

PITTSBURGH THEOLOGICAL SEMINARY

INSTITUTIONAL MASTER PLAN

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THE PITTSBURGH THEOLOGICAL SEMINARY INSTITUTIONAL MASTER PLAN

Table of Contents

1.0 Mission and Objectives:

- A New Day at PTS
- Master Plan Overview
- Master Plan Overview and Strategy

2.0 Planning Horizon and Master Plan:

- Projects and Functions
- Illustrative Master Plan

3.0 Existing Property / Uses:

- Existing Circulation / Parking
- Existing Landscape / Open Spaces
- Campus Buildings and Uses
- Campus Building Assessment
- The Barbour Library
- Long Hall
- Hick's Memorial Chapel
- McNaugher Memorial Hall
- Student Housing
- Student Housing Assessment

4.0 Needs of Pittsburgh Theological Seminary:

- Buildings and Space
- Long Hall
- New Worship Center
- New Academic Center
- New Student Neighborhoods
- Additional Proposed Campus Buildings and Connections

5.0 Ten Year Development Envelope:

- Master Plan Project Phasing - 10 Year Horizon
- 10 Year Development Envelope

6.0 Twenty-Five Year Development

Sites:

- Master Plan Project Phasing - 25 Year Horizon
- 25 Year Development Sites

7.0 Transportation Management Plan:

- Creating a Vehicular Circulation and a Parking Strategy

8.0 Environmental Protection Plan:

- Preserving and Enhancing the Existing Campus Tree Canopy
- Proposed Campus Tree Retention and New Plantings

9.0 Open Space and Pedestrian:

- Creating Pedestrian Pathways

10.0 Urban Design Recommendations:

- Campus Rules of Form
- Creating Clear Campus Edges
- Campus Edge Guidelines
 - N. Highland Avenue
 - St. Marie Street
 - Sheridan Avenue
 - E. Liberty Boulevard

11.0 Neighborhood Integration Strategy:

- City / University Relationships
- Neighborhood Relationships
- Greenway Connector to Highland Park
- East Liberty Master Plan
- East Liberty Neighborhood Context

12.0 Appendix

List of Exhibits / Tables

1.0 Mission and Objectives:

- 1.1 *New Campus Entrance - Artist Impression*
- 1.2 *PTS Campus - Aerial Photograph*
- 1.3 *Master Plan Strategy*

2.0 Planning Horizon and Master Plan:

- 2.1: *Functional Master Plan*
- 2.2: *Illustrative Master Plan*

3.0 Existing Property / Uses:

- 3.1: *Existing Circulation / Parking*
- 3.2: *Existing Landscape / Open Spaces*
- 3.3: *Space Use Assessment, Levels A-D*
- 3.4: *Existing Building Conditions*
- 3.5: *Student Neighborhoods Existing Conditions*

4.0 Needs of Pittsburgh Theological Seminary:

- 4.1: *Proposed Campus Building Plan*
- 4.2: *Conceptual Long Hall Floor Plan: Level B*
- 4.3: *Conceptual Long Hall Floor Plan: Level C*
- 4.4: *Conceptual Long Hall Floor Plan: Level D*
- 4.5: *Conceptual New Worship Center Floor Plan: Level B*
- 4.6: *Conceptual New Worship Center Floor Plan: Level C*
- 4.7: *New Worship Center - Artist Impression*
- 4.8: *New McNaugher Academic Center - Artist Impression*
- 4.9: *Conceptual McNaugher Academic Center Floor Plan: Level B*
- 4.10: *Conceptual McNaugher Academic Center Floor Plan: Level C*
- 4.11: *Conceptual McNaugher Academic Center Floor Plan: Level D*
- 4.12: *Conceptual McNaugher Academic Center Floor Plan: Level E*
- 4.13: *New Student Neighborhoods*
- 4.14: *New Student Neighborhoods - Artist Impression*
- 4.15: *Additional Proposed Campus Buildings - Floor Plan*
- 4.16: *Student Services Building and Connection to McNaugher Academic Center*

5.0 Ten Year Development Envelope:

- 5.1: *Master Plan Development Zones - 10 Year Horizon*
- 5.2: *10 Year Development Envelope*

6.0 Twenty-Five Year Development Sites:

- 6.1: *Master Plan Development Zones - 25 Year Horizon*
- 6.2: *25 Year Development Sites*

7.0 Transportation Management Plan:

- 7.1: *Vehicular Circulation and Parking Plan*

8.0 Environment Protection Plan:

- 8.1: *Campus Tree Plan*
- 8.2: *Illustrative Campus Landscape Plan*

9.0 Open Space and Pedestrian:

- 9.1: *Pedestrian Pathways and Open Space Plan*

10.0 Urban Design Recommendations:

- 10.1: *Campus Rules of Form*
- 10.2: *N. Highland Ave. New Campus Entrance & Edge - AA*
- 10.3: *N. Highland Ave. North Campus Quad & Edge - BB*
- 10.4: *St. Marie Street North Campus Quad & Edge - CC*
- 10.5: *St. Marie Street Northeast Parking Lot Edge - DD*
- 10.6: *Sheridan Ave. Parking Lot & Campus Drive Edge - EE*
- 10.7: *Sheridan Ave. Southeast Parking & Campus Drive Edge - FF*
- 10.8: *E. Liberty Blvd. Parking Lot & Open Space Buffer - GG*
- 10.9: *E. Liberty Blvd. South Campus Quad & Open Space Edge - HH*

11.0 Neighborhood Protection Strategy:

- 11.1: *City of Pittsburgh / University Relationships*
- 11.2: *Neighborhood Relationships*
- 11.3: *Greenway Connector to Highland Park*
- 11.4: *East Liberty Master Plan (Provided by ELDI)*
- 11.5: *East Liberty Neighborhood Context*

12.0 Traffic Impact Analysis and Parking Demand Study

- 12.1: *Traffic Impact Analysis and Parking Demand Study*

Tables:

- 1. *Existing Campus Buildings, Date, and Square Footage*
- 2. *Existing Campus Building Assessment*
- 3. *Existing Student Housing (2008-2009)*
- 4. *Proposed Housing Unit Summary*
- 5. *Proposed Renovation and New Construction - Total Gross Square Feet*
- 6. *All Existing and Proposed Buildings - Total Gross Square Feet*

1.0: MISSION AND OBJECTIVES

A New Day at the Pittsburgh Theological Seminary

As the sun rises over the Pittsburgh Theological Seminary campus, the chapel steeple becomes illuminated and demarcates the campus commons, the center and the heart of the PTS campus. This physical space is the crossroads, both symbolically and functionally, for the daily activities that comprise a day in the life of the seminary, the pursuit of learning, the joy of discovery and the celebration of worship. In the intersection of these activities, community is created, diverse in description, yet united in a passion about the enduring power of the Gospel, here and now, on the campus and in the world.

As the morning sunlight washes the red brick buildings that frame the campus commons, the seminary comes to life. Students, staff, and professors begin to move through the barrier-free commons, with some entering the Barbour Library for an early morning coffee and conversation by the hearth, warmed by the fireplace on the first floor of the Library, the campus "living room" and intellectual hub. Still others move through the interconnecting corridors and buildings that surround and demarcate the academic core. Their destinations are rich and diverse; learning spaces, classrooms, offices and technology centers, quiet reading and study alcoves, library resource and assistance centers. Comfortable, well-located seating alcoves on the classroom learning level become filled by students reviewing the previous day's reading assignments, and discussing and sharing insights and questions with fellow students. A group of students review their sermon notes as they enter the PTS preaching studio, uniquely designed to record, help analyze, and enhance

individual preaching techniques. Other students head to the PTS distance learning lab, equipped with state of the art, sophisticated communication technology to share in instruction and discussion with students from other seminaries, both in the U.S., and overseas.

Faculty members, arriving at their offices, make final preparations for classroom instruction, with several faculty engaging fellow faculty members in conversation and coffee in the central gathering space outside their offices.

As mid-morning approaches, visitors begin arriving at the North Highland Avenue campus entrance to check in for a major continuing education event later that afternoon. Entering the atrium lobby of the new McNaugher Academic Center, the visitors are welcomed and directed to their rooms in Calian Residence Hall, to the right, the cafeteria down the hall and the major assembly space immediately adjacent to the atrium.

It is now late morning, and campus life begins to shift once again as the seminary campus community begins to gather in the newly designed center of worship and praise, the Pittsburgh Theological Seminary Chapel. As people approach the chapel, designed to be open and transparent, they view an intimate, unique rearrangement of seats, a free-standing altar and colorful banners, all suggestive of a planned vibrant, celebratory worship service to follow. Utilizing the superior acoustics of the chapel, later in this day a musical recital will be held in this same, but rearranged space.

As noon approaches, the warmth of the day brings the campus community back outside to the campus commons, some having lunch, others reading, several on their computers, many in discussion with fellow members of the campus. Still other students migrate to the campus front yard and reposition one of the Adirondack chairs under a stately shade tree, while others choose to give flight to a Frisbee that arcs north and south above the front lawn. Several students as well utilize their lunch hour to return to their newly constructed campus apartments, a comfortable, supportive "home-place" during their stay on the PTS campus.

It has been a good morning on the campus as the relationship between the people of PTS, the campus and its buildings, as place, and the practice of learning and worship becomes clearer. A symbiotic relationship is created between a well-designed physical space and the people who use it, where place enables and inspires their daily activities, which in turn animates the campus, helps form community, lifts up celebration and worship, and fosters the mission, the vitality and joy in advancing the Gospel.



New Campus Entrance - Artist Impression

Exhibit 1.1

Master Plan Overview

The Pittsburgh Theological Seminary master plan represents a committed, inclusive process by the PTS community to understand and design the best relationship between “practice”; how we learn, worship, and grow as a community of faith; and “place,” the physical setting and all its components, from the overall 13 acre campus to the classroom and all the spaces in between. In what ways can and should the design of “place” enable and support an intentional, inspirational, and formational environment for learning, worship, and participation in community. The PTS master plan seeks to identify opportunities, and strengthen this interaction between place and practice, and is proscriptive in how to think about physical recommendations and their resulting impact on the daily activities that comprise a day in the life of the PTS community, on campus.

The master plan also seeks to thoughtfully marry the history, traditions, and formality of the campus, its rules of form, to establish a new way of thinking that begins with focusing on the fundamental organization of the campus.

The plan suggests an array of major site and building components, “building blocks,” that in combination comprise the complete campus as a single unified thought. This organization begins with establishing a true center to the campus, its “heart,” a well-designed, beautiful, protected and highly functional space that is the centerpiece and pedestrian crossroads to the campus. In turn, this heart is then held by the academic core ringing the heart, with each academic and support building linked one to another, serving as portals into this

center space. Learning spaces, worship, and support functions are designed to be fully functional and attractive for each separate activity, as well as integrated parts of the larger whole, a seamless, barrier-free, outside and inside unified setting. The following goals and objectives were established for; the master plan, campus buildings and the campus, by the Working Committee, as an early step in the master planning process:

The Master Plan:

- Keep it Simple, Make Better What We Have vs. A Compelling Vision and “Big Moves”
- Master Plan Drivers for PTS Facilities are more **Qualitative** than Quantitative
- Stay Flexible: Future Impact of Technology / Distance Learning vs. On-Campus Bricks and Mortar

Campus Buildings:

- Plan for Housing as Both a Need and a Recruitment Draw
- Upgrade Campus, Academic and Office Environments, and Capture Opportunities for Continuing Education
- Re-inspire Campus Worship and Solve Issues of Worship Spaces and Practice

The Campus:

- Plan Campus as a Well Organized, High Quality Urban Environment
 - Open Space “Commons” At Center of Academic Core
 - Preserved Front Yard, and well done Campus Edges
 - Other Buildings at Campus Perimeter
- Foster a Welcoming Hospitality with Visible, Clear, Access Path and Destinations
- Ensure Wise Use of Current Land Bank, Plan for Opportunity-Driven Acquisition
- Redevelop Library: An Intellectual Center and Campus “Living Room”
- Centralize Student Gathering Space vs. Current, Scattered “Cul-de-sac” Spaces
- Provide High Quality Student Neighborhood Options

PTS Campus



Aerial Photograph

Exhibit 1.2

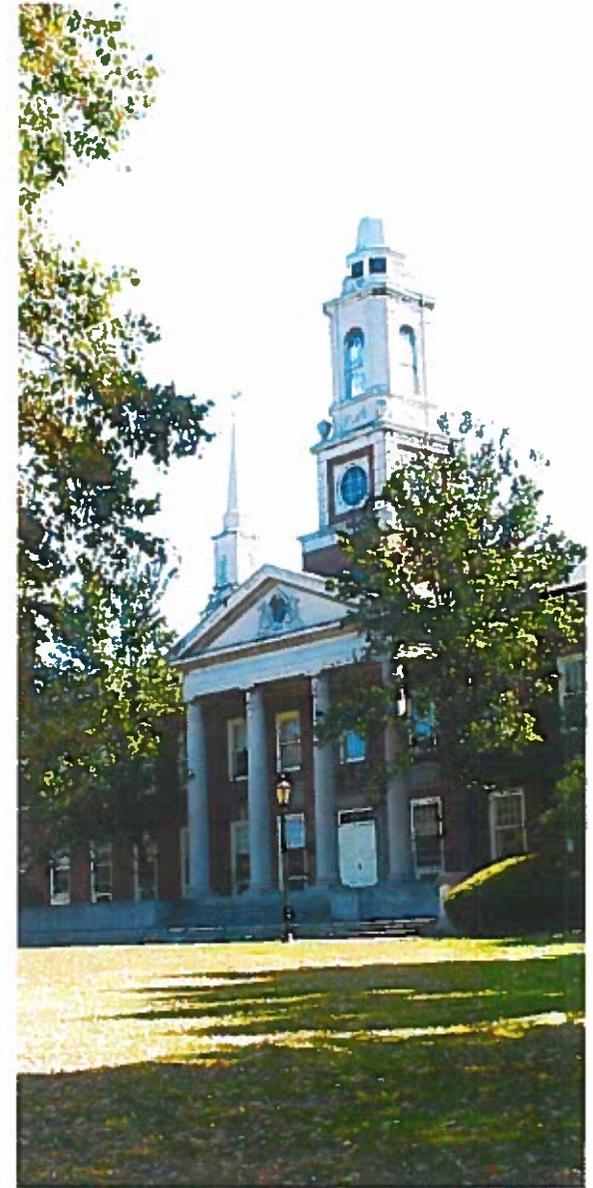
Master Plan Overview and Strategy

Beyond the academic core, the master plan continues to build on a clear organizational pattern for the campus in locating and linking two adjacent student housing quadrangles, directing north and south of the academic core. Each quadrangle establishes a neighborhood, with its own “heart”, ringed by well-designed student residences and community spaces that support and honor the student’s need for a high-quality home-place during their stay at PTS.

To complete this organizational pattern, the academic core and student neighborhoods fit within the overall framework of the campus which includes a welcoming, accessible tree-canopied front yard as 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. All campus functions; the heart, the academic core, student housing, campus yard spaces and parking are interconnected by a matrix of pedestrian walkways that further reinforce the unity of the campus and its sense of community.

In summary, the master plan and its recommendations are built on the premise that Pittsburgh Theological Seminary, as an institution and its community, can design its own future in both, place and practice, as it seeks to achieve its vision as a superior, nationally and even internationally recognized center for theological education.

In the following sections of the master plan document, more detailed characteristics and recommendations are described, first for the campus itself, and second for the campus buildings.



Master Plan Strategy

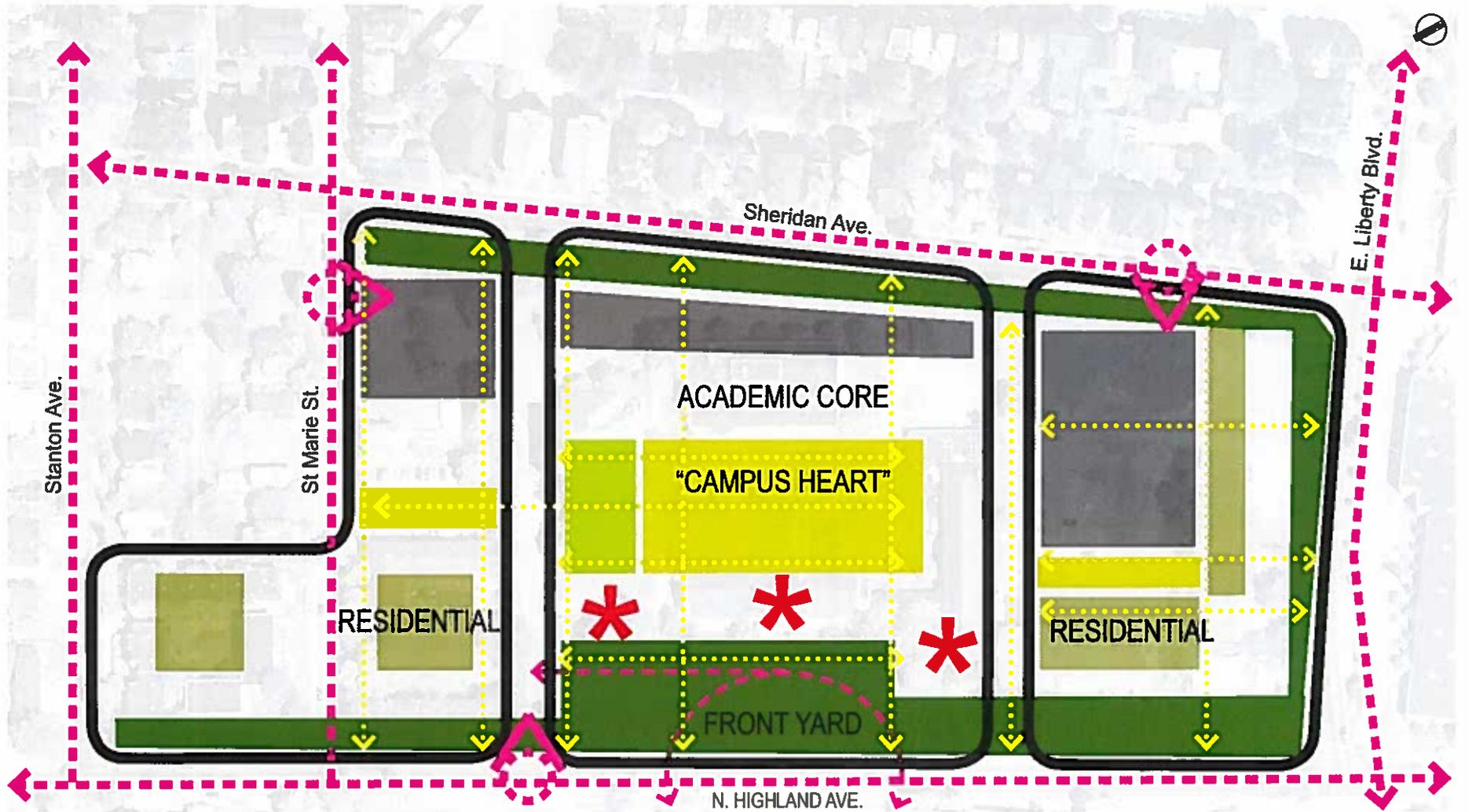


Exhibit: 1.3

- Campus as Cloister
- Internal Green Spaces become Truly Valuable + Timeless
- Reestablish Highland Ave. as Main Entrance and Arrival
- Campus Built out to Its Edges
- Preserved Front Yard Space Reinforced by
- Opens up Additional Campus Entrances

2.0: PLANNING HORIZON AND MASTER PLAN

Master Plan Projects and Functions

The Pittsburgh Theological Seminary master plan recommends a number of projects that will help to transform the institution over the next 25+ years. These projects include the removal of all or parts of some existing buildings, renovation of existing buildings, construction of new buildings, improvement and enhancement of campus open spaces and the construction of new vehicular circulation and parking infrastructure. The Master Plan Projects Menu summarizes all components of the long-term master plan, with each component adding to the future vision for the PTS campus. Sequencing or phasing of these components will be dependent on urgency of need and the ability to obtain funding.

