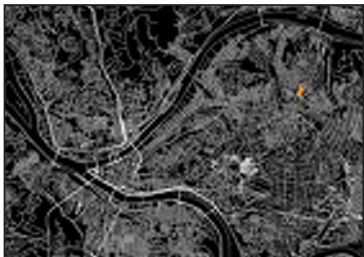

THE PITTSBURGH THEOLOGICAL SEMINARY INSTITUTIONAL MASTER PLAN

INITIAL SUBMISSION: November 22, 2019

REVISED: October 6, 2021



VEBH ARCHITECTS

Institutional Master Plan for the Pittsburgh Theological Seminary

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Pittsburgh Theological Seminary

616 N Highland Ave
Pittsburgh, PA 15206

VEBH Architects

470 Washington Rd
Pittsburgh, PA 15228

This book contains references to and information gathered from the following:

- PTS Master Plan Report, 2019 (Christner)
- PTS IMP, April 2010 (Rubinoff Company, NBBJ)
- PTS Zoning Review, 2017 (PJ Dick)
- PTS Zoning Overview, 2016 (Goldberg, Kamin & Garvin, LLP)
- Market Analysis and Strategy for PTS, July 2019 (Development Strategies)
- Trans Associates Parking Study

1. INTRODUCTION

1.1 Mission & Objectives

Strengthen the Core

Develop the Edge

Institution Overview

Founded in 1794, Pittsburgh Theological Seminary (PTS) is a graduate theological school of the Presbyterian Church (U.S.A.), offering master's and doctor of ministry degrees as well as certificate programs. The Seminary is located on a beautiful 13-acre campus in the East Liberty/ Highland Park section of the city of Pittsburgh. Resident Students live in one on-campus apartment building or the campus's resident hall.

Pittsburgh Theological Seminary prepares women and men for ministries in established and emerging Christian communities around the world. Rooted in the Reformed tradition and with a centuries-old history of mission and scholarship in service of the church, the Seminary is committed to relationships of mutual learning and serving with Christ-followers from other traditions and theological viewpoints. The faculty and educational resources cultivate theologically reflective and contextually engaged Christian leaders. The programs nurture vocational formation for bearing witness to the gospel of Jesus Christ. The student body is comprised of Presbyterians, Baptists, Methodists, Episcopalians, Orthodox, and more than 20 other traditions from more than 30 U.S. states and countries around the

world.

Pittsburgh Theological Seminary is accredited by the Association of Theological Schools in the United States and Canada and the Middle States Commission on Higher Education. The Seminary admits qualified students of any race, color, national or ethnic origin, and without regard to age, handicap, or gender.

Mission & Objectives

The Seminary's mission states, "Participating in God's ongoing mission in the world, Pittsburgh Theological Seminary is a community of Christ joining in the Spirit's work of forming and equipping people for ministries familiar and yet to unfold and communities present and yet to be gathered."

The Seminary community recognizes that if we are going to be one Pittsburgh, everyone must listen and everyone must be heard. The Seminary aspires to model the kind of dialogue desired for students to have when divergent political and theological viewpoints arise.

Master Plan Overview

The overall objective of the campus master plan for the Seminary is to right size the facility, address student housing and create better connectivity with the neighborhood. In order to achieve the master plan goals, a number of buildings will be removed or renovated. New buildings will be constructed and the campus open spaces will be enhanced along with the addition of better connectivity to the neighborhood.



ABOVE: COURTYARD BETWEEN BARBOUR LIBRARY AND THE JOHN KNOX ROOM
RIGHT: LONG HALL

1.2 Requirements

Requirements for the IMP submission include:

- Planning Horizon of 10 and 25 Years
- Mission and Objectives of the Institution
- Existing Property and Uses
- Needs of the Institution
- Ten-Year Development Envelope
- Twenty-Five-Year Development
- Transportation Management Plan
- Environmental Protection Plan
- Open Space and Pedestrian Circulation Plan
- Urban Design Guidelines
- Neighborhood Protection Strategy



1.3 Planning Context

Historical Master Plans

Previous Institutional Master Plans for PTS sought to identify opportunities and strengthen interaction between place and practice, as well as how to think about physical recommendations and the resulting impact on the daily activities that happen on the PTS campus. Previous plans also sought to thoughtfully marry the history, traditions, and formality of the campus to establish a new way of thinking that focused on the fundamental organization of the campus.

Desired design elements of previous master plans include a welcoming, accessible tree canopied front yard as a campus front door; well-manicured, distinctive and consistent campus edges that balance a sense of enclosure with accessibility and permeability into the campus; well-located, convenient parking lots that are carefully integrated into the campus fabric, providing identifiable and accessible visitor and staff parking in relation to key campus destinations.

1.4 Process

During the initial meetings with the PTS Planning Committee, several framing concepts began to take shape for the new master plan. As additional research on the facilities and utilization were studied, these principles became concrete as the key goals for the project. With a need to focus resources on the central core of campus, but also a desire to enhance the relationship with the

surrounding neighborhood, these goals speak to the Seminary's mission to develop community both on their campus and beyond.

Framing concepts include:

- Project a Welcoming Campus to the Public
- Build energy through time and space compression
- Strengthen the Core, Develop the Edge
- Strategies to reduce facility cost burden
- Divest of/remove unneeded buildings in poor condition, Preserve Iconic Buildings
- Dissolve internal organizational and functional “silos”
- Right-Size Space Program based on Benchmarks
- Protecting and respecting the interests of the single family residential property currently within the Campus acreage along St. Marie Street.

Pittsburgh Seminary has long acted largely as an independent, closed entity from the surrounding neighborhood. An improved connection to the surrounding community is preferred in the future of the campus.

The following strategies investigate options for improving:

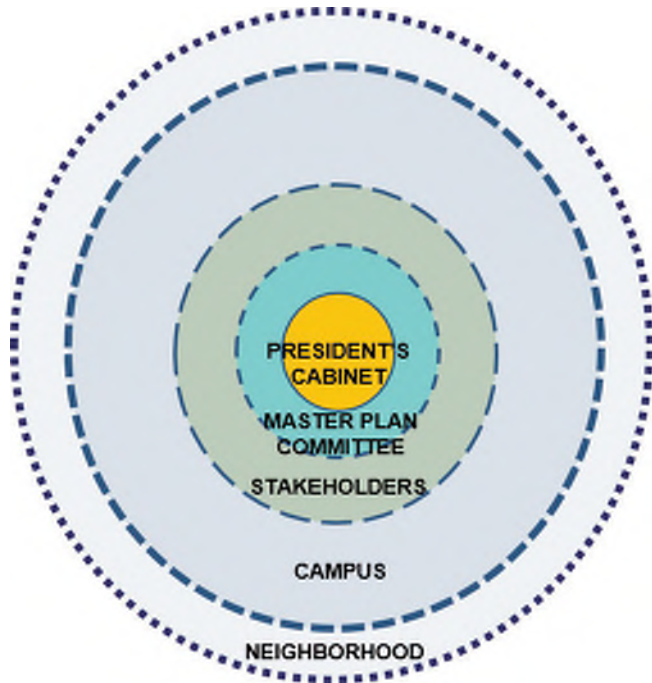
- Neighborhood Access, Park Access
- Opportunities for Complementary Development
- Campus Outdoor Place-making
- Future Building Sites
- Campus Entry, Vehicular Circulation, Parking, and Access



THE SEMINARY IS LOCATED ON A BEAUTIFUL 13-ACRE CAMPUS IN THE EAST LIBERTY/ HIGHLAND PARK SECTION OF THE CITY OF PITTSBURGH.

Planning Participation and Governance

The Pittsburgh Theological Seminary Master Planning Committee has the responsibility of reviewing developed facts, analysis and options to make a recommendation to the President's Cabinet which in turn recommends to the Property Committee which evaluates and forwards as a recommendation to the full Board for approval.



President's Cabinet

- Plus Property Committee Chair
- Project Manager, James Downey
- Coordinator, Hallie Isadore

Master Plan Committee Representation

- Board
- Alumni
- Students
- Faculty
- Staff

Stakeholders

- User Groups
- Focus Groups
- Donors & Alumni

Broader Community

- Neighbors
- City of Pittsburgh

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2. EXISTING CONDITIONS

2.1 IMP Boundary

Strengthen the Core

Develop the Edge

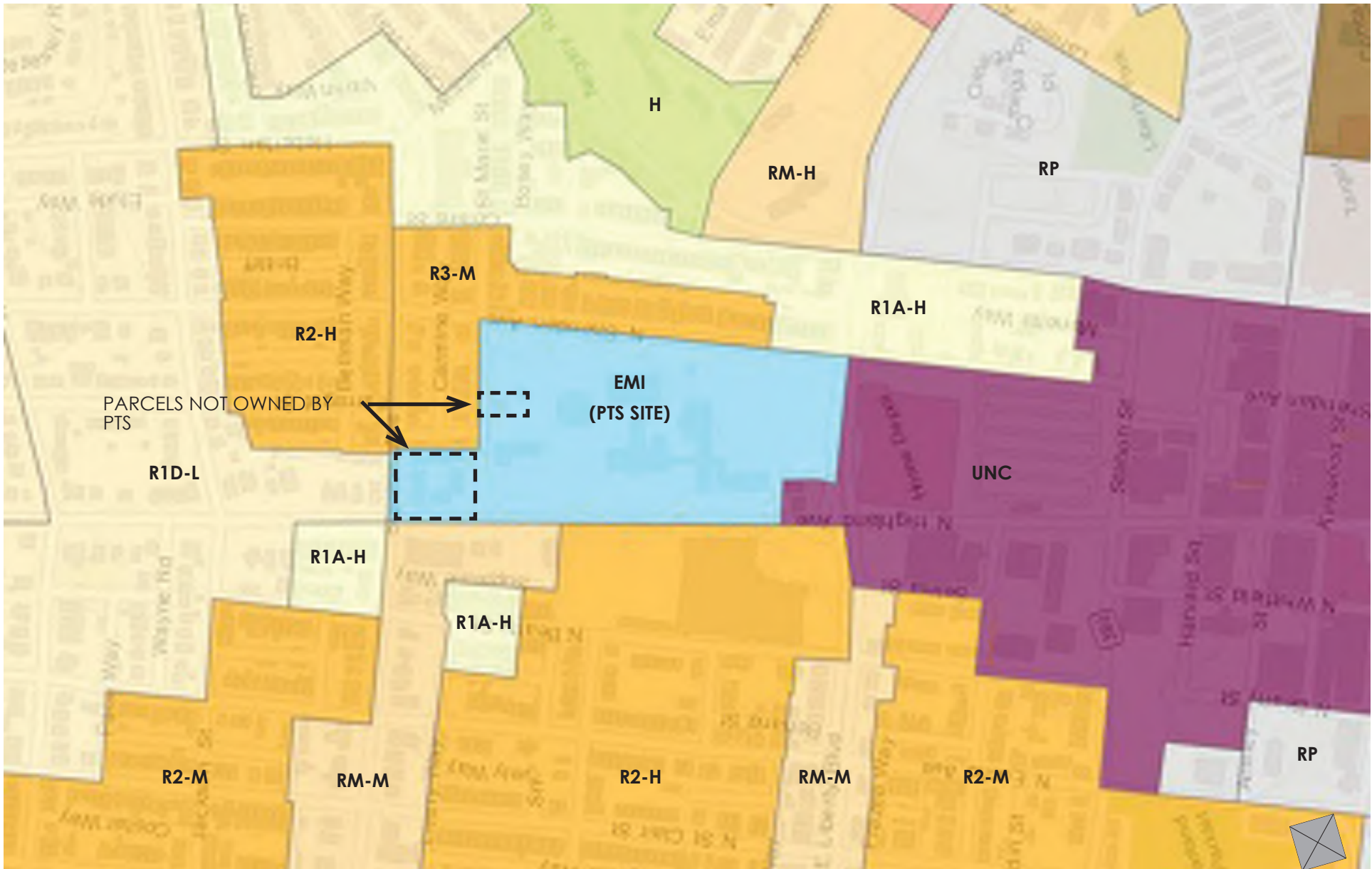
Zoning

The Pittsburgh Theological Seminary IMP boundary defines the Education/Medical Institution (EMI) District boarder in the East Liberty neighborhood of Pittsburgh. The current EMI District boundary has not changed from previous master plan submissions. The Andersen, McMillan and Highlander apartment buildings are identified in the EMI district but were recently sold and are no longer owned by Pittsburgh Theological Seminary

According to a zoning analysis conducted by PJ Dick (general contractor in the Pittsburgh area) in 2017, there are few restrictions on new construction building size in this zone, land must be developed following each Institution's Master Plan, and land within an EMI District shall be subject to the Residential Compatibility Standards of Chapter 916.

Zoning District Types:

- EMI Educational/Medical Institutional
- R1A-H Residential Single Unit, High Density
- R1D-L Residential Single Unit, Low Density
- R2-H Residential Two Unit
- R2-M Residential Two Unit
- R3-M Residential Three Unit
- RM-M Residential Multi-Unit
- RM-H Residential Multi-Unit
- UNC Neighborhood Industrial
- H Hillside
- P Park
- RP Planned Unit Development



EXISTING ZONING DISTRICT MAP
 - PITTSBURGH DEPARTMENT OF CITY PLANNING

2.2 Existing Property and Uses

Property Description

The Pittsburgh Seminary campus sits on a flat, 13 acre site with mature landscape and surrounded by a fence. The majority of the site resides inside of one city block boarded by Saint Marie Street, Sheridan Ave, East Liberty Blvd and North Highland Ave.

Nine buildings currently exist on the campus. The main focal point are two collegiate Georgian style buildings: Long Hall and McNaugher Memorial Hall as classrooms, offices, and dining. At the time their construction in 1952 they were intended to establish a timeless presence and recognizable character to the campus providing a dignity and simplicity that well-matched the image, identity and mission of the seminary.

Subsequent buildings reinforced both the Georgian architectural style and a sense of uniformity in the consistent use of materials, color and building placement. The Hicks Memorial Chapel (1968) was principally designed to accommodate two major assembly spaces; a formal worship space on top of a large assembly space.

Today, the total Seminary building inventory comprises approximately 330,000 SF in nine buildings.

In addition to the nine existing buildings on site, the campus includes paved vehicular and pedestrian circulation, green spaces, surface parking, and recreational areas.







Existing Building Identification Plan Key

1. Fulton Apartments (28,635 GSF)
2. Hicks Memorial Chapel (48,005 GSF)
3. Barbour Library (47,930 GSF)
4. John Knox Room (4,370 GSF)
5. Long Hall (43,200GSF)
6. Dining Room (8,470 GSF)
7. McNaugher Hall & Lounge (45,970 GSF)
8. Calian Residence Hall (35,805 GSF)
9. Campus Support Structures



EXISTING BUILDING IDENTIFICATION DIAGRAM

Existing Property and Uses (continued)

BUILDING	ID #	BUILDING FUNCTION	GSF	HEIGHT	CURRENT POPULATION	PROJECTED POPULATION
 George A. Long Hall & Knox Room (1952)	4 & 5	Education & Administration	47,570 GSF	3 Stories, 50'-0"	120 people/day	150 people/day
 Lewis W. Hicks Memorial Chapel (1968)	2	Education & Assembly	48,005 GSF	6 Stories, 80'-0"	200 people/week	250 people/week
 Clifford E. Barbour Library (1964)	3	Education & Assembly	47,930 GSF	Basement + 2 Stories, 30'-0"	70 people/day	75 people/day
 John McNaugher Memorial Hall & Dining Room (1952)	6 & 7	Education & Assembly	54,440 GSF	Basement + 3 Stories, 60'-0"	50 people/day	50 people/day
 Calian Residence Hall (2003)	8	Residential	35,805 GSF	Basement + 3 Stories, 40'-0"	48 Dorm Style Units	16 Dorm Style Units 16 Residential Units
 Samuel A. Fulton Memorial Apartments (1953)	1	Residential	28,635 GSF	Basement + 3 Stories, 40'-0"	36 Residential Units	Projected to be Re-purposed/ Demolished

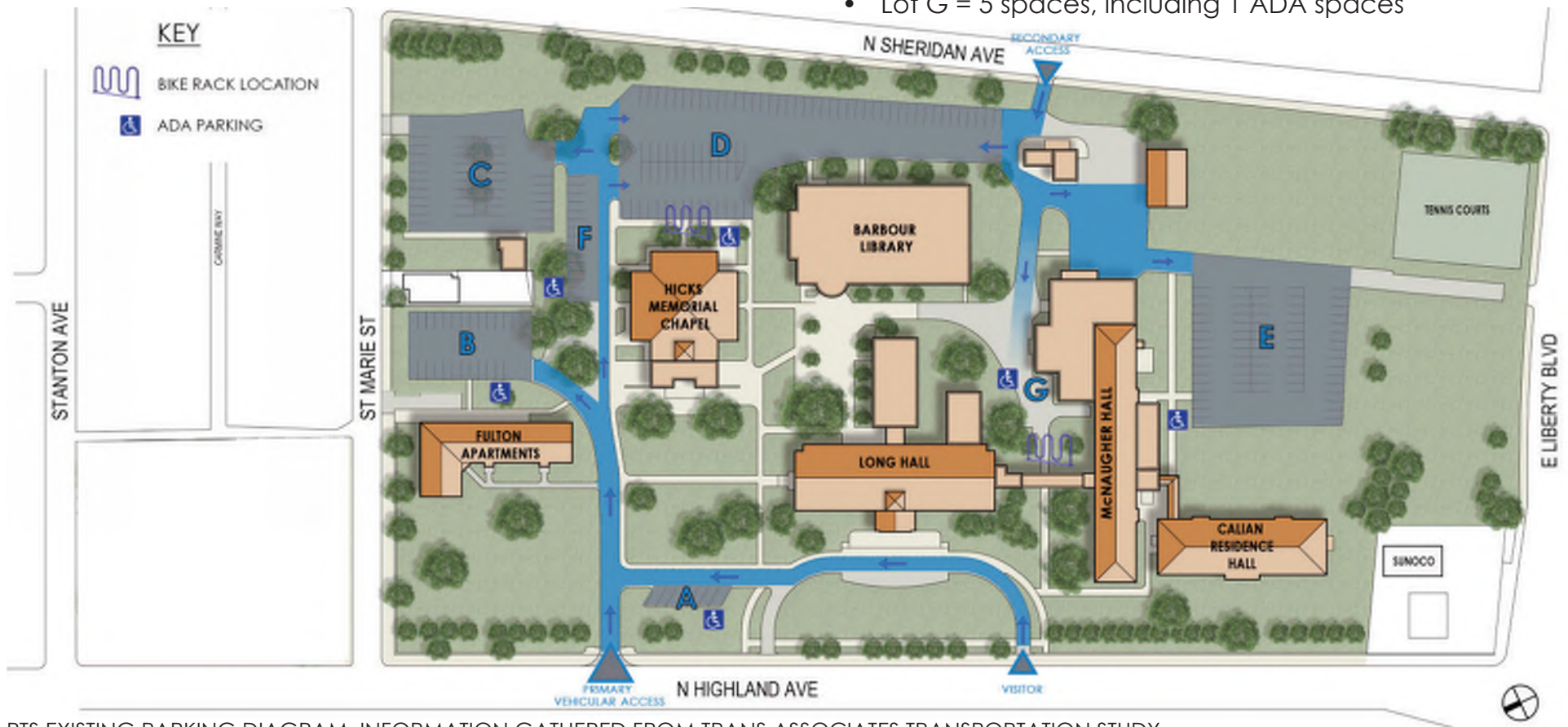
***BUILDING ID #9 ARE SMALL SUPPORT STRUCTURES AND ARE NOT REPRESENTED IN THIS TABLE**

Parking Facilities

PTS currently has an on-campus parking supply of 235 spaces. Throughout the day, parking occupancies range from 35% to 71%. Of the 235 total parking spaces, 212 spaces are considered to be an “effective parking supply”.

