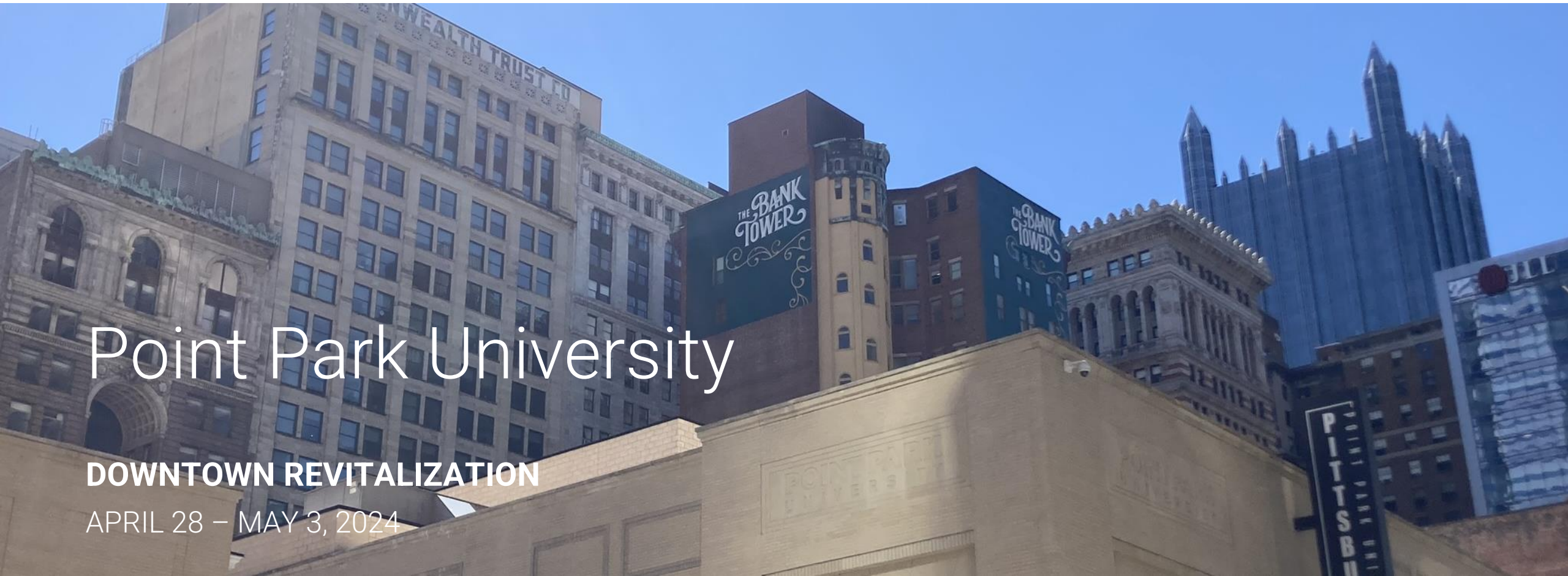




# Advisory Services Program Pittsburgh



## Point Park University

**DOWNTOWN REVITALIZATION**

APRIL 28 – MAY 3, 2024

## THE MISSION OF THE URBAN LAND INSTITUTE

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Shape the future of the built environment for transformative impact in communities worldwide

### MISSION COMMITMENTS

**CONNECT** active, passionate, diverse members through the foremost global network of interdisciplinary professionals

**INSPIRE** best practices for equitable and sustainable land use through content, education, convening, mentoring, and knowledge sharing

**LEAD** in solving community and real estate challenges through applied collective global experience and philanthropic engagement



# MAKING A DIFFERENCE IN PEOPLE'S LIVES THROUGH MEMBER IMPACT ON THE BUILT WORLD



**The Advisory Services Program has provided strategic, impactful recommendations to communities for over 75 years.**

We engage experts in a diverse array of real estate development and land use fields, including transportation and transit-oriented development; neighborhood and regional planning; infrastructure; retail and commercial corridors; academic and medical institutions; disaster response and sustainability; and housing.

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# ULI Panelists and Staff

Selected for their subject matter expertise to provide **objective, volunteer** recommendations



**Leigh Ferguson (Panel Chair)**  
LMF Holdings and JMB Companies  
Chattanooga, TN



**Hal Ferris**  
Ferris Advisors  
Seattle, WA



**Erwin N. Andres**  
Gorove Slade  
Washington, D.C.



**Ashley A. Jones**  
Springleaf Advisors  
Atlanta, GA



**Eugenia Di Girolamo**  
WSP USA  
New York, NY



**Kelly Kline**  
Stanford University  
Stanford, CA

## *ULI Project Staff*

***Emily Jo Gaspich***  
*Executive Director, ULI Pittsburgh*

***Kelsey Steffen***  
*Executive Director, Advisory Services*

***Barbra Gustis***  
*Director, Advisory Services*

***Brittney Gilardian***  
*Senior Associate, Advisory Services*

A photograph of a brick building with several windows, partially obscured by green trees in the foreground. A solid green vertical bar is on the left side of the image. The text 'Introduction' is centered in white. On the right side of the building, there is a large, light-colored inscription that reads 'DISTINCTIVE INNOVATIVE EXPERIENTIAL EDUCATION STUDENT SUCCESS' in a mix of bold sans-serif and script fonts. Below this is a horizontal line, and at the bottom right, the words 'POINT PARK UNIVERSITY' are written in a smaller, spaced-out sans-serif font.

# Introduction

**DISTINCTIVE  
INNOVATIVE  
EXPERIENTIAL  
EDUCATION**  
*STUDENT SUCCESS*

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POINT PARK UNIVERSITY



# Panel Scope

1. How can Point Park become a dynamic catalyst for downtown Pittsburgh's renaissance?
2. What combination of housing and urban amenities would drive the development of a more active, economically diverse, and inclusive neighborhood around Point Park's campus?
3. How could Point Park's proposed +/-2000-seat Community Events Center on the Boulevard of the Allies act as a neighborhood centerpiece?
4. How can a more robust Wood Street corridor connect Point Park University's artistic training, arts, and entertainment accelerators, artists-in-residence, and arts-focused entrepreneurship to the Cultural District?
5. How can the Boulevard of the Allies and the surrounding area be reimaged to provide more green space and urban amenities?
6. What local, state, or national policy changes, resources, or financial incentives would most accelerate the area's economic development?
7. What benefits could be expected by implementing Point Park University's plan to develop the neighborhood surrounding its campus compared to other cities?

# ULI 2007: Creating a Campus Neighborhood

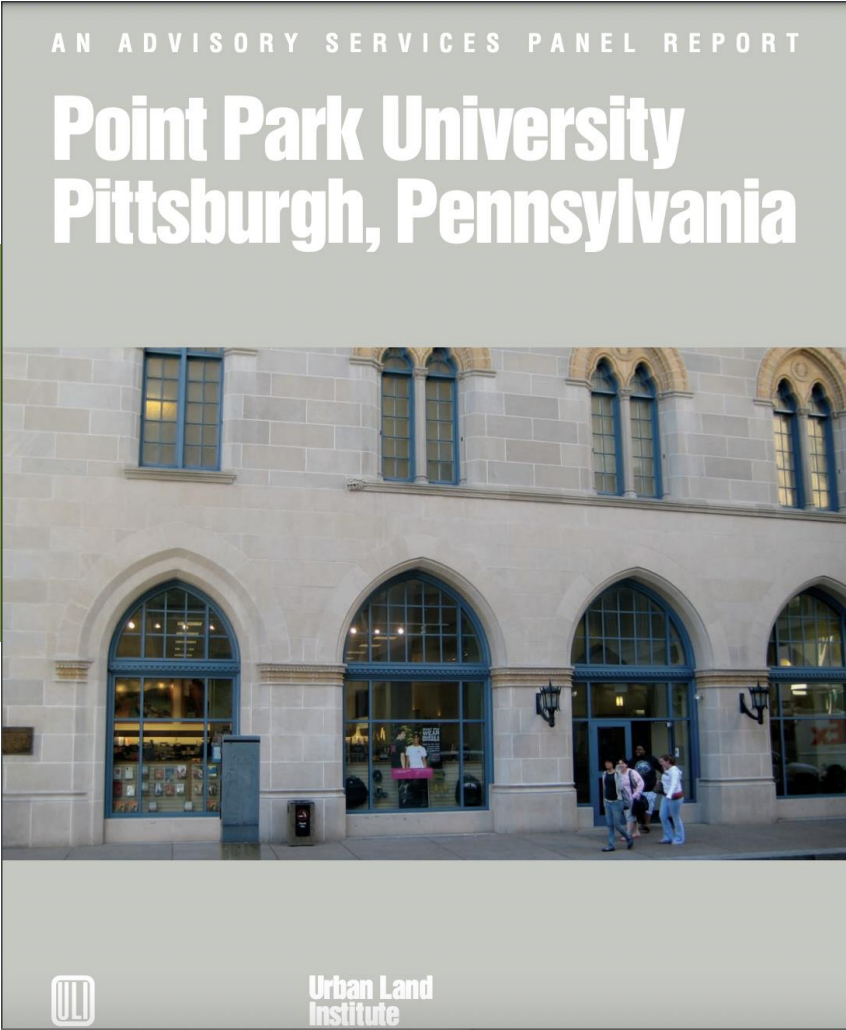


Image: ULI

# ULI 2024: Point Park University



Image: ULI



Image: ULI



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Image: Ashley Jones, ULI

# What We Will Be Sharing for PPU

- Anchor to Downtown/Golden Triangle District
- SWOT Analysis (Strengths, Weaknesses, Opportunities and Threats)
- Neighborhood Revitalization
- Connectivity and Public Realm
- Context and the Shifting Nature of our Downtowns
- Specific Recommendations and Key Strategies
- Funding and Needed Resources
- Implementation (including methods of tracking progress)
- Q&A





PPU is a Downtown Anchor

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# Anchor Role: Culture and Community

- Arts Cluster with the Playhouse at the Heart



Image: Kelly Kline, ULI

- Students are a Community "Force Multiplier"



Image: Kelly Kline, ULI

# Anchor Role: Connector and Activity Generator

- Wood Street is a Central Spine for PPU & Downtown, connecting the Cultural District to the waterfront
- Investment at Wood @ Boulevard of the Allies can be a catalyst for change



Image: ULI



Image: ULI

# Anchor Role: Downtown Steward

- PPU has preserved and activated a collection of historic buildings that add ambiance and charm to the Downtown.
- In the future, PPU can partner to bring affordable housing to Downtown.





# Anchor Role: Partner and Leader

- PPU has a strong executive team lead by a dynamic new President.
- PPU has an ambitious agenda to grow the University's size, reputation, downtown presence and community impact.



Image: Kelly Kline, ULI

# Anchor Role: Provider of Amenities

- PPU has steadily grown its community amenities including the Playhouse, Village Park, Center for Media Innovation, and the Welcome Center.
- Future amenities could include affordable housing, an events center and a student union.



# Point Park University SWOT Analysis

Strengths / Weaknesses / Opportunities / Threats



# Neighborhood Revitalization

*"What's in it for me?"*

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# Don't Be Atlanta!

Brookings Institution, ranked the city's wealth disparity as the worst in the United States for three out of the last five years.

- After the 1996 Olympics, the City of Atlanta saw a significant boom in population and real estate development.
- This wave of development exploded when the city adopted and begin construction of the Atlanta Beltline which has attracted numerous corporate relocations and new housing developments.
- What started as a simple public infrastructure and economic development project, has ignited the largest wealth gap and resident/ small business displacement surge that the region has ever seen. WHY? No cohesive "people" plan!