The Master Plan Buildings Summary provides the square footage for each building renovation and new construction project broken down into the categories of; worship, learning, support and campus amenities and student housing. The master plan projects total approximately 208,000 SF.

The removal of Hicks Chapel, the west end of McNaugher Hall and the existing apartment buildings results in a net square footage decrease of 197,000 SF. The construction of the new worship space, new learning spaces, new support and campus amenity spaces and student housing will result in net square footage increase of 179,000 SF, for a total campus gross square feet of 376,000 SF, at the completion of the master plan. This represents a total increase of 14% over the existing space on campus.

Master Plan Projects Menu

BUILT FACILITIES:

- New worship Center
- Memorial Chapel
- Wellness Center / New Bookstore
- Library Porch
- Renovated Library (Living Room)
- Outdoor Cafe Seating
- Continuing Education, Distance Learning, Preaching Studio
- Long Hall Renovations
- Campus Cornerstone
- 2 New North Residential Buildings
- 2 New South Residential Buildings
- Senior Housing across St. Marie?

INFRASTRUCTURE:

- 3 Campus Access Points
- Reorganized Parking / Circulation
- Adjusted Service Access
- 300 Parking Spaces (300 Total Surface, 31 ADA)
- One Way Main Entrance Drive
- Stormwater Retention

CAMPUS:

- Preserved Front Yard
- Campus Heart
- Established Edge Conditions along East Liberty, Sheridan, Saint Marie, and Highland Ave.
- Residential Quads
- Campus Neighborhood Gateway

Functional Master Plan

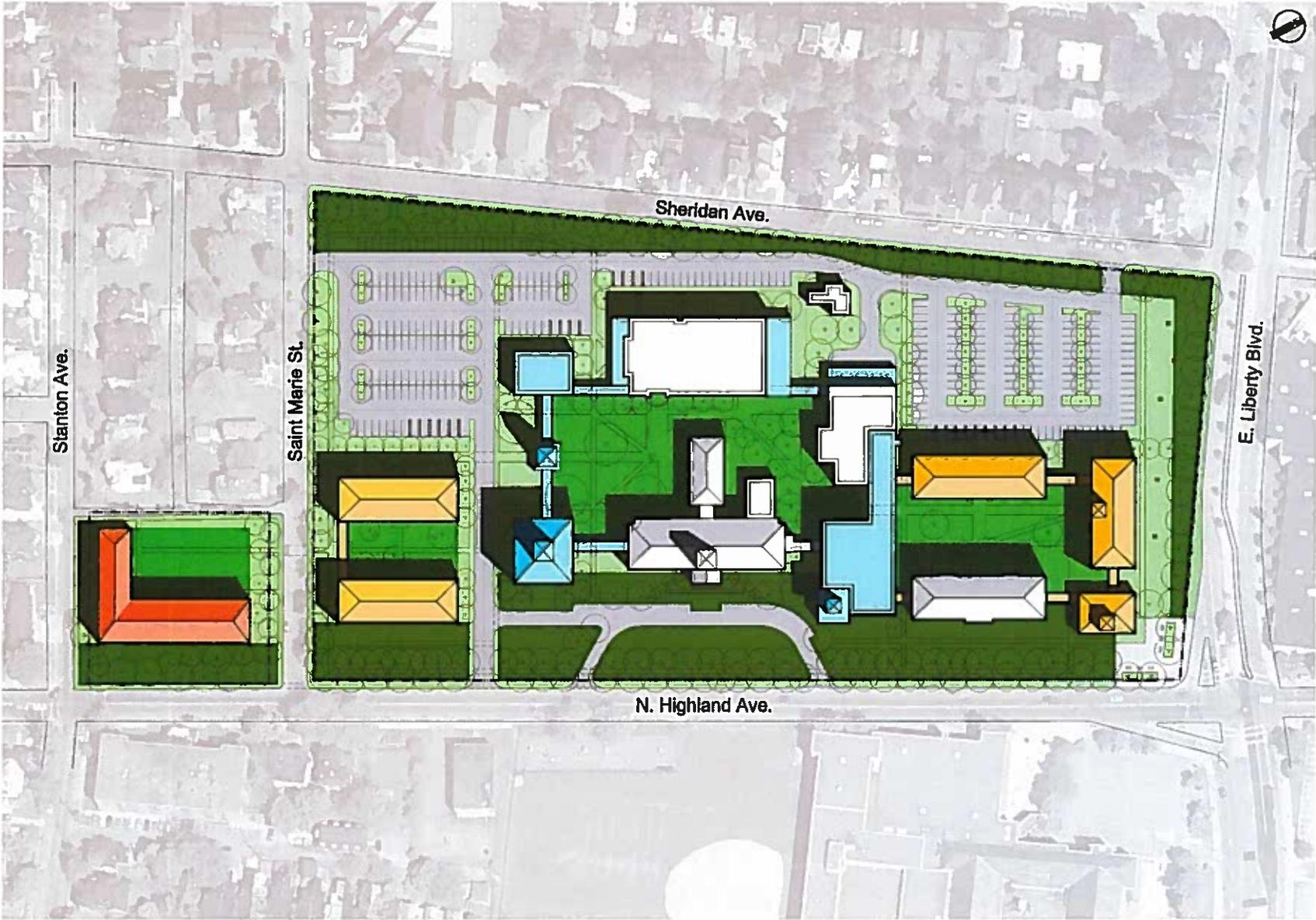


Exhibit 2.1

Illustrative Master Plan

The Illustrative Master Plan provides a collective long-term view of the Pittsburgh Theological Seminary incorporating all of the components previously described; new buildings, campus access, vehicular circulation, parking, pedestrian circulation and landscape. The illustrative plan is intended to evoke the future character and quality of the campus, the reinforced building edge and enhanced front yard along N. Highland Avenue, the “framed” academic core and campus heart, the newly established north and south residential quads and the enhanced campus edges along East Liberty Boulevard, Sheridan Avenue and St. Marie Street.

The Illustrative Plan also highlights the potential opportunity to create senior or market rate housing on the site currently occupied by McMillian, Anderson and Highlander Apartments. As part of the master planning process, it was deemed possible, to accommodate the future needs of the Seminary on their property located south of St. Marie Street. This has opened up the opportunity to consider alternative uses for the site north of St. Marie Street. PTS is currently studying the option of senior housing as a complimentary adjoining campus use.



New Campus Entrance



New Campus Heart



New Housing Quad.

Illustrative Master Plan



Exhibit 2.2

Buildings

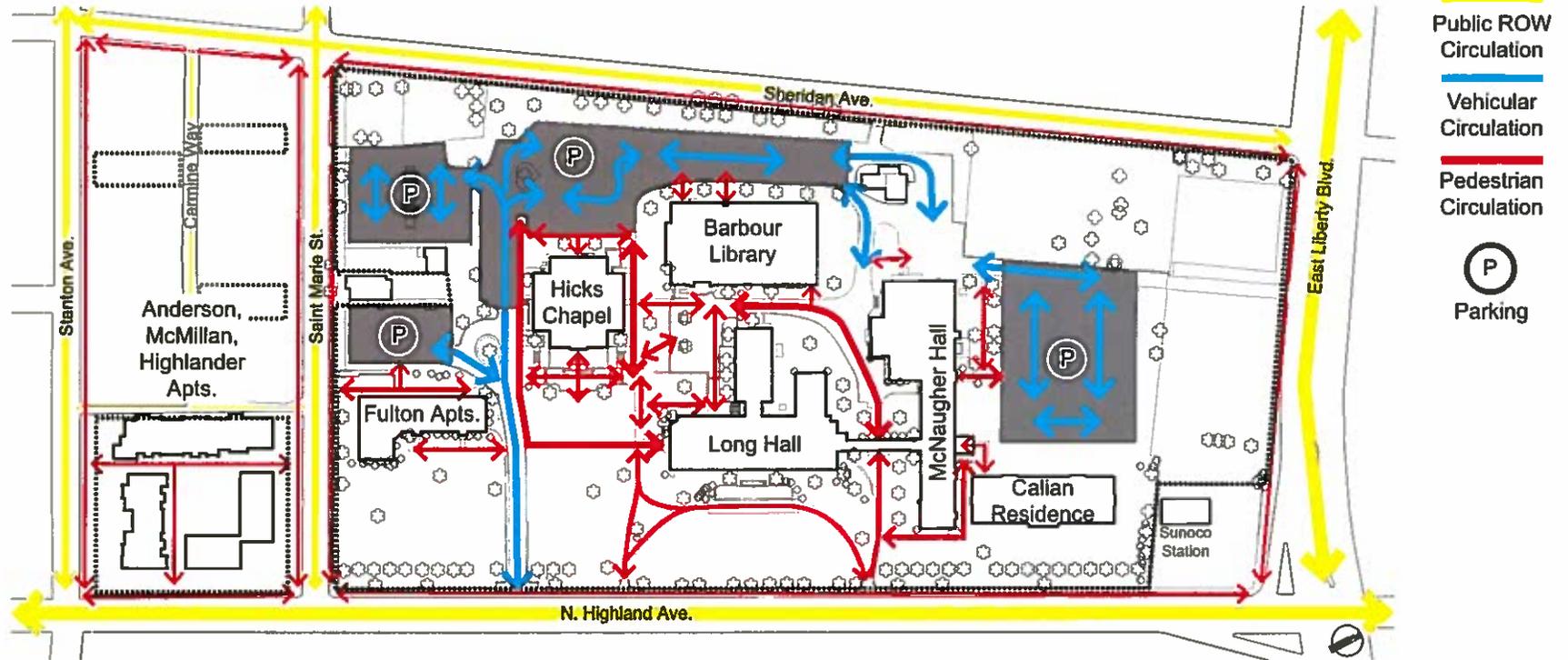
- | | |
|--------------------|------------------------------|
| A. Long Hall | D. McNaugher Academic Center |
| B. Barbour Library | E. Calian Residence Hall |
| C. Worship Center | F. Student Life Building |

Open Space and Parking

- | | | |
|--------------------|-------------------------------|----------------------|
| 1. Campus "Heart" | 4. North Student Neighborhood | 7. Northeast Parking |
| 2. Campus Entrance | 5. South Student Neighborhood | 8. East Parking |
| 3. Chapel Monument | 6. Open Space | 9. Southeast Parking |

3.0: EXISTING PROPERTY AND USES

Existing Circulation / Parking



Existing Campus Entry Drive



N. Highland Avenue Entry Gate



Existing North Parking Lot



Existing South Parking Lot

Exhibit 3.1

Existing Landscape / Open Spaces

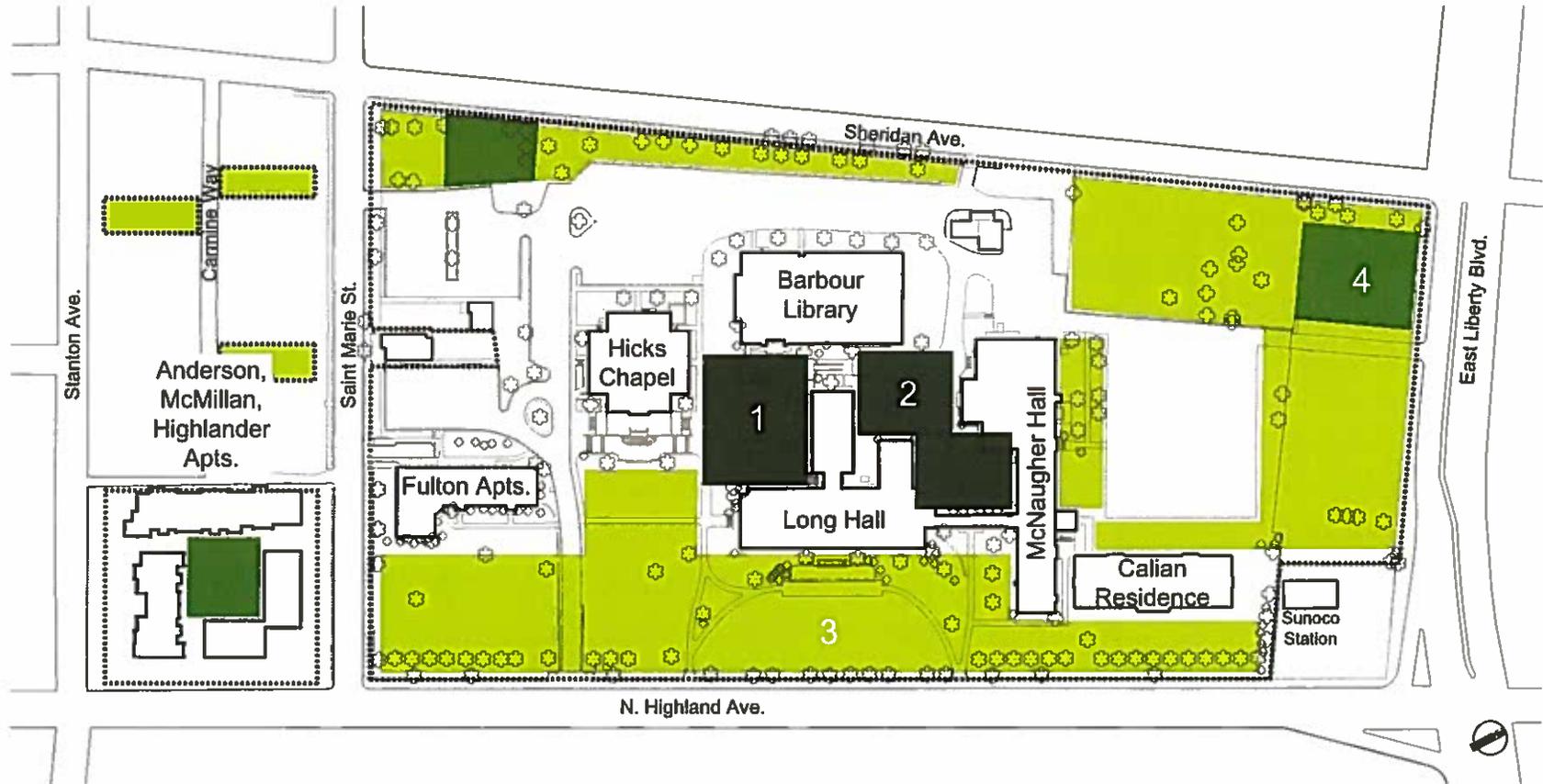


Exhibit 3.2



Campus Courtyard



Campus Courtyard



"Front Yard"



Existing Recreation

Campus Buildings and Uses

The decision to construct the Pittsburgh Theological Seminary on the N. Highland Avenue site was a bold, proud moment in its history. A vibrant city, an established North Highland neighborhood, and a beautiful treed 13 acre site combined to create great excitement about this new endeavor, and helped set the stage for designing and developing the new campus. The choice of a collegiate Georgian style of architecture for the first two buildings, Long Hall as the main, focal point building and McNaugher Memorial Hall as student housing, offices, and dining, was both appropriate and logical. Clearly in concert with establishing a timeless presence and recognizable character to the campus, the Georgian style provided a dignity and simplicity that well-matched the image, identity, and mission of the seminary.

Subsequent buildings reinforced both the architectural style and a sense of uniformity in the consistent use of materials, color, and building placement. The interior design of building spaces was in turn gracious and largely unadorned and straightforward in the organization of rooms and functions. Largely designed as long “bar” buildings, both Long Hall and McNaugher Hall utilize a long axial center hall to service rooms to each side, with larger such rooms in Long Hall, reflecting classroom and office type spaces, versus smaller, individual dormitory rooms in McNaugher Hall. Subsequent buildings were designed to be more focused on serving a specific function; for the Barbour Library, those functions were best served by establishing large, flexible building floor plates that could accommodate various arrangements of book stacks, seating, study

areas, offices, and other specialized needs. The Hicks Chapel was principally designed to accommodate two major assembly spaces, a formal worship space on top of a large assembly space. Housing for both student apartments and dormitory rooms were likewise designed to meet the specific residential needs of students.

Today, the total PTS building inventory comprises approximately 330,000 square feet in nine buildings (see table 1). To meet the vision and mission of PTS, the master plan provides a broad variety of recommendations regarding the buildings and space inventory in assessing and identifying near-term and long-term building and space quantity and quality issues. The following master plan section provides both an overall description of these issues and individual review and master plan recommendations for individual buildings and space use. In completing the Pittsburgh Theological Seminary master plan, and in developing appropriate future recommendations, it was important to fully understand the PTS building inventory, both as physical space and in terms of how the campus community interacts with and is served by these buildings, their spatial experiences and functional use. To achieve a truly symbiotic and beneficial relationship between physical place and practice, it is then critical to understand how a building and its spaces are used, how the nature and character of the spaces influence those who use the space, and what physical or functional issues limit or impede the use and purpose of that space. In developing future recommendations, it is important to ensure that the design, configuration, and character of PTS

buildings and spaces will inspire, support, and embrace the seminary’s students, faculty, staff, and visitors through their daily activities on the campus.