There are 2 locations where bike racks are provided: behind 5 spaces at Hick’s Chapel and 6 spaces along side the breezeway between Long Hall and McNaugher Hall.

- Lot A = 6 spaces, including 1 ADA space
- Lot B = 23 spaces, including 1 ADA space
- Lot C = 32 spaces
- Lot D = 95 spaces, including 2 ADA spaces
- Lot E = 60 spaces, including 2 ADA spaces
- Lot F = 14 spaces, including 1 ADA space
- Lot G = 5 spaces, including 1 ADA spaces



PTS EXISTING PARKING DIAGRAM, INFORMATION GATHERED FROM TRANS ASSOCIATES TRANSPORTATION STUDY

Utilities and Infrastructure

The information provided in this section was gathered by PTS.

Natural Gas

Natural gas is distributed to the Seminary by People's Gas. The average usage over the course of a year is 12,630 MCF. Natural gas for the entire main campus comes off of Sheridan Road. Gas for Fulton comes off of St. Marie Street.

Water

Water service is provided by The Pittsburgh Water and Sewer Authority. The average water consumption per year is 4,533,000 gallons. Water distribution comes from multiple sources at the surrounding roads. Water lines at N. Highland Ave serve Calian, McNaugher, and Long. The Sheridan Road line serves Chapel and Library. The St Marie Street. water line serves Fulton.

Electrical

Duquesne Light provides power to the Seminary. The average usage over the course of a year is 2,576,851 kilowatt hours. Electricity for main campus comes off of Sheridan Road. Electricity for Fulton comes off of St. Marie Street.

Sanitary/Storm Sewer

The Pittsburgh Water and Sewer Authority is the provider for the sanitary and storm sewer system at the Seminary.

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3. NEEDS OF THE INSTITUTION

3.1 Expectations for Growth or Change

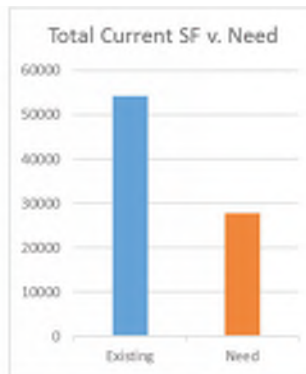
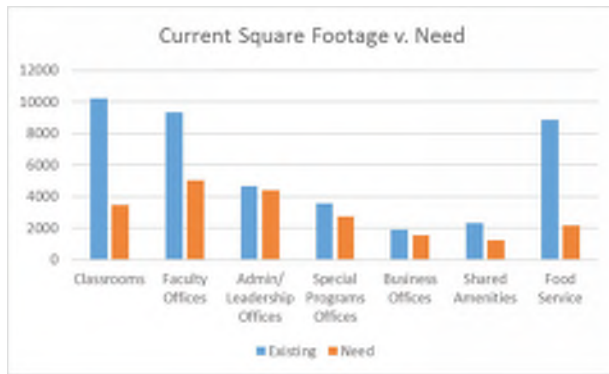
Strengthen the Core

Develop the Edge

Overview

The current PTS campus was designed for a time when enrollment was higher and the population on campus was larger. PTS currently has a total of 210 students (150 daytime and 60 evening), of which 70 are residents. In addition, the Seminary has a total of 90 faculty and staff, and 20 daily visitors.

One strategy to maximize the activity and interactions between the population on campus is to increase the number of people per acre. By compressing the campus into a smaller area and fewer buildings, the density of population increases and the opportunity for interaction improves.



2018 EXISTING AND FUTURE NUMBERS OF PERSONS
Pittsburgh Theological Seminary Master Plan Transportation Study
City of Pittsburgh, Allegheny County, Pennsylvania

	NUMBERS OF PERSONS		
	PART-TIME	FULL-TIME	TOTAL
EXISTING (2018) ⁽¹⁾			
Number of Students	70	140	210
Number of Student Residents ⁽⁴⁾	--	--	70
Number of Faculty and Staff ⁽²⁾	18	72	90
Number of Daily Visitors	--	--	20
Subtotal, Existing	88	212	320
FUTURE (2028) ⁽³⁾			
Number of Students	110	150	260
Number of Student Residents ⁽⁴⁾	--	--	77
Number of Faculty and Staff	18	72	90
Number of Visitors	--	--	25
Subtotal, Future	128	222	375
Difference	+40	+10	+55
% Increase	45%	5%	17%

- (1) Number of persons provided by The Pittsburgh Theological Seminary.
- (2) Part-time and full-time split based on previous master plan.
- (3) Projected number of persons provided by The Pittsburgh Theological Seminary.
- (4) Number of residents included in number of students total.

Analysis by: Trans Associates.

3.2 Current and Future Needs for Facilities

Needs Analysis

The vast majority of the Seminary's buildings remain largely unchanged in function and organization of building spaces, while educational trends, program changes, and the use of technology has changed dramatically. In order to achieve the Seminary's desired quality of space, as well as to foster increased interactions, a number of buildings will need to be removed or renovated and re-purposed.

McNaugher Hall and Fulton Hall are identified in this plan as being demolished to accommodate future campus needs. Both buildings have narrow widths limiting efficient utilization of space, low floor to floor heights, aging infrastructure and lack basic ADA accessibility features such as elevator access to upper floors. It has been determined that comprehensive renovation of these facilities cannot feasibly address the structural limitations present and effectively serve PTS's future space needs.

The campus open spaces will be enhanced along with the addition of better connectivity to the neighborhood. The amount of parking will increase.

Proposed renovation and construction projects encompass academic and administrative space, as well as student housing.

Goals for Future Facilities

The following numbered list outlines the goals of the Seminary's Master Plan. With a need to focus resources on the central core of campus, but also a desire to enhance the relationship with the surrounding neighborhood, these goals speak to Pittsburgh Theological Seminary's mission to develop community both on their campus and beyond.

1. Welcoming Campus

Pittsburgh Theological Seminary is focused on being a generous and hospitable community in their mission and vision of the campus. However, as came up in numerous interviews with committee members, faculty, staff, students, and community groups, the high fence surrounding the campus does not reflect this open environment.

By utilizing the following strategies, the master plan focuses on improving the welcoming quality of the campus:

- Strategic Entry Points
- Community-focused Events and Programming
- Replacement of Hurricane-style fence with Decorative Fencing to match Historic fence sections
- Outdoor Campus Amenities

2. Build Energy

Population density is key to improving collaboration and increasing the feeling of community on campus. By decreasing the size of the regularly occupied campus, the opportunity for interaction can be improved. Similarly, compacting the weekly schedule into three days could also

increase the activity at specific times leading to a greater energy and sense of community on campus.

3. Strengthen the Core, Develop the Edge

This compression to the core of campus will improve community and collaboration at the core, but the boundaries of campus also require attention to help improve the connection to the greater community. The west face of the campus which fronts Highland Avenue has been well maintained and has permeability to the surrounding neighborhood, but the other edges require a similar approach to improve the connectivity to surrounding areas and to project a welcoming atmosphere.

4. Reduce Cost Burden

Pittsburgh Theological Seminary has recently sold a series of apartment buildings which are underutilized and in poor condition according to the facility assessment. By divesting of these assets, nearly \$1 million will be reduced from the annual renewal and maintenance budget. McNaugher Hall is also in need of significant maintenance and is underutilized. An additional \$500 thousand could be saved by divesting of this building. The resultant savings could be leveraged to invest in master planning improvements to the campus.

3.3 Current and Future Needs for Housing

Campus Housing

PTS currently has a residential apartment building, Fulton Hall (36 apartments) and a student dormitory, Calian Hall (48 dormitory units) that provide residential accommodations for the campus. The intent for the future state of housing on the PTS campus is to phase out dormitory style units and provide residential apartment units more conducive to the institutions post-graduate needs. Fulton Hall, given its limitations and condition will be demolished. Calian Hall will be renovated to convert 48 dormitory style units into 32 apartment style units. Calian Hall is additionally slated to be added on to, to provide 40 new apartment style units.

Surrounding Real Estate

Real estate values in the East Liberty area of Pittsburgh, the neighborhood adjacent to the Pittsburgh Theological Seminary Campus, have been rising significantly over the last several years. With the current excess of campus space for the student body, the desire to divest in some underutilized facilities, and the high value of real estate, there are several parcels which may be well positioned for some type of development. This opportunity could also create a revenue source for the campus to help offset costs of the Master Plan and to increase other campus initiatives.



SURROUNDING REAL ESTATE VALUE KEY

\$501K +	Yellow	\$201K - \$300K	Blue
\$401K - \$500K	Green	\$101K - \$200K	Magenta
\$301K - \$400K	Cyan	\$0K - \$100K	Red

SURROUNDING REAL ESTATE VALUE SATELLITE MAP

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4. TEN-YEAR DEVELOPMENT ENVELOPE

Strengthen the Core

4.1 Proposed Development

PTS is committed to maintaining a design for the campus that is contextually consistent with the current aesthetics and appropriate for the neighborhood with proposed heights, setbacks and location of future buildings. Future development will be of high quality workmanship, especially as it relates to the pedestrian realm. Attention will be paid to building materials, ground level transparency, landscaping, and mechanical screening. All materials used for renovation and new construction will be of high quality, durable and contextually appropriate.

After investigating several options for configuration of elements on the site, the PTS Planning Committee arrived at the following master plan configuration. Key features include:

- Opportunities for development at the north and south sides of the property
- Long Hall renovations
- Chapel renovations
- Removal and replacement of McNaugher Hall

Develop the Edge

- Replacement of student housing
- Internal loop circulation
- Site features and improvements

Consolidating On-Campus Living

There is currently more housing available on the PTS campus than is needed. A single housing option (labeled “O” on the master plan) will consolidate the occupants of Fulton Hall into an expanded Calian Hall.

Fulton Apartment Demolition

The Fulton Apartments are intended to be demolished as the campus is developed in favor of a new parking lot and academic building (labeled “K” on the master plan).

Proposed Development (continued)

New Green Spaces

The master plan includes the demolition of the existing playground and incorporation of a new green space for public use (labeled “C” on the master plan). In addition, a Labyrinth Prayer Garden (labeled “D”) behind the Chapel is planned. In front of the Chapel there is intended to be a new amphitheater (labeled “J”). To surround this side of the campus a new fence (labeled “E”) intended to match the aesthetic of the existing ornamental fence is planned, while portions of the existing fence will be removed (labeled “F”).

Consolidated Parking

The current Seminary parking utilization is low. To minimize new paved areas, a parking arrangement is planned using the expanded South Parking area. Part of the lot will serve the overall campus needs, while the remaining portion of the lot will serve the new East Liberty Development. Additional parking needed for the new development is planned to be below the development's first floor. This is elaborated further in the Campus Parking and Mobility section of this IMP.

McNaugher Hall Replacement

McNaugher Hall (54,400sf, labeled “L” on the master plan) currently houses the Cafeteria and Kitchen, and the Maintenance Department. The original building was constructed as a Dormitory. Over the years the dormitory rooms have been converted into offices. The building layout does not adequately support 21st Century use concepts.

The Seminary spatial utilization study has identified approximately 25% of under-utilized space. The desire is to reorganize to better serve faculty and students by integrating faculty and student functions into a combination of Long Hall and a smaller new McNaugher Hall building (30,000sf) labeled ‘M’ on the Master Plan.

This potential change will allow for a more sustainable / consolidated campus in facilities, improved educational delivery as well as a more usable and efficient pedestrian and auto circulation system.

Addition to Chapel

A new accessible entry to the Chapel (labeled “I”).

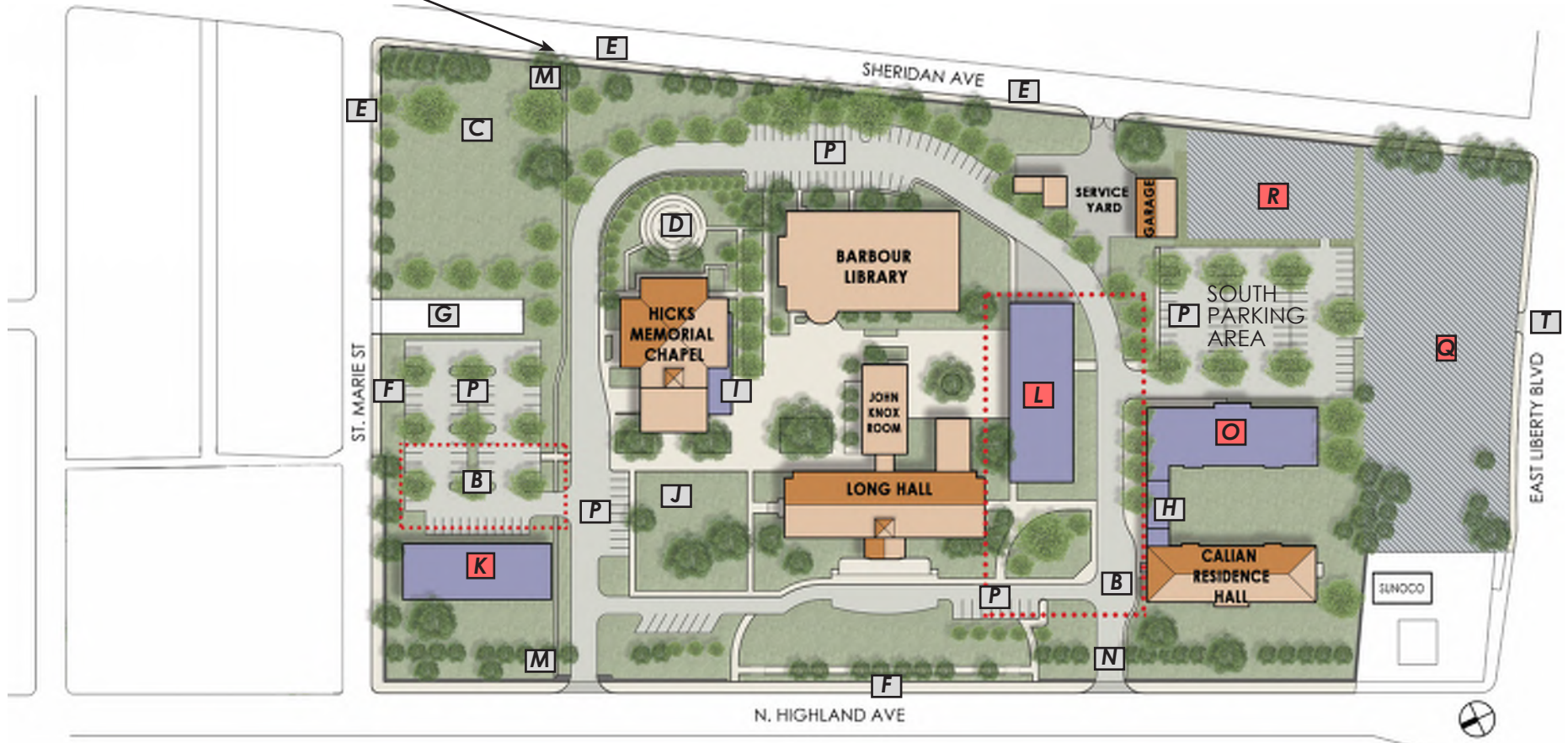
Addition and Renovation to Calian Residence Hall

The connector between Long Hall and the Calian Residence (labeled “B”) is to be demolished and a new entry to Calian Residence (labeled “H”) is proposed to then serve as a connection to a new adjacent apartment building (labeled “O”).

Pedestrian Access Points

The development of the PTS campus proposes to open up more pedestrian access points to the campus to help to activate the campus's pedestrian realm. This will foster a stronger connection with the community and promote public campus use. Labeled M on the Masterplan, the location of these new entrances are designed to facilitate a more direct relationship between the campus and adjacent neighborhood.