Highest and lowest household income inequality levels, cities and metropolitan areas, 2016

CENTRAL CITIES				METROPOLITAN AREAS			
City	Household Income (2016\$)			Metro area	Household Income (2016\$)		
	20th percentile	95th percentile	Ratio		20th percentile	95th percentile	Ratio
<b>Highest Inequality</b>				<b>Highest Inequality</b>			
Atlanta, Ga.	16,927	306,307	18.1	Bridgeport, CT	34,258	485,657	14.2
Washington, D.C.	20,152	352,958	17.5	New York, NY-NJ-PA	25,391	304,292	12.0
Providence, R.I.	12,118	202,021	16.7	San Francisco, CA	36,273	397,594	11.0
New Orleans, La.	12,373	203,254	16.4	Los Angeles, CA	25,190	271,041	10.8
Miami, Fla.	12,311	200,530	16.3	New Orleans, LA	18,644	197,190	10.6
San Francisco, Calif.	31,840	507,824	15.9	San Jose, CA	40,807	428,729	10.5
Boston, Mass.	17,734	261,973	14.8	Miami, FL	21,198	221,668	10.5
New York, N.Y.	19,144	282,125	14.7	Houston, TX	25,190	257,237	10.2
Baton Rouge, La.	14,218	202,385	14.2	Fresno, CA	18,524	187,121	10.1
Buffalo, N.Y.	11,832	158,362	13.4	Boston, MA-NH	30,328	302,276	10.0
<b>Lowest Inequality</b>				<b>Lowest Inequality</b>			
Des Moines, Iowa	21,495	165,106	7.7	Virginia Beach, VA-NC	27,382	201,524	7.4
Riverside, Calif.	25,876	198,549	7.7	Lakeland, FL	20,959	151,930	7.2
Columbus, Ohio	20,454	156,833	7.7	Des Moines, IA	29,734	213,480	7.2
Jacksonville, Fla.	22,522	170,019	7.5	Colorado Springs, CO	28,154	201,009	7.1

Source: Brookings



Image: City of Atlanta

# Community Sentiment

What are people saying...

3 Words to describe downtown's culture:

1. Misunderstood
2. Underestimated
3. Inaccessible

How can PPU help with the vibrancy?  
"Create more ground floor activation"

Vision for the process:  
"A process that incorporates legacy residents & businesses in the planning process"

Do you feel safe downtown:  
**YES!!** What you're seeing is an outcome of the lack of affordable housing

Who are the missing stakeholders?

- K-12 Education Leaders
- PPU Students

# Neighborhood Revitalization

The link from vacant central business district to vibrant central neighborhood district

- While commercial real estate is the asset class and economic development is the intent, PPU is embarking on a *neighborhood revitalization effort*
  - “Decades of disinvestment, often caused by redlining and white flight, have caused irrefutable damage to inner-cities”
- This inclusive and transformative project should take into consideration as a *collaborative effort with partners:*
  - Education (cradle to career)
    - California’s new cradle-to-career system can illuminate student pathways | EdSource)
  - Housing (Workforce, Affordable, Market)
  - Small Business Development
  - Workforce Development



Image: Ashley Jones, ULI

# Neighborhood Revitalization (Con.)

*"Don't do for me... without doing it with me"*

- In order for this redevelopment effort to be successful, ***PPU cannot only evaluate its real estate*** needs rather it must:
  - ***Assess and affirm the diversity ("do you see me?")*** of its students, faculty, and neighbors as it relates to gender, race, sex orientation, marital, religion, and etc.
  - Gain a thorough ***understanding of its community needs and desires*** (i.e. shopping preferences, health needs, etc.)
  - Embed ***equity into its strategic planning*** efforts and the overall plan
  - ***Acknowledge and speak to the inequity*** of previous economic and community development efforts (What hasn't worked and the unintended consequences)





# Neighborhood Revitalization (Con.)

*"Don't do for me... without doing it with me"*

- Once PPU has done the preliminary assessments, and before it embarks on the actual development/ construction process, it must:
  - Build an *inclusive and diverse stakeholder team* that champions both students, faculty, neighbors, and small businesses voices, but not just to check a box
  - Work w/ the city and other partners to assess the perceived and actual culture of the neighborhood and campus, ultimately forging a new and unified culture for both the neighborhood and school. (*What are we and who do we want be*)
  - Secure intentional partnerships that uplift and champions the needs and desires of the community
  - Advocate for bold conversations through a lens of equity
  - Cultivate and foster creative solutions, specifically those of marginalized populations
  - Promote catalytic solutions capable of bringing about incremental, yet lasting change.

[A-Playbook-for-Equitable-Economic-Development.pdf \(rockefellerfoundation.org\)](#)



# Community Economic Vitality

Shared prosperity at the heart of building successful small businesses (AWBI Strategic Plan)

**Growth & Scale**

**Workforce**

Creative and  
Retail  
Business  
Incubator

Smithfield  
Cultural  
Business  
Corridor

**Retention &  
Anti-Displacement**



Image: City of Atlanta

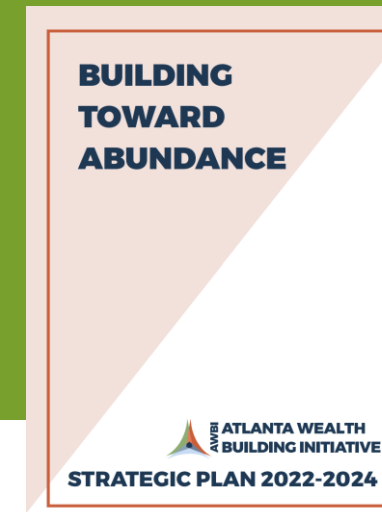


Image: AWBI

# Growth & Scale

- Anchor Procurement
- Integrated Capital
- Thought Leadership
- Shared Professional Services
- Peer Networks & Social Capital

To ensure businesses are in a position to scale and hire additional employees, the growth & scale focuses on 1) the development of anchor institution collaboratives, 2) the creation of a shared services model that will allow small businesses to service large-scale contracting opportunities that may not otherwise be attainable, and 3) technical assistance to prepare businesses for procurement opportunities.

Source: AWBI

# Workforce

- Convene Practitioners
- Funding for Services
- Amplification of Services
- HR Technical Assistance for Business Owners

The workforce strategy works to create a pipeline of qualified employees by creating connectivity and training. It focuses on connecting residents who live within the communities where the businesses are located to new job opportunities.

Source: AWBI

# Retention & Anti-displacement

- Strategic Advising
- Advocacy
- Resource Acquisition Support
- Land Acquisition

To preserve community wealth, the retention and anti-displacement strategy supports strategic advising, advocacy, back-office support, pro bono business succession and estate planning, creative land use and acquisition, and employee-owned transition models for legacy business owners and scalable and established growth-stage businesses.

Source: AWBI

A photograph of a multi-story brick building, likely a university building, with several windows. In the foreground, there are green trees with dense foliage. The image is dimmed, and a solid green vertical bar is on the left side. The text 'Public Realm & Connectivity' is overlaid in white. On the right side of the building, there is a large, light-colored inscription: 'DISTINCTIVE INNOVATIVE EXPERIENTIAL EDUCATION STUDENT SUCCESS' followed by a horizontal line and 'POINT PARK UNIVERSITY' below it.

# Public Realm & Connectivity

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# DOWNTOWN CONTEXT

Transitioning to a vibrant, central neighborhood district

- Downtowns are the heart of a city, where people come together.
- A vibrant environment is defined by people-centered design and good connectivity.
- Pittsburgh's natural and urban structure converge into Downtown in conjunction with the confluence of the rivers.
- The changing landscape of office has initiated the need for the CBD to transition to a **Central Neighborhood District**.



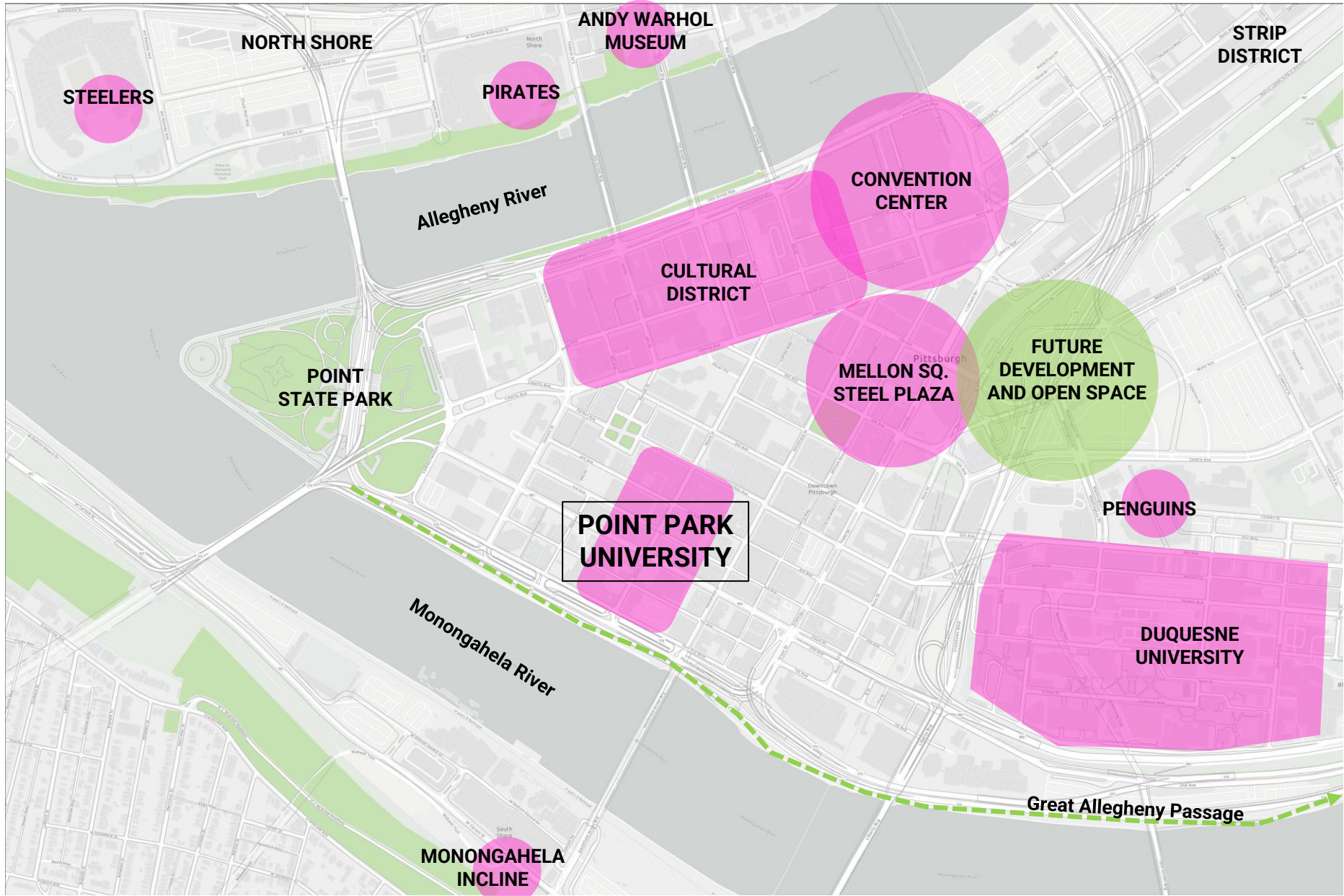
Image: Erwin Andres, ULI

# CONNECT

Promoting a better-connected Downtown

Several destinations in Downtown, but disconnected:

*“Downtown Pittsburgh has several hearts that are not connected”*

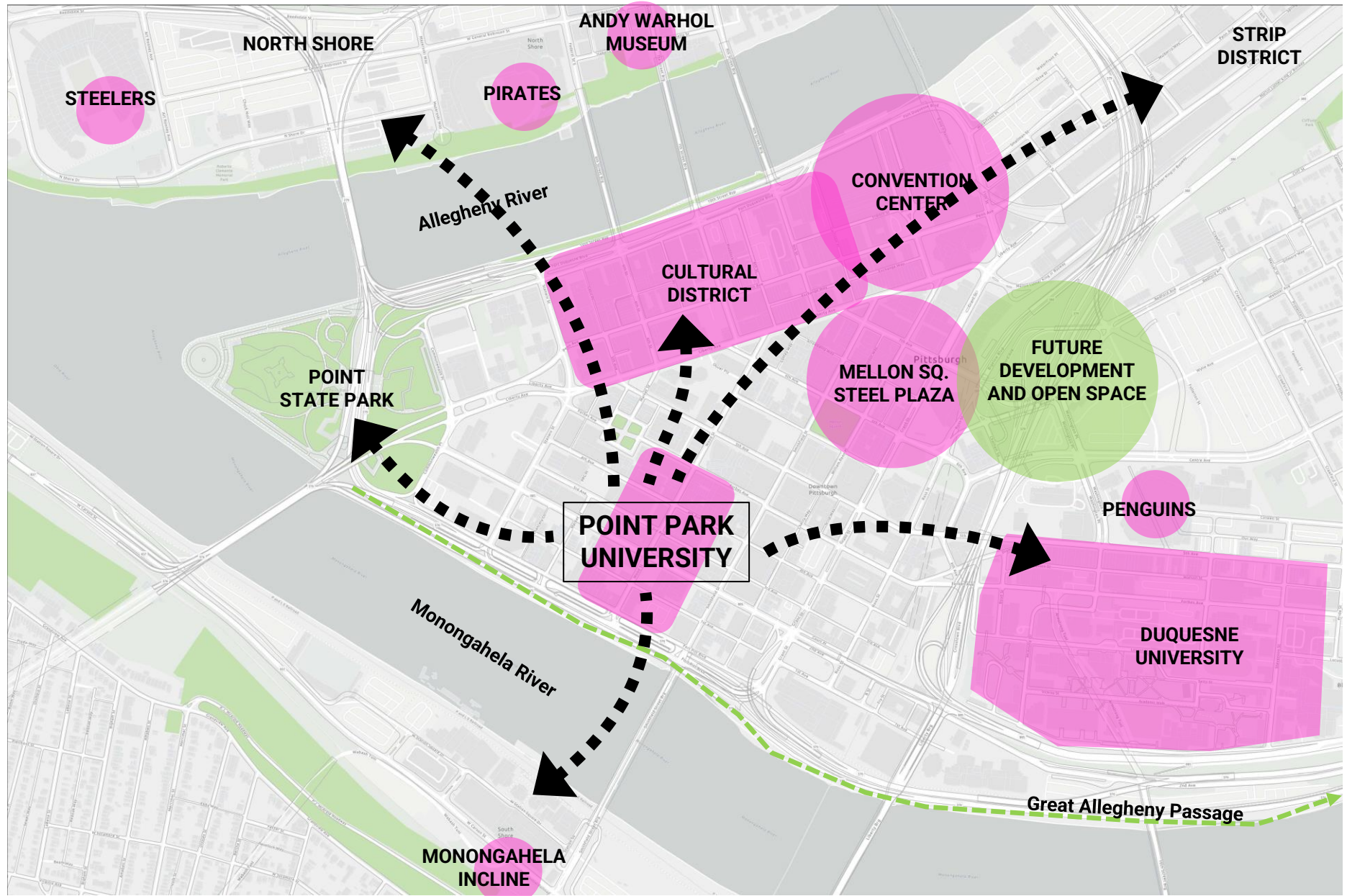




# CONNECT

Promoting a better-connected Downtown

PPU can leverage its key location to be an integral part of Downtown's revitalization post COVID-19.



# MAINTAINING MOMENTUM

Leverage planning efforts

- Downtown Pittsburgh is well-served by a comprehensive multimodal system with robust transit, walkable blocks, and growing bike infrastructure.
- Downtown Pittsburgh is all within a 25-minute walk, making it very accessible by all modes
- Current efforts to promote mobility and connectivity throughout Downtown Pittsburgh:
  - PDP's Downtown Mobility Plan – general guidance
  - Planned BRT with closest stop at 5<sup>th</sup> & Liberty (Pittsburgh Regional Transit – PRTX BRT)
  - Smithfield Street Reconstruction Project (DOMI)
  - Bike (+) Master Plan (DOMI)
  - Allegheny Conference Downtown Vision Plan

## Reimagining Smithfield



**(Re)Connecting Downtown**

**Key Features**

- Public art with historic storytelling
- Streetlights and pedestrian improvements
- Playability and signage
- Lighting and safety enhancements
- Greenways, trees, and green infrastructure
- Programming and events
- Ongoing and long-term maintenance

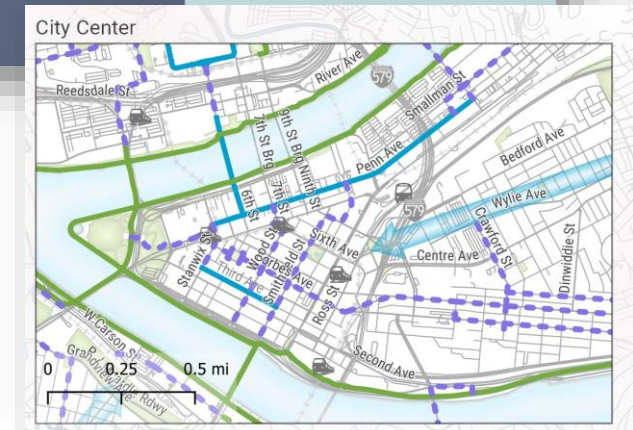
**Community Drivers**

All residential and commercial real estate development continues in Greater Downtown, the need for shared amenities and easy navigation between neighborhoods is essential.

**Achieving Equity:** Urban renewal and highway projects displaced residents and businesses and physically separated the Hill District, Uptown, and Northside from Downtown. Capital projects are now being explored to reestablish connections between neighborhoods which will be a critical step to improving access. Collaborative public art and programming will increase representation of racial and cultural minorities while teaching about the history of Downtown and surrounding neighborhoods.

**Improving Mobility for All Users:** Many residents in surrounding communities have frustrating and uncomfortable journeys into Downtown. This high-impact priority is focused on improving pedestrian and multi-modal connections to provide better access to/from Downtown.

**Positive Economic Impact:** By improving connections to surrounding neighborhoods, this project will increase foot traffic, and invite commercial activity to Downtown and adjacent neighborhoods. Public art and storytelling features may become attractions in their own right, creating a new reason to visit Greater Downtown.



# MAINTAINING MOMENTUM

Leverage planning efforts

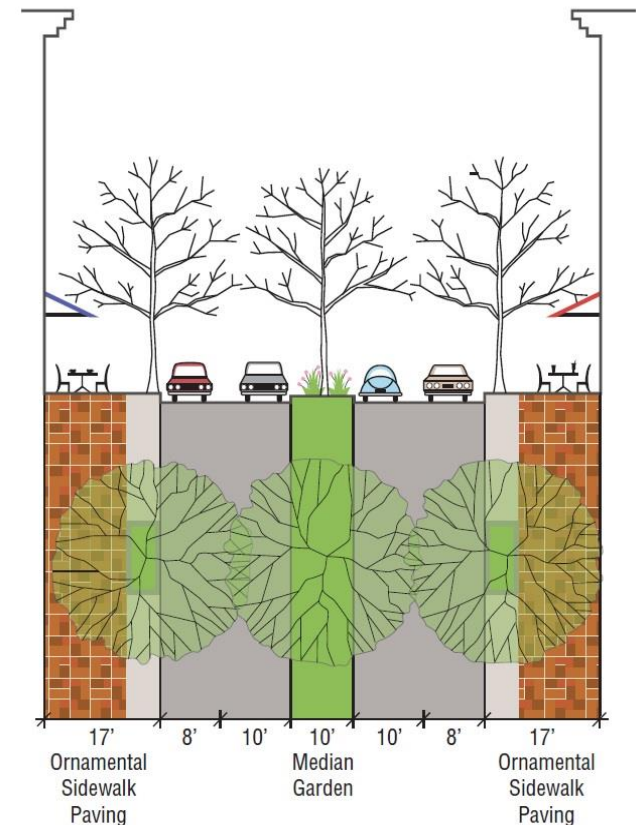
- **2007 Point Park University ULI ASP Report** highlighted public realm and connectivity recommendations:
  - Identified hierarchy of roadways with different functions
  - Wood Street as important connector to improve pedestrian experience
  - Boulevard of Allies to be reimagined as a grand boulevard