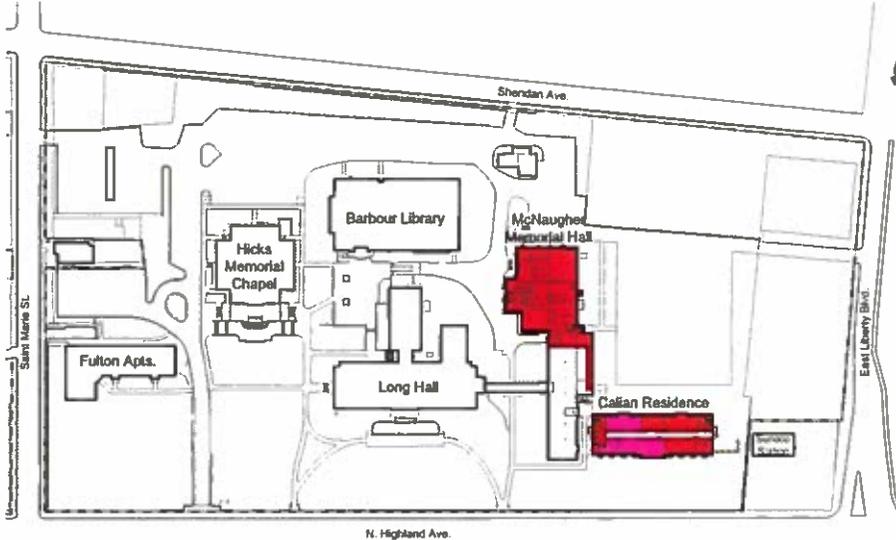
In overview, the majority of campus building inventory (90%) was built before 1968. Long Hall, completed in 1952, represents a building design and space program that was developed between 1948 and 1950, thus its functional arrangement of space represents an educational philosophy that is over 60 years old. Similarly, McNaugher Hall, also built in 1952, was originally designed as a student dormitory with small, individual rooms and common, ganged bath/shower rooms, a residential concept no longer in use.

Existing Campus Buildings, Dates, and Square Footage (Table 1)

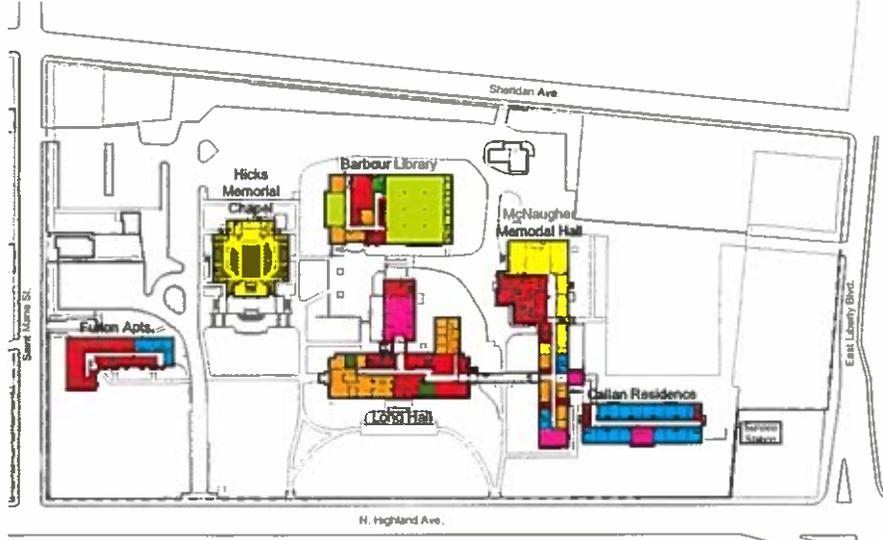
Barbour Library (1964)	47,930 SF
Hicks Memorial Chapel (1968)	48,000 SF
Long Hall (1952)	47,570 SF
McNaugher Memorial Hall (1952)	54,440 SF
Calian Residence Hall (2003)	35,805 SF
Fulton Apartments (1953)	28,635 SF
Anderson Apartments (1966)	
McMillan Apartments (1966)	
Highlander Apartments (1949)	66, 810 SF
Total: 329,190 SF	

Space Use Assessment

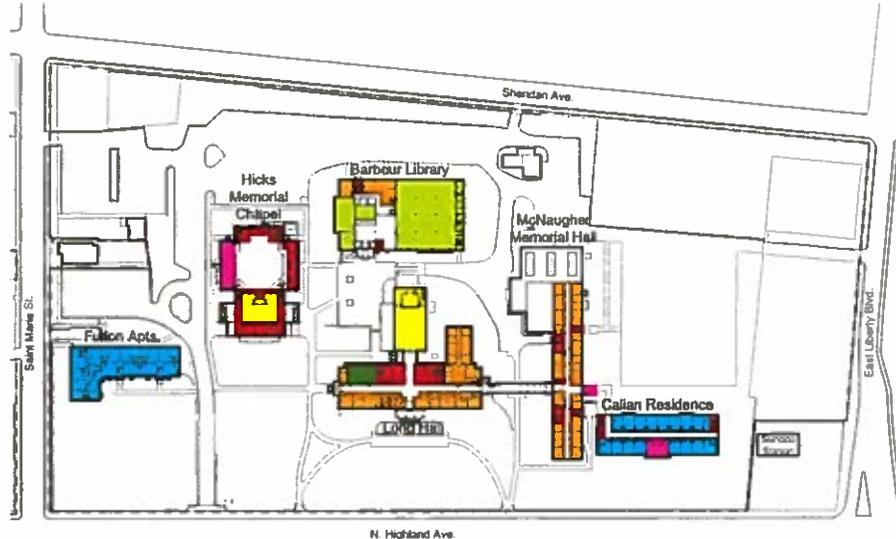
Level A



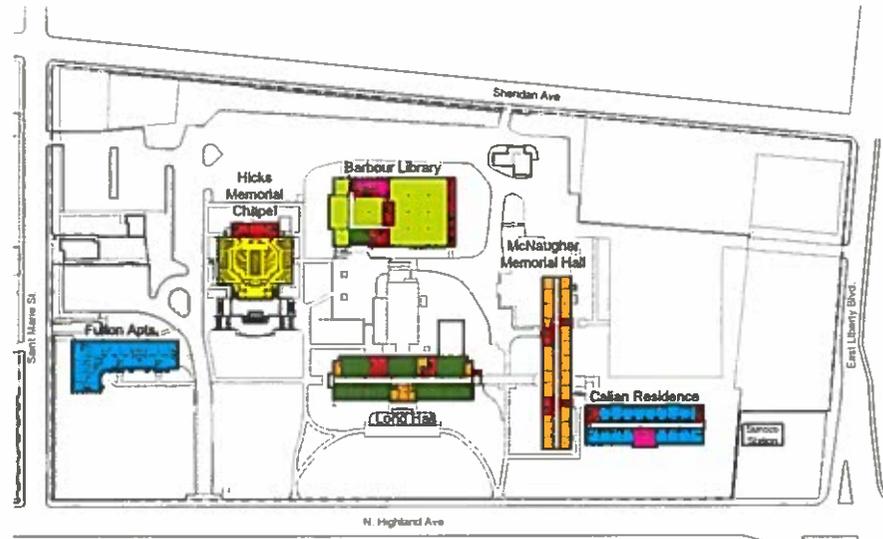
Level B



Level C



Level D



- Assembly
- Classroom
- Library
- Lounge
- Residential
- Support
- Office

Exhibit 3.3

Campus Building Assessment

In total, the vast majority of the PTS building inventory has remained largely unchanged in function and organization of building spaces, while educational trends, program changes, and the use of technology has changed dramatically. To best achieve an effective, symbiotic relationship between place and practice in both quantity and quality of space, renovation and replacement of existing space, and construction of new space will be required to meet and advance the vision and mission of PTS.

Quality of space also includes the physical condition and functionality of space. While buildings, if kept water tight, any foregoing and structural issues, can last a long time, building systems, plumbing, electrical, heating/ventilation/air-conditioning (HVAC), have definitive life cycles, wear out, and require replacement. A detailed audit of building systems was completed for the PTS building inventory which reveals that a very small amount of total space and building systems has been renovated or replaced. This represents a growing, future obligation in building renovation and deferred maintenance costs.

Another major building assessment issue includes; accessibility and working towards the requirement of a barrier-free environment for all campus buildings and space. Almost the entire PTS campus inventory was constructed prior to the more stringent and current Americans with Disabilities Act (ADA) accessibility requirements and thus major accessibility issues are present on the campus. The Hicks Chapel is a literal fortress of steps in ascending to the main worship space. Faculty office space on the third floor of McNaugher Hall can only

be accessed via stairs. Campus residential buildings pose similar issues in the absence of elevators to access the upper floors of Fulton (1953), McMillian (1966), Anderson (1966), and Highlander (1949) Apartments.

The functional organization of space also impacts the utility and flexibility of space use, which in turn impacts the long-term value of a given building. For example, while Long Hall with its center hall and rooms to each side provides a reasonably useful flexible floor plate, McNaugher Hall does not; the extremely narrow width of the building and fixed organization of small rooms off its narrow center hall severely limits the efficient reuse of space within the building.

Table 2 summarizes the physical and functional assessment of the PTS building inventory. Special note is made of the poor ranking of both the Hicks Chapel and McNaugher Hall. The Hicks Chapel requires major repair of its heating/ventilating/air conditioning systems, and is woefully inaccessible for persons with disabilities, the repair of which would be very difficult and costly. Functional issues include poor interior circulation, an inflexible main worship space, and a poorly laid out, windowless assembly space (see Hicks Chapel in the section that follows).

McNaugher Hall suffers from a very narrow and elongated floor plate which significantly limits the types and room sizes requirements for effective reuse. A complete renovation of McNaugher Hall would improve its physical condition, but would still leave in place a narrow, difficult to reuse building footprint

which represents a poor investment decision. Likewise, four of the five PTS student residence buildings also suffer from aging building systems and a complete lack of access for people with disabilities, again requiring a very significant and costly renovation, certainly in comparison to the cost of replacement with new construction. In each of the above conditions, the master plan recommends replacement and new construction versus renovation as the wisest use of long-term capital investment. The cost of renovation could easily be close to or equal to the cost of new construction, yet still result in a renovated but functionally inefficient building. The following table and plan summarize the square foot size and condition of existing PTS buildings.

Existing Campus Building Assessment (Table 2)

	Good	Fair	Poor
Barbour Library	47,930		
Hicks Memorial Chapel		24,000	24,000
Long Hall		47,570	
McNaugher Memorial Hall		24,440	30,000
Calian Residence Hall	35,805		
Fulton Apartments			28,635
Anderson, McMillan, and Highlander Apartments			66,810
Total Square Feet	83,735 (25.4%)	96,010 (29.1%)	149,445 (45.5%)

Existing Building Conditions

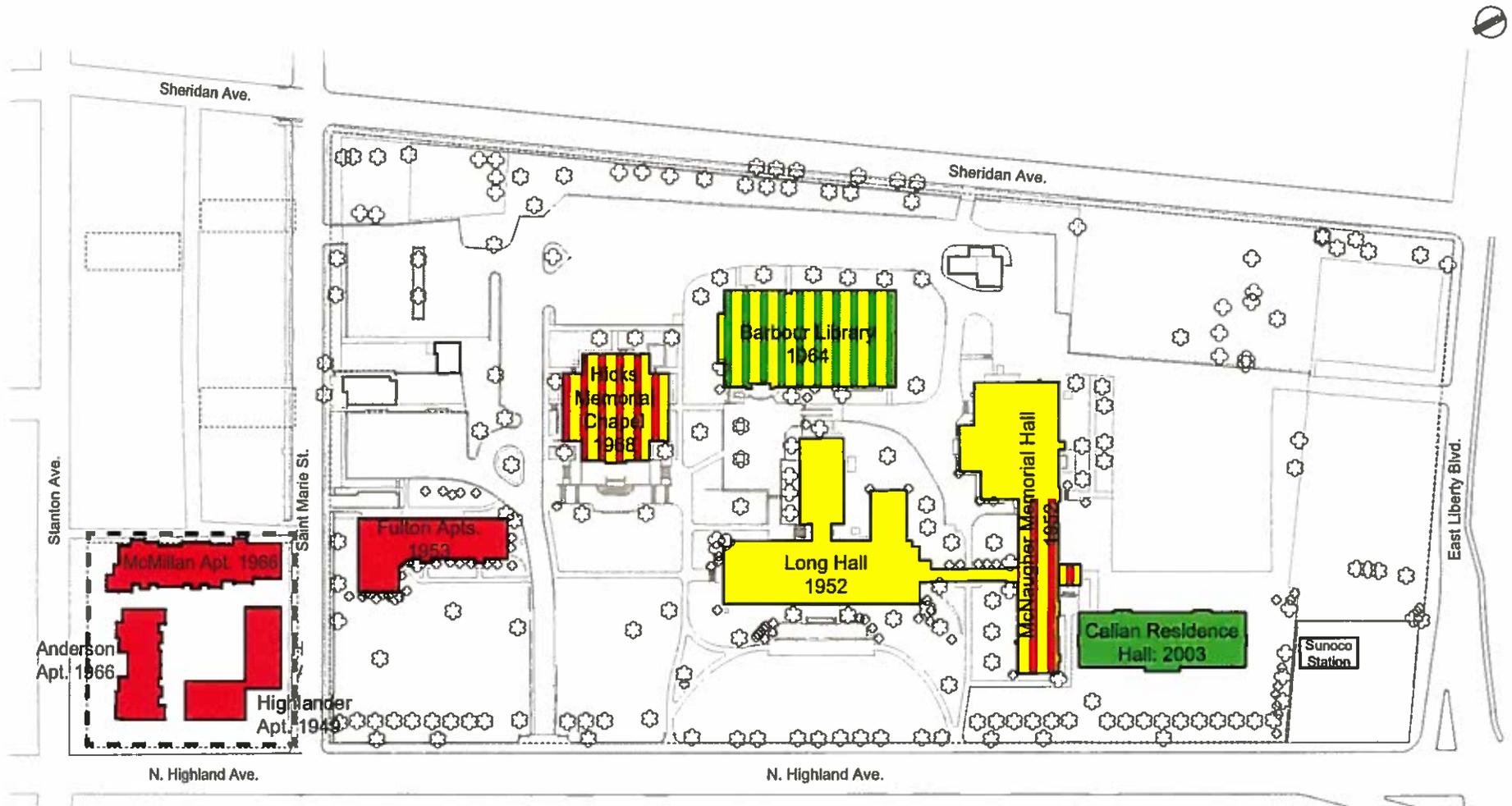


Exhibit 3.4

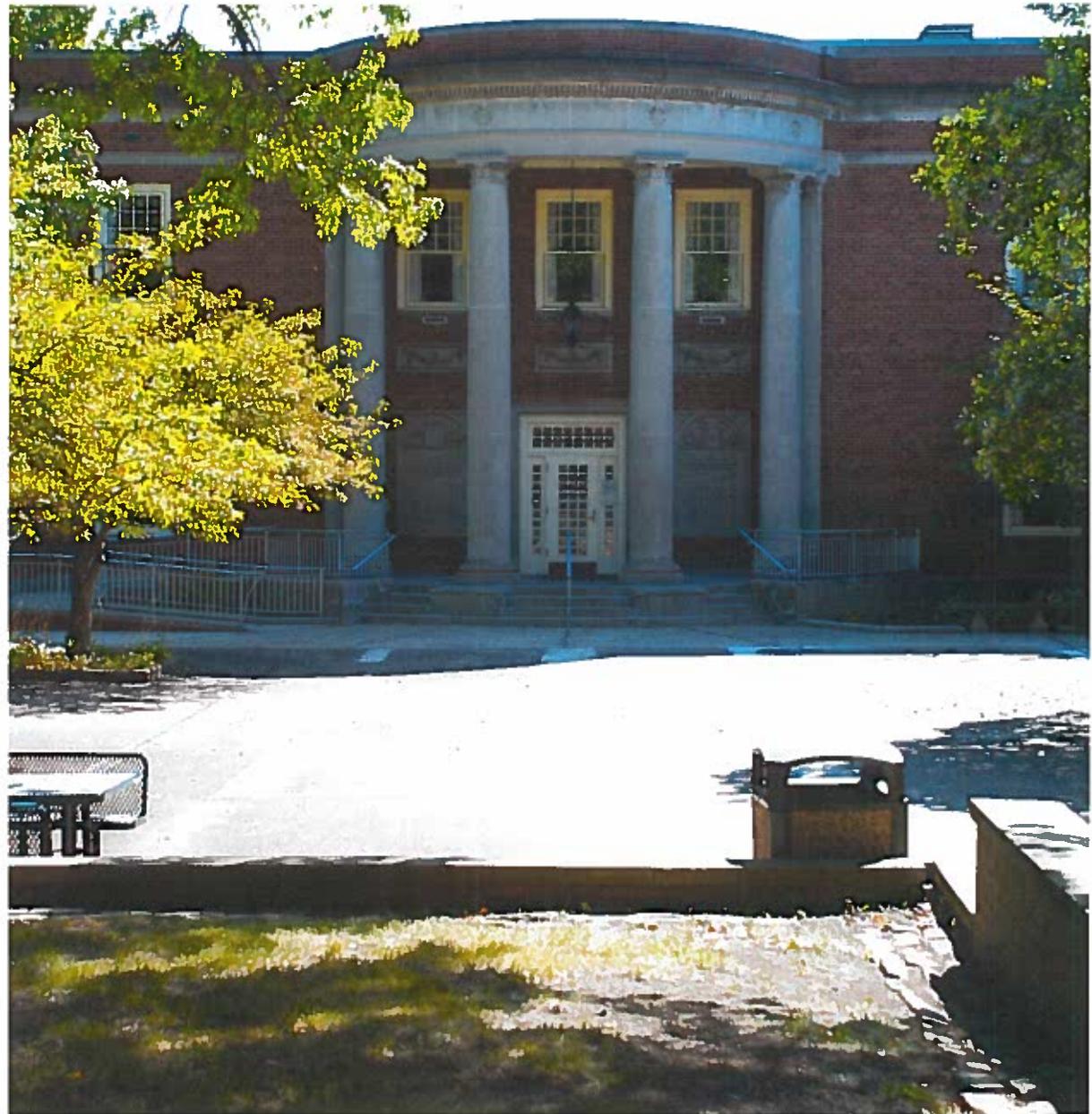
- Long Term Use and Investment
- Careful Long Term Investment
- Limited or No Long-Term Investment

**Assessment in Reference to The Valentour English Bodnar, and Howell Facility Assessment dated August 1st, 2008.*

The Barbour Library

Constructed in 1964, the Barbour Library contains approximately 48,000 building square feet on three levels; a lower level, a first floor entry level, and a second floor. The library contains over 376,000 volumes and is generally configured and used as it was originally designed. Since 1964, considerable changes in library practices and philosophy have occurred in both defining the mission and operation of an academic library. Traditional practices have been built up over decades of use, focused on the storage, access, and control of printed materials and other resources for study and research. Libraries were intended to be quiet places for the transfer of knowledge from print and other resources, to the reader or researcher, and social or other activities were to be accommodated elsewhere.