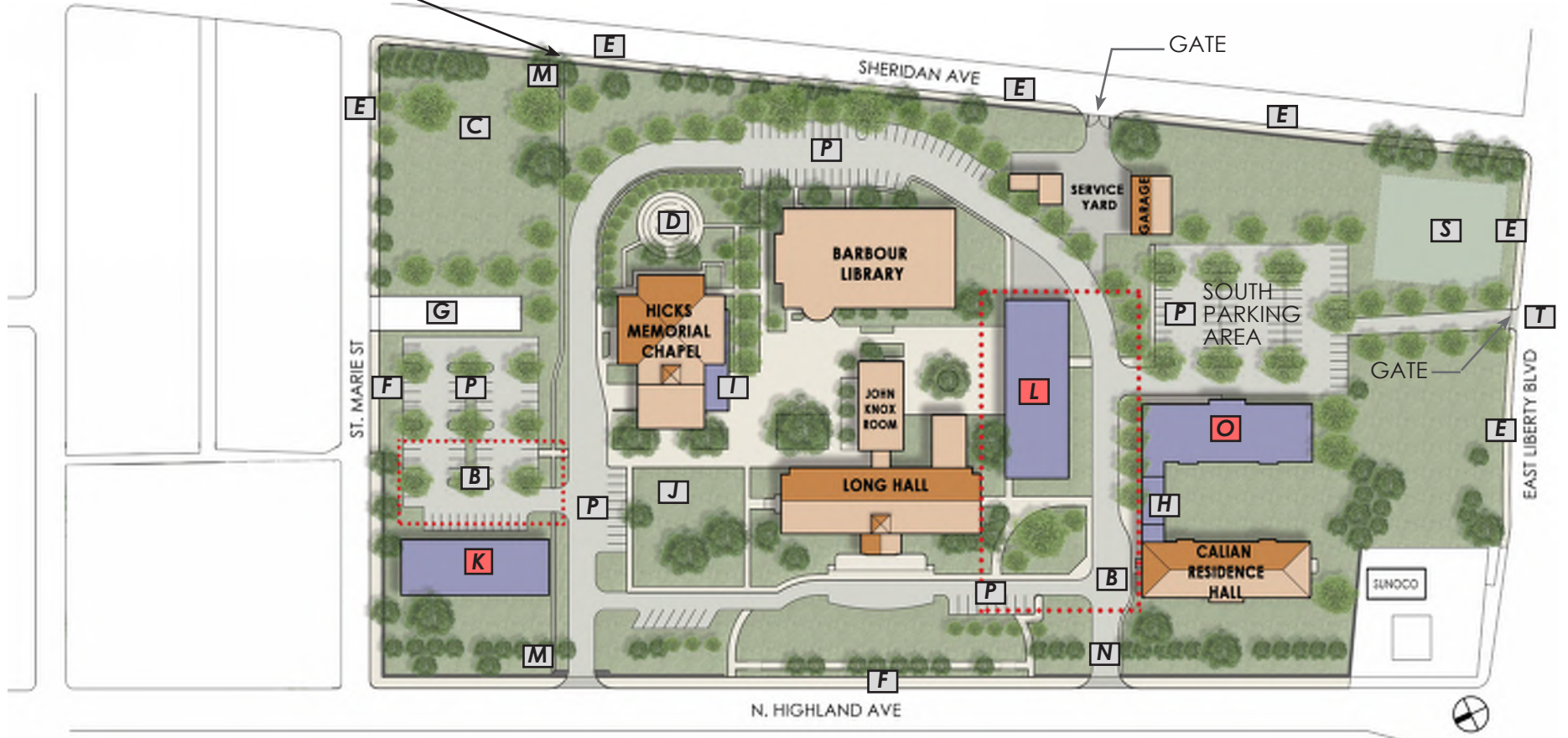
NEW PEDESTRIAN ACCESS POINT



Proposed Campus Master Plan A - WITH EAST LIBERTY DEVELOPMENT (Q & R)

- | | | | |
|--|---|---|--|
| A. Not Used | F. Modify existing fence | K. Potential academic building | Q. East Liberty Blvd development site |
| B. Remove existing building | G. Private residence not owned by PTS | L. McNaugher Hall Replacement Building | R. Location of Town Home option for the E. Liberty Blvd Development |
| C. Green Space | H. New entry to Calian | M. New pedestrian access points | S. Does not apply to this plan |
| D. New labyrinth/prayer garden | I. New entry to Chapel, no closer to Sheridan Ave than existing building | N. New loop drive | T. Vehicular access through proposed development to surface parking lot |
| E. New decorative fence to provide necessary screening. See page C 34 for examples. | J. Amphitheater | O. New student housing | |
| | | P. New parking | |

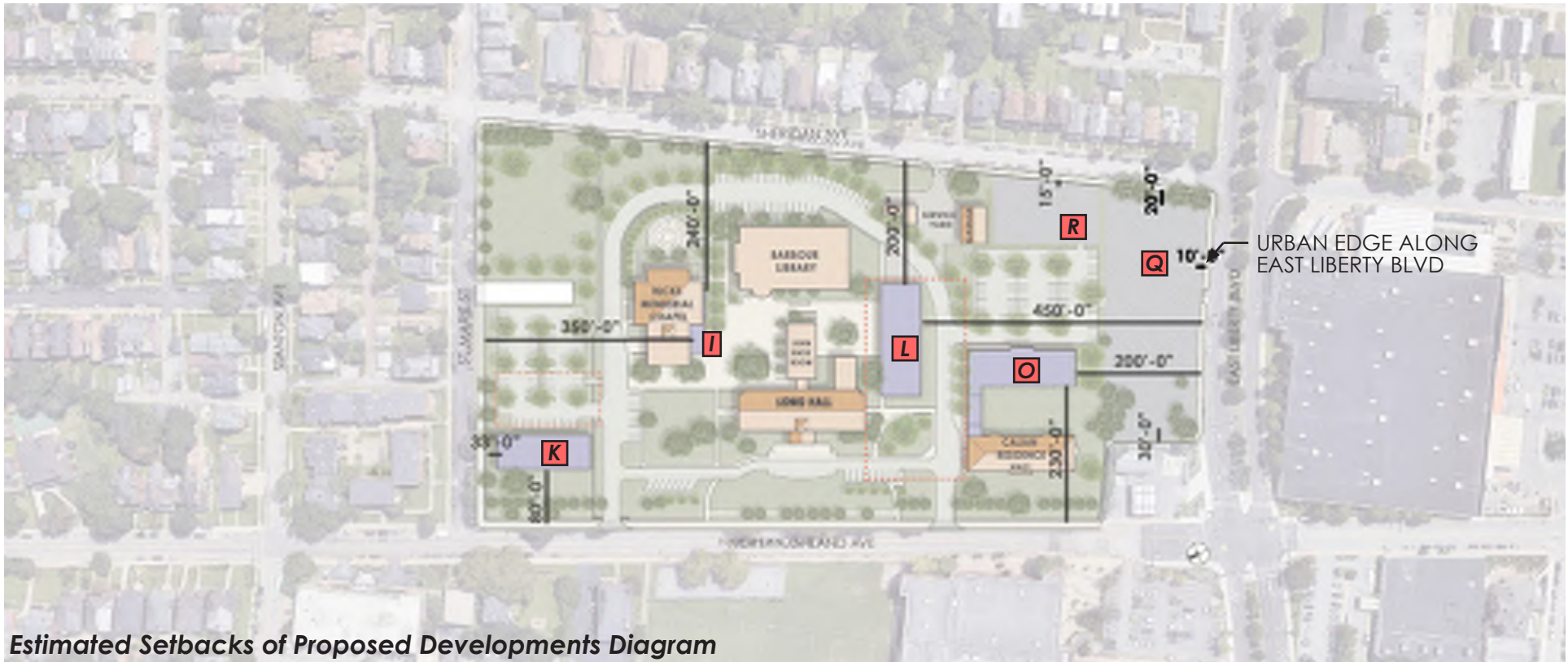
NEW PEDESTRIAN ACCESS POINT

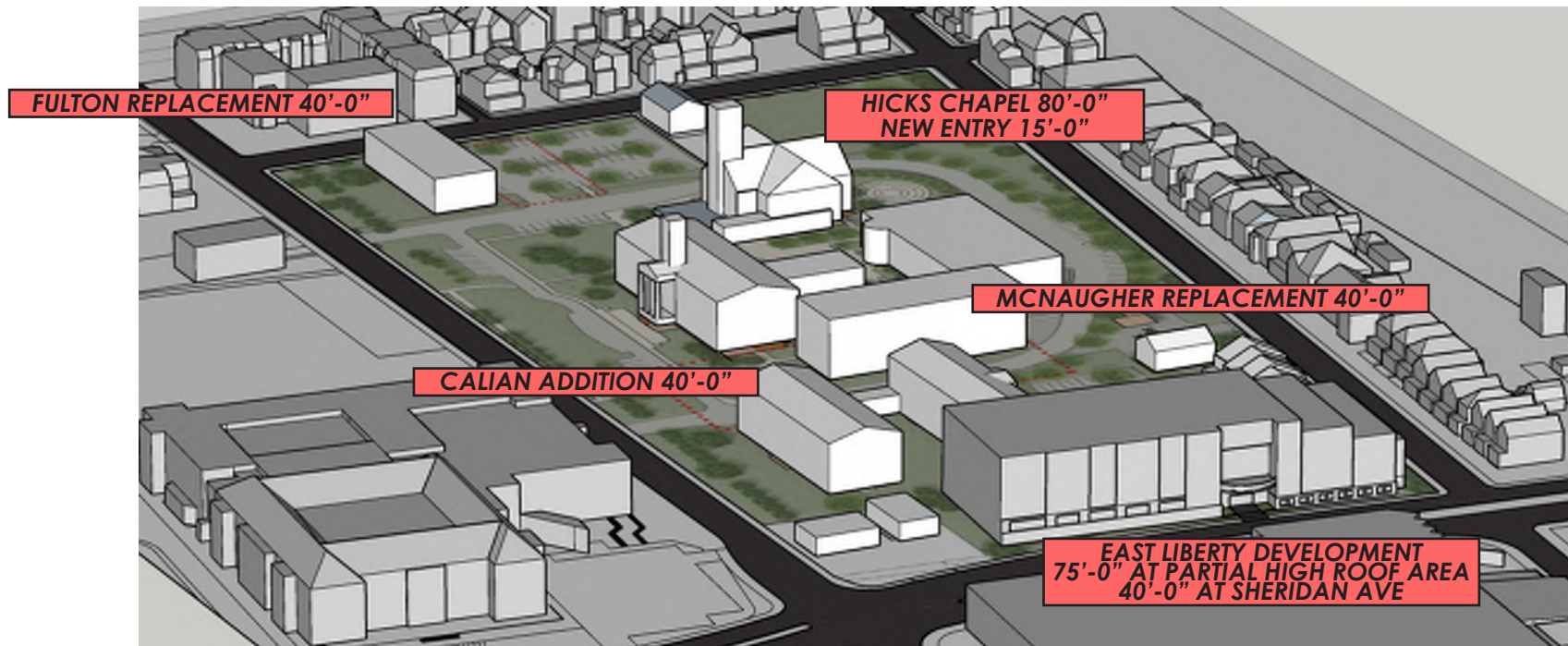


Proposed Campus Master Plan B - WITHOUT EAST LIBERTY DEVELOPMENT (Q & R)

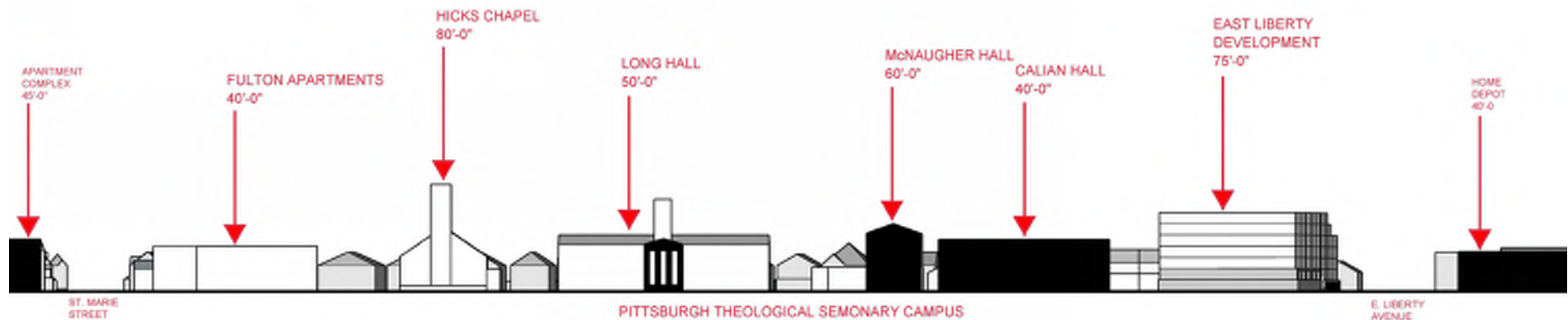
- | | | | |
|---|--|---|--|
| <p>A. Not Used</p> <p>B. Remove existing building</p> <p>C. Green Space</p> <p>D. New labyrinth/prayer garden</p> <p>E. New decorative fence to provide necessary screening. See page C 34 for examples.</p> | <p>F. Modify existing fence</p> <p>G. Private residence not owned by PTS</p> <p>H. New entry to Calian</p> <p>I. New entry to Chapel, no closer to Sheridan Ave than existing building</p> <p>J. Amphitheater</p> | <p>K. Potential academic building</p> <p>L. McNaugher Hall Replacement Building</p> <p>M. New pedestrian access points</p> <p>N. New loop drive</p> <p>O. New student housing</p> <p>P. New parking</p> | <p>Q. Does not apply to this plan</p> <p>R. Does not apply to this plan</p> <p>S. Maintain existing tennis courts</p> <p>T. Existing limited vehicular access point for service and construction activities only. Not used during normal campus operations</p> |
|---|--|---|--|

PROPOSED DEVELOPMENT	Keyed Letter	ZONING CLASSIFICATION	MAX GSF	MAX HEIGHT
New entry to Hicks Memorial Chapel	I	EMI	1,500 GSF	1 Story, 15'-0"
Academic Building - Fulton Replacement	K	EMI	27,000 GSF	3 Stories, 40'-0"
McNaugher Memorial Hall Replacement	L	EMI	36,000 GSF	3 Stories, 40'-0"
New Student Housing - Calian Hall Addition	O	EMI	48,000 GSF	Basement +3 Stories, 40'-0"
East Liberty Blvd Mixed-Use Building	Q	EMI	130,000 GSF	6 Stories, 75'-0"
Sheridan Ave Attached Town Homes (4-5 Homes)	R	EMI	2,000 GSF (Each)	3 Stories, 40'-0"
Part of E. Liberty Development Project				