Image: 2007 ASP Report



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

Image: 2007 ASP Report

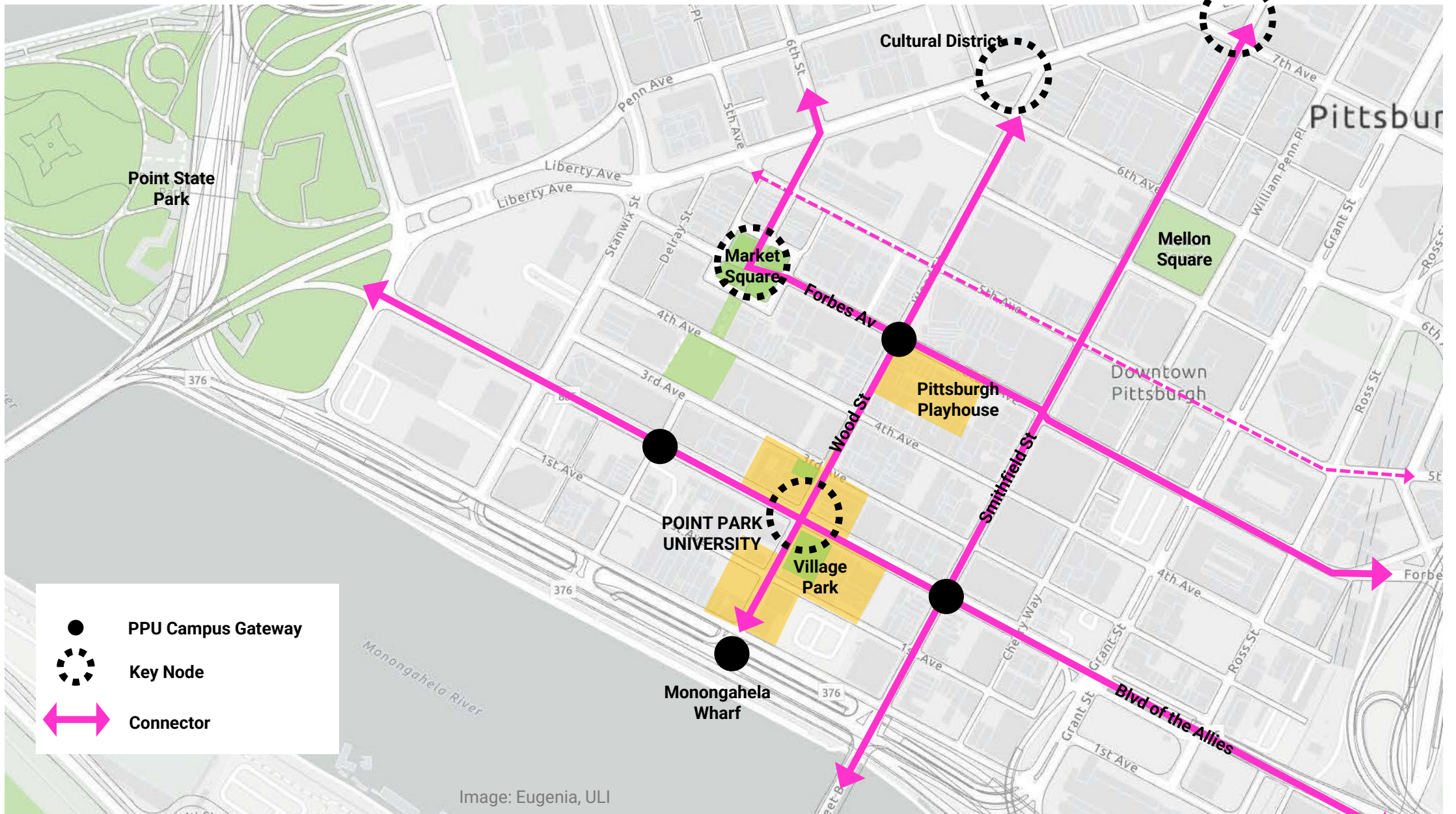


A vibrant city street scene featuring a mix of historic brick buildings and modern glass skyscrapers. The street is lined with lush green trees, and a red bus is visible on the right. Pedestrians are walking on the sidewalks, and traffic lights are visible at the intersection. The sky is blue with scattered white clouds.

# PPU AS A CATALYST TO DOWNTOWN REVITALIZATION

## Guiding Principles:

**COME TOGETHER  
EXCHANGE EXPERIENCES  
BUILD CONNECTIONS**






-  PPU Campus Gateway
-  Key Node
-  Connector

Image: Eugenia, ULI

Image: ULI, Eugenia Di Girolamo

# STRENGTHEN SENSE OF PLACE

## Strengthen Campus Gateways & Nodes

### Wood St at Blvd of the Allies

- The heart of PPU campus
- Capitalize on the Village Park plaza, key asset on campus and a place where students and the community come together today. Weather dependent / limited to when weather is fair.



Image: Eugenia Di Girolamo, ULI

### Wood St at Forbes Av

- North gateway into the campus; Key connection to the Pittsburgh Playhouse and Market Sq

### Smithfield St at Blvd of the Allies

- East gateway; Key connection to student center and retail corridor

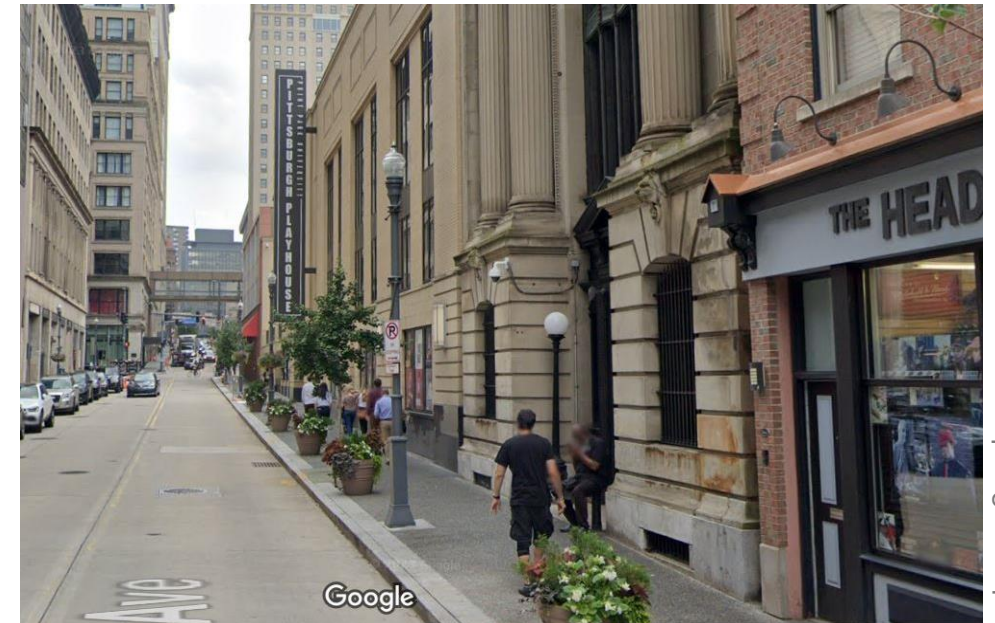


Image: Google

# STRENGTHEN SENSE OF PLACE

Strengthen Campus Gateways & Nodes



Image: Eugenia, Di Girolamo, ULI

Image: ULI/Eugenia

# STRENGTHEN SENSE OF PLACE

Strengthen Campus Gateways & Nodes

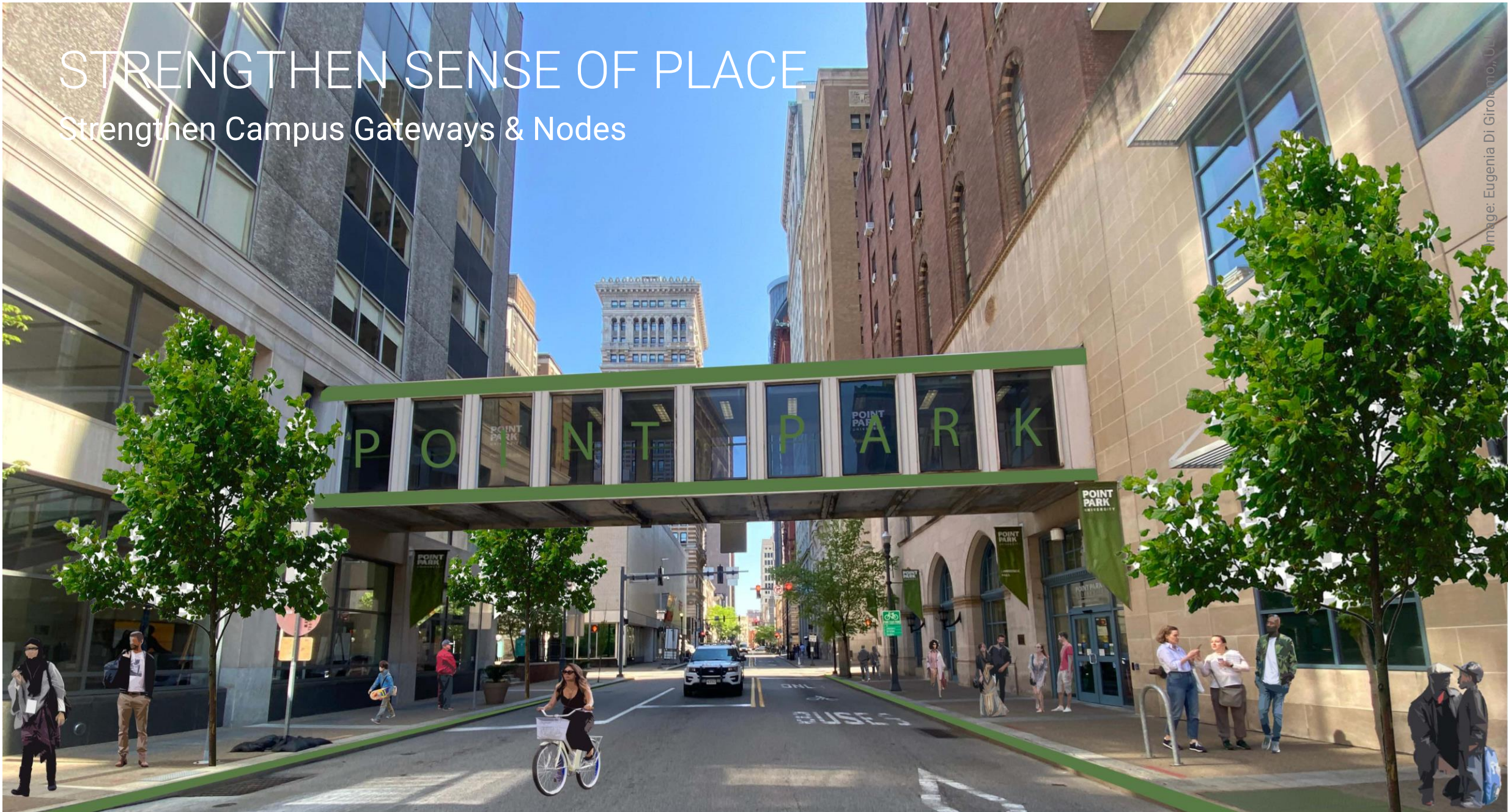


Image: Eugenia Di Girolamo, ULI

Image: ULI/Eugenia



# STRENGTHEN SENSE OF PLACE

Foster a Vibrant Campus Environment

- **Activate the street.** Ensure ground floors are active and engaging to bring more “eyes on the street” and enhance the sense of safety
  - Active even when students are not in school / no events
  - Amenities and services for students and the community
  - Avoid additional sky bridges.
- **Invite the community in**
  - Programs and additional learning opportunities to connect with the community.
  - Remove invisible wall.



Image: Eugenia Di Girolamo, ULI



Image: Kelly Kline, ULI

# STRENGTHEN SENSE OF PLACE

Foster a Vibrant Campus Environment



Image: Eugenia Di Girolamo, ULI



Image: Google

# STRENGTHEN SENSE OF PLACE

Increase open spaces

- Strengthen the **visual identity** of PPU and express it in the public realm and as a distinct place in downtown Pittsburgh.
- Improve **outdoor spaces** to create more opportunities to **linger** and get together.
- **Increase greenery**, especially along Blvd of the Allies, which feels like a “river of concrete” today.
- Promote more **green elements** in existing pocket concrete plazas and along streetscape.
- Evaluate opportunities to **acquire buildings/sites** to introduce more green space/open space/pocket parks.



Image: Eugenia Di Girolamo, ULI

# STRENGTHEN SENSE OF PLACE

Introduce BOLD Streetscape elements and wayfinding to identify PPU presence

- **Brand PPU streetscape** elements like planters, tree pit grates, benches, bike racks, and other street furniture to delineate the campus.
- **Bring art onto the streets** and engage PPU artists to create murals on large existing buildings in the PPU neighborhood.
- Consider creating an **amphitheater or outdoor performance space** for temporary activations.
- Promote programming such as **university festivals, performances, and weekly events** (food trucks, First Fridays).
- In high pedestrian crossing areas on City streets without bus lines, introduce **raised intersections and crosswalks**, where appropriate.
- Develop a framework of **design guidelines** for streetscape elements in and around the PPU campus.