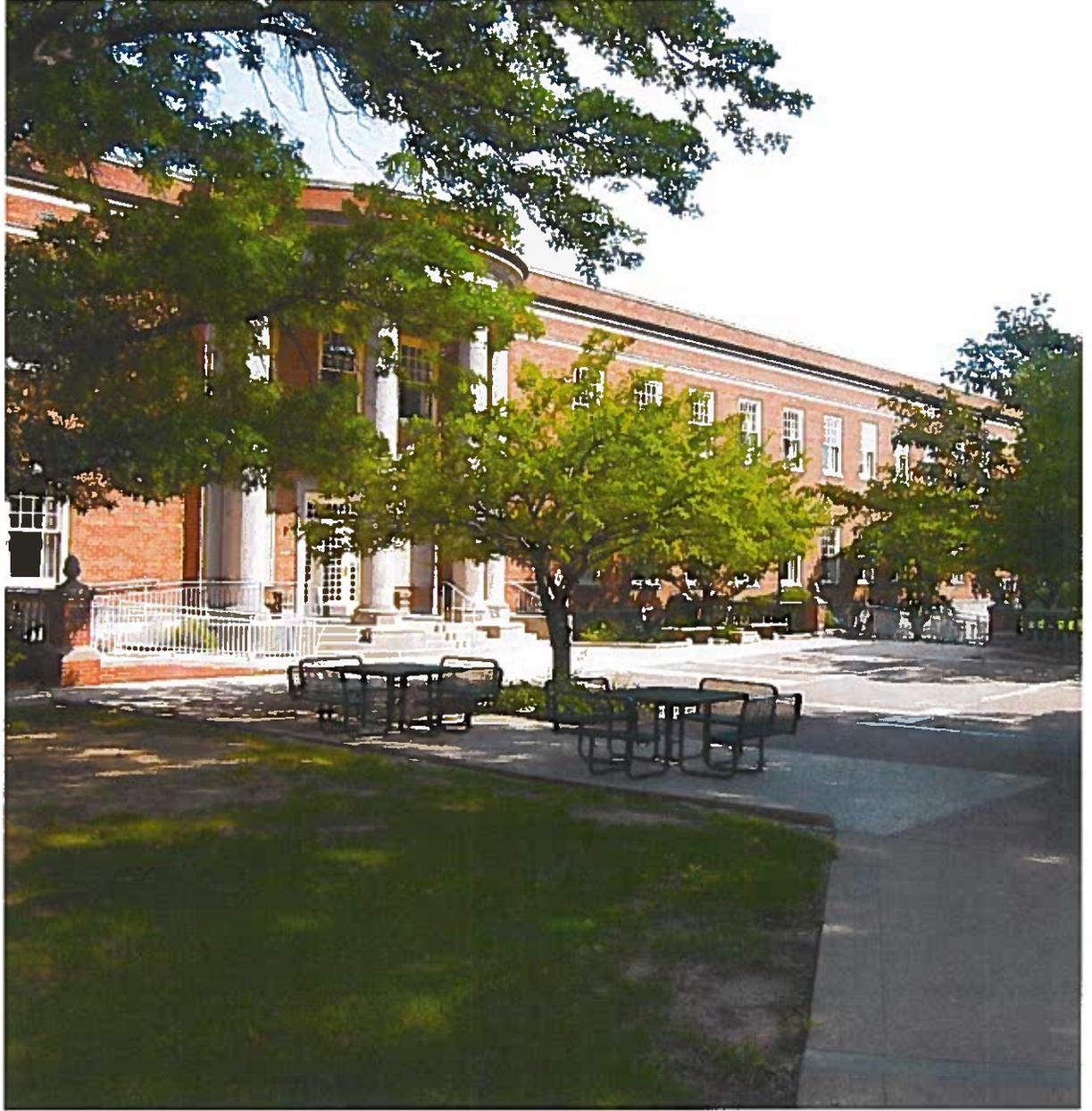
Today, a variety and range of differing concepts can define the successful academic library; the advent of technology has profoundly changed accessibility to information; a focus on collaboration and teamwork has led to more group versus individual study and research; library personnel have become more needed as help staff, focused on technology services, and resources and information retrieval. Some libraries have adopted the timeless appeal of the comfortable, welcoming "bookstore," complete with a fireplace, as a central place of gathering and informal education.



Library Entrance



Library Entrance



Library Entrance and Courtyard

Long Hall

Completed in 1952, Long Hall was designed as the focal point, the “Old Main” of the Pittsburgh Theological Seminary campus. With its center portico, its long north-south axial footprint, and the gracious front lawn set back from N. Highland Avenue, Long Hall represents the timeless, stately qualities of higher education.

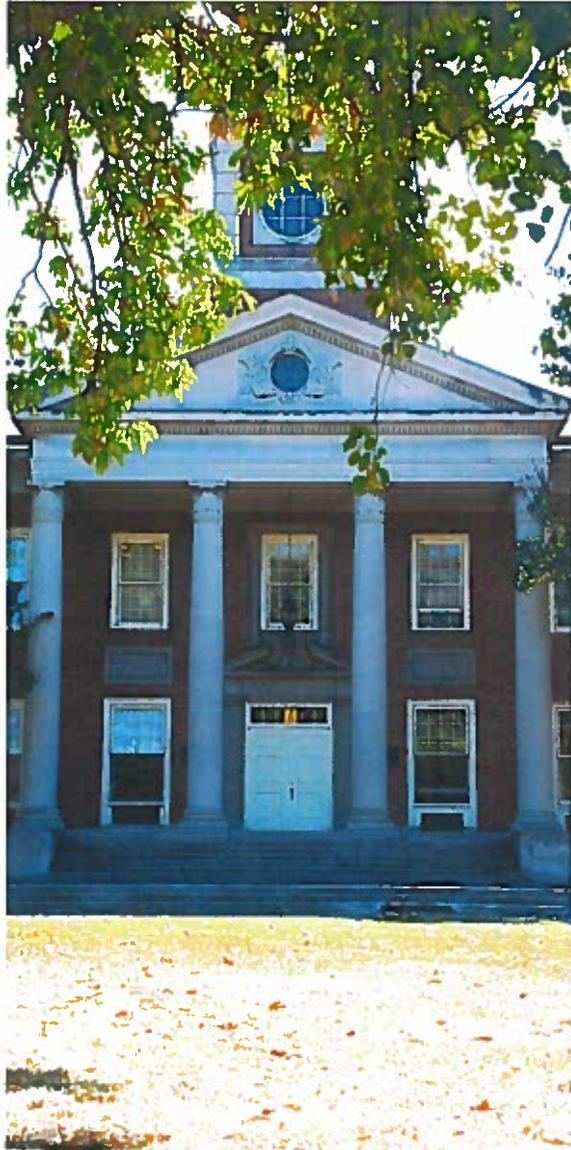
Containing approximately 47,500 building square feet, on three floors, the original design concept for Long Hall was to create a multi-functional building that would accommodate reception, administrative and faculty offices, the original campus library and chapel (on the gracious, high-ceiling first floor), a variety of classrooms and faculty offices (on the less grand but functional second floor), and campus support functions on the lower level.

As with most PTS buildings, few major changes have been made to Long Hall. Several space use changes within Long Hall have occurred since its initial construction, including the relocation and reuse of the former library space into office space, and the renovation of administrative space on the lower level for the James L. Kelso Bible Lands Museum. The Shakarian Campus Center (The Shak), created as a student gathering space, has struggled to be successful, or well used, as its basement location is not on a pathway that students typically follow. Generally, for the first and second floor spaces, the use and configuration of rooms remains as originally designed.

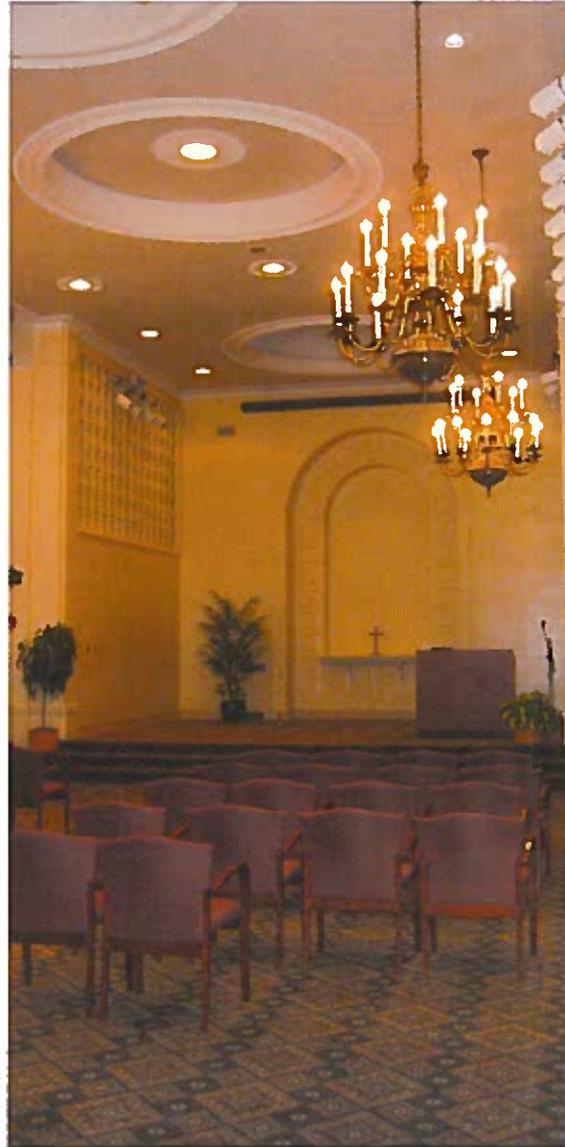


Campus “Front Yard”

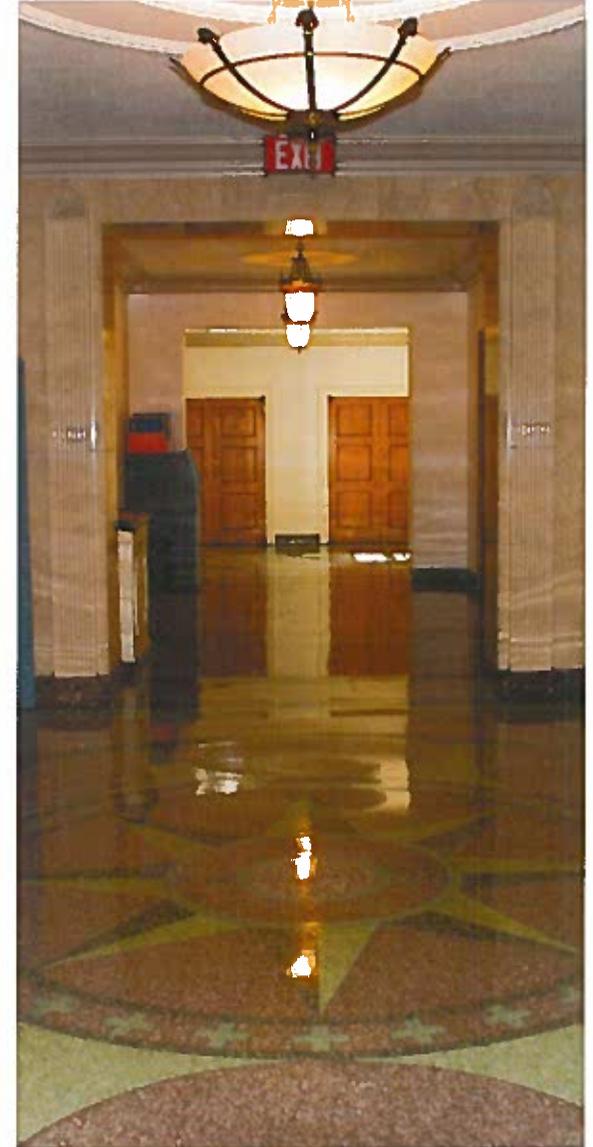
Long Hall - Existing Conditions



Front Entrance



Knox Room



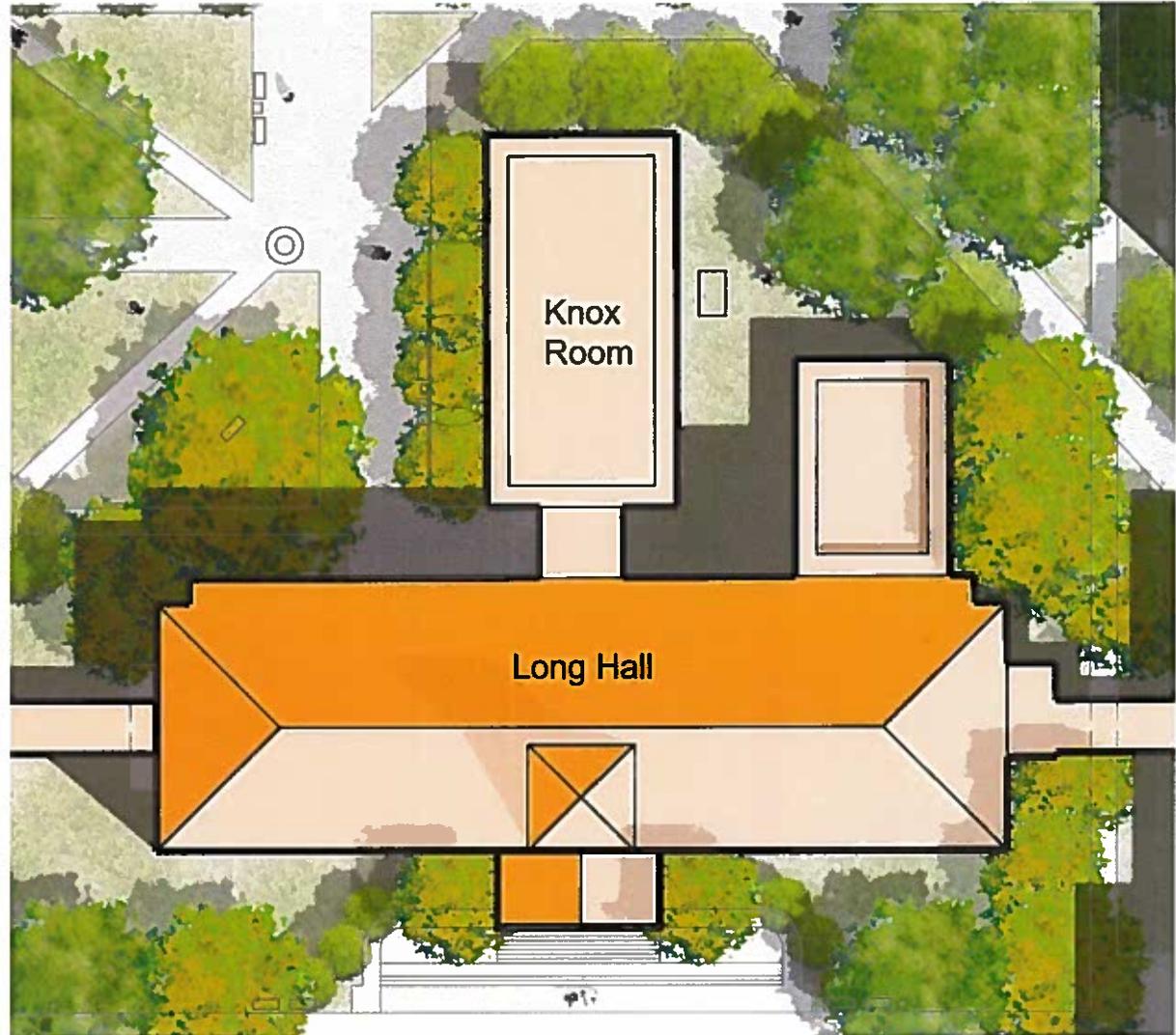
Lobby

Long Hall

Functionally, Long Hall primarily serves as an administrative center on its first floor “reception level” and as the classroom/instructional center on its second floor, containing approximately 6,000 S.F. with 224 chairs in 10 classrooms, on that level.

The primary PTS institutional goal is education and learning and Long Hall is the key to successfully supporting and enhancing this learning mission. As part of the master planning process, an emphasis was placed on enhancing the learning/classroom experience in achieving a deeper understanding of the relationship between the impact of place, the physical characteristics of the space within Long Hall to the practice, teaching methods, and pre- and post-classroom opportunities for formal and informal education. Several objectives were identified to help create an optimal classroom experience and to increase opportunities for students to have direct contact with professors, recognizing that education and learning is a relational activity.

The second floor comprises a central long corridor with direct access to larger lecture-oriented classrooms and smaller flexible seating classrooms. The main second floor hallway is generally barren and plain, lacking seating venues, pictures, or information wall boards.