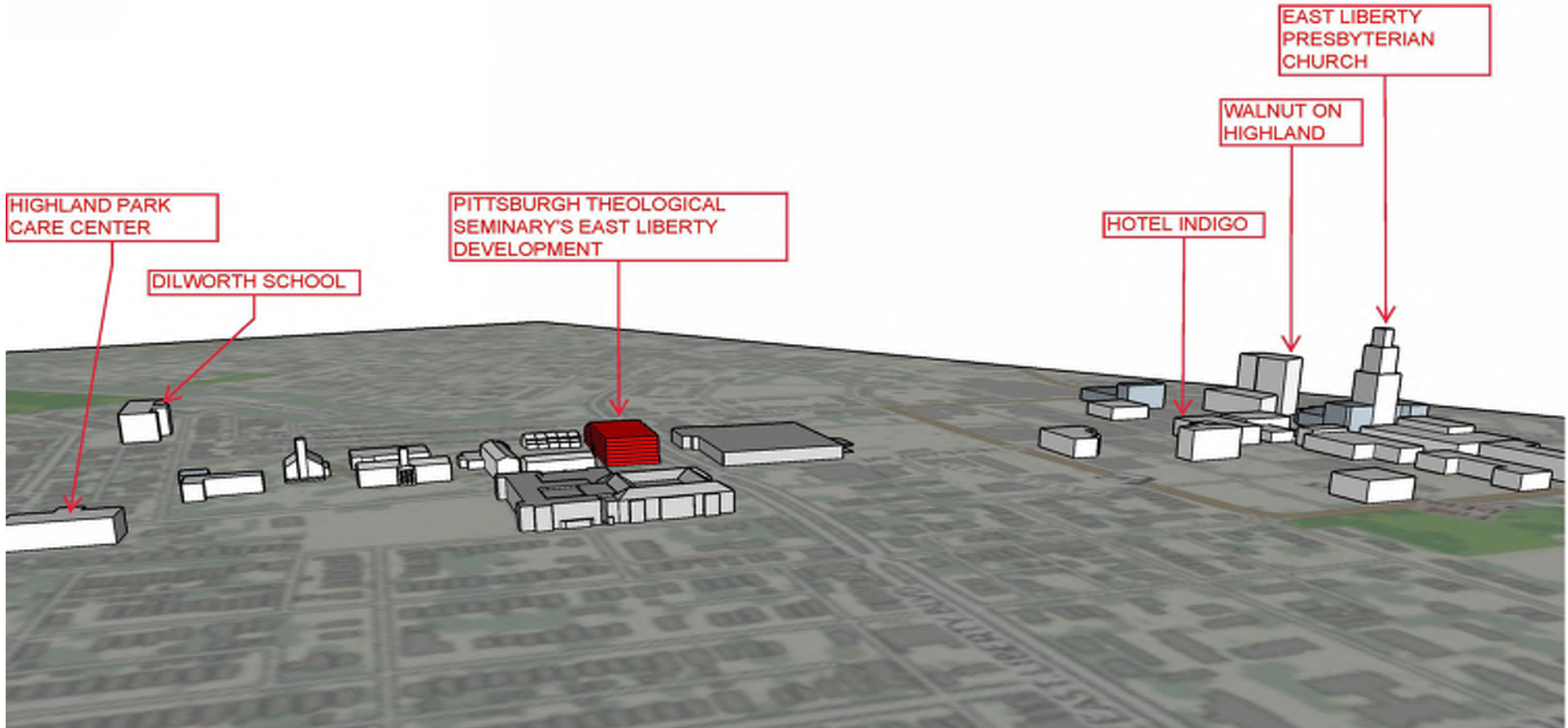




Campus perspective with proposed building heights



Existing campus cross section with East Liberty Development



NEIGHBORHOOD MASSING DIAGRAM GREATER THAN 30'-0", LOOKING SOUTH

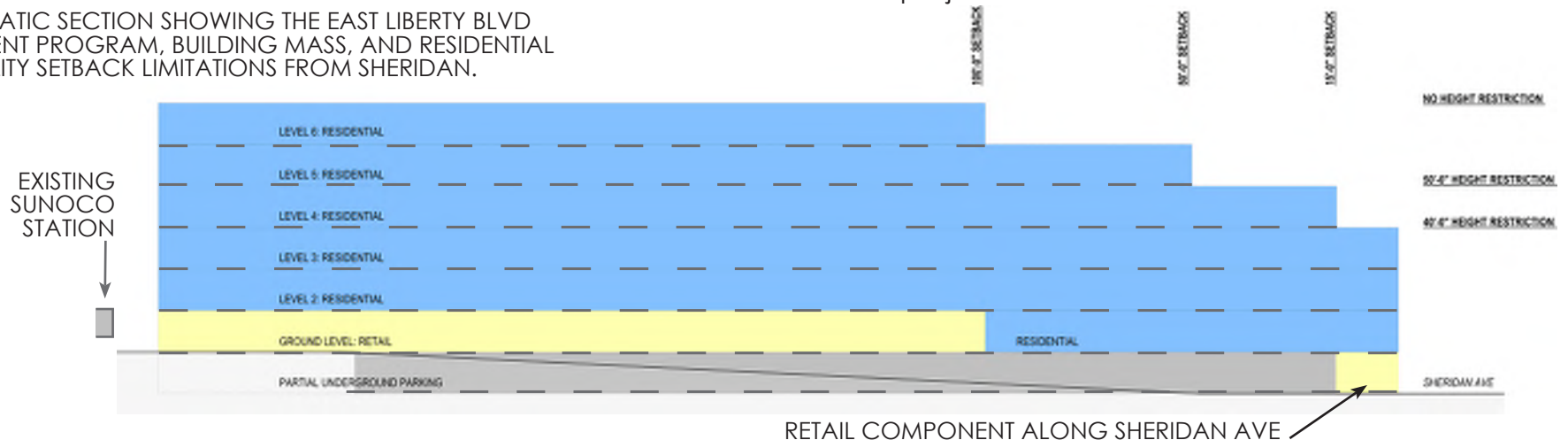
Proposed Development (continued)

East Liberty Boulevard Development

Development on the south end of the Seminary property (labeled “Q” on the proposed master plan) is envisioned to be a multi-story mixed use building with frontage on East Liberty Blvd. It is proposed to also include the construction of residential attached town homes which would have frontage on North Sheridan Ave. The south end of the campus borders East Liberty Blvd and presents opportunities for the Seminary to engage the community along this main artery by incorporating a first floor commercial component while creating an urban edge to the campus. This retail component is envisioned to be a neighborhood service oriented space focused on needed community renters which may currently rent space on campus, in an effort to advance the Seminary’s mission and/or enhance the local neighborhood/community livability.

This development is envisioned as up to six stories with

DIAGRAMMATIC SECTION SHOWING THE EAST LIBERTY BLVD DEVELOPMENT PROGRAM, BUILDING MASS, AND RESIDENTIAL COMPATIBILITY SETBACK LIMITATIONS FROM SHERIDAN.



a maximum of 130,000 GSF. Floors 2-6 would be used for mixed-income housing and housing for Seminary students with their families (100-120 units). The first floor would also be used for some residential space, along with the proposed commercial applications. The internal parking structure will not be visible to residents along N. Sheridan Ave.

The south end development on East Liberty Blvd. has Residential Compatibility height restrictions off of North Sheridan Ave. At the 15'-0" setback line there is a 40'-0" height limit. At the 50'-0" setback line there is a 50'-0" height limit. There are no Residential Compatibility height limitations for the remainder of the property past the 100'-0" setback line. Using a smaller setback along East Liberty Blvd will help create a successful urban edge.

If this development does not occur, the existing landscape in this area will be improved and designed to help screen the surface parking lot. Fencing will be replaced to be consistent with the existing historical fencing with transparency. The curb cut on of East Liberty Blvd will be maintained and used as an alternative entrance for construction projects.

Proposed Development (continued)

The images on this page illustrate planning guidelines for the street level of the East Liberty Blvd Development specific to the corner of East Liberty Blvd and N. Sheridan Ave. The diagrams are a guideline and do not reflect specific project design characteristics.

Note that parking shall not be visible to residents along N. Sheridan Ave.

This project will require Planning Commission review and approval as a Project Development Plan.

BRICK OR PRECAST MASONRY BUILDING BASE W/ DEFINED OPENINGS

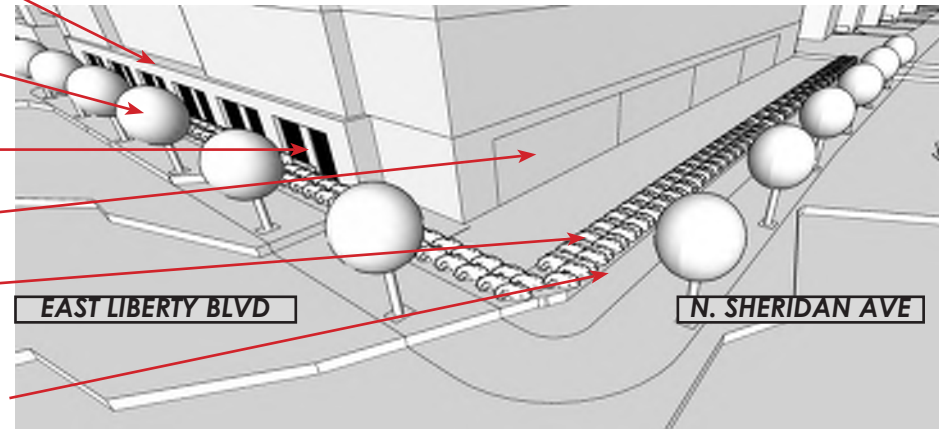
STREET TREES AT APPROX. 20' TO 25' INTERVALS

DECORATIVE METAL GRILLE AT GARAGE OPENINGS

NO PARKING GARAGE ALONG N. SHERIDAN AVE

5' PLANTING BED

20' DISTANCE FROM PROPERTY LINE TO BUILDING

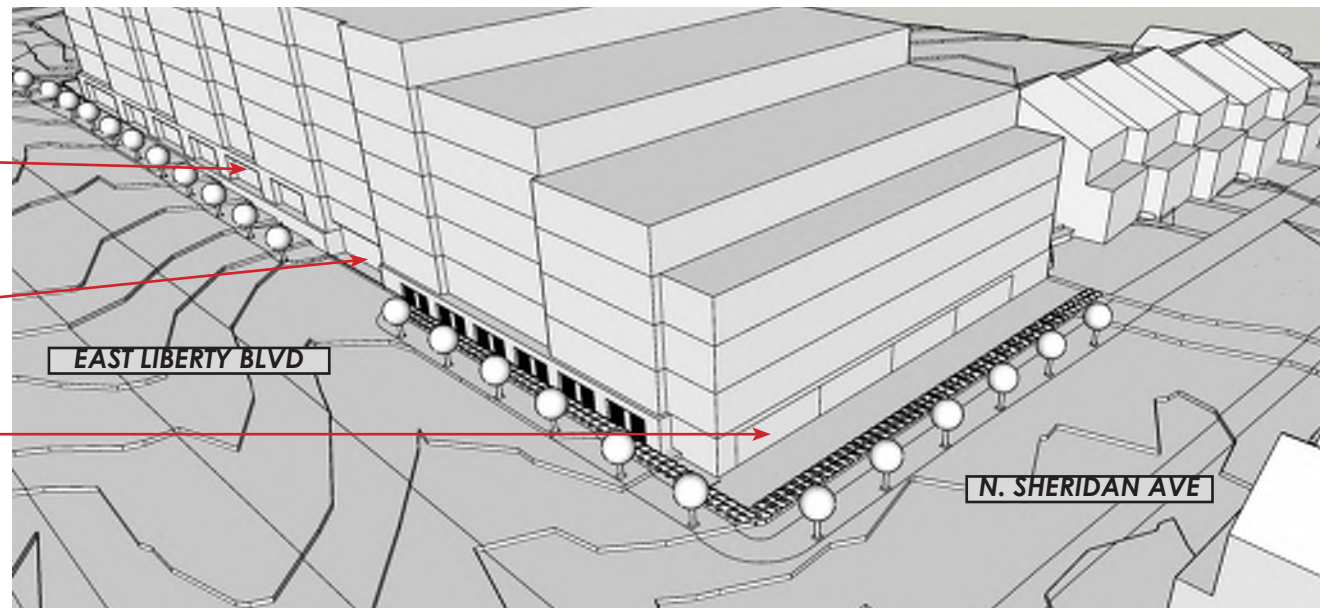


CORNER OF EAST LIBERTY BLVD AND N. SHERIDAN AVE

FIRST FLOOR COMMUNITY ORIENTED COMMERCIAL SPACE

GARAGE ENTRY FROM EAST LIBERTY BLVD

FIRST FLOOR COMMUNITY ORIENTED COMMERCIAL SPACE



BUILDING BASE ALONG EAST LIBERTY BLVD AND N. SHERIDAN AVE

EAST LIBERTY BLVD DEVELOPMENT
BUILDING SETBACK IMAGES



CORNER OF E. LIBERTY BLVD AND N. SHERIDAN AVE
NO INTERNAL PARKING STRUCTURE ALONG N. SHERIDAN AVE.