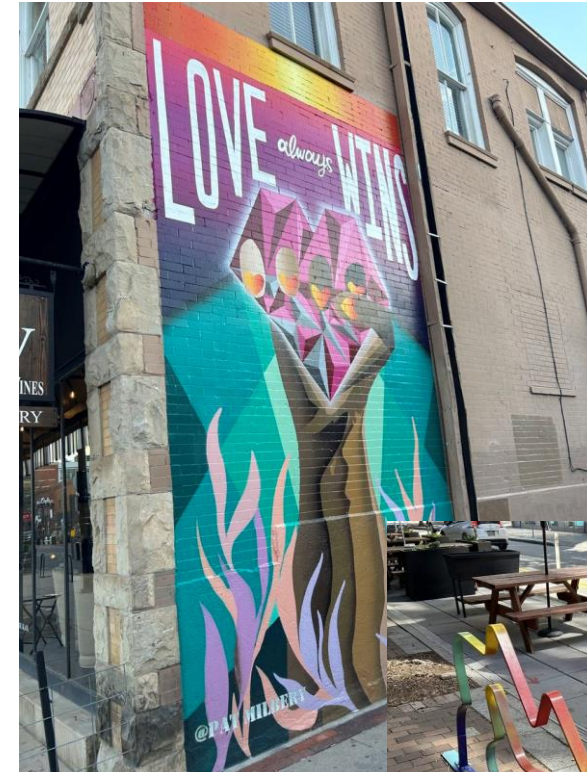


Image: Erwin Andres, ULI



Image: Erwin Andres, ULI

# STRENGTHEN SENSE OF PLACE

Improve Safety through Artistic Interventions

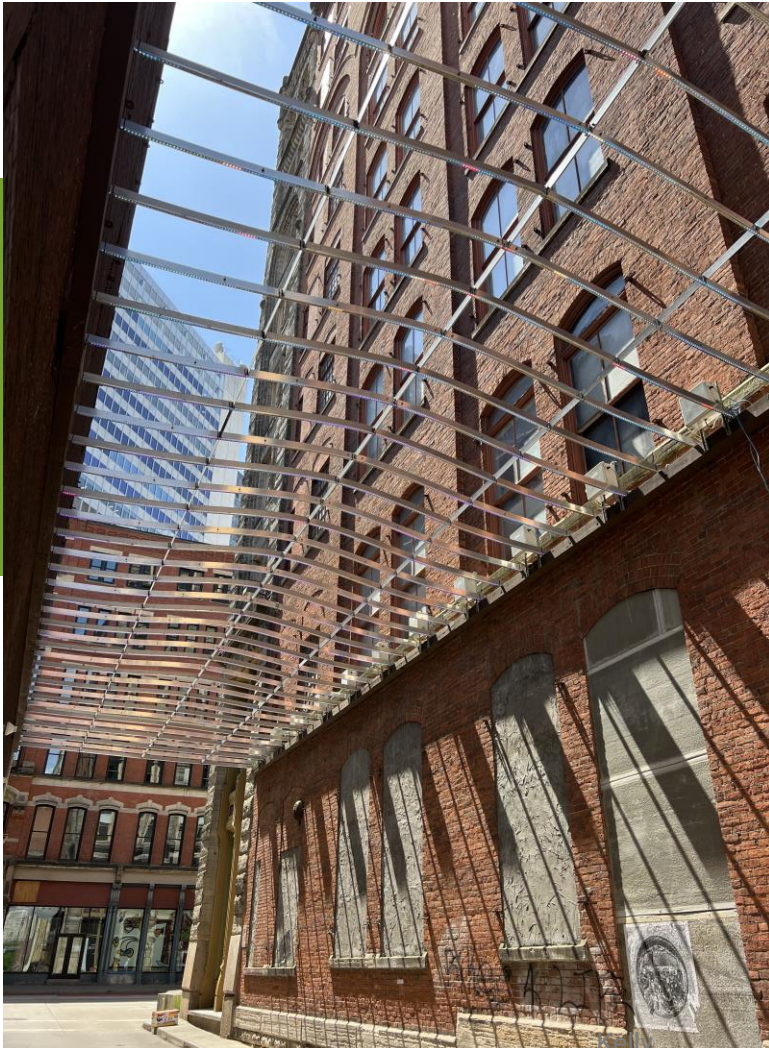


Image: Kelly Kline, ULI

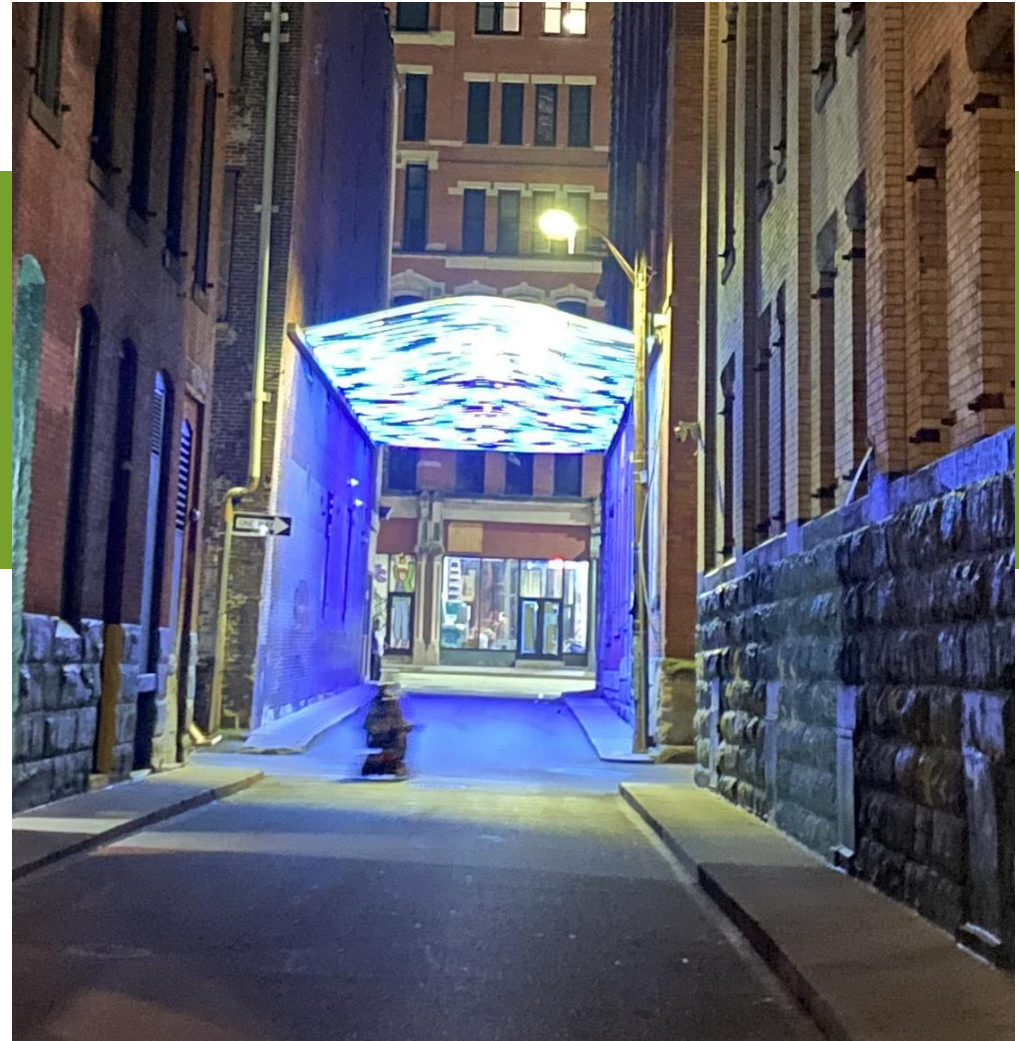


Image: Eugenia Di Girolamo, ULI

# KNIT PPU INTO DOWNTOWN

## Reinforce Meaningful Connections

- Create an initiative to **connect the Cultural District** and destinations through physical features and programming.
- Better **connect the creative talent pool of PPU students** to the Cultural District.
- Link PPU to Playhouse to Market Square to Cultural District – **Culture Walk**.
- Promote creative **pop-up uses** in empty storefronts working with the PDP programming.
- **Coordinate with PDP** to work with landlords to allow creative pop-ups, video screens, formal busking opportunities, and mini-street concerts.
  - Wood Street to Forbes to Market Sq to 6<sup>th</sup> Street
  - Smithfield Street - Already has momentum behind it and preliminary plans designed by DOMI



Source: City Lab

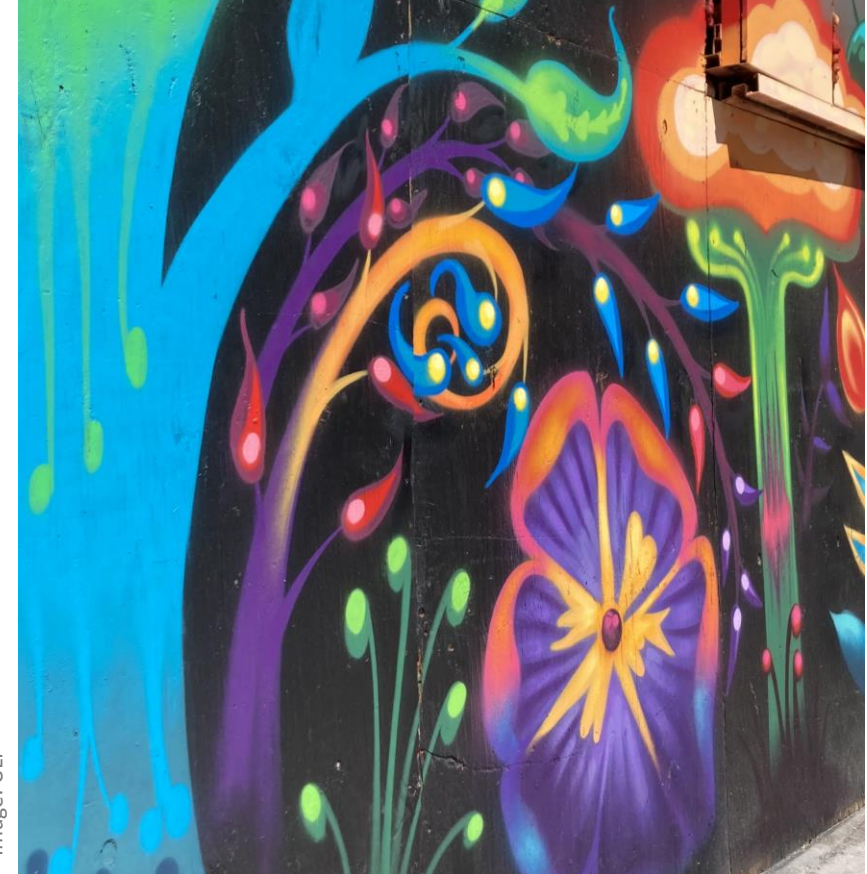


Image: ULI

# KNIT PPU INTO DOWNTOWN

Connect PPU to the natural resources

- **Improve connections** to the waterfront and trails at Monongahela Wharf Landing and Point State Park.
  - Coordinate with PDP to implement objectives of the **Downtown Mobility Plan** to improve connections.
  - Advocate for needed **bike infrastructure** to increase mobility options and safety to and from the PPU campus.
    - Add a PPU bike share station to connect to a larger network across the city.



