at Penn, Krom joined the staff of WRT Planning and Design, where he has practiced as a planner and urban designer since 2002.

Krom's work at WRT focuses on waterfront planning, transit-oriented development (TOD), and mixed-use development, including commercial cor-

ridor and downtown revitalization. He has been involved with waterfront planning in Philadelphia for the past five years and is wrapping up a master plan for a new waterfront park in Trenton, New Jersey, that will replace a waterfront expressway. His TOD work has included creating development plans for stations along the PATCO rapid-transit line in suburban Philadelphia.

Krom has prepared several plans for university mixed-use districts, such as an urban design and land use plan for University Hill in Syracuse, New York, that integrates university buildings, medical institution development, retail, parking, and housing into a mixed-use academic village. He has prepared design guidelines for redevelopment of obsolete "grayfield" shopping centers as mixed-use, walkable places, as well as several main-street redevelopment plans. At a larger scale, Krom was a member of the team that prepared Omaha by Design, a citywide urban design plan for Omaha, Nebraska, that the Omaha city council recently unanimously adopted.

In addition to practicing as a professional planner and urban designer, Krom is an instructor at the School of Design of the University of Pennsylvania and an adjunct professor in the Department of Architecture at Drexel University, where he teaches urban design. He has BAs in environmental design (architecture) and in political science from the University of Colorado at Boulder and a master of city planning degree from the University of Pennsylvania.

Christopher E. Lambert

Washington, D.C.

Lambert is a facility planning consultant with the Washington, D.C.-based firm Brailsford & Dunlavey. As a project manager with the firm, he is responsible for directing varying project teams in the completion and delivery of advisory and project management services for public and private sector clients throughout North America.

Lambert's professional aim is to provide balanced and sustainable strategic solutions for clients who are stewards of the built environment. His expertise is in the areas of detailed market analysis (in-

cluding demographic and statistical data analyses; market supply analysis; focus group moderation and interpretation; development, implementation, and analysis of Web-based statistical surveys; and market demand modeling) and financial feasibility analysis (including project development budgeting and operating pro forma analysis). He also has significant experience in site analysis and selection, physical planning, project phasing strategy, master planning, strategic planning, design team solicitation and selection, and development management and owner's representation. He presently leads the firm's efforts in the area of affordable workforce housing.

Lambert's background includes multidisciplinary education and training in the fields of urban planning, architecture, historic buildings conservation, and real estate development. Before joining Brailsford & Dunlavey, he worked with the architectural firms Einhorn, Yaffee, Prescott in New York and Ehrenkrantz, Eckstut and Kuhn in Washington, D.C. In these positions, he gained valuable experience in all phases of project planning, design, and construction. He has a master of urban and regional planning from Virginia Polytechnic Institute and State University, an MSc in architectural conservation from Columbia University, and an AB in history from the University of North Carolina at Chapel Hill.

Peter E. Smirniotopoulos

Bethesda, Maryland

A nationally recognized development strategist, urban theorist, and award-winning author, Smirniotopoulos serves as vice president—development in UniDev's headquarters in Bethesda, Maryland. He is also project director for the company's Workforce Housing Development program in New Mexico. UniDev is a leader in the design, development, financing, and management of workforce housing communities throughout the United States, providing advisory and project management services to colleges and universities, local and state governmental entities, and nonprofit organizations.

Before joining UniDev, Smirniotopoulos was the managing director of petersgroup companies, a

national real estate consulting firm he founded in 1999. Through his company, Smirniotopoulos facilitated the creation of urban housing and mixed-use projects, new town centers and planned communities, and community gathering places throughout the United States. His work has included development of urban revitalization and economic development strategies; transformation of public housing into sustainable, mixed-income neighborhoods; strategic planning for the development of ecologically sensitive lands; and creation of vibrant, viable, and diverse communities, for both public and private sector clients. Since 1981, Smirniotopoulos has handled comprehensive and development planning, and capital formation and finance transactions well in excess of \$2 billion, and since 1999, he has planned mixed-income housing revitalization and mixed-use urban redevelopment projects in cities such as Atlanta, Baltimore, Birmingham, Fort Worth, Orlando, and San Francisco.

Smirniotopoulos was a real estate and corporate finance attorney in Washington, D.C., for 12 years, before becoming the director of redevelopment for the city of Alexandria, Virginia. During his tenure with the city's redevelopment authority, from 1995 to 1999, Smirniotopoulos was responsible for the issuance of \$159 million in housing bonds, financing 1,421 dwelling units, including 559 affordable and 296 seniors' housing units.

His nationally published articles include "The Meaning of Place," *Urban Land* (March 2001), winner of ULI's 2001 Apgar Award, and "Matriculation Reloaded," *Urban Land* (October 2003), advocating the economic and physical integration of college and university campuses with their surrounding communities. His 20th national publication, "In Search of the Middle Class," appeared in the October 2004 issue of *Urban Land*. Smirniotopoulos also served as contributing editor for the Urban Land Institute's HUD-commissioned report, *Engaging the Private Sector in HOPE VI*, and he is a primary contributing author for ULI's *Residential Development Handbook* (Washington, D.C., 2004), serving as coauthor of "Chapter 3. Financing Acquisition, Development, and Construction." A frequently quoted expert in the national newspapers as well as in *Planning* and

Urban Land magazines, he was most recently featured as a speaker at a workforce housing symposium in Washington, D.C., cosponsored by the District of Columbia government and ULI, as well as at the annual meeting of the National Association of Housing and Redevelopment Officials in Dallas.

Smirniotopoulos holds undergraduate and law degrees from Georgetown University. He has served on the professional faculty at Johns Hopkins University since 1999, teaching in the Masters of Science in Real Estate Program. He is a full member of ULI and has served on five Advisory Services panels.

Belinda M. Sward

San Diego, California

As senior vice president, strategy, Sward is responsible for facilitating and monitoring the implementation of Newland Communities' strategic plan at the corporate, regional, and project levels. Her duties involve overseeing the strategic planning process for the company, which involves working with local teams to determine the strategic positioning of each community, directing the research processes used to select new community sites, and monitoring the performance of communities against their plans.

Prior to joining Newland, she served as managing director and co-led the southeast operations for the national real estate consulting firm Robert Charles Lesser & Co. She worked as a consultant with the firm for more than 15 years.

Sward has been a member of the Urban Land Institute since 1989 and a full member since 1997. On a national level, she serves on the Community Development Council, which focuses on master-planned communities. Sward serves on the Membership Committee of the San Diego District Council of ULI and is on the Executive Committee.

She has participated in numerous advisory panels, community workshops, and other volunteer activities. She has given speeches and served on panels for such topics as smart growth, sustainable development, community development trends, and consumer and demographic research. Sward holds an MBA from Emory University.



ULI—the Urban Land Institute

1025 Thomas Jefferson Street, N.W.

Suite 500 West

Washington, D.C. 20007-5201