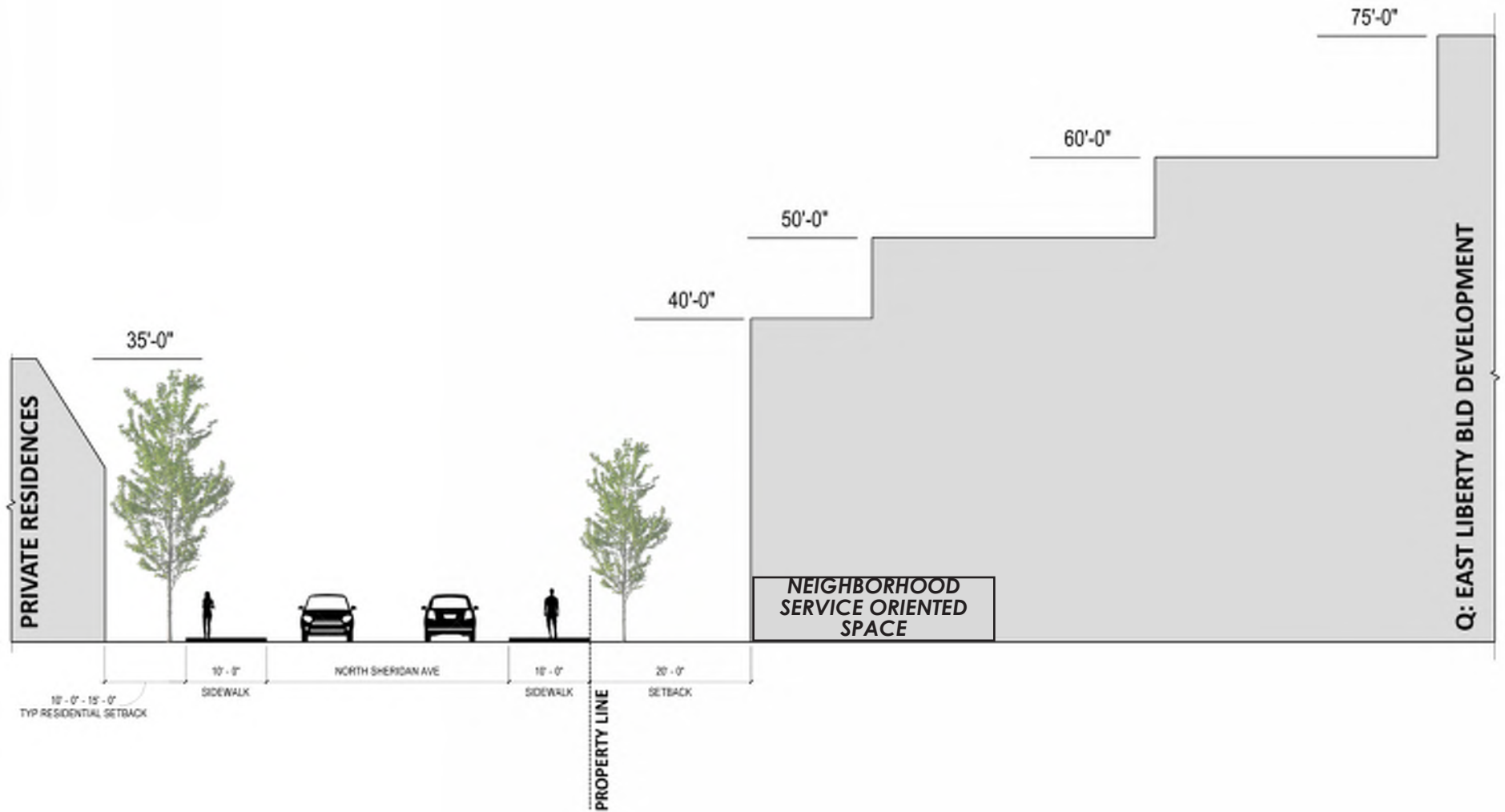


EAST LIBERTY BLVD
RECESSED ENTRANCE AT E. LIBERTY BLVD

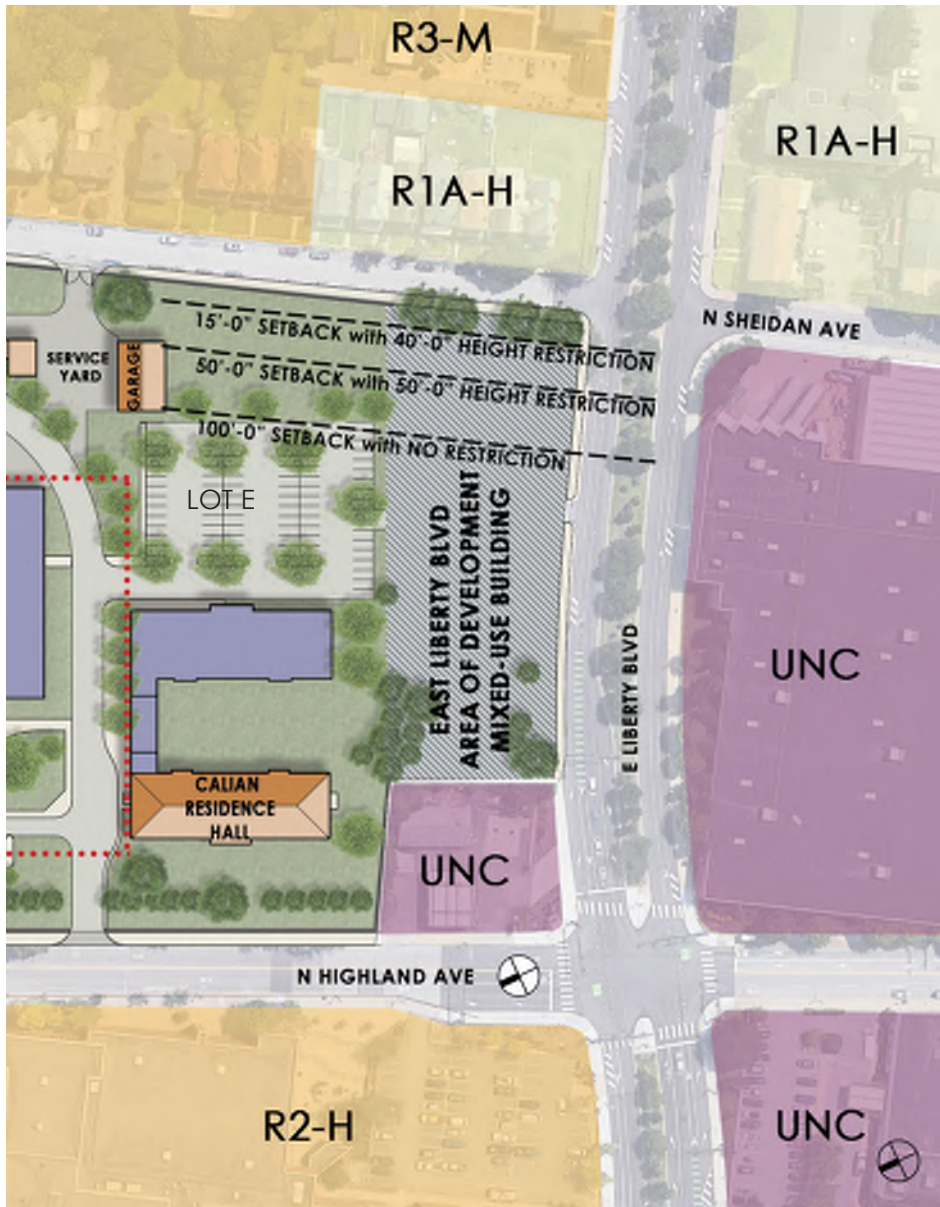
EAST LIBERTY BLVD DEVELOPMENT
BUILDING SETBACK IMAGES



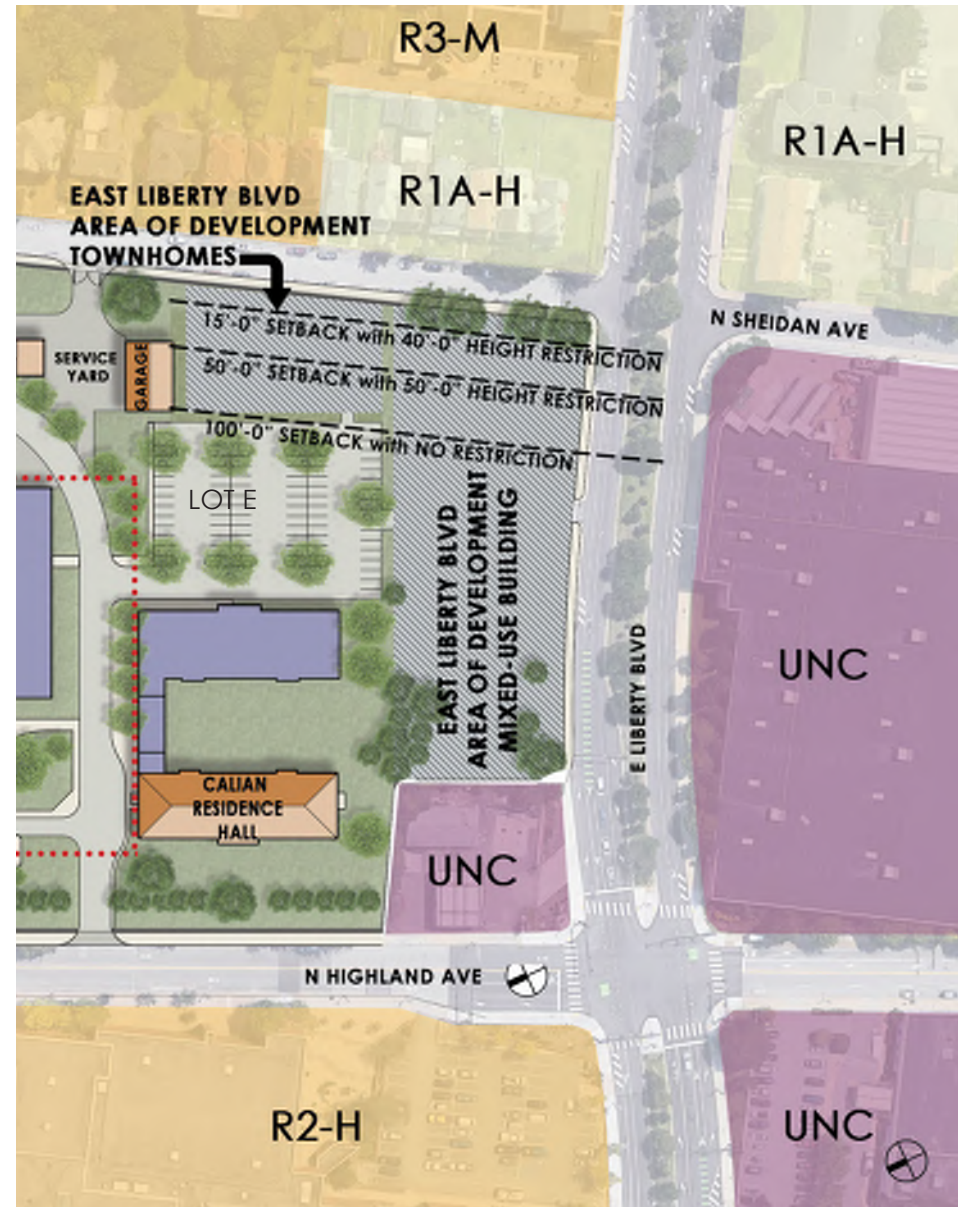
AERIAL VIEW OF E. LIBERTY BLVD DEVELOPMENT



SECTION ACROSS N. SHERIDAN AVE



EAST LIBERTY BLVD DEVELOPMENT ZONING & SETBACK DIAGRAM WITHOUT TOWN HOME DEVELOPMENT



EAST LIBERTY BLVD DEVELOPMENT ZONING & SETBACK DIAGRAM WITH TOWN HOME DEVELOPMENT

Proposed Development (continued)

Proposed Campus Mobility and Parking

The blue traffic loop (see Campus Parking Diagram on C 30) serves as the main vehicle route through the campus. Most pedestrian circulation is kept within the core and traffic loop. All of the surface parking lots will have a minimum of a 5'-0" setback, with most being able to maintain a 15'-0" setback. All surface lots will be screened from street views with either natural landscapes or fencing.

It was determined that the parking need during peak hours on campus would be 346 parking spaces. This parking demand analysis includes the needs of the East Liberty Blvd development, which has both residential units and retail space. To meet this need, the proposed campus is designed to have 198 surface spots and a minimum of 148 spots in the East Liberty Development parking garage (labeled G on C), as shown on the Campus Parking Diagram.

This proposed parking garage is envisioned to be located underneath the East Liberty Blvd development (partially underground, as the grade changes along East Liberty Blvd). Through this parking garage is a proposed driveway at the existing curb cut, connecting vehicles from East Liberty Blvd to the E parking lot. No new curb cuts are proposed.

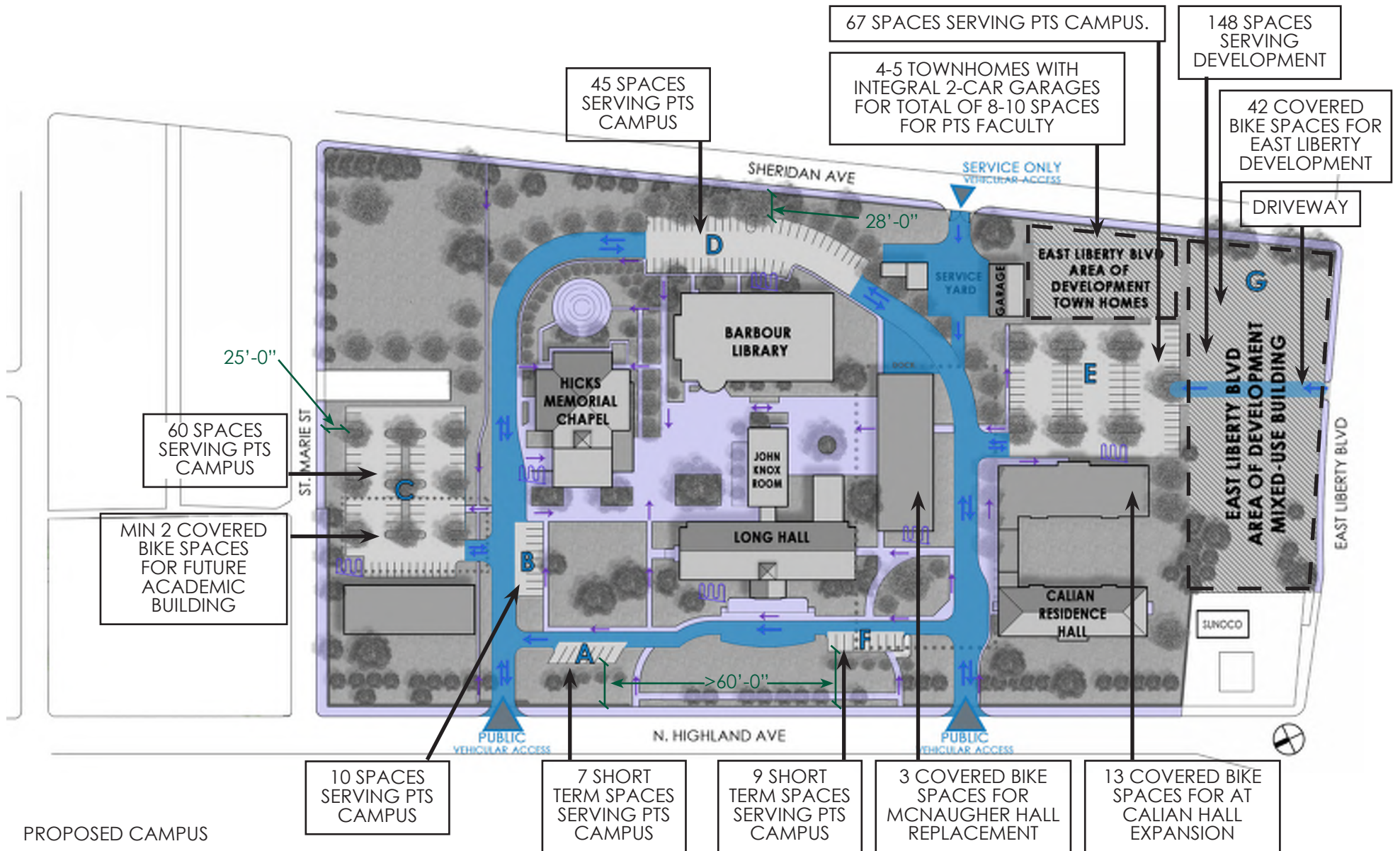
If the East Liberty Blvd Development is not realized, the peak parking demand of the campus drops to 180 total required spaces. The proposed surface lots can meet this need without the proposed development's garage.

At the main entrance to the campus, maintaining parking lot A and creating lot F is important to serve as short term visitor parking for Long Hall. These lots will be screened by landscape elements from North Highland views.

The service entrance into the campus from North Sheridan Ave is estimated by PTS to be used less than a dozen times a day, and will not be used as a public access point.

The proposed attached town homes as part of the East Liberty Blvd development project would not affect the parking demand numbers, as they would each have an integral garage to service each unit.

Demand for bicycle parking on campus is currently low. This plan will provide bicycle parking to meet the requirements of the code and periodically revisit should the campus' needs change.



PROPOSED CAMPUS
PARKING DIAGRAM

PTS CAMPUS PROVIDES 208 SPACES

EAST LIBERTY DEVELOPMENT PROVIDES 148 SPACES

Areas:

Site Area: 598,692 SF

Building Area: 108,114 SF

Impervious Area: 133,624 SF

4.2 Implementation Plan

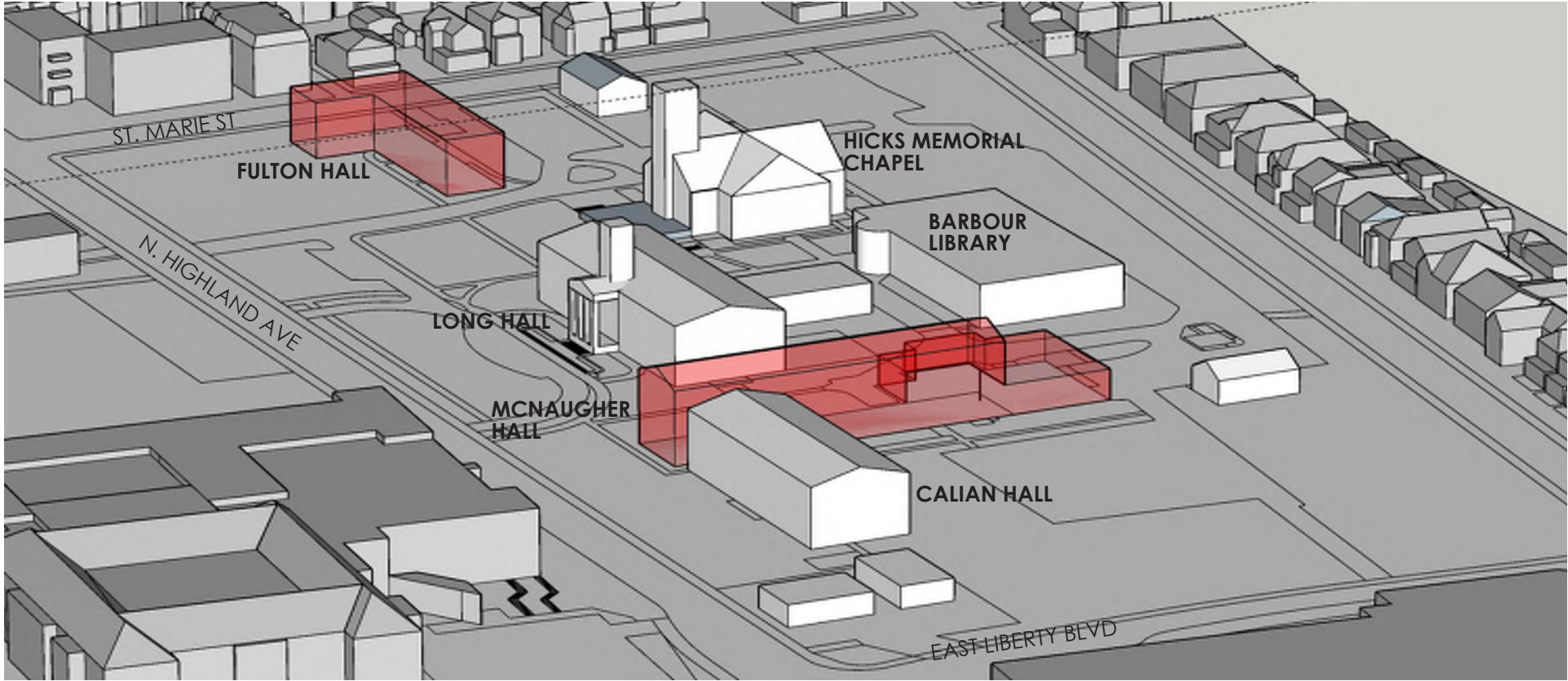
Master Plan Priorities

A full list of planned projects, listed by priority rank, is found below.

Project Prioritization List

- | | |
|---|------------------|
| 1. Calian Renovation of existing residential units and building entry | 2023-2026 |
| 2. Major infrastructure improvements; including parking, traffic loop, fencing, and green space | 2023-2026 |
| 3. Long Hall Renovation | 2025-2027 |
| 4. Fulton building demolition | 2027 |
| 5. New apartment building | 2025-2027 |
| 6. East Liberty Blvd development project and potential town homes | 2026-2031 |
| 7. McNaugher building demolition | 2028 |
| 8. McNaugher building replacement | 2028-2031 |

Implementation Plan (continued)

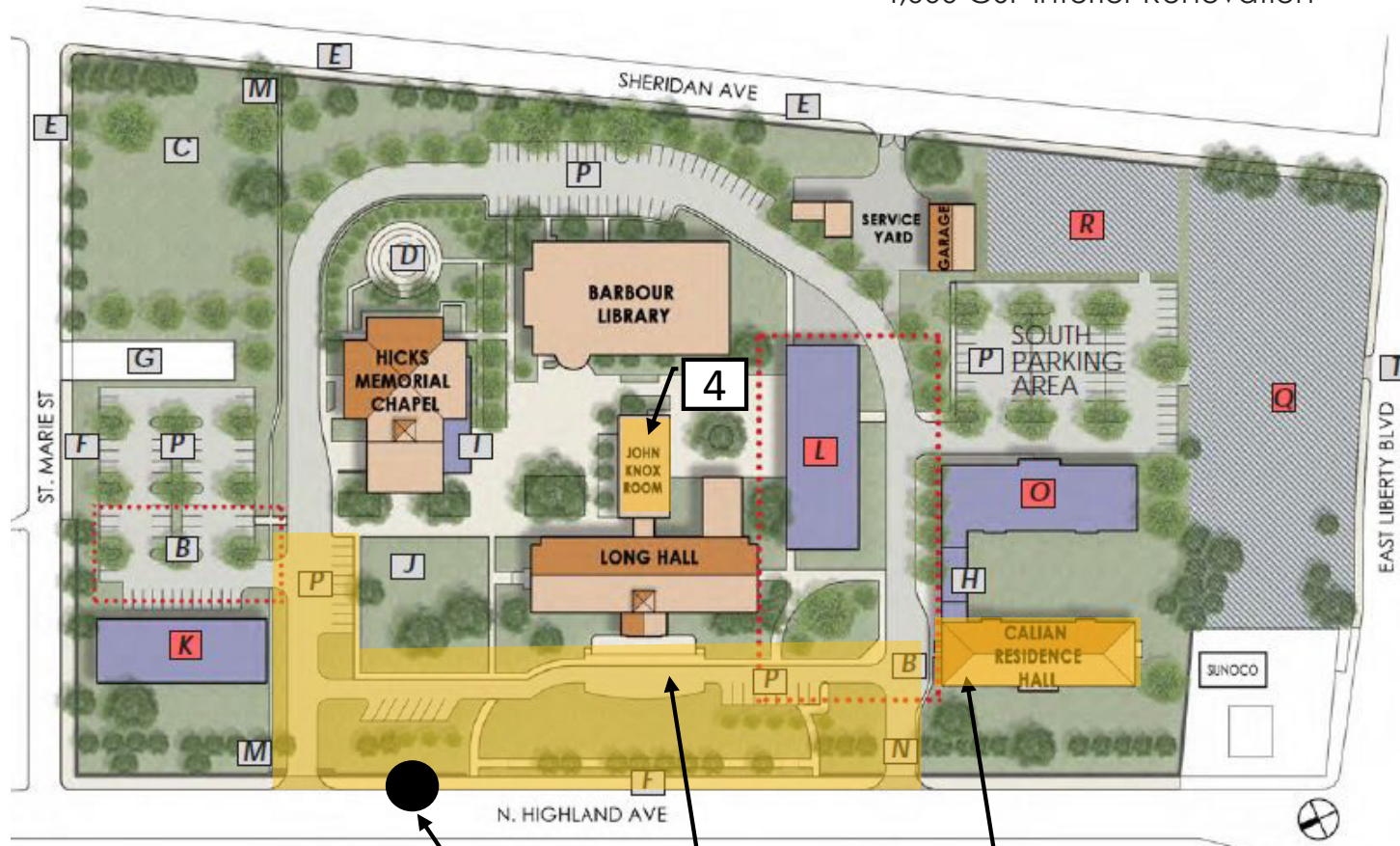


CAMPUS BUILDINGS INTENDED FOR DEMOLITION (RED)