Source: <https://creativecommons.org/licenses/by-nc-nd/2.0/>

# REIMAGINE THE BOULEVARD OF THE ALLIES

Promote pedestrian-friendly environment

- Create **safe connection** to Point State Park along Blvd of the Allies
  - Improve streetscape to improve pedestrian experience and provide more greenery
- Develop options to either **extend curb line** or implement center median
  - Extending curblines rather than implementing median creates wider streetscape zone to create mini congregation zones or respites
  - Extending curblines in short-term can be implemented through bollards and paint
- Ensure design accommodates existing **transit**
- Plan for opportunity to implement future one-way **bike lanes** on each side of street

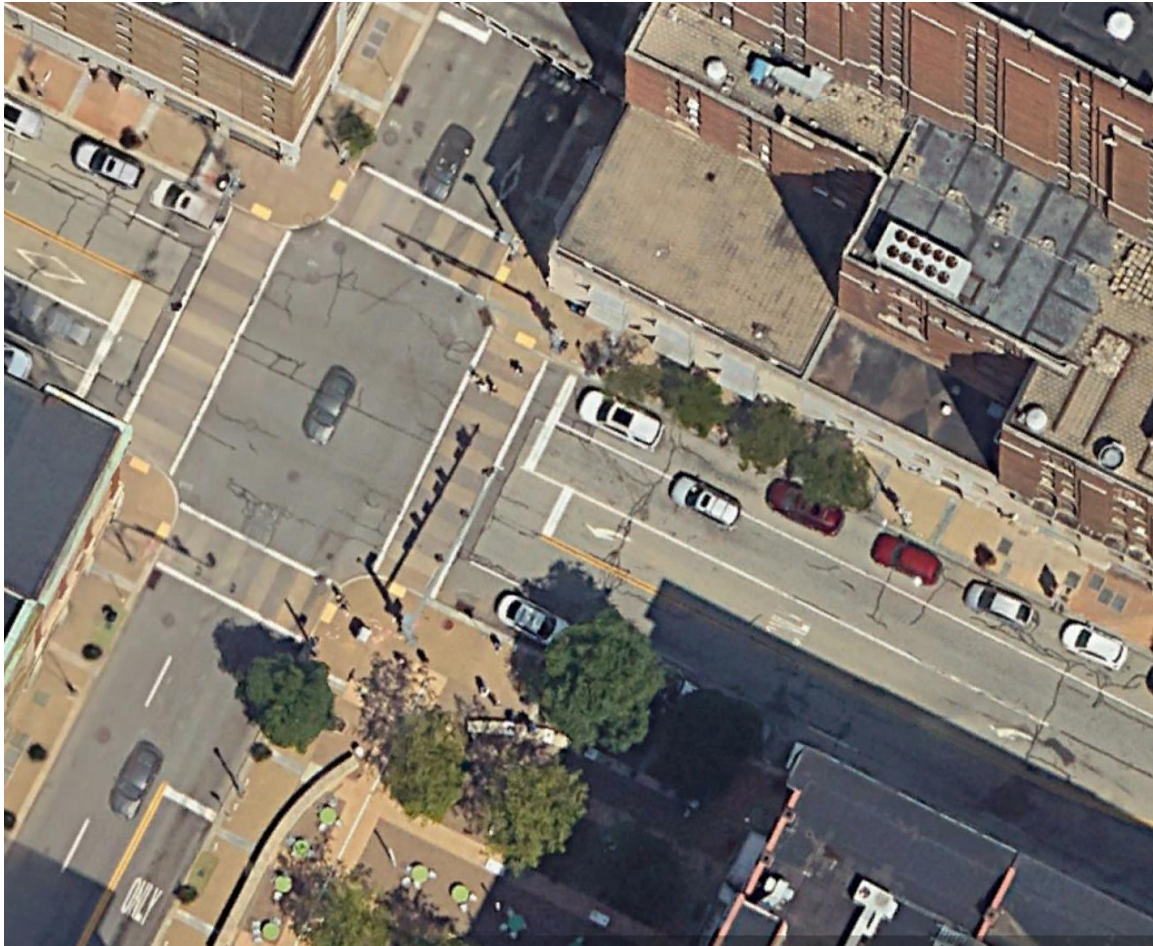


Image: Erwin Andres, ULI

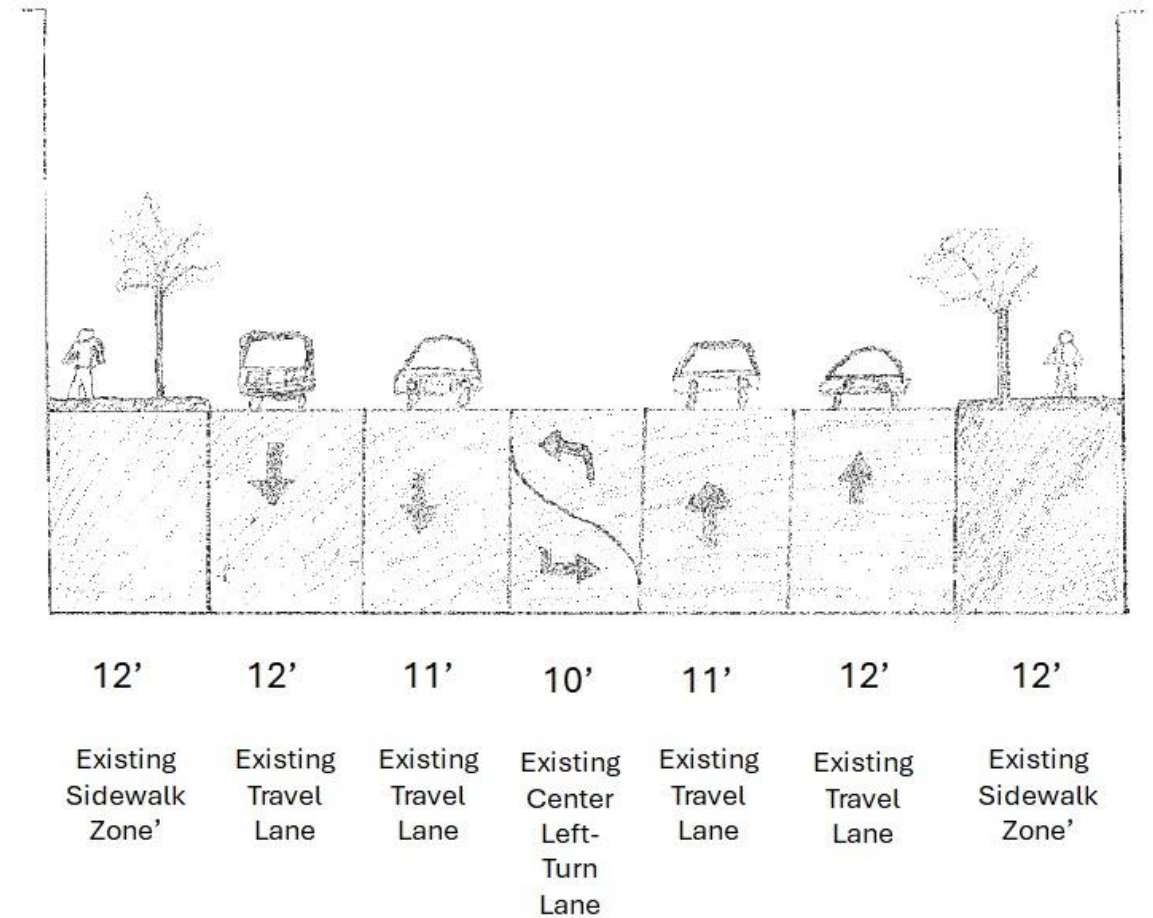


# REIMAGINE THE BOULEVARD OF THE ALLIES

## Existing Conditions



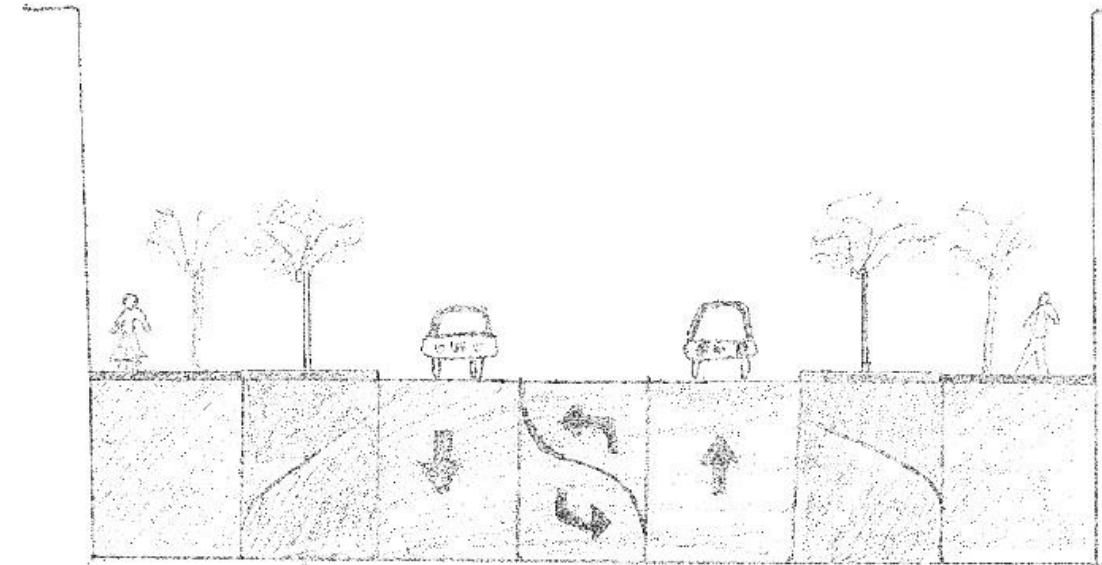
Source: Google Earth



Source: Erwin Andres, ULI

# REIMAGINE THE BOULEVARD OF THE ALLIES

Potential future conditions



12'	11'	12'	10'	12'	11'	12'
Existing Sidewalk Zone'	Extended Curb Zone or Parking	Travel Lane	Center Left-Turn Lane	Travel Lane	Extended Curb Zone or Parking	Existing Sidewalk Zone'

Source: Google Earth revised by Erwin Andres, ULI

Image: Erwin Andres, ULI

# REIMAGINE THE BOULEVARD OF THE ALLIES

Precedent activation of extensions




Source: Google Earth revised by Erwin Andres, ULI



Source: Erwin Andres, ULI



Source: [Streetscape Guidance | Georgetown DC - Explore Georgetown in Washington, DC](#)



# Housing

**DISTINCTIVE  
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EDUCATION  
STUDENT SUCCESS**

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**POINT PARK UNIVERSITY**

# Housing

## Present and Future

### Existing

- Student (850 beds for traditional age). PPU to stabilize and reduce vacancies in existing housing. Improve perception of safety and security.

### Opportunities

- Traditional (1000 more beds for increased enrollment)
- Senior Housing
- Family Housing
- Live Work
- Joint Development with other Universities



Source: Point Park University

# Models for Housing Partnerships

- Traditional students, family housing and senior housing have different room layouts and don't mix well in the same building or floor. Sources of financing and property tax exemptions are not always transferrable. Large-scale projects provide a variety of housing programs and partnership opportunities. **Private developers would be interested in ground lease opportunities to develop housing for universities that market housing to a larger pool of potential student residents.**
- Summer conferences, 12-month leases and intern housing availability can help fill beds during summer quarter. Larger-scale projects are needed to help bring down development, financing and operating costs. **Larger scale projects start at 500 beds or 200 units.**
- The soon to be operational **bus rapid transit line connecting PPU, Duquesne, Pitt and CMU** provide a new opportunity for shared student housing.
- Reduced values for office and other real estate around PPU may provide generational opportunities for student housing near PPU and transit connections.
- Partnering with other Universities and private developers, such as Greystar, Capstone and Gilbane will minimize the risk and financial exposure to PPU.