 Plan View

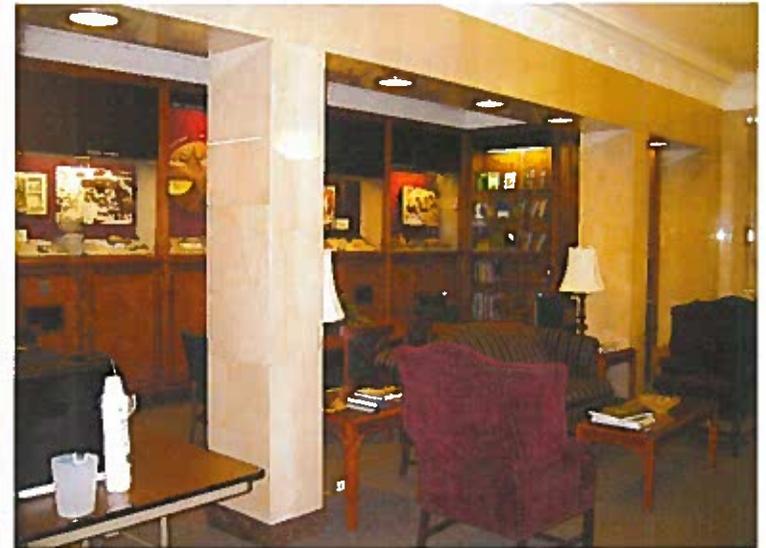
Long Hall - Existing Conditions



Connector to McNaugher Hall



Level B Connector to McNaugher Hall

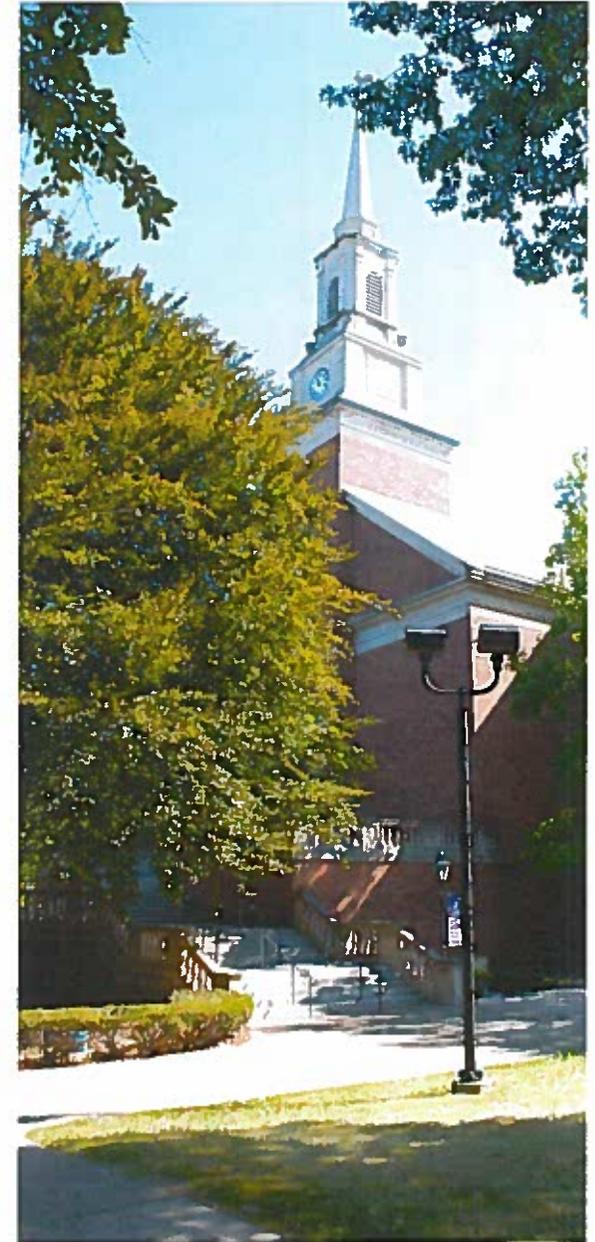


Dean's Office Suite

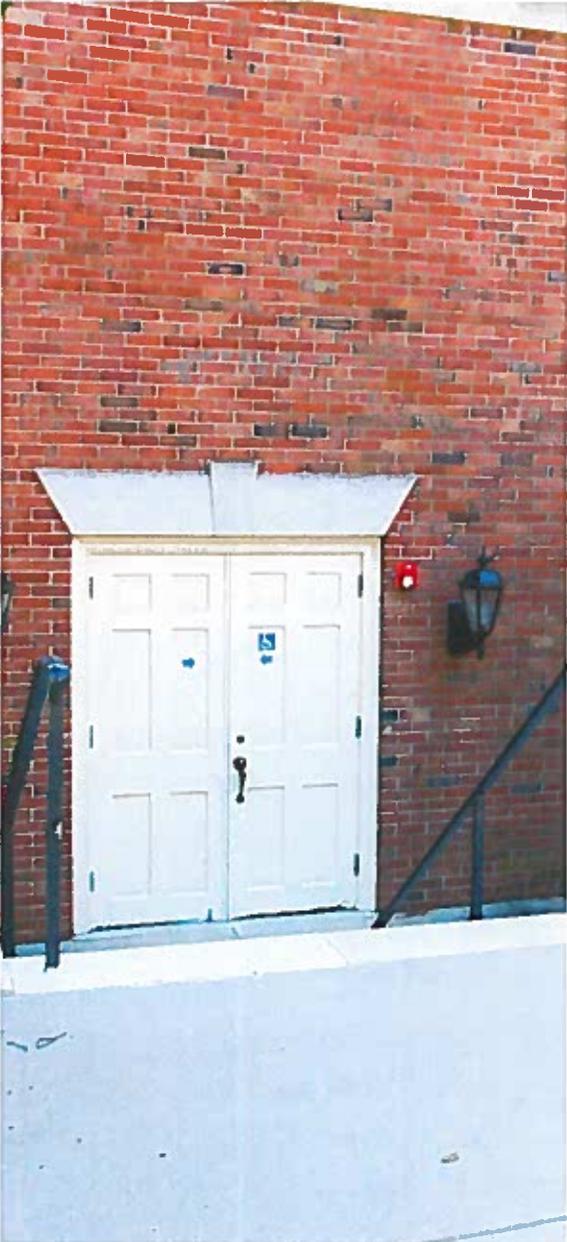
Hicks Memorial Chapel

Hicks Memorial Chapel, completed in 1968, resulted from a significant donor gift with the provision that a predetermined design be used for the building, one originally planned for a different location other than the PTS campus. When the planning for the chapel was undertaken, a strong need was identified for a major campus assembly space as well. At that point in time, the Knox Room, attached to Long Hall, served as both the campus worship and assembly space.

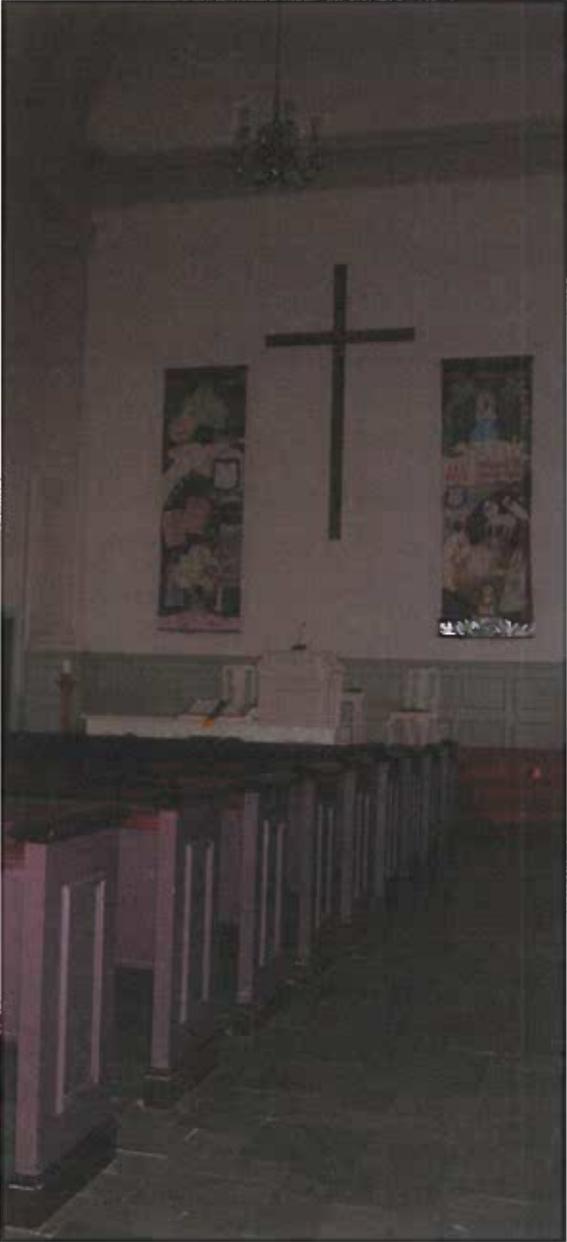
As the new chapel concept was developed, a decision was made to combine these two functions within the new building, which resulted in the vertical stacking of these two large spaces, one on top of the other, the worship space on top of the assembly space. Because both the worship space and the assembly space require higher ceiling heights, the resulting chapel building became vertically extended, placing the worship level considerably higher than the existing site elevation, while the assembly space was constructed below the existing site elevation. This design decision created considerable accessibility impediments to these functions, which was further compounded by the lack of a public elevator to service the building.



Hick's Memorial Chapel - Existing Conditions



Accessible Entrance



Worship Space

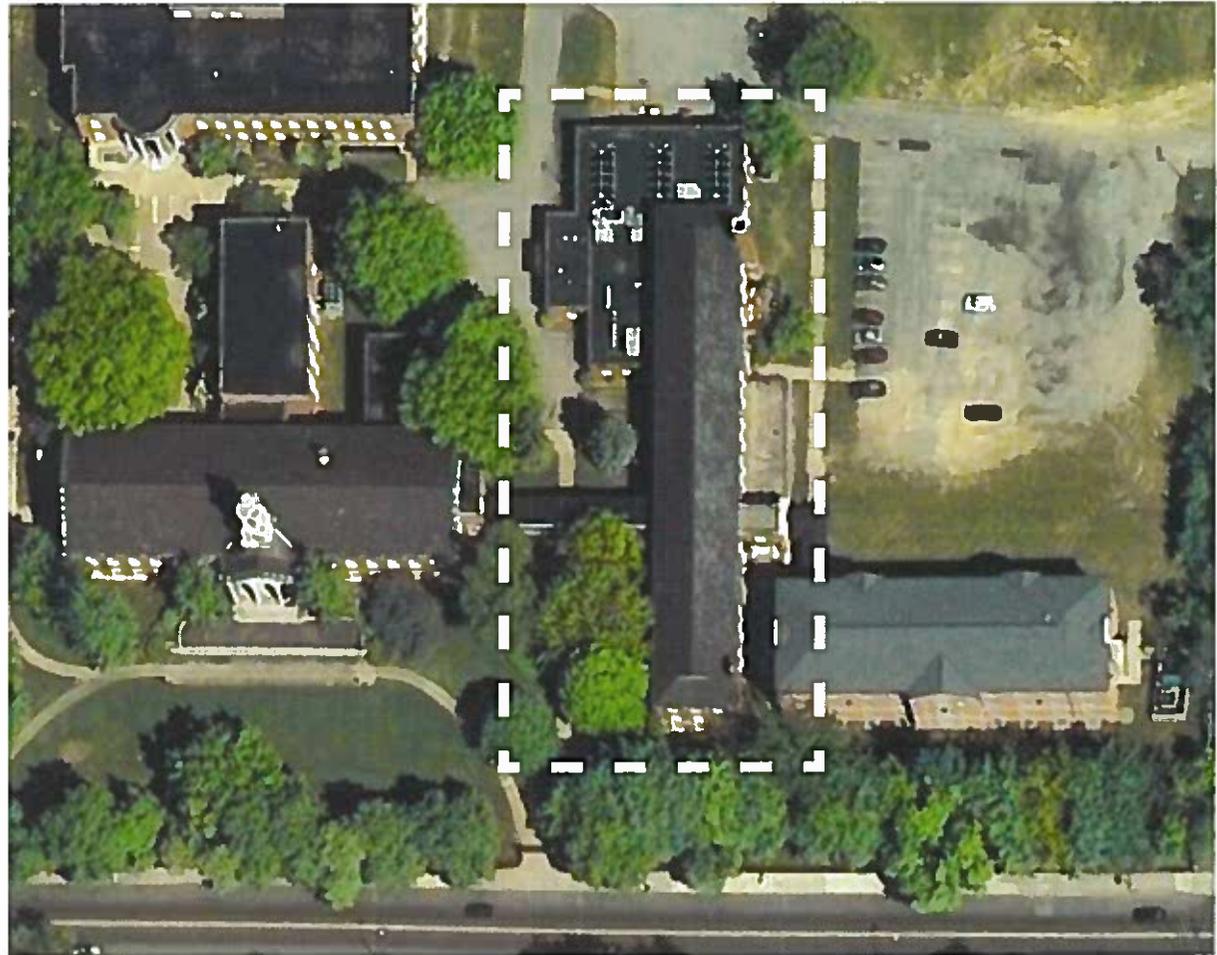


Main Entrance

McNaugher Memorial Hall

Constructed in 1952, McNaugher Memorial Hall was designed to service a variety of functions, including ground floor offices, dining and support spaces, and two upper floors as a student dormitory. Given these functions, the most straight forward design concept was to design a series of small, individual rooms directly accessed from a long center hallway, resulting in a building width of 45 feet. Overtime, the demand for these dorm rooms fell short of the supply, resulting in the reuse of McNaugher Hall for other, non-residential uses.

What was generally acceptable as a dormitory layout became problematic for other uses. A narrow hallway, intended as a more private space within a dormitory, became public. Fixed size single rooms which made sense in a dormitory setting created limitations for its flexible reuse, (e.g. too small for classroom space, or a long, strung-out series of private offices). Accessibility issues also impact the current and future use of McNaugher Hall. Inexplicably, the original design of McNaugher Hall did not include an elevator, thus requiring the use of the Long Hall elevator and connecting walkways to service the first and second floors of McNaugher Hall, while no elevator service is available to access its third floor and its predominate use as faculty offices.



McNaugher Memorial Hall - Existing Conditions



South Parking Lot



Study Space



Dining Room



Vestibule

Student Housing

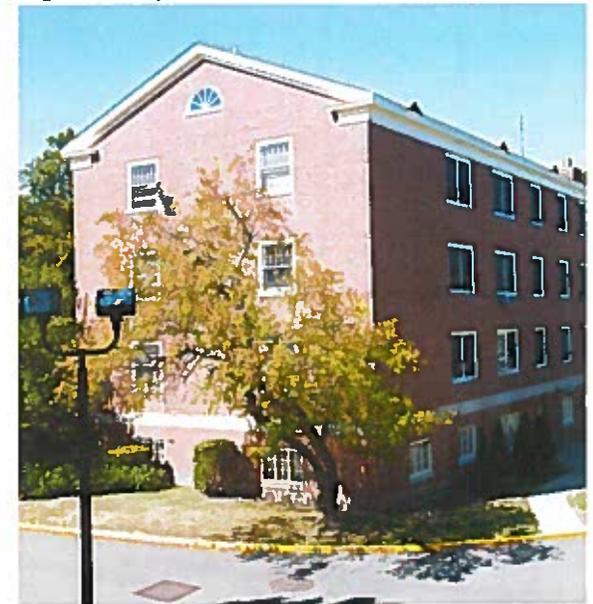
Student housing on the Pittsburgh Theological Seminary campus is comprised of five buildings, four apartment-style buildings, and one dormitory (single room) style building. Table 3 lists the year of construction, number of units, and occupancy data (as of 2008-2009). Of the total student housing supply of 119 units, approximately 58% of these units are occupied by PTS students, and approximately 30% of the total number of PTS students live on campus, with the remaining students living either in the immediate neighborhood or as more distant commuter students.



Calian Hall



Highlander Apartments



Fulton Hall

Existing Student Housing



McMillan, Anderson, Highlander Apartments



Fulton Apartments



Calian Residence Hall

Student Housing Assessment

The physical and functional assessment of PTS student housing leaves no middle ground. Calian Hall (2003), the newest residence hall is a modern, well-designed, well-built facility, while the remaining residence halls, Anderson (1966), McMillian (1966), Fulton (1953) and Highlander (1949) Apartments have serious issues that detract from both their current and long-term use as PTS student residences. For all four buildings, the lack of elevators ensures limited or no accessibility for disabled students. Being over 55 years old, on average, building plumbing, electrical, and heating systems will require major upgrades. The individual units themselves are constructed with concrete interior walls and reflect, in some cases awkward, inefficient room layouts. In addition, limited or no social spaces or study spaces were included in the original design, and limited outdoor space is available as well, especially for Anderson, McMillian and Highlander.

Therefore, the master plan recommends creating two new student neighborhoods, north and south of the academic core. The north student neighborhood occupies the Fulton apartments site and consists of approximately two, three story buildings and 60 units (10 units per floor). A four story option would provide approximately 80 units.

The south student neighborhood incorporates existing Calian Hall and its 32 units. Two new three story buildings are proposed around a common quad. The new buildings would provide an additional 66 units (10-12 units per floor). A four story option would provide approximately 88 units.

The replacement of the existing apartments with new student housing would provide PTS with an additional 39-81 units.

EXISTING STUDENT HOUSING (2008-2009) (Table 3)

<u>Apartments:</u>	<u>PTS Students</u>	<u>Pitt Students</u>	<u>Vacant</u>
Fulton	35		
Highlander	23		
Anderson	12		
McMillian	17		
	<hr/>	<hr/>	<hr/>
	87	50 (58%)	29 (33%)
			8 (9%)
<u>Residence Hall:</u>			
Calian	32	23 (72%)	9 (28%)
	<hr/>		
	119		

73 Students Living on Campus

68% Living in Apartments to the North

32% Living in Calian to the South

Student Neighborhoods Existing Conditions



Exhibit 3.5

- Long Term Use and Investment
- Careful Long Term Investment
- Limited or No Long-Term Investment

4.0: NEEDS OF PITTSBURGH THEOLOGICAL SEMINARY

Buildings and Space:

- **Quality vs. Quantity Issues, Build-Up of Unrenovated Space:**

- Student Housing
- Academic, Office, and Support

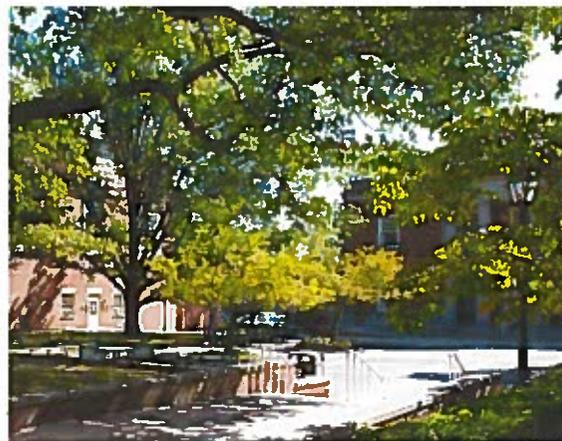
Specific Functional Issues: Chapel

- Specific Needs: Preaching Studio,
- Distance Learning Lab
- Informal Learning Opportunities
- Student Gathering Space



Broad Planning Principles & Goals:

- **Compact Campus Core: Everything Close, Convenient, and Comfortable**
- **Critical Mass: Create and Reinforce Community**
- **A “Campus Heart”: A Well-Done Center, Animated by Surrounding Uses**
- **Linked Space: Interconnected, Easy Movement Between Functions, Buildings**
- **Campus “Living Room”: Library as Prime, “On-the-Path” Gathering Space**
- **“Light-On” Hospitality Spaces: Wise use of Frontage for Welcoming, Visible Arrival Spaces**