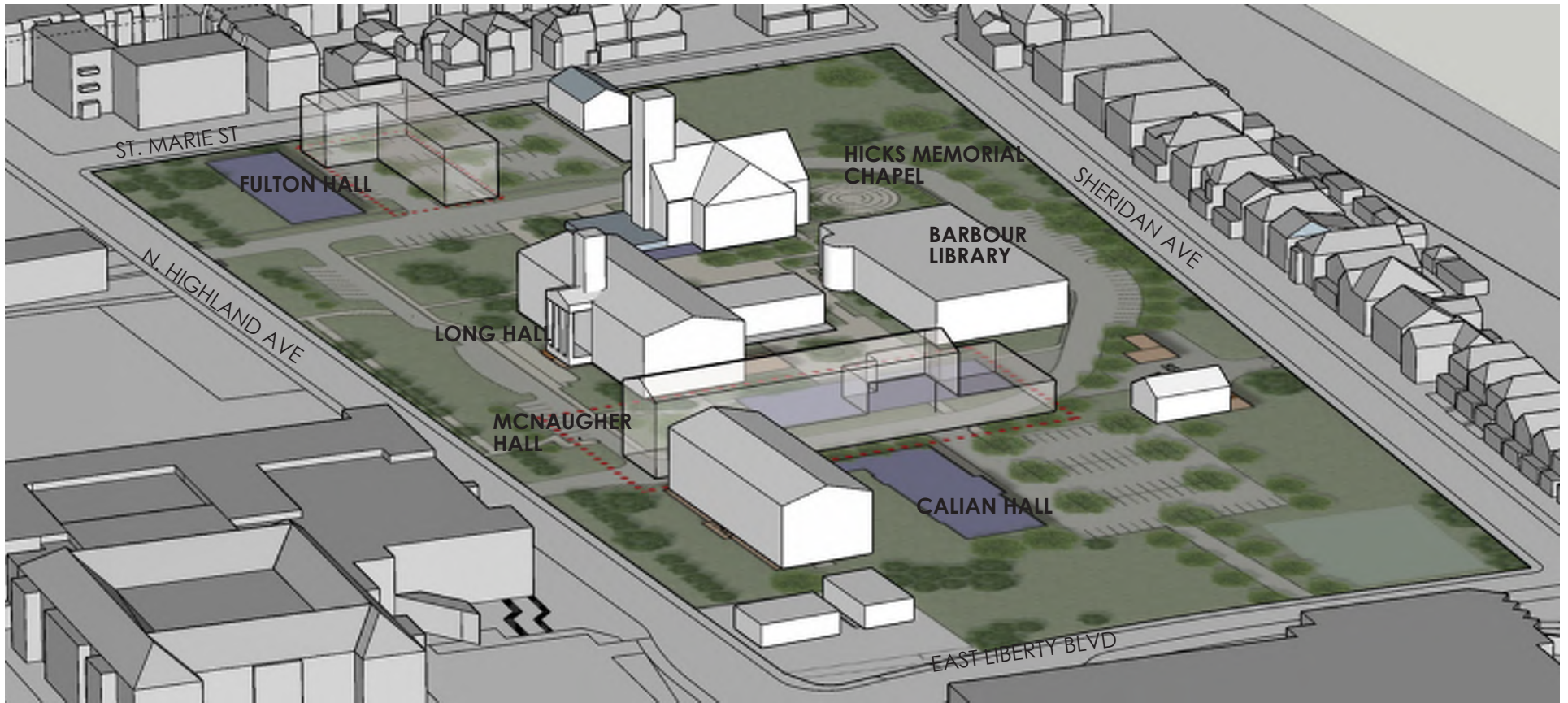
Implementation Plan (continued)

Phase One: Three to five years: Begin in 2019

1. Improvements to North and East Campus Circulation / entry driveway.
2. Install Bus Shelter on North Highland Avenue.
3. Interior renovations to Calian Residence Hall.
35,000 GSF Interior Renovation
4. Relocate Food Services to Long Hall
 - 4,000 GSF Interior Renovation



CAMPUS MAP PHASE 1



CAMPUS BUILDINGS PHASE 1

Implementation Plan (continued)

Phase Two: Four to five years: Complete by 2028

1. Interior Renovation to Long Hall

- 47,000 GSF Interior Renovation
- Academic and Offices

2. Demolition of Fulton Hall, construction of "Park in the Park".

3. Construction of interior loop road and related parking and landscaping.

4. Demolish and Replace McNaugher Hall.

- 36,000 GSF
- Academic and Offices
- 3 Stories
- 40' Building Height

5. Select Development Partner for East Liberty Boulevard Development and related Sheridan Avenue Townhomes.

- 130,000 GSF
- Multi-Family Residential / Ground Floor Commercial Space
- 6 Stories
- 75' Building Height

6. Construct South Quad green space.

7. New entrance and expansion to Calian Hall.

- 48,000 GSF
- Multi-family Residential
- 3 Stories + Basement
- 40' Building Height

8. New porch to Knox Room and Long Hall.

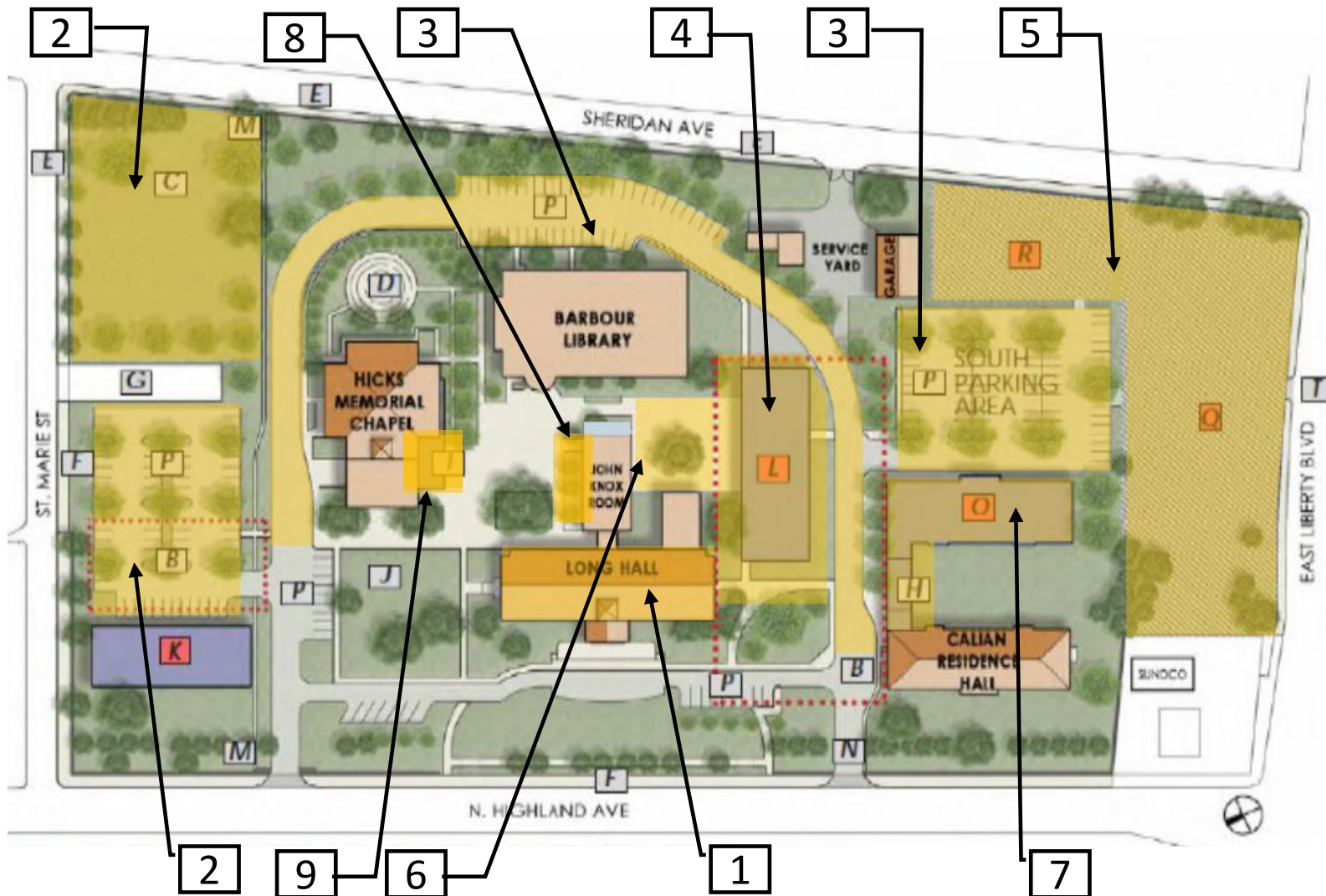
- 1,000 GSF
- Exterior Porch Structure

9. Interconnected Entrance to Hicks Chapel.

- 1,500 GSF
- Expanded Lobby / Improved Circulation
- 1 Story
- 15' Building Height

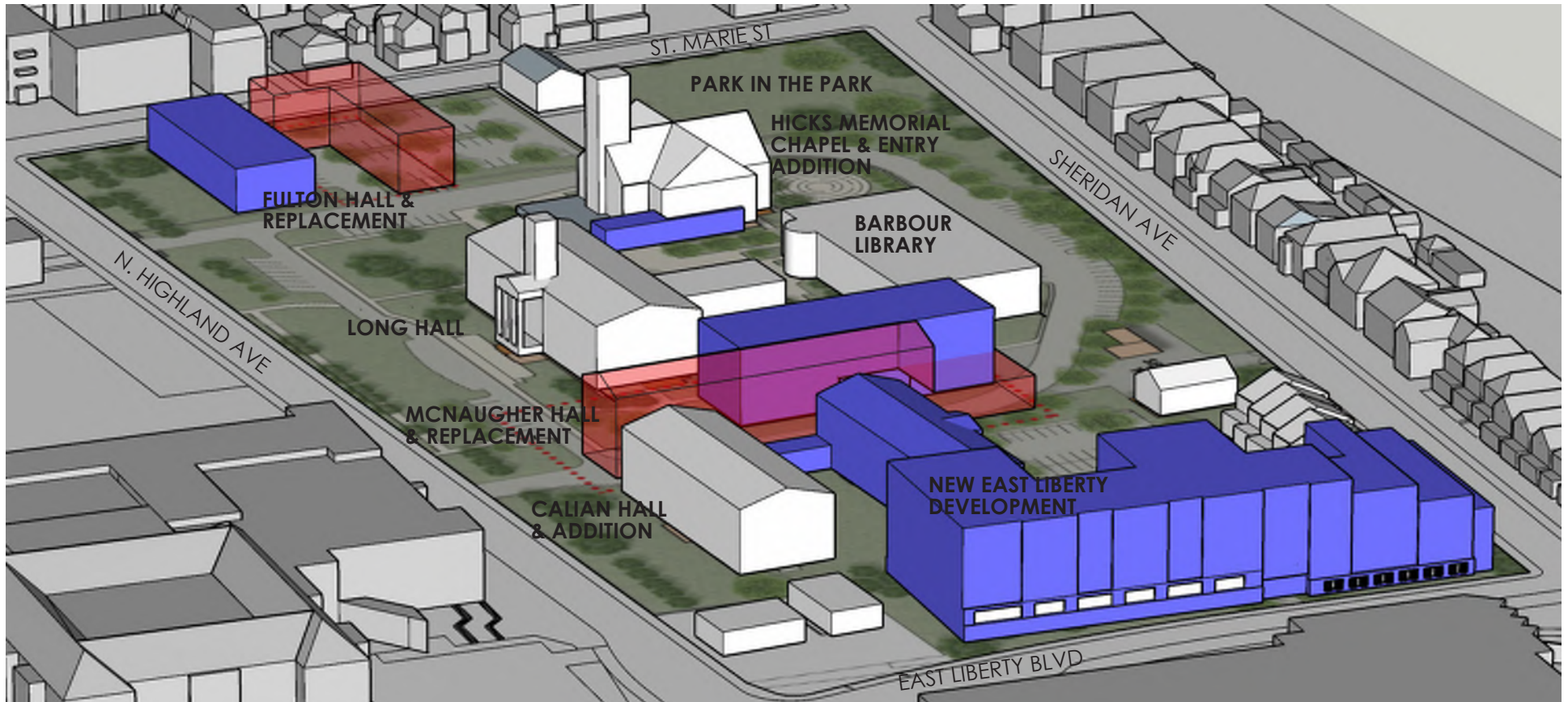
Long Term: Through 2043

No additional growth speculated in 25 year window

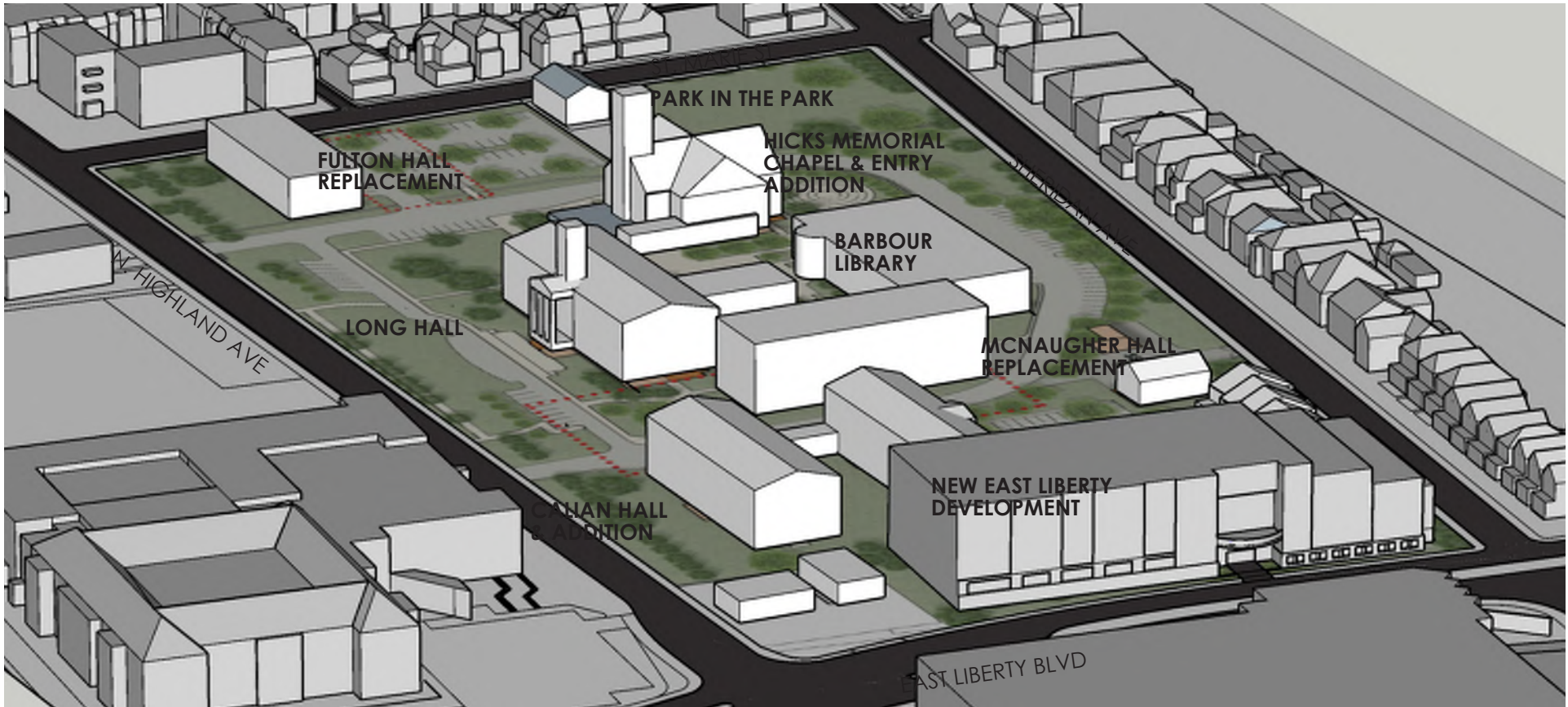


CAMPUS MAP PHASE 2

Implementation Plan (continued)



CAMPUS BUILDINGS PHASE 2
BUILDINGS TO DEMOLISH (RED)
NEW BUILDINGS (BLUE)



CAMPUS BUILDINGS COMPLETE

4.3 Urban Design Guidelines

Pittsburgh Theological Seminary has long acted essentially as an independent, closed entity from the surrounding neighborhood. An improved connection to the surrounding community is proposed in the future of the campus.

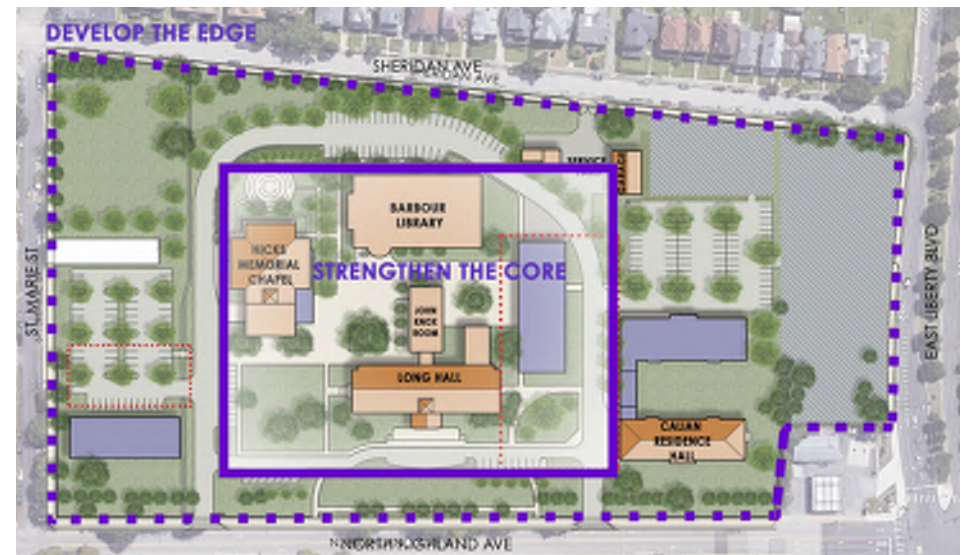
Significant buildings on the campus will be maintained, and new construction located in the core of the campus will follow the traditional elements previously implemented across the campus, see page C 34. New construction at the edge of the campus will incorporate transitional designs combining the traditional style of the existing campus with the stylistic trends of the surrounding East Liberty neighborhood. The architectural design of the E. Liberty Blvd Development building will recognize and respond to the gateway nature of the corner it will reside on and also be respectful of the residential structures across North Sheridan Avenue. The use of high-quality, durable materials will ensure the longevity of any new work within the urban context. Examples of how this may look can be found on page C 35.