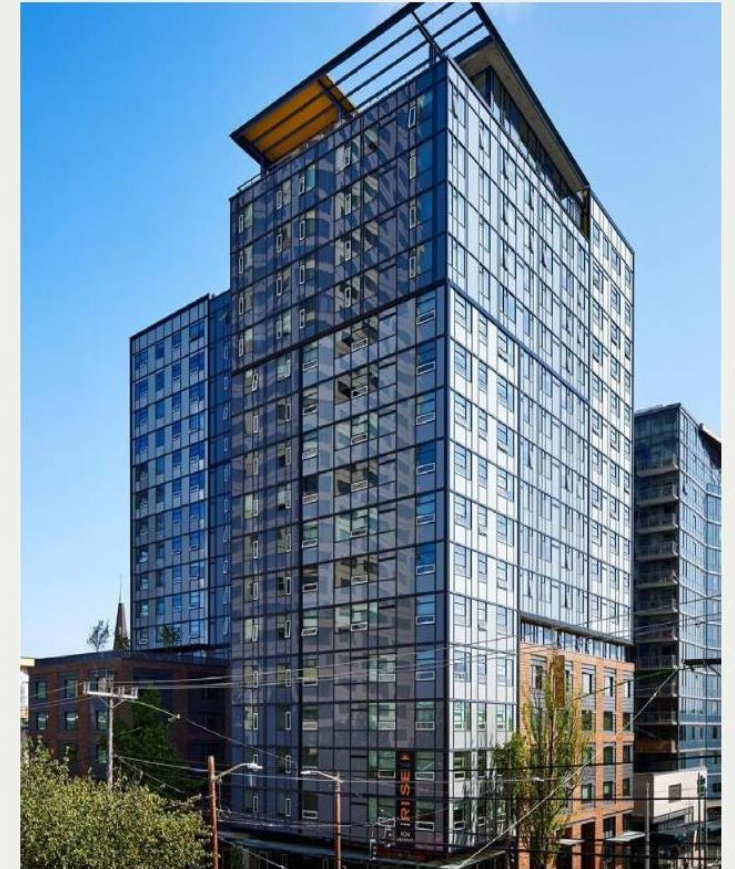


# Affordable Housing

- PPU should provide leadership and political muscle to convene stakeholders to develop a strategic plan to address this critical community crisis.
- Fair housing laws limit the ability to set aside housing for PPU if the project uses Federal funds.
- Housing benefit districts could be created where 100% affordable housing projects are developed using federal, state and city funding sources as well as private developers that pay into the affordable project in lieu of performance.

Rise on Madison/  
Blake House →

Filipino Community  
Village ↓



Source: Bellwether Housing



Community Events Center

**DISTINCTIVE  
INNOVATIVE  
EXPERIENTIAL  
EDUCATION  
STUDENT SUCCESS**

**POINT PARK UNIVERSITY**



# Considerations for a New Venue

- If substantial public funding is needed, programming and operations must be substantially shared with the community vs. primarily used by PPU for athletics. **The current messaging on the Community Event Center is not clear and needs to be solidified after the program is settled.**
- Assuming public funding, PPU should commission a **conceptual program** and floor plan that will meet the needs of PPU and the community. **Sites under consideration should be large enough to support the desired program.**
- Housing above the Community Event Center would improve site utilization, increase scale, and reduce incremental costs.
- With 44+ venues in the greater Pittsburgh area, the community is not lacking for event facilities. **Of the venues with less than 10,000 seats, the greatest share, 27.5% (8 venues), are in the 1,000 to 2,000 seat category.** 5 of the 8 are within a 5.5-mile range of Point Park University.



Image: Kelly Kline, ULI

# University Case Studies for New Venues

- A robust athletic program can increase the university's profile, student enrollment, and the student's college experience.
- Gonzaga University in Spokane, for example, has seen a substantial increase in its national profile because of its successful basketball program. Enrollment has increased from 4,000 students in the 70's to 8,000 students today.

## Gonzaga University

- McCarthy Athletic Center
- Spokane, WA
- 148,000 sf
- 6,000 seat capacity
- \$38 mm (2023 \$)
- Year built 2004

Home to the Gonzaga Bulldogs men's and women's basketball and rowing facility. Includes athletic department offices. Also used for concerts, banquets, graduation, meetings and receptions.



Source: <https://creativecommons.org/licenses/by-nc/2.0/>



# Funding & Incentives

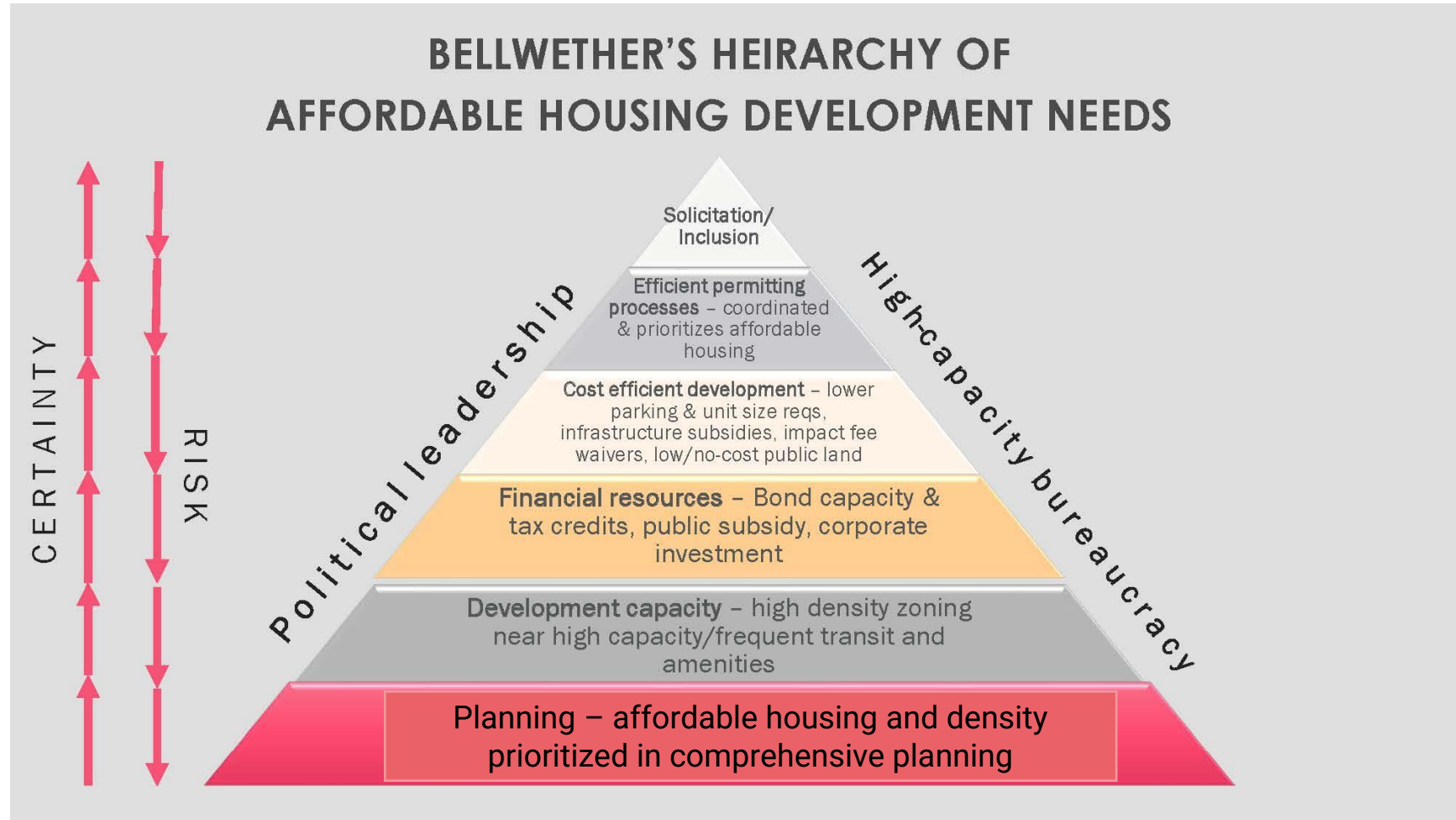
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**POINT PARK UNIVERSITY**

# Conditions for Success

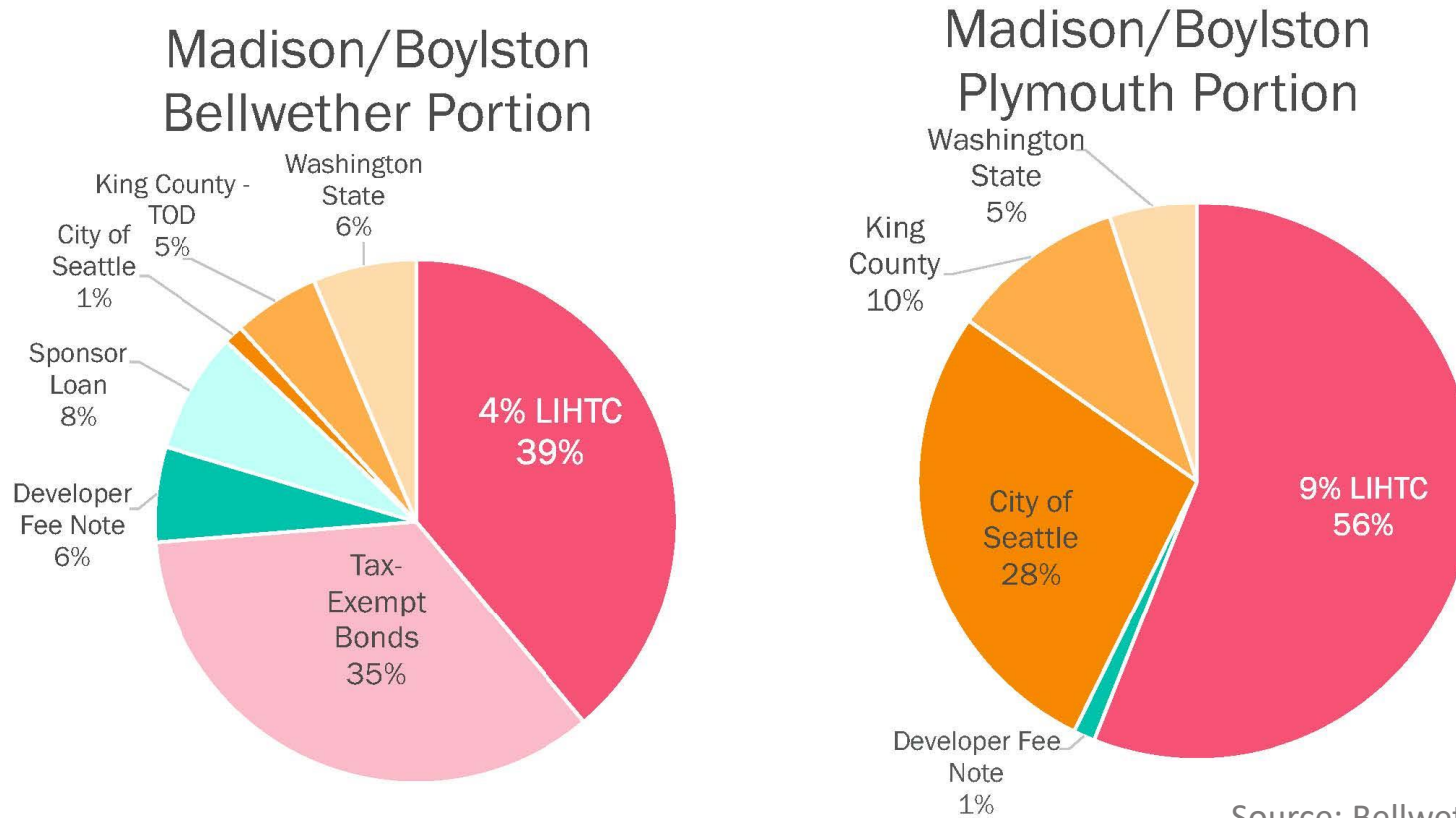
PPU should provide leadership and political muscle to convene stakeholders to develop a strategic plan to address this critical community crisis



# Conditions for Success

The need for affordable housing is much greater than the availability of public funding. As a result, public funding prioritizes projects that serve those populations with the greatest need, generally families earning 50% or less of area median income.