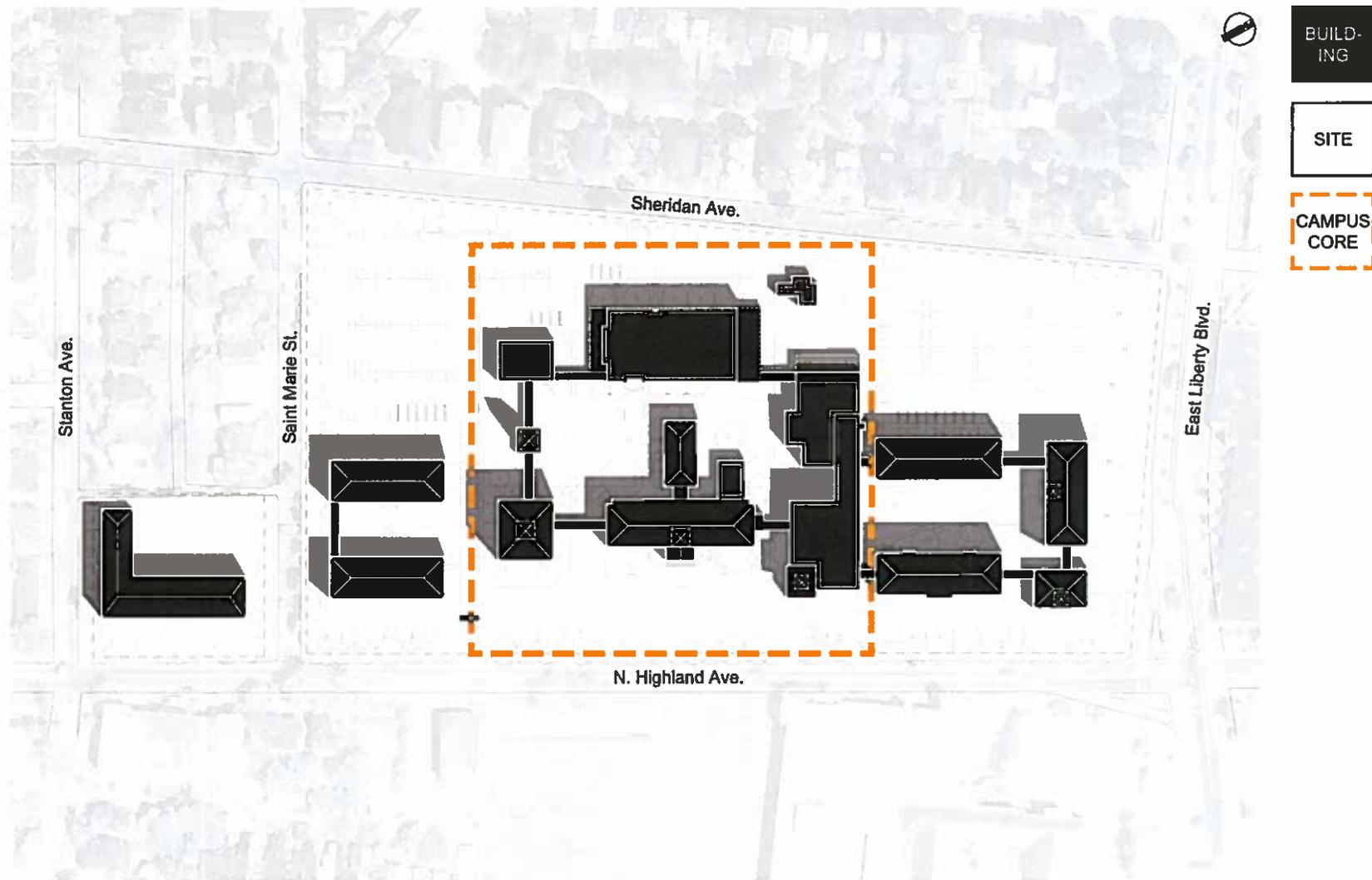


Concepts And Ideas

- **New Worship Space: Accessible, Flexible, Celebrated**
- **Library Living Room, “On the Path”**
- **McNaugher Replacement as Academic and Conference Center: Preaching Studio, Distance Learning Lab Assembly and Breakout Space**
- **The “Reception Level”: Worship Space Admissions, Visitor Reception Along Front Yard Entry Loop**
- **The “Teaching and Learning Level: 2nd Floor Long Hall and McNaugher Hall Replacement Linked, Containing Formal and Informal Educational Spaces**
- **New, “On-Campus” Student Housing Neighborhoods**



Proposed Campus Building Plan



BUILDING ALLOCATION TYPES: 13 Total Buildings

- Student Residential: 5 Buildings
- Other Residential: 1 Buildings
- Academic / Support: 7 Buildings

Exhibit 4.1

Long Hall

The master plan seeks to improve both the formal and informal learning opportunities on the second floor of Long Hall in several ways. First, existing classroom spaces must be right-sized and adapted with full technology capability. In specific, it is recommended that classrooms be renovated to remove the current tiered seating system. A space utilization study was also completed by Comprehensive Facility Planning on October 8, 2008, to ensure adequate use of classrooms to meet current and future needs.

The master plan also recommends an increase in "informal education" opportunities as well; including the rearrangement of space to create "soft spaces," comfortable seating alcoves and tables, directly adjacent to the major classrooms, designed to capture and encourage pre- and post-classroom student, and student and faculty, interaction and discussion. These gathering spaces could then influence "practice," by providing a comfortable, convenient space to continue a post-classroom discussion and for social time prior to the beginning of classes. The master plan also envisions the linkage of this classroom floor north, into a newly constructed worship center, and south into a newly constructed and renovated McNaugher Academic Center, which would then interconnect with the formal and informal Long Hall learning spaces, as well as with faculty offices.

Additional recommendations for Long Hall include conversion of the single first floor classrooms into a new President's office and conference room, which would provide needed well-designed conference space all overlooking

the campus "heart." The relocation of the President's office would in turn provide for reallocation of office space for the business office and other first floor administrative offices.

A new use for the Shak should also be considered. Options include: an intern preaching studio, storage space to accommodate near term campus moves or library storage.

Conceptual Long Hall Floor Plan

Level B

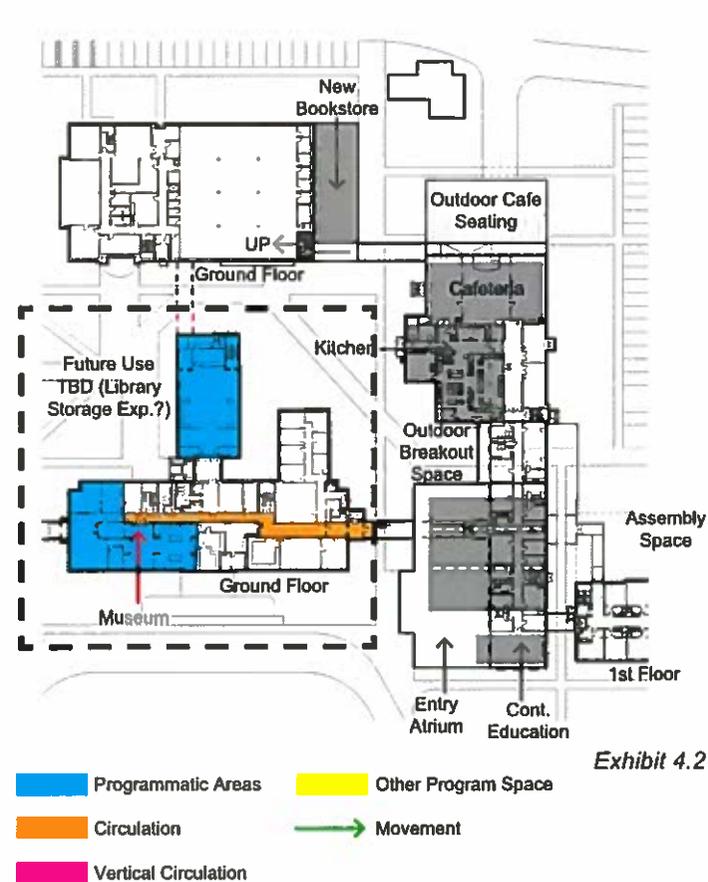


Exhibit 4.2

Conceptual Long Hall Floor Plans

Level C

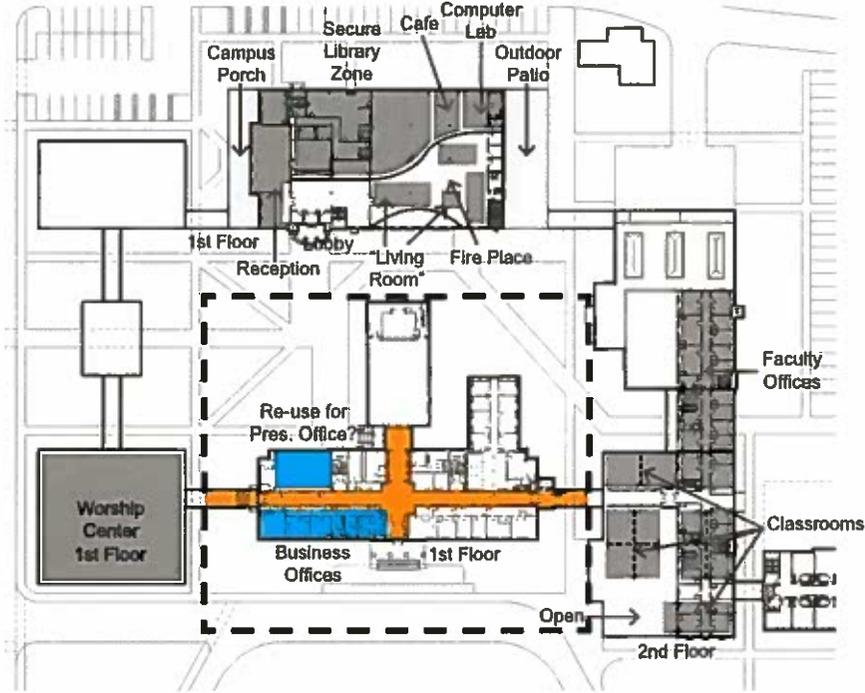


Exhibit 4.3

- Programmatic Areas
- Other Program Space
- Circulation
- Vertical Circulation
- Movement

Level D

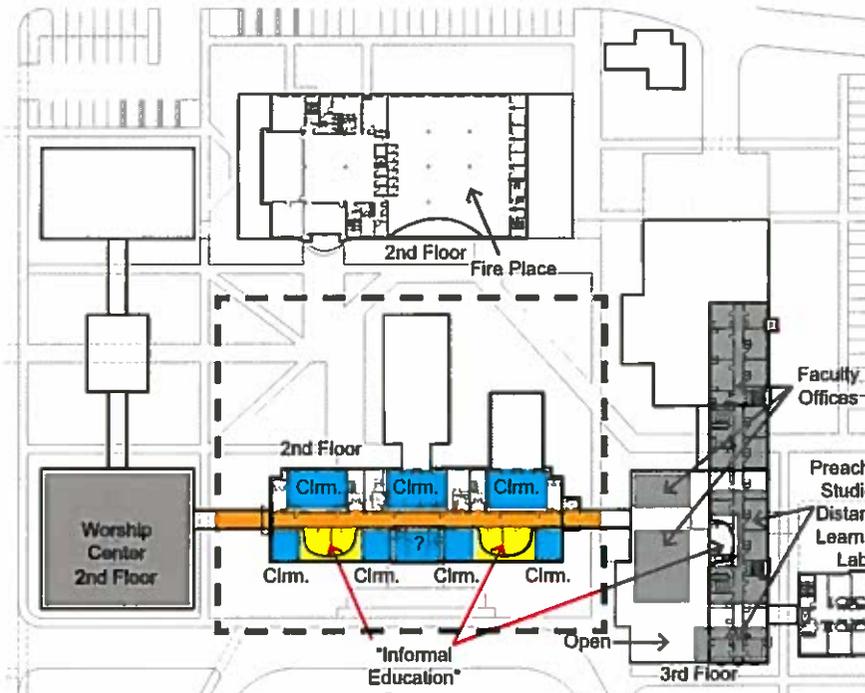


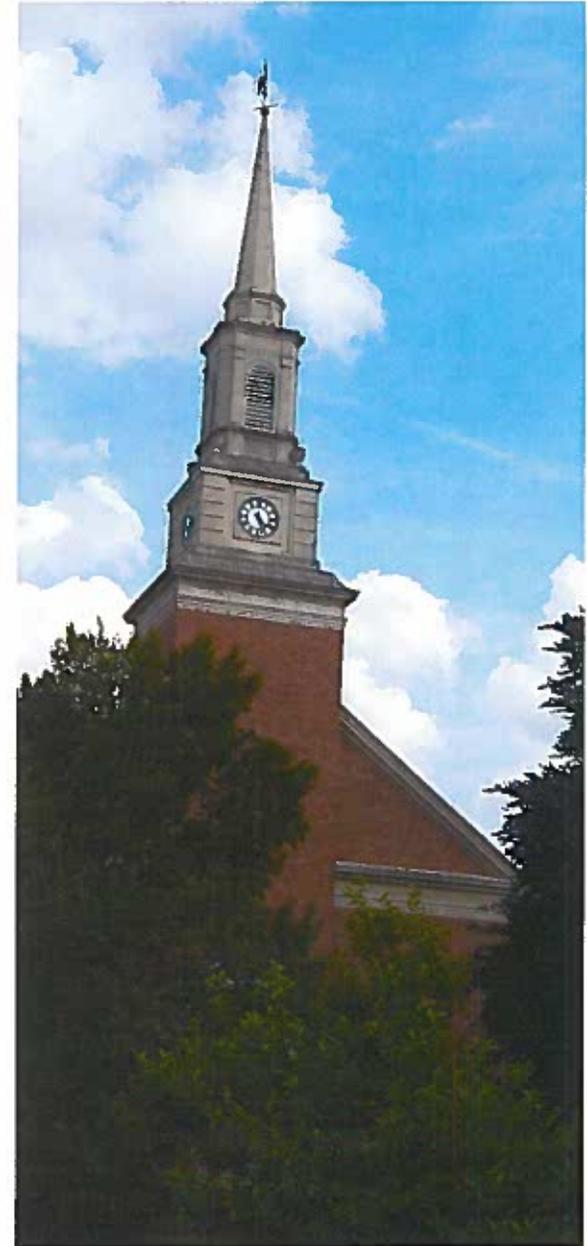
Exhibit 4.4

Hicks Memorial Chapel / New Worship Center

Beyond issues of accessibility, functional issues have been areas identified for both, the worship space and the assembly space. While attractive and formal in character, the main chapel space, with its fixed seating, is totally inflexible in accommodating a welcoming worship setting for smaller gatherings. Building columns break up sight lines and the chapel's acoustic issues require a special sound system.

For the lower assembly space, access is very contorted and the space itself is dark, having no access in the hallways or the main space to natural light. Similar to the worship space, the main seating in the assembly space is fixed in place, forgoing any flexibility in room function or layout. Finally, a physical assessment of the chapel reveals major heating/ventilation/air conditioning issues, including a non-functioning air conditioning system.

Based on these factors, the master plan recommends replacement versus renovation of the existing chapel in creating a fully accessible, barrier free, flexible, and appreciated campus worship space. The extreme difficulty and cost in solving these building issues, in comparison to the cost of new construction is both unwise and potentially not feasible, since the basic issue of the two main spaces, stacked on top of each other, would remain unchanged.



Conceptual New Worship Center Floor Plans

Level B

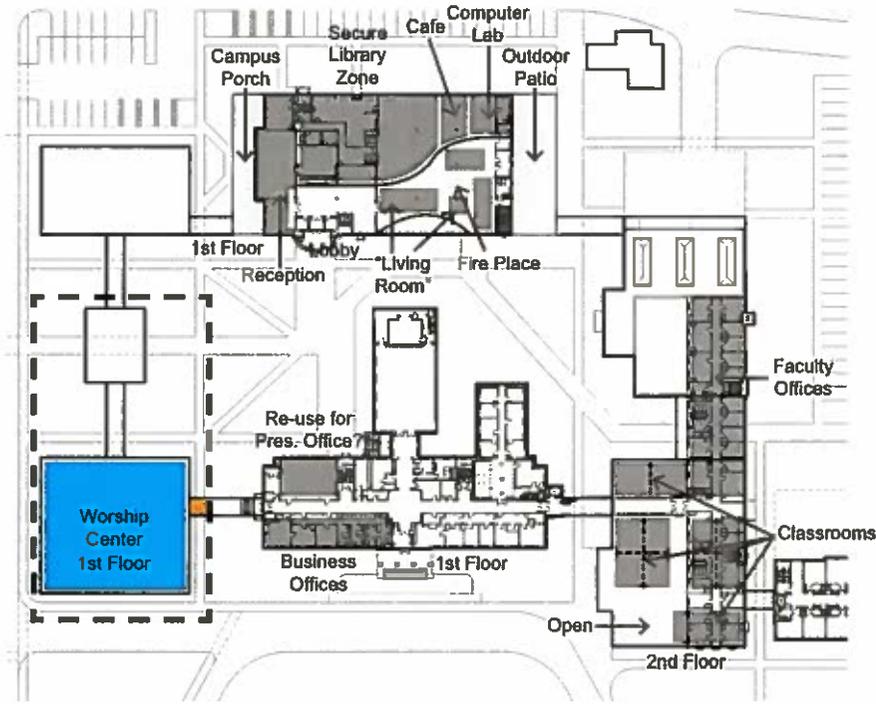


Exhibit 4.5

Level C

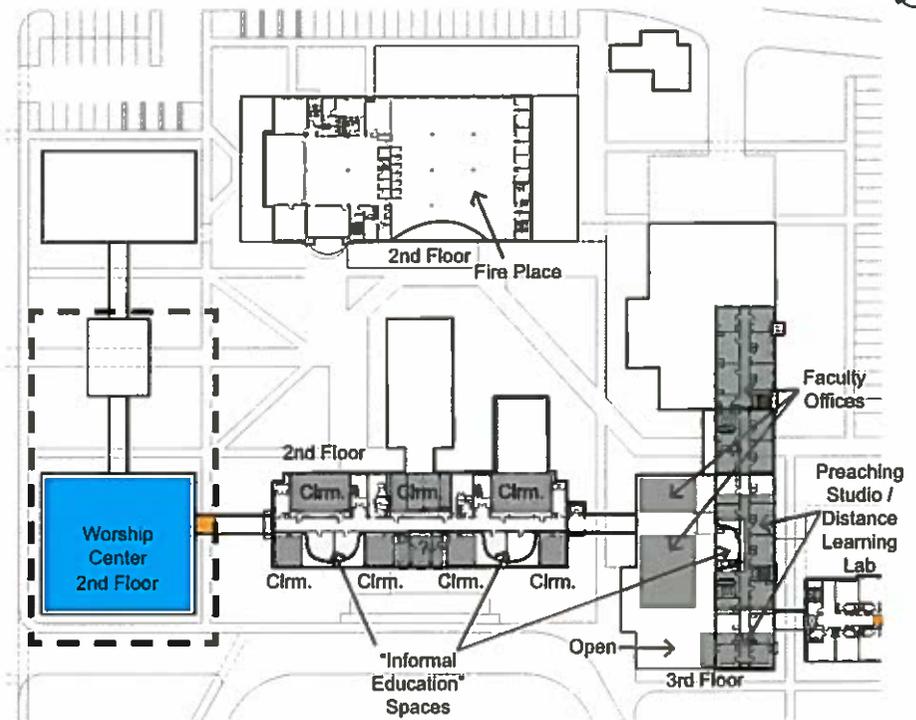


Exhibit 4.6

- Programmatic Areas
- Other Program Space
- Circulation
- Vertical Circulation
- Movement

New Worship Center

The master plan envisions a newly designed worship space, fronting N. Highland Avenue and adjacent to the main campus entry loop road, and to be “on the path,” connected into Long Hall at both Level B and Level C, with additional walkway connections directly adjacent and accessible to student housing at the north end of the campus. As a key building within the academic core, the new worship space would also have a covered walkway link into the proposed student-life building and/or bookstore. The plan suggests the relocation and reuse of the current chapel steeple as a featured landmark and portal into the campus heart.

The design for the new worship space is intended to highlight its “front door” location by being both transparent and well-lit, to be a beacon for the campus within its neighborhood. Its floor space would be highly flexible and allow a wide arrangement of worship settings, including outdoor worship adjacent to and within the campus heart.

The creation of a new, well-designed worship space will help instill the critical importance of worship in the daily life of the PTS campus, and powerfully reinforce the relationship between place and practice, an inspirational worship environment that promotes joyful celebration and praise for the PTS community.

New Worship Center



Plan View



Artist's Impression

Exhibit 4.7

McNaugher Memorial Hall - New Academic Center

After careful analysis of the issues, future needs, and best options, the master plan recommends a partial replacement and renovation of McNaugher Hall. The McNaugher Hall frontage onto the proposed N. Highland Avenue entry loop roadway provides an ideal location for a conferencing and continuing education address for the PTS campus, considering its connectivity to the adjacent dining services and guest housing. The plan envisions removal of approximately one half of the western end of existing McNaugher Hall and constructing in its place, a new, larger footprint academic center, accessed via an entry atrium from the N. Highland Avenue entry loop driveway. On its ground floor (Level B), the new academic center would contain a major, sub-dividable assembly space, directly linked to campus dining and Calian Hall.

The second floor (Level C), linking to the first floor of Long Hall (Level C), would contain smaller breakout rooms and classrooms to complement the first floor assembly space. The third floor (Level D), which would align and link to the second floor of Long Hall (Level D), would be the extension of its classroom "learning level." Within McNaugher Academic Center, this level would contain additional classrooms and informal learning spaces and more sophisticated and specialized learning spaces, such as a high technology "distance learning laboratory", and a "practice preaching studio", complete with video equipment. In addition, faculty office space would occur on this level and on the optional fourth floor of the new academic center. The fourth floor faculty space, as well as all of the newly constructed and renovated existing McNaugher Hall would

be fully accessible and barrier free on all floors. In addition, newly design faculty space on either the third or the fourth floor would create a more collegiate, collaborative, and welcoming environment to foster interaction between faculty, and faculty and students, faculty and other office and support spaces would utilize the renovated portion of the remaining existing McNaugher Hall floor plate

New McNaugher Academic Center



Plan View

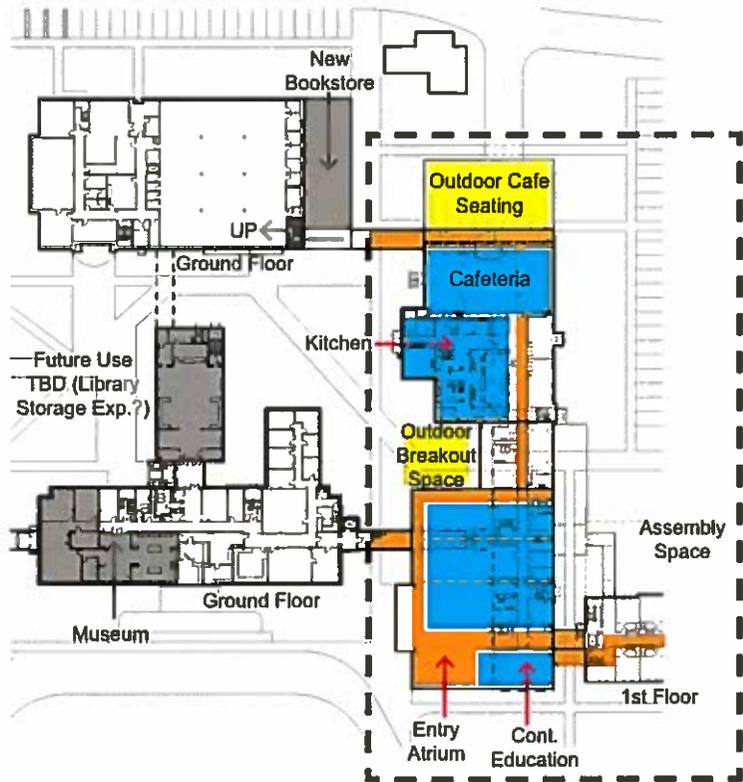


Artist's Impression

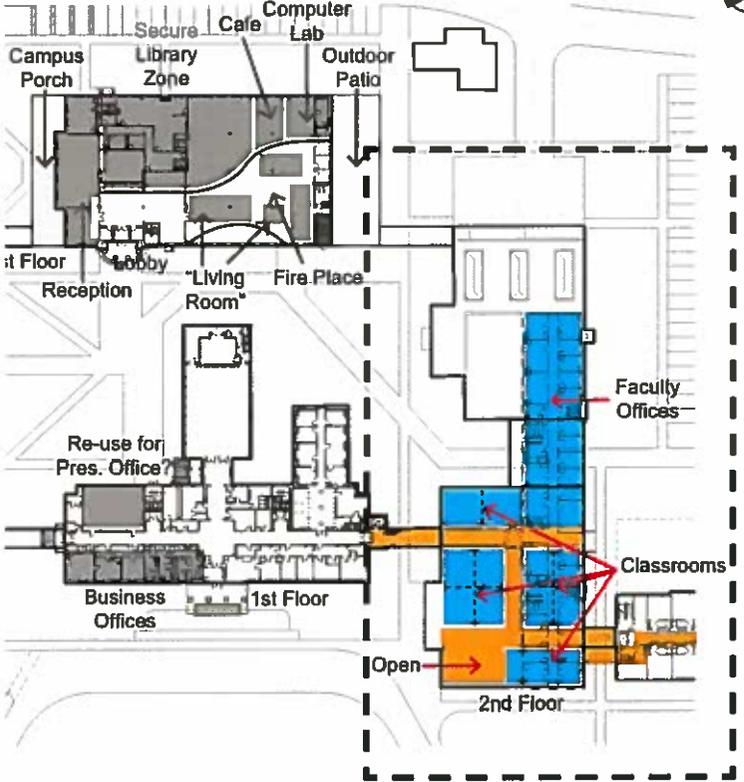
Exhibit 4.8

Conceptual McNaugher Academic Center Floor Plans

LEVEL B



LEVEL C



- Programmatic Areas
- Other Program Space
- Circulation
- Vertical Circulation
- Movement

Exhibit 4.9

Exhibit 4.10

Conceptual McNaugher Academic Center Floor Plans

LEVEL D

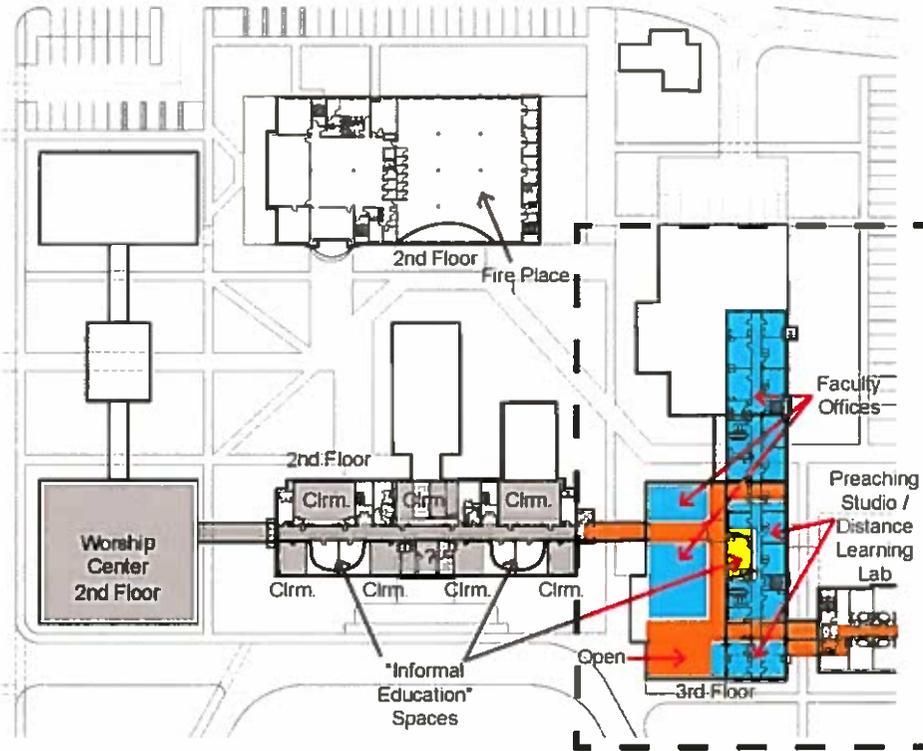


Exhibit 4.11

- Programmatic Areas
- Other Program Space
- Circulation
- Vertical Circulation
- Movement

LEVEL E (Optional)

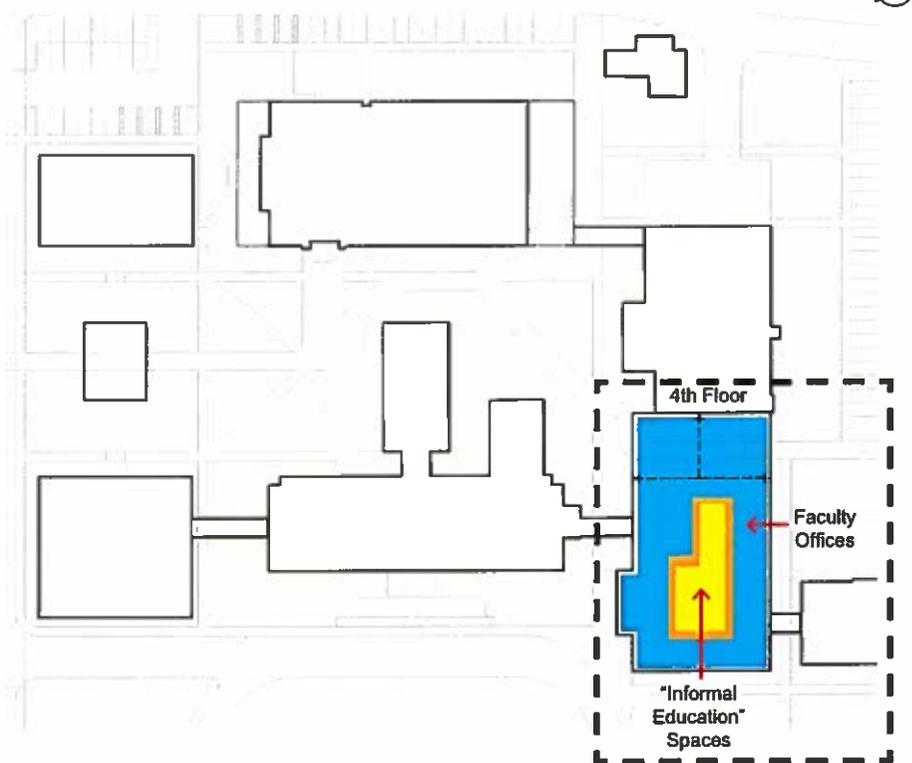
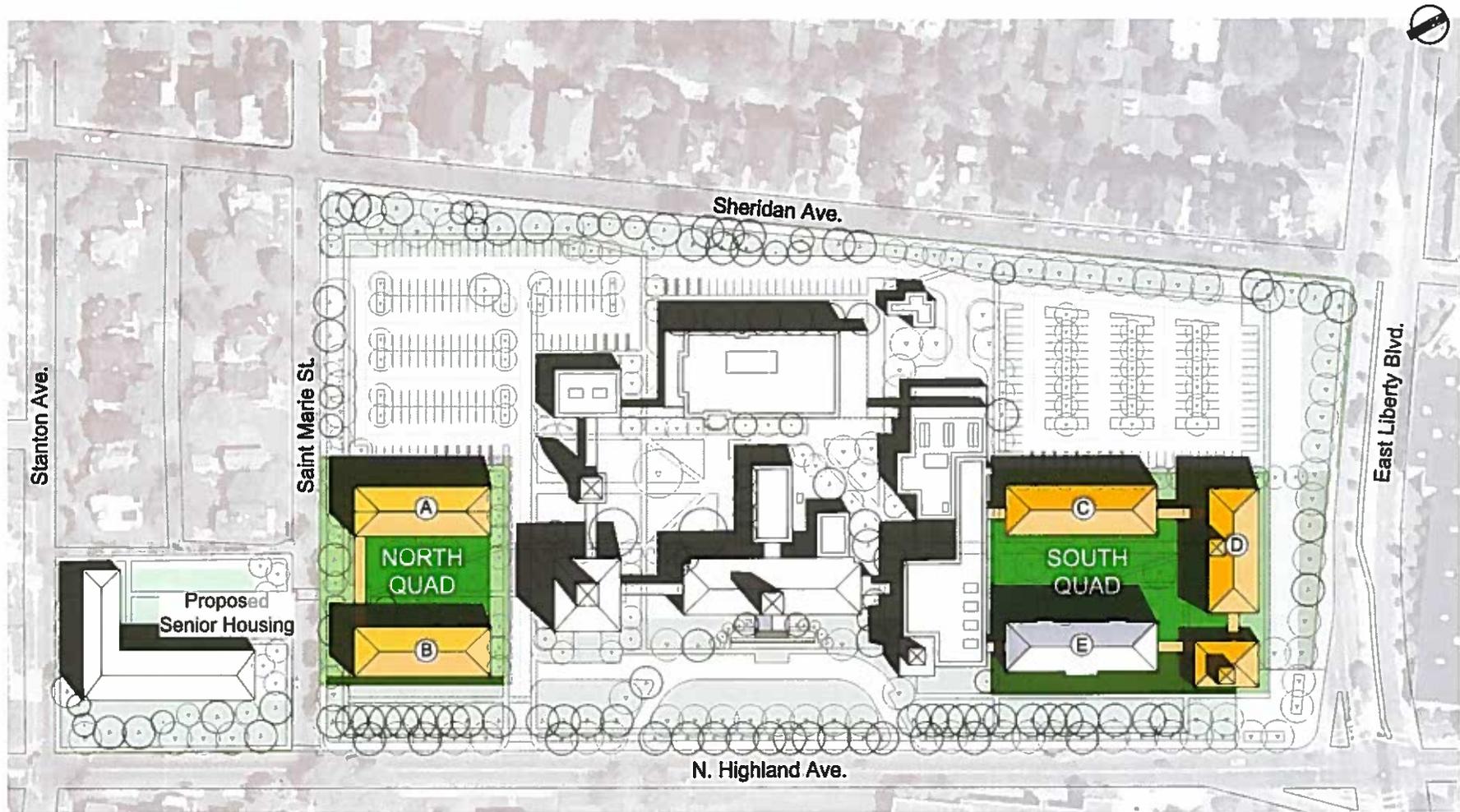


Exhibit 4.12

New Student Neighborhoods



Proposed Housing Unit Summary

	NORTH QUAD	SOUTH QUAD	TOTAL UNITS
Current Day PTS Students Living on Campus : 73	Buildings @ 3 Levels A = 30 Units B = 30 Units	Buildings @ 3 Levels C = 36 Units D = 30 Units E = 32 Units	Buildings @ 3 Levels 158 Units
Current Day PTS Units: 119			
New Housing: Net Gain of +39 - 81 Units	Building @ 4 Levels A = 40 Units B = 40 Units	Building @ 4 Levels C = 48 Units D = 40 Units E = 32 Units	Buildings @ 4 Levels 200 Units

Table 4

Exhibit 4.13

New Student Neighborhoods

North Quad



South Quad



Plan Views



Artist's Impression

Exhibit 4.14

Additional Proposed Campus Buildings and Connections

The master plan is, by definition, a long-term concept that represents the potential build-out of the Pittsburgh Theological Seminary campus. In reflecting the future build-out, the plan recommends and identifies future building sites that both conform to the proposed design principles for the campus, and provide for the accommodation of future programmatic needs.

Within the academic core, the master plan identifies a building site immediately north of the Library that could serve as a student services building, wellness center, and / or bookstore in the future. This specific building site also serves as an important design function in helping to complete the enclosure of the campus heart by the academic core. In addition, this building would be "on the path" and be interconnected to the rest of the academic core, the new chapel, and the library, via covered walkways, and as well be directly adjacent to convenient campus visitor parking.

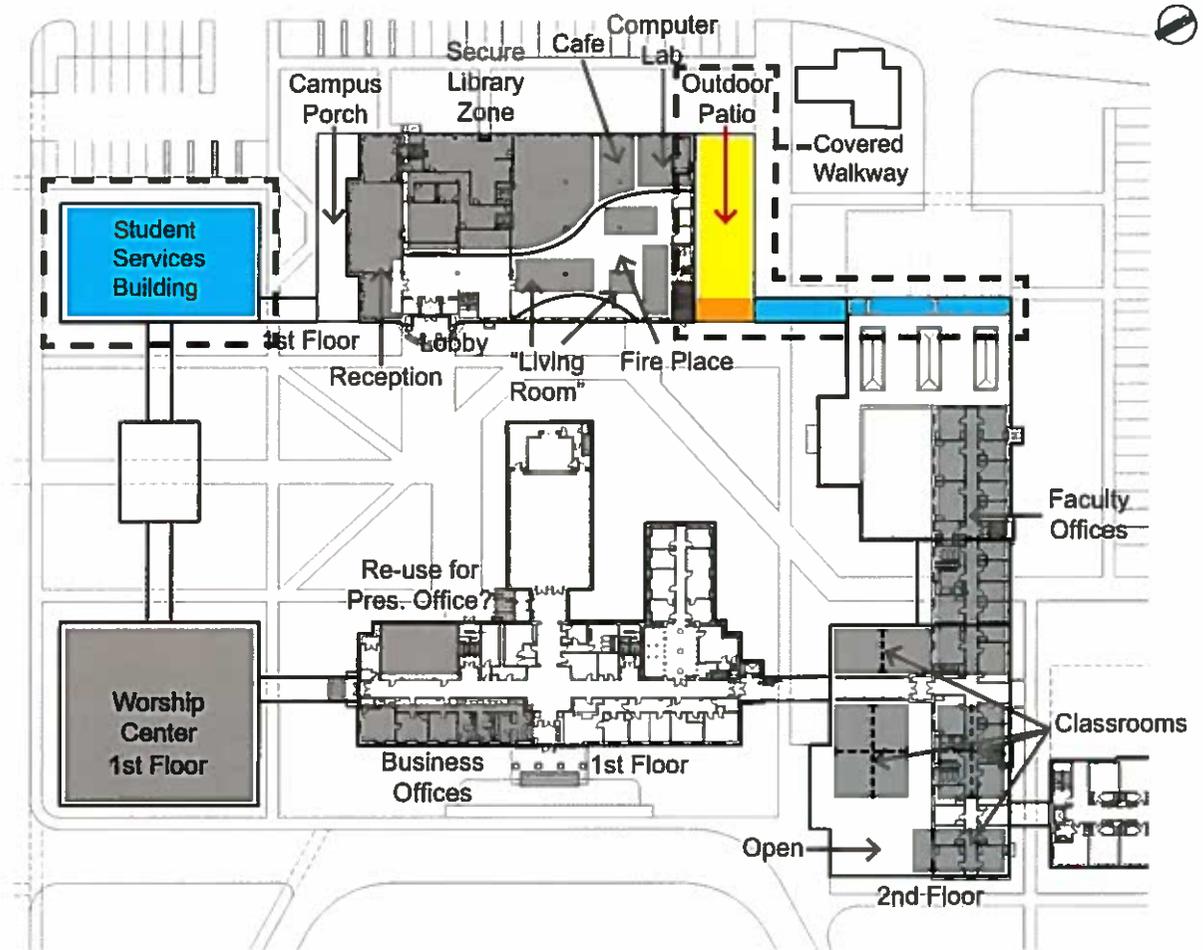
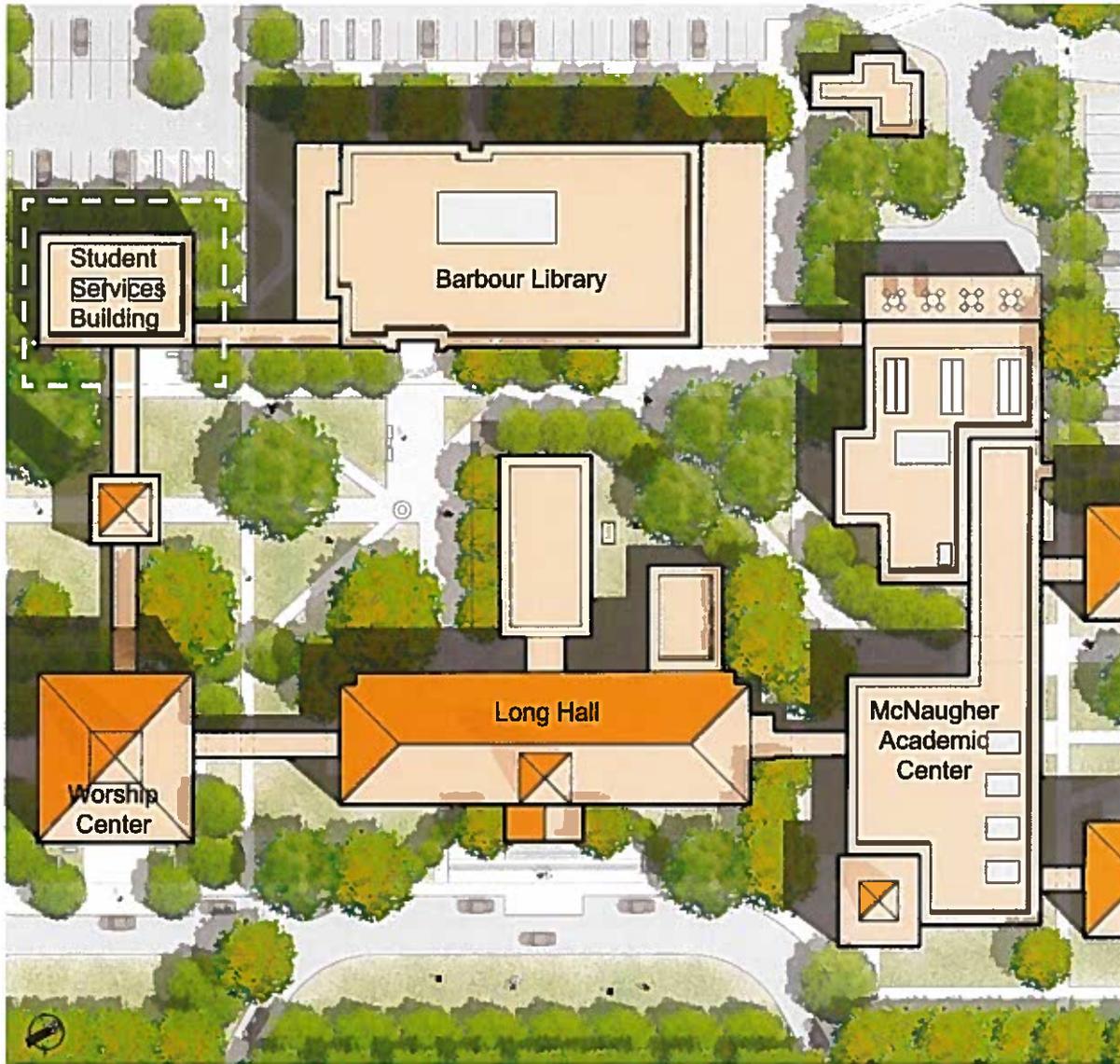
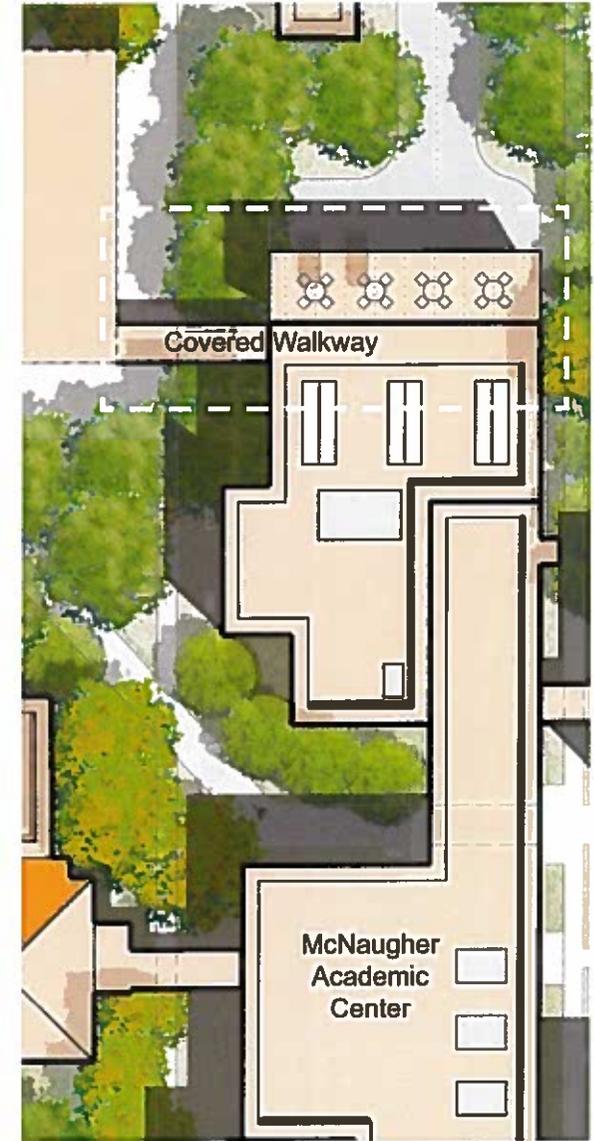


Exhibit 4.15

Student Services Building and Connection to McNaugher Academic Center



Site Plan View



Site Plan View

Exhibit 4.16

Master Plan Buildings Summary

Proposed Renovation and New Construction - Total Gross Square Feet

WORSHIP:	NEW CHAPEL AND CONNECTORS:	12,000	GSF	
				SubTotal - 12,000 GSF
LEARNING:	NEW ACADEMIC CENTER:	48,300	GSF	
	M ^c NAUGHER RENOVATION:	4,900	GSF	
	LONG RENOVATION:	8,500	GSF	
	LIBRARY RENOVATION AND NEW "ENTRY PORCH":	16,200	GSF	
		1,700	GSF	SubTotal - 79,600 GSF
SUPPORT AND CAMPUS AMENITIES:				
	NEW CAMPUS LIFE CENTER:	3,900	GSF	
	NEW BOOKSTORE:	2,700	GSF	
	OUTDOOR DINING:	1,800	GSF	SubTotal - 8,400 GSF
STUDENT HOUSING:				
	SOUTH QUAD:	58,900	GSF	
	NORTH QUAD:	49,000	GSF	SubTotal - 107,900 GSF
TOTAL GSF - RENOVATION AND NEW CONSTRUCTION TOTAL - +/- 207,900 GSF				



Table 5

Master Plan Buildings Summary

All Existing and Proposed Campus Buildings - Total Gross Square Feet

EXISTING BUILDINGS:		329,190	GSF	
<hr/>				
REMOVE / REPLACE:	CHAPEL:	24,000	GSF	- (SUBTRACT)
	HOUSING :	95,445	GSF	
	M ^c NAUGHER PARTIAL:	12,000	GSF EST	
				SubTotal - 131,445 GSF
<hr/>				
ADD NEW / RENOVATION:				
	WORSHIP:	12,000	GSF	+ (ADD)
	LEARNING:	49,600	GSF	
	SUPPORT AND AMENITIES:	8,400	GSF	
	STUDENT HOUSING:	107,900	GSF	
				SubTotal - 177,900 GSF
NEW TOTAL BUILDING GSF:		± 375,645 (14% INCREASE)		

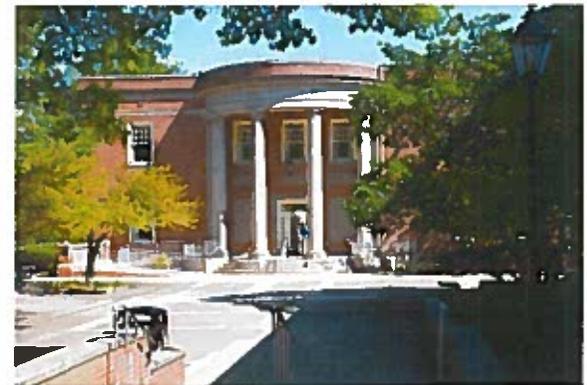
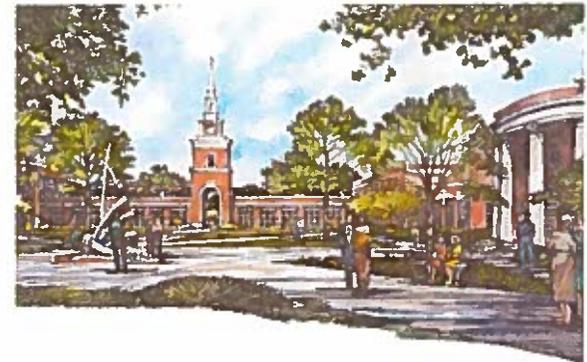


Table 6

5.0: TEN YEAR DEVELOPMENT ENVELOPE

Master Plan Project Phasing - 10 Year Horizon

PROJECT YEARS 1-10

CHAPEL

- C1 New Chapel
- C2 New Chapel Connector

LIBRARY

- L1 Library Renovation
- L2 Library Bookstore and Patio Addition
- L3 Campus Porch

HOUSING

- H1 New Student Housing-South
- H1 Connector at New Student Housing-South
- H2 New Student Housing-South
- H2 Connector at New Student Housing-South

CAMPUS SUPPORT

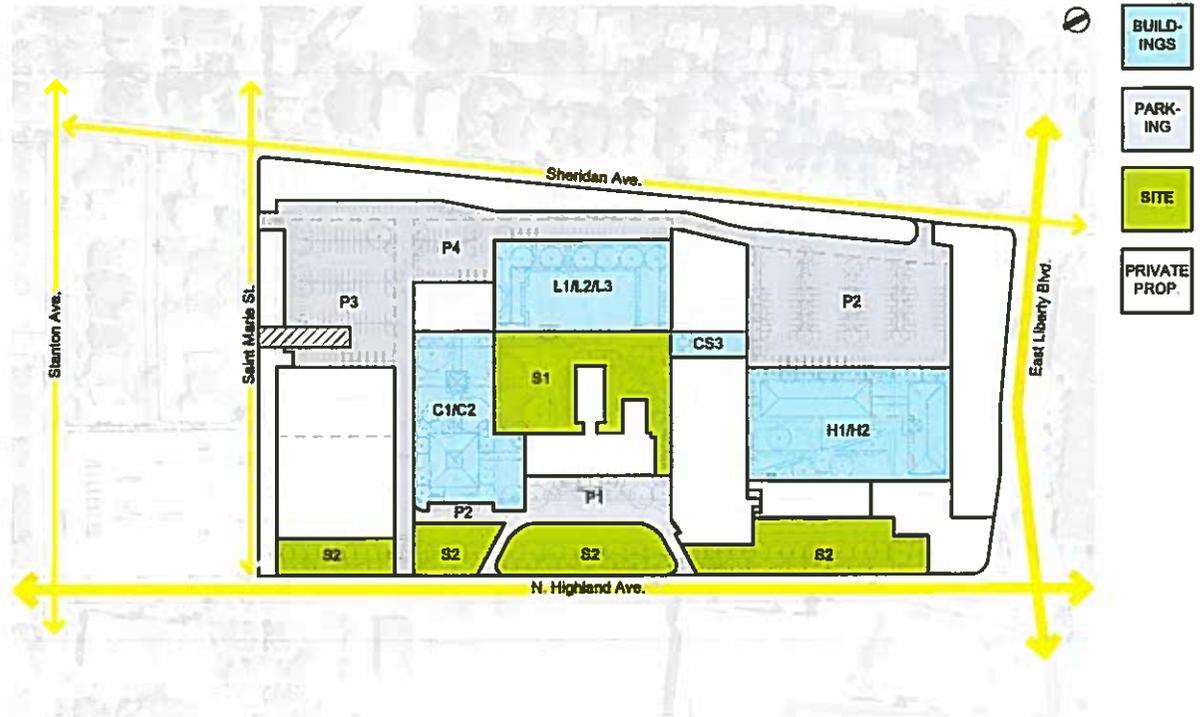
- CS3 Outdoor Café' Seating/Loading Area

SITE IMPROVEMENTS AND LANDSCAPING

- S1 Campus Center Courtyard
- S2 N. Highland Frontage

PARKING

- P1 Entry Drive and Landscaping @ Long
- P2 Driveway Extension
- P3 North East Large Lot
- P4 North East Small Lot



Master Plan Development Zones - 10 Year Horizon

Exhibit 5.1

10 Year Development Envelope

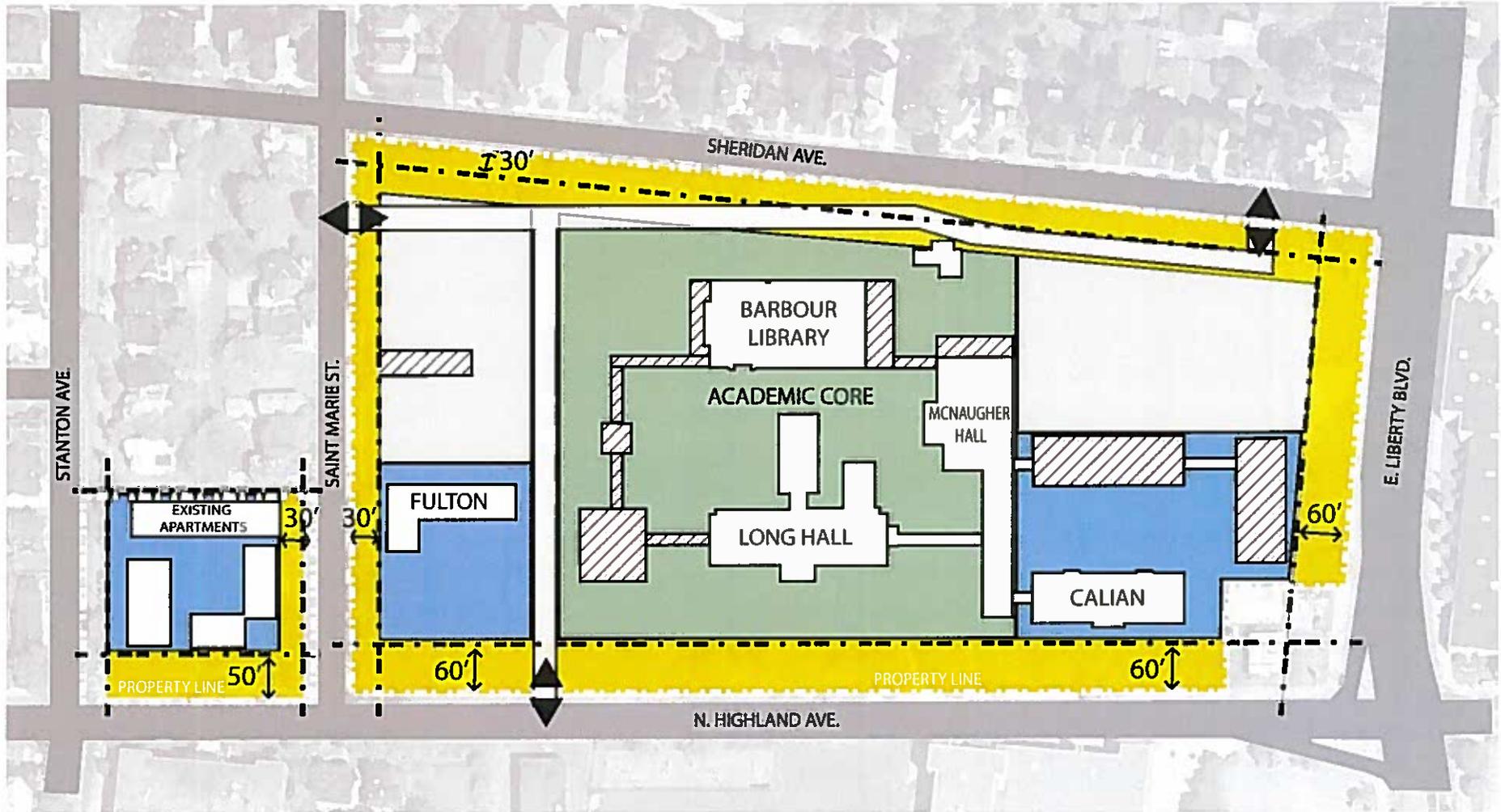


Exhibit 5.2

- Academic Core
- Housing
- Parking
- Set Back

- Existing Buildings
- Proposed Buildings and Connectors
- Private Property

**All proposed building heights include up to four occupied levels refer to Section 925.07.C, Exemptions from Height Standards for further information.*

6.0: TWENTY-FIVE YEAR DEVELOPMENT SITES

Master Plan Project Phasing - 25 Year Horizon

PROJECTS YEARS 11-20

ACADEMIC

- A1 New Academic Center
- A2 McNaugher Renovation
- A3 Long Hall Renovation

HOUSING

- H3 New Student Housing-North
- H3 Connector New Student Housing-North
- H4 New Student Housing-North

CAMPUS SUPPORT

- CS2 Campus Life Center

SITE IMPROVEMENTS

- S3 Sheridan Avenue Frontage
- S4 Saint Marie Street Frontage
- S5 East Liberty Blvd. Frontage
- P5 South East Large Lot



Master Plan Development Zones - 25 Year Horizon

Exhibit 6.1

25 Year Development Sites