Screening will be utilized to block mechanical units and surface parking lots from neighboring views.

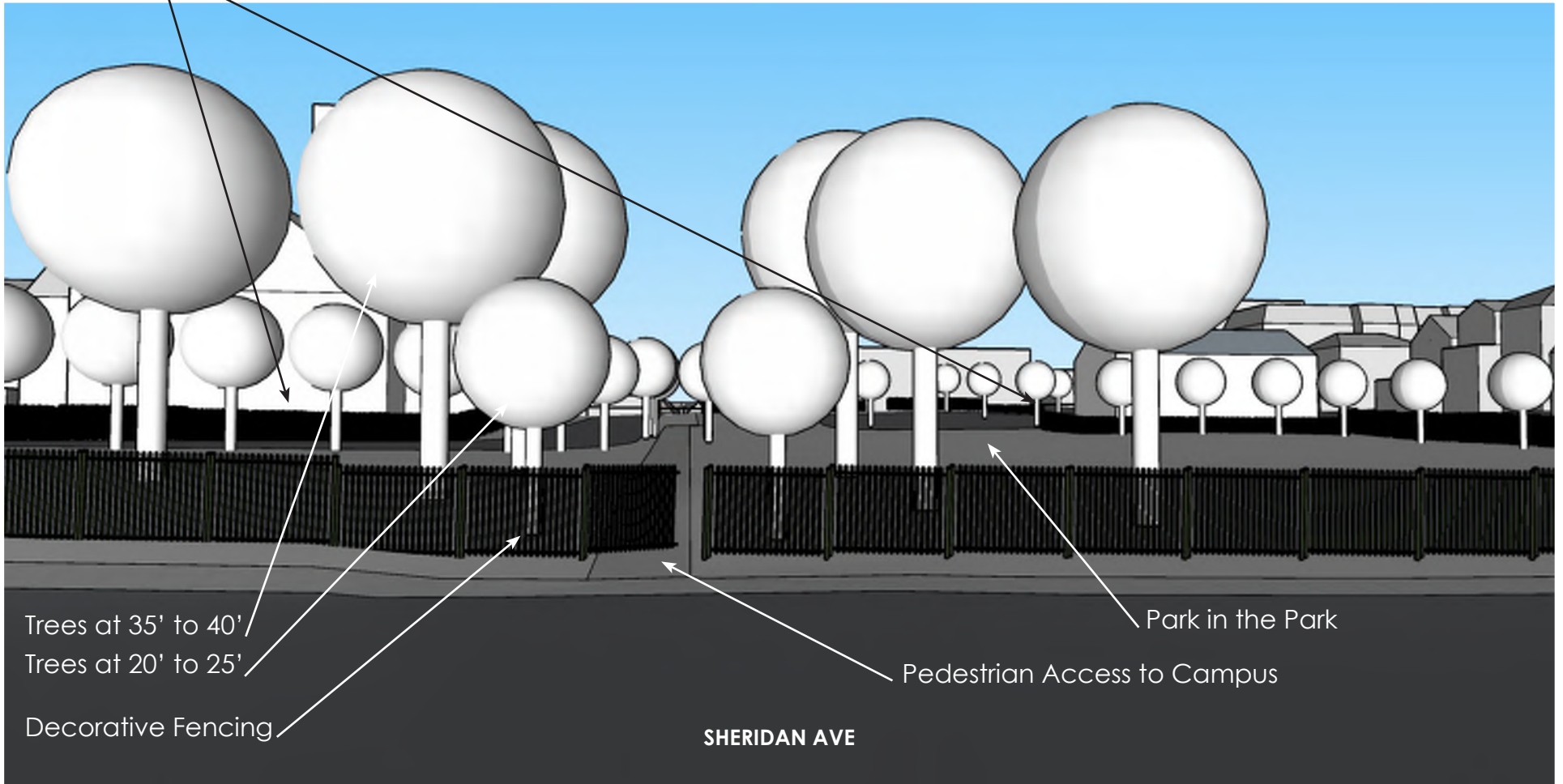
The proposed town homes will have frontage on N Sheridan Ave and their integral garages will be accessed from rear via the secondary access driveway of the campus off of Sheridan Ave to avoid any new curb cuts.

As discussed elsewhere in this plan, the following strategies investigate improvement options:

- Neighborhood Access Points to activate the campus's pedestrian realm.
- Opportunities for Complementary Development
 1. East Liberty Boulevard Parcel (approx. 1.2 acres)
- Campus Outdoor Place-making
- Future Building Sites
- Campus Entry, Vehicular Circulation, Parking, and Access



Landscape to provide screening



Trees at 35' to 40'

Trees at 20' to 25'

Decorative Fencing

SHERIDAN AVE

Park in the Park

Pedestrian Access to Campus

PEDESTRIAN ACCESS ALONG SHERIDAN AVE AT THE PARK IN THE PARK

Existing Campus Architecture



East Liberty Stylistic Trends and Campus Vision



INSPIRATION AND STYLISTIC INTENT FOR NEW CAMPUS DEVELOPMENT AND TOWN HOMES



AMPHITHEATER VISION



FARMER'S MARKET, PARK IN THE PARK



PERMEABLE PAVERS



SURFACE PARKING SCREENING



LASER CUT PANELS & CLEAR VU FENCING



EXISTING CAMPUS FENCE



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5. LONG TERM VISION & GROWTH

5.1 Twenty-Five Year Development

Strengthen the Core

Develop the Edge

It is difficult to pinpoint the physical environment needs 25 years from today on The Pittsburgh Theological Seminary Campus. If this Master Plan is fully implemented, we will have made the foreseeable adjustments to carry us to 25 years and beyond. Technology is changing our educational environment and learners / educators will continue to respond in ways that enhance the educational delivery system. The Seminary is dedicated to continuing to refine its facilities to the needs of the theological community and plans include maintaining and modestly increasing school enrollment over time. Campus living is in a state of change which includes the Seminary responding to how its students simultaneously work / educate / socialize in today's atmosphere. The potential mixed use facility development on the south end of campus is intended to give another living option to students while integrating with the neighboring community.



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6. MOBILITY PLAN

6.1 Existing Conditions

Strengthen the Core

Overview

A transportation study was conducted by Trans Associates in 2018. This study was performed to determine the traffic, parking, pedestrian, bicycle and loading impacts of the proposed Pittsburgh Theological Seminary (PTS) Institution 10 Year Master Plan based upon the City of Pittsburgh's traffic impact methodologies and to develop a program of recommended improvements.

Existing Mobility Conditions

Currently, PTS provides a total of 235 on-campus parking spaces, of which 168 spaces are utilized during peak parking demand. This demand represents a total parking occupancy of 71%.

The traffic flow around the site with optimized signal timing, all study intersections, approaches and movements operate at a level of service (LOS) D or better with the exception of E Liberty Blvd intersection at peak hours.

PTS is currently served by an extensive network of sidewalks and pedestrian crosswalks on and around campus. Intersections surrounding the campus have recently

Develop the Edge

been updated with new traffic signals as well as pedestrian countdown signals and push buttons. While these are still not modern pedestrian crossing equipment, they are consistent with equipment installed in a large portion of City of Pittsburgh intersections.

There are currently dedicated bicycle lanes on the roads adjacent to the PTS campus. At 2 locations on the PTS campus there are existing bicycle racks.

Transportation Demand Management

Transportation demand management (TDM) strategies include providing bicycle spaces for all new facilities per the zoning code, consideration of reimbursement of transit fares for those that ride the bus, and providing transit screens or an app displaying real time bus arrivals.

One or two spaces are proposed to be established for Uber/Lyft. An electric vehicle charging station will be considered. A campus TDM Coordinator will be considered to provide modal choice information and ride-share matching.

6.2 Mobility Goals

Parking

At peak periods a total of 356 parking spaces will be necessary to serve the needs of faculty, staff, students and visitors on campus and the East Liberty Development. Of those 356 spaces, 15 spaces will be ADA accessible and include 2 van accessible space. 148 parking spaces of the total 356 spaces are required for the proposed East Liberty Blvd development. Without this development, the peak parking demand drops to 208 spaces. The surface parking areas allow for 208 spaces, which will meet this need until construction of the proposed East Liberty project. The East Liberty project will have a parking garage underneath of it, providing the additional spots required for the facility.

Traffic

Traffic flow is not expected to be impacted and the LOS is projected to remain at a level D with the same exceptions as the existing conditions. No roadway improvements are anticipated to be required.

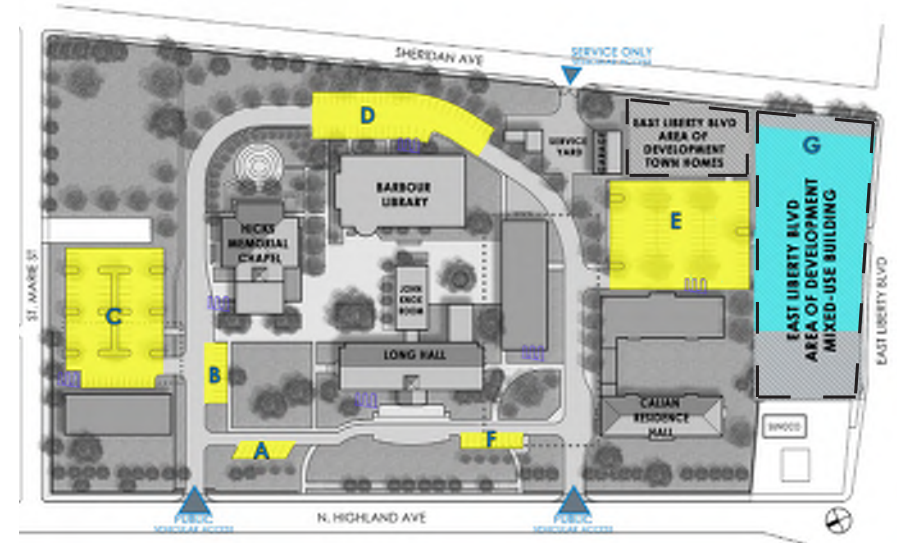
Pedestrian

It is possible that some pedestrian signal, pavement markings and signage upgrades may be desirable and required surrounding the PTS campus. PTS will continue to take advantage of the surrounding large network of sidewalks and crossings. In addition, several new sidewalks will be constructed on campus as presented in the campus master plan.

Bicycle

The proposed new academic building (Identified K on Masterplan) will be provided with a minimum of 2 covered bike spaces. The McNaugher Hall replacement building (Identified L on the Masterplan) will be provided with a minimum of 3 covered bike spaces. The Calian Hall expansion (Identified O on the Masterplan) will be provided with a minimum of 13 covered bike spaces. The proposed East Liberty Development (Identified Q on the Masterplan) will be provided with 42 covered bike spaces. Reference plan on Page 34.

6.3 Proposal



PROPOSED CAMPUS MOBILITY DIAGRAM

YELLOW LOTS SERVE THE CAMPUS, BLUE SPACES SERVE THE EAST LIBERTY DEVELOPMENT

7. INFRASTRUCTURE PLAN

7.1 Environmental & Sustainability Goals

Strengthen the Core

Develop the Edge

7.2 Environmental Protection Plan

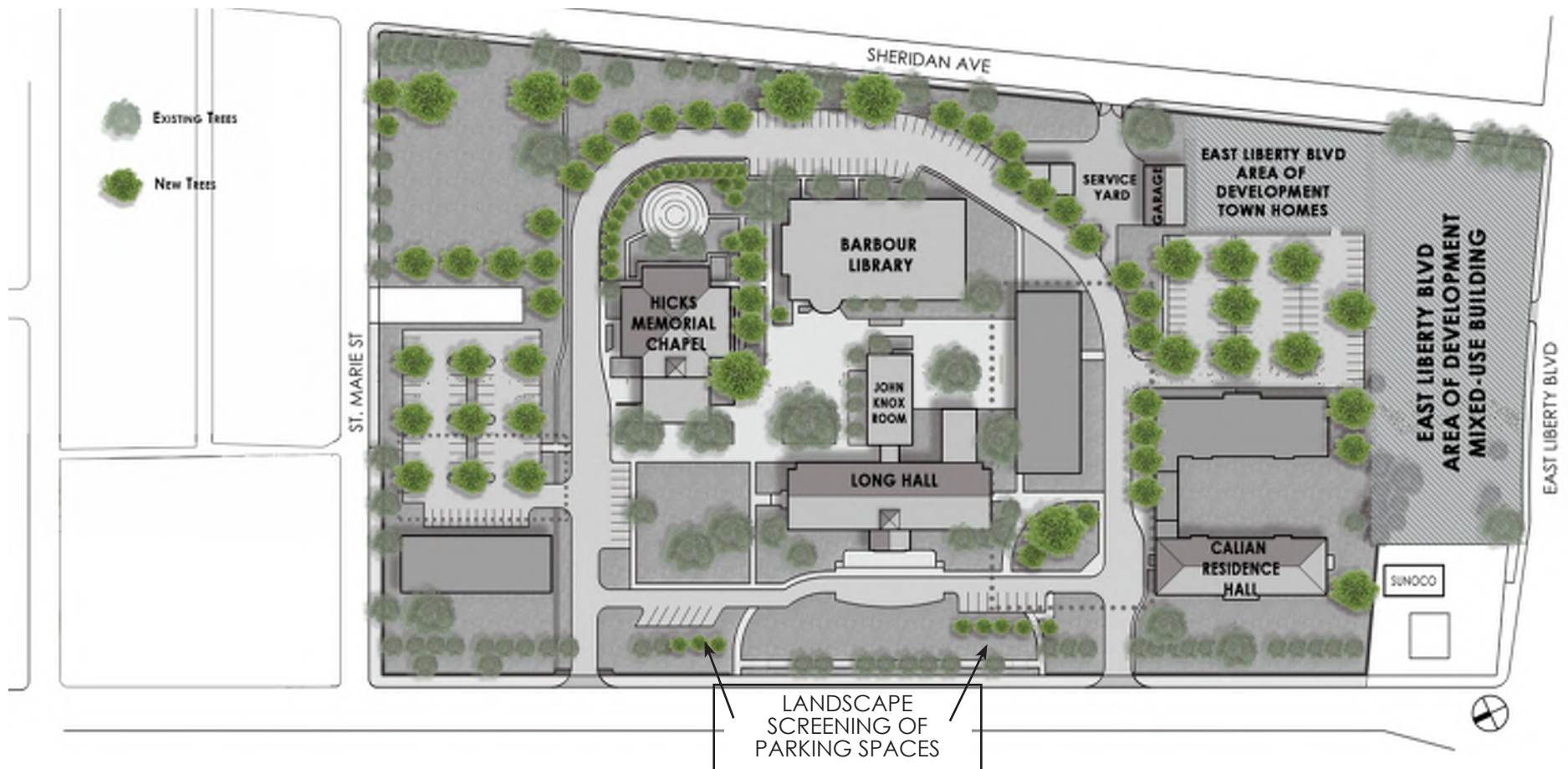
Pittsburgh Theological Seminary has a lush, well manicured site with a diverse variety of large, mature trees. Maintaining as many of these valuable resources as possible is a high priority for the campus. The portion of the site facing North Highland Avenue has several well maintained lawns and a historic iron fence which acts as a front door to the campus. This face of campus is welcoming to the surrounding area while maintaining a boundary condition at the street.

However, the remaining three sides of the site facing St. Marie Street, Sheridan Avenue, and East Liberty Boulevard could be improved. The plan proposes replacing the hurricane fence with coordinating decorative fence, increasing the number of campus access points to improve connectivity to adjacent neighborhoods, and increased landscaping as a screening elements for surface parking lots. Additional site features could also become valuable amenities for the surrounding neighborhood.