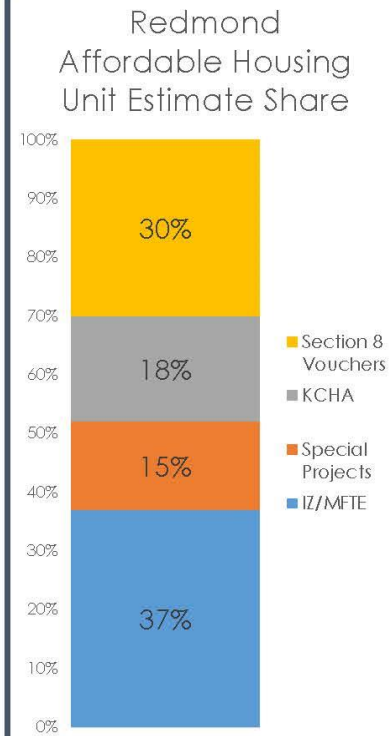
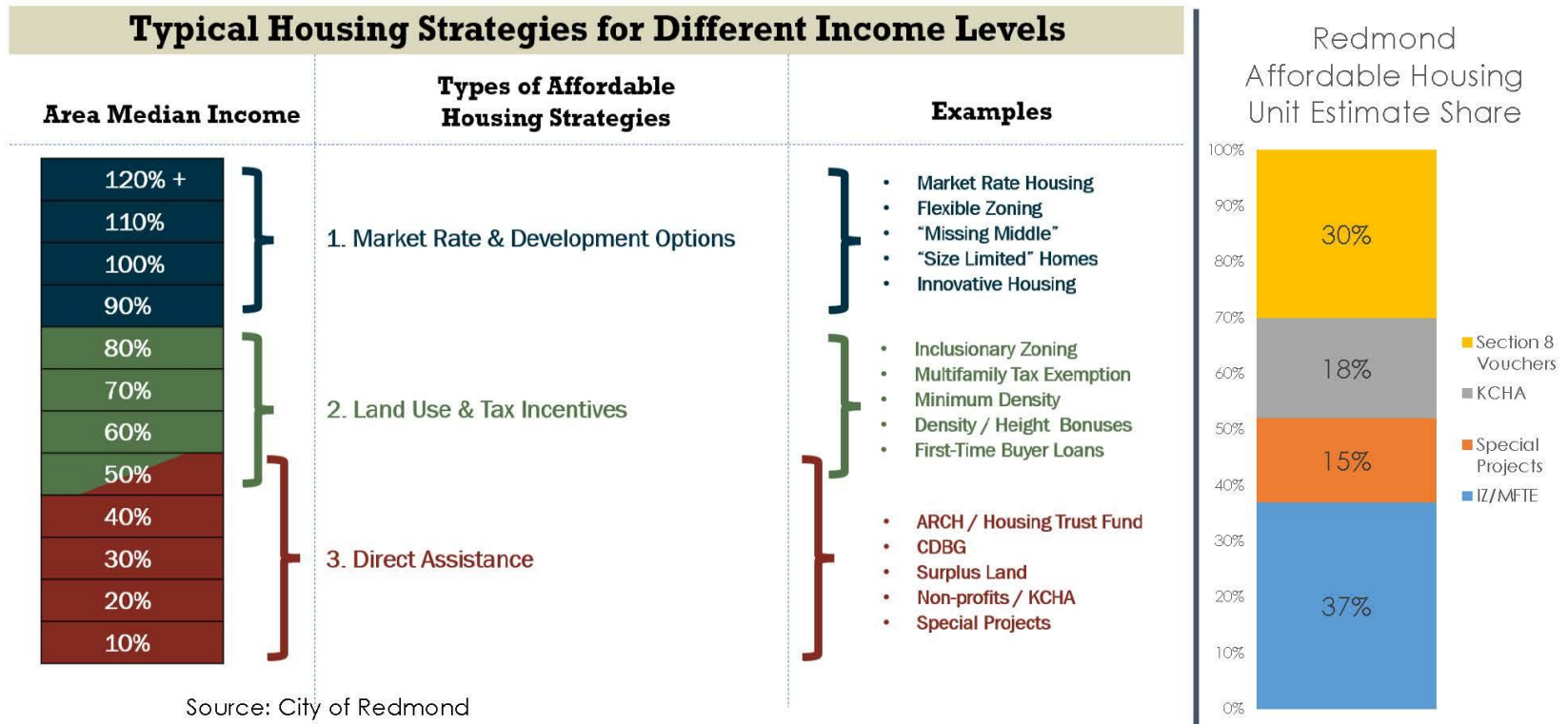
## The Money Slices – Seattle Example



Source: Bellwether Housing

# Conditions for Success

Private market-rate developers can be encouraged to include affordable housing in market-rate developments by offering incentives and rebates. The percentage of affordable units and the income of families to be served must be calibrated to provide an incentive to the developer. Without an incentive, the project may not move forward.



## Our Vision

All people throughout King County live with dignity in safe, healthy, and affordable homes



# Potential Sources of Funding

Funding must be organized appropriately to the individual elements of the plan and will require dedicated research once more specific programmatic objectives are established.

## Federal

- Low-Income Housing Tax Credit Program (4% and 9%)
- Historic Tax Credit Program (also available state HTC program)
- Fannie Mae and Freddie Mac multifamily financing
- New Market Tax Credits
- Infrastructure funding

## State

- **The Redevelopment Assistance Capital Program (RACP) Commonwealth grant program administered by the Office of the Budget for the design, acquisition, and construction of a regional economic, cultural, civic, recreational, and historical improvement project.**
- Tax Exempt Bond Financing
- Tax Increment Financing (TIF)
- Property tax exemptions

## New

- Housing Benefit Districts (Washington State)
- Credit Enhancement for not-for-profit housing developers
- Real Estate Excise Tax
- Recording fees

## City

- Urban Redevelopment Authority
  - URA has numerous programs to support housing development for PPU consideration for students, affordable, multi-generational, senior, office to residential conversion, and conventional market-rate housing in the PPU campus neighborhood.
  - Rental Gap Program
  - Rental Vouchers Program
  - For Sale Development Program
  - Housing Preservation Program
  - Housing Opportunity Fund
  - **Pittsburgh Downtown Conversion Program: Offers various options for various levels of financial support depending on the particular level of affordable housing to be included in the project. This seems targeted explicitly to buildings no longer used for office being converted to residential use.**
- CDBG Funding for capital projects related to revitalization.

## New

- Pay in lieu of performance fees (many Cities and States)
- Property tax levy for affordable housing (Seattle, Bellingham, Vancouver WA.)
- Expediting permitting for projects that include permanent affordable housing



# Implementation

**DISTINCTIVE  
INNOVATIVE  
EXPERIENTIAL  
EDUCATION  
STUDENT SUCCESS**

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**POINT PARK UNIVERSITY**



# KPI's

(Key Performance Indicators)

## PPU Suggestions:

- Annual Visitors
- Wage Levels
- Occupational Diversity
- Skills Development
- YOY Business Trends
- Diversity / Representation

*And a Cautionary Note...*

## ULI Additions:

- # of Students/Staff Added
- Visitors to Current and Future Venues
- # and Diversity of Events Hosted
- Increased Foot Traffic
- Spending with X Block Radius
- Financial Sustainability
- Amount of Private and Philanthropic \$ Leveraged

## Economic and Social Impact Study

- Establish Data Benchmarks
- Best Practice Examples (Brown, USC, Princeton)
- Public Facing Website
- Event Opportunity for Report Release

**\$1**  
**Generates \$24**

in State funding  
SJSU generate rough-  
0 in economic output  
.2 in labor income  
hout California.

**25,460+ Jobs**

SJSU-related spending supports over 25,460 jobs, generates roughly \$1.6 billion in labor income, and produces over \$4.1 billion in total economic output.

**\$1.6 Billion in Labor Income**

SJSU generates \$1.6 billion in labor income in California, almost half in Santa Clara County alone.

**Diversifying the Workplace**

students—over 83% of color and 42% generation college

**\$606.9 Million in Tax Revenue**

SJSU-related spending creates a great deal of tax revenue that benefits local, state, and federal governments (generated in 2018-19).

**50% Less Debt**

On average, SJSU graduates graduate with only \$15,720 in student debt, which is less than the average debt of California college graduates

# Organizational Structure & Leadership

Civic Partners / PPU

## Point Park University:

- Create a structure for Managing large development projects
- Expand Expertise and Representation across the University Leadership
  - Diversity
  - Housing
  - Real Estate
  - Development
  - Construction
  - Property Management

## Civic Partners:

- Identify a Lead Agency with the following characteristics:
  - Represent broad spectrum of community stakeholders including:
    - **Small and Large Businesses**
    - **Civic Organizations**
    - **Educational Institutions**
  - Ability to Assemble & Manage Real Estate (EDC/CDC)
  - Articulate and Manage Comprehensive Strategic Plan
  - Professional Staff with Relevant Expertise

# Implementation Plan

Short, Medium and Long Term Actions

Timeframe	Public Realm	Housing/Venue	Finance	Community & Culture	Org. Readiness & Leadership
<b>Short</b>	Culture Walk: PPU – Cultural District	Stabilize Student Housing	Research funding options	Equity Convening	Gather Civic Partners to I.D. Lead Agency
	Temporary Actions on Boulevard of the Allies	Univ. Coalition for Housing Joint Venture		Equity objectives in Construction RFP's	Econ./Social Impact Study RFP
	Activate Wood Street	Develop Project Mgr. Scope			Draft Project Manager Scope
	Ground Floor Pop-Ups w/ PDP				
<b>Medium</b>	Increased Ground Floor programming; Plans for Allies Streetscape & Gateway Designs	Return student housing to pre-COVID levels	Solidify funding sources for Event Venue	Establish inclusive Neighborhood Planning Task Force	Promote findings of Econ./Social Impact Study
<b>Long</b>	Connect Wood2Wharf; permanent streetscape for Allies; Install Gateway structures	Secure site for Event Venue	Explore new financing tools for affordable housing	Anchor institution collaboratives & anti-displacement strategy	Increase diversity & representation among PPU staff and leaders

100 WOOD STREET BUILDING



POINT PERK  
- COFFEEHOUSE -

*coffee.  
concerts.  
conversation.*

*Open*

*coffee.  
concerts.  
conversation.*

POINT PERK  
COFFEEHOUSE  
coffee.  
concerts.  
conversation.

POINT PERK  
FRONT HALL  
POLICE DEPARTMENT  
ENTRANCE  
FRONTIER  
HALL  
ENTRANCE

# Q & A

## ULI Advisory Services

<https://americas.uli.org/programs/advisory-services/>

## ULI Pittsburgh

<https://pittsburgh.uli.org/>