Tree Planting Guide

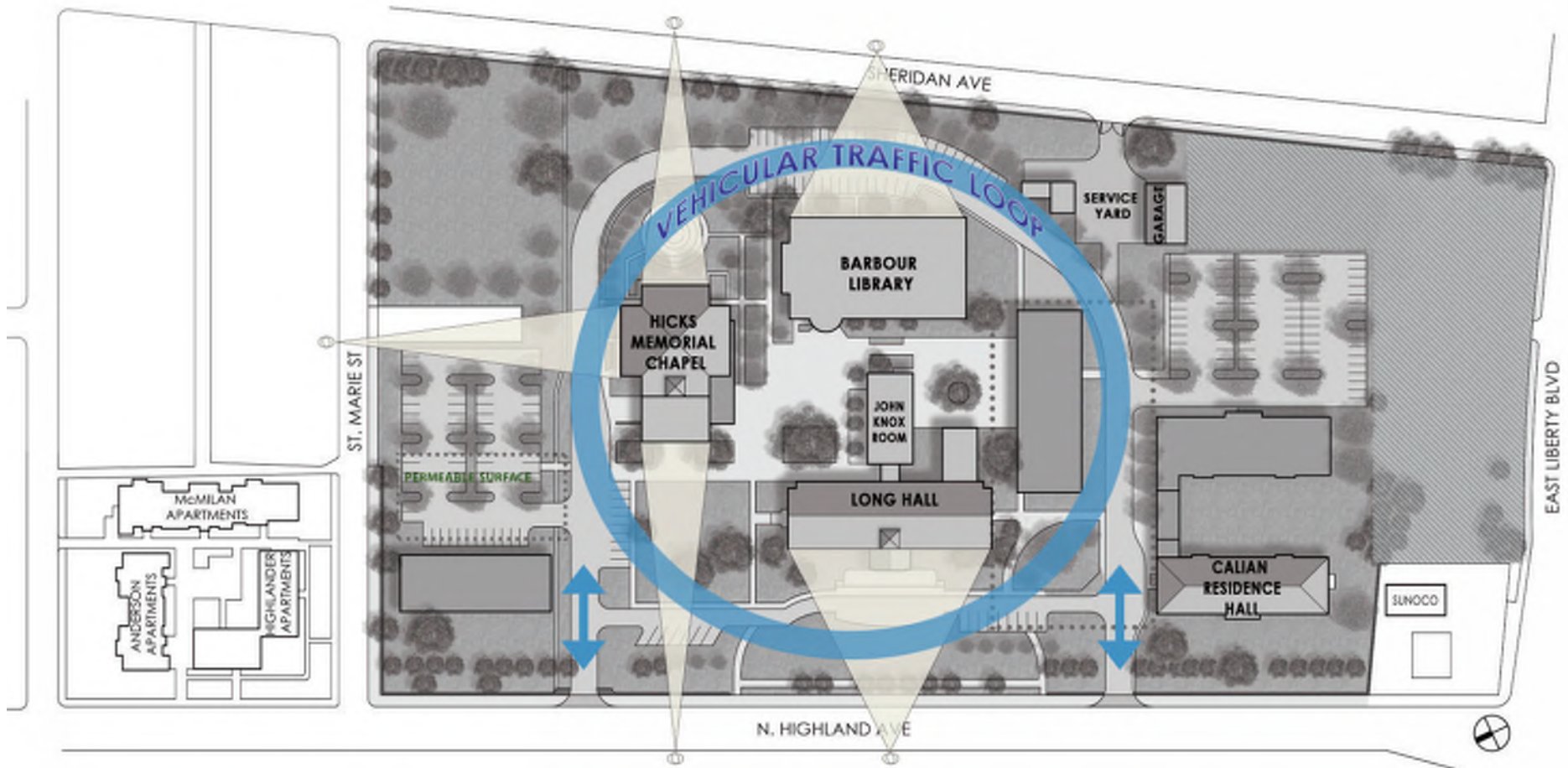
- Removal of existing trees is planned strategically and is minimized as much as possible. Most of the trees that are being removed are a result of development options being pursued for the north and south sites.
- New trees will be planted to help off-set the impact of the necessary removal of trees. Roughly 20 trees total will be lost.

- Iconic and large trees are maintained throughout campus.
- Parking at the north side of the site is designed with increased tree cover and will include screening to reduce parking lot views to neighbors. The intent of this space is to be used for parking during weekday demand. During evenings and weekends the space may serve community functions such as festivals, markets, block parties, etc. Reference image on page C35.



Traffic Circulation and View Corridors Guide

- Existing vehicle circulation will remain across the front of campus at the entry to Long Hall to serve as the primary visitor entry to the campus. It will also contribute to the campus circulation loop.
- The traffic loop circulation serves the concept of the campus: Strengthen the core and develop the edge.
- View corridors will remain to iconic campus buildings including Long Hall, Hicks Chapel, and the Barbour Library.



7.3 Campus Energy Planning

Energy planning goals were not set as part of this IMP.

7.4 Stormwater Management

Stormwater run off for the Pittsburgh Theological Site flows into the Allegheny River Basin watershed. The 10-year master plan proposes new impervious areas in the form of buildings and site infrastructure within this watershed.

To account for any increase in runoff from the impervious areas, stormwater management facilities will be proposed to provide rate control and water quality. The proposed stormwater facilities or best management practices for this site will be a combination of permeable paver systems, rain gardens, and underground storage tanks.

Long Hall has a rain garden in its front lawn for stormwater.



PAVER SYSTEM



RAIN GARDEN



STORAGE TANK

7.5 Green Buildings

As one of the newer projects completed on the PTS campus, the Barbour Library has achieved LEED certification status. The details of its sustainable practices are as follows:

Energy Use:

1. Added form insulation to the exterior walls
2. Installed all new energy efficient windows
3. Replaced all lighting with LED lighting with motion sensors and electronic controls
4. Added energy efficient hot water boiler
5. Replaced A/C with new, high efficiency model
6. HVAC electronically controlled and connected to central monitoring
7. Overall, estimated to reduce energy usage by a minimum of 12% (hard to measure because it's not separately metered)



Green Buildings - Barbour Library (Con't)

Water Use:

1. Reduced the overall number of bathrooms
2. Replace all toilets with low water usage models
3. Replaced all faucets to control flow (automatic stop/start or push button)
4. Footprint of building and parking behind it didn't change, so no change on stormwater
5. Overall water use expected to be reduced by 30%

Indoor Environmental Quality

1. We were very sensitive to indoor air quality
2. Low VOC paints and materials were used
3. All duct work was sealed during construction
4. Introduction of external air is electronically controlled
5. Indoor air quality was tested before staff returned to library

Construction and Demolition:

1. We recycled 95% of the waste
2. Chose sustainable materials whenever possible to meet LEED certification

7.6 Waste Management and Water Conservation

No existing programs existing at PTS are dedicated to water conservation, waste reduction/recycling, or waste management.



INTERIOR OF BARBOUR LIBRARY, GREEN BUILDING RENOVATION 2019

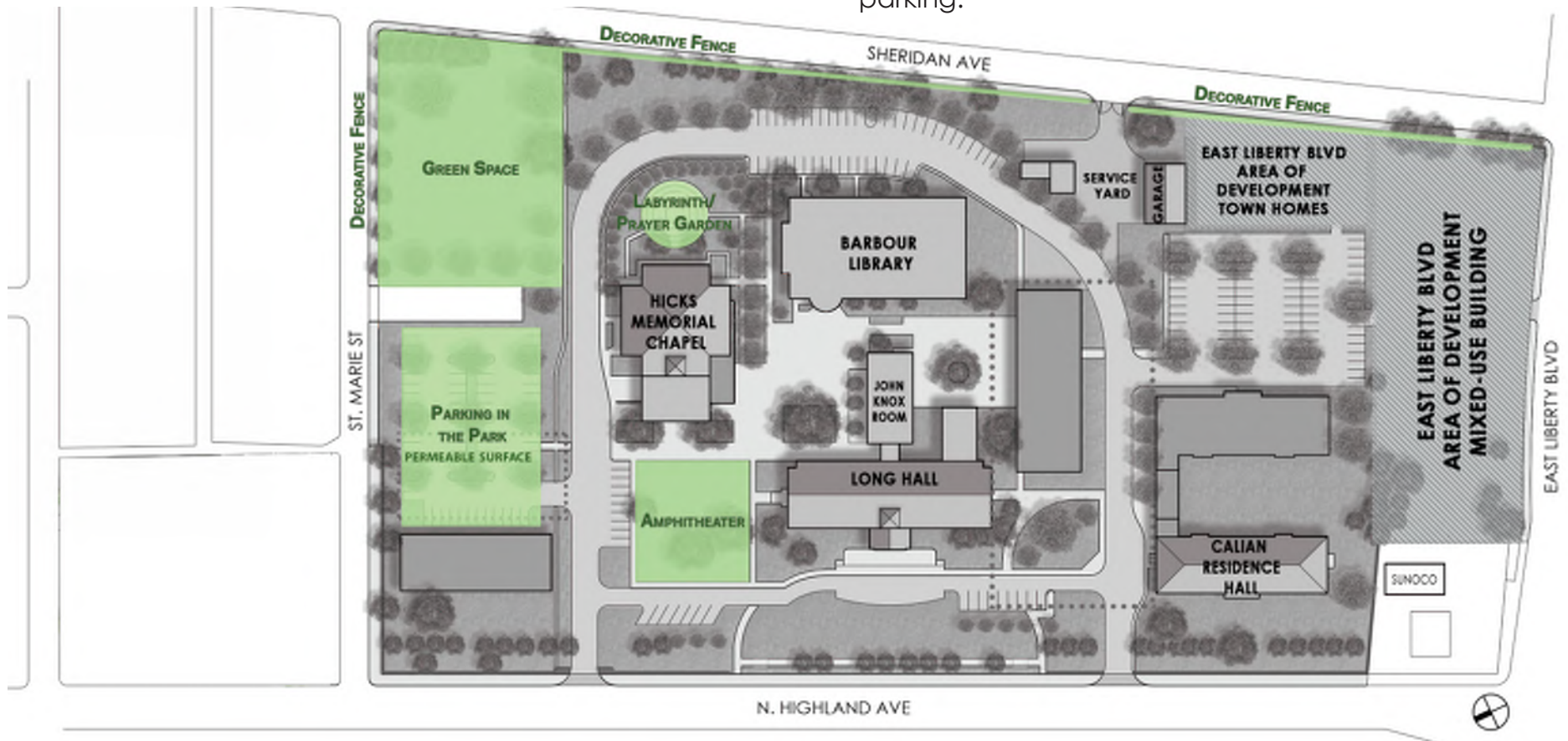
7.7 Open Spaces and Pedestrian Circulation

See page C35 for example images of spaces.

- Existing chain link fence will be removed and replaced in strategic locations with a decorative fence to coordinate with the existing hurricane fence. Areas adjacent to surface parking will also include landscape screening elements.
- Green space has been reserved along the north edge

of the site along St. Marie street.

- A labyrinth and prayer garden will be created adjacent to the existing courtyard and chapel.
- Terraced, landscaped steps are intended to create an amphitheater at the base of the existing chapel steps to invite the campus and surrounding community to events.
- The Park in the Park will have a permeable surface and serve as a space for community events as well as parking.



8. NEIGHBORHOOD ENHANCEMENT STRATEGY

Strengthen the Core

Develop the Edge

Overview

This section presents information on the neighborhood enhancement strategy of Pittsburgh Theological Seminary. The information is presented in three parts. The first is a summary of community engagement activities that PTS completed as part of the IMP development process. The second outlines the types of activities that PTS has been, and intends to continue to be, engaged in with regards to the community. The last section outlines steps that PTS intends to employ as the IMP is implemented in the coming years that are intended to enhance the relationship between the seminary and wider community.



IMAGE FROM NEIGHBORHOOD ENGAGEMENT STUDIES

Engagement During Plan Development

Focus Group Conversations – 17 and 18 April 2018

On the 17th and 18th of April, 2018 the Pittsburgh Theological Seminary hosted two focus groups to provide preliminary information about the developing IMP in order to solicit feedback and recommendations. A memo providing a complete summary of these engagements is included as an appendix to the submitted IMP.

The areas addressed in these engagements included the following:

- General areas of consideration and concern
- Community connections
- Community edges
- Future green space – what are the opportunities for programming?
- Development potential



IMAGE FROM NEIGHBORHOOD ENGAGEMENT STUDIES

As appropriate, the seminary incorporated recommendations into the overall plan. Selected items are listed here:

- Improve community connections and increase awareness of activities that are open for broader community participation
- Improve the edges of the campus, particularly the fencing on Sheridan avenue
- Make increased green space available for community events and more welcoming for neighbors
- Any development (on the south end of campus) should address broad community needs including affordable housing and providing space for community-related services

General Public Engagement – 17 December 2018

On Monday, December 17, 2018 the Pittsburgh Theological Seminary hosted a public meeting to share the proposed campus master plan, and to solicit feedback on specific elements of the plan. This meeting was in advance of the planned PTS Board of Directors approval in May 2019 and was intended to review the near complete IMP. A memo providing a complete summary of this engagement is included as an appendix to the submitted IMP.

There were approximately 30 attendees, which included a mix of neighborhood organizations, the local faith community, and residents. During the meeting, the room of attendees were divided into (5) facilitated table conversations.

Each table discussed the following elements of the IMP:

- Community Connections
- Future green space
- Development site on East Liberty Blvd.

Based on the engagement the following major themes/concerns emerged:

- Articulate a clear vision for how the Seminary wants to engage the wider community — and how that engagement will bring the Seminary's mission to life.
- Consider programmatic as well as spatial connections to the community.
- Be a generous neighbor.
- Use the development opportunity to build bridges.



IMAGE FROM NEIGHBORHOOD ENGAGEMENT STUDIES

Summary Recommendations:

Based on what was heard from participants, generally there was positive feedback about the ideas in the plan. What most seemed to interest people is the discussion around how PTS would in fact become a more public amenity, and what it would take to build relationships with the surrounding community in order for there to be consistent use of the grounds.

With regard to the physical elements of the plan, below is summary of the final recommendations:

- There didn't seem to be a clear preference for a pedestrian connection from Sheridan Ave. to Highland Ave. through the Seminary, therefore the connection was removed.

- Regarding the development parcel on East Liberty Blvd., there was clear consensus around housing types that align with the mission of the Seminary, and the desire for a community use on the ground floor. There were ideas about potential partnerships for the programming of the first floor that can be explored at a later time in order to improve connections with the neighborhood. These ideas could be explored in more detail if the development project were to move into the next level of design.
- Regarding open space, there does seem to be a desire to have a public open space of some type at the corner of Sheridan Ave. and St. Marie Street. Therefore, we recommend programming that in more detail through a public process once PTS is able to move forward on that element of the plan.

Ongoing Community Engagement

Pittsburgh Seminary has a long history of community engagement which occurs in a variety of forms. In recent years (since 2010), the number of events and activities has steadily increased. Across all forms, the number of people involved well exceeds 12,000 each year. Between October 2018 and September 2019 we managed over 700 events for organizations that serve the Pittsburgh community i.e. meetings, seminars, workshops, etc.

Annually, PTS invites the general public to participate in a range of programs including:

- Continuing Education – offering a wide variety of programming serving ministry leaders, church members, and the general population. The average participation annually is approximately 2000 attendees.
- Racial Justice Summit – held annually on the PTS campus and attracting approximately 800-900 attendees.
- Renaissance Church – neighborhood church of approximately 200 that meets each week on the PTS campus.
- Providing office space for community-serving agencies
 - Open Hand Ministries (<http://openhandpgh.org/>)
 - Christian Associates of Southwest Pennsylvania (<https://www.casp.org/>)
 - Pittsburgh Leadership Foundation (<https://plf.org/>)



IMAGE FROM NEIGHBORHOOD ENGAGEMENT STUDIES

- PTS frequently hosts the graduation ceremonies for the City of Pittsburgh Police and Fire Academies.
- Barbour Library – a wide variety of patrons use the Barbour Library for study and research including a number of local and regional pastors
- Village Collaborative – staff from the seminary were involved with the creation of the Village Collaborative and continue to be partners with this important RCO. In addition, the seminary serves as the host for monthly meetings of the Collaborative.

- The Metro-Urban Institute of Pittsburgh Seminary launched the Urban Leadership Series in 2017 and since that time have offered programs to the public which include but not limited to the following presentations from local leaders:

- Grant Writing, Poise Foundation
- Trauma Informed Community Development, Focus Pittsburgh
- Establishing a Non-Profit, New Sun Rising
- Asset-based Community Development, Office of Mayor William Peduto
- Escaping Generational Poverty, Circles Pittsburgh
- The Road to Gender Equity, Women and Girls Foundation

- The Metro-Urban Institute, through its Fellows program, placed seminary students in year-long internships in community based organizations, organizations such as the Larimer Consensus Group, Homewood Children's Village, Zone 5 Police, Casa San Jose, Allies Pittsburgh, and Imachi Pittsburgh. This is in addition to traditional field education placement requirement for most of our Masters students which typically takes place in the congregational setting, but have included the Allegheny County Jail and Children's Hospital of Pittsburgh.

Future Community Enhancement

As the IMP begins to be implemented in the coming years, the Seminary intends to engage the community in two particular ways. One involves seeking input and guidance for proposed elements of the plan as they move toward intended implementation. The other will be a continued effort to provide relevant programming and opportunities for the community to utilize the assets of the Seminary.

IMP Implementation Engagement

As outlined in this IMP there are proposals for important changes to the buildings and grounds on the seminary campus. While no decisions have been made regarding any of the proposed projects, we intend to engage with the community on any project where there is the potential for impact. This engagement could include community meetings, surveys, and focus groups depending on the project.

Three projects particularly come to mind where community input will be vital:

- Perimeter Fencing
- Student Housing
- Development on the South End of Campus

Programming and Activities Engagement

The Seminary will continue to seek ways to engage the community that fit with the overall mission and future direction of the institution. In 2019, the Seminary completed a \$15 million+ strategic plan, which included a number of capital and programmatic initiatives. The complete renovation of the Barbour Library was the signature capital project. This renovation greatly improved the library as a resource for the faculty and staff as well as members of the community who benefit from having access to the space and its holdings. The academic programs were restructured in such a way that the potential for available space for other purposes has been expanded.

In 2020, Pittsburgh Seminary was awarded a grant from the Henry Luce Foundation to explore and research the intersectionality of race and gentrification. This project will involve the work of community leaders in various Pittsburgh and Allegheny County neighborhoods in the research and reporting efforts.

As Pittsburgh Theological Seminary moves into its future we look forward to working with the neighborhood for the flourishing of both.

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9. APPENDICES

Strengthen the Core

Develop the Edge

Items included as appendices:

- **Outreach/engagement report**
- **Transportation Study**
- **PTS Master Plan Report, 2019 (Christner)**
- **PTS IMP, April 2010 (Rubinoff Company, NBBJ)**
- **PTS Zoning Review, 2017 (PJ Dick)**
- **PTS Zoning Overview, 2016 (Goldberg, Kamin & Garvin, LLP)**
- **Market Analysis and Strategy for PTS, July 2019 (Development Strategies)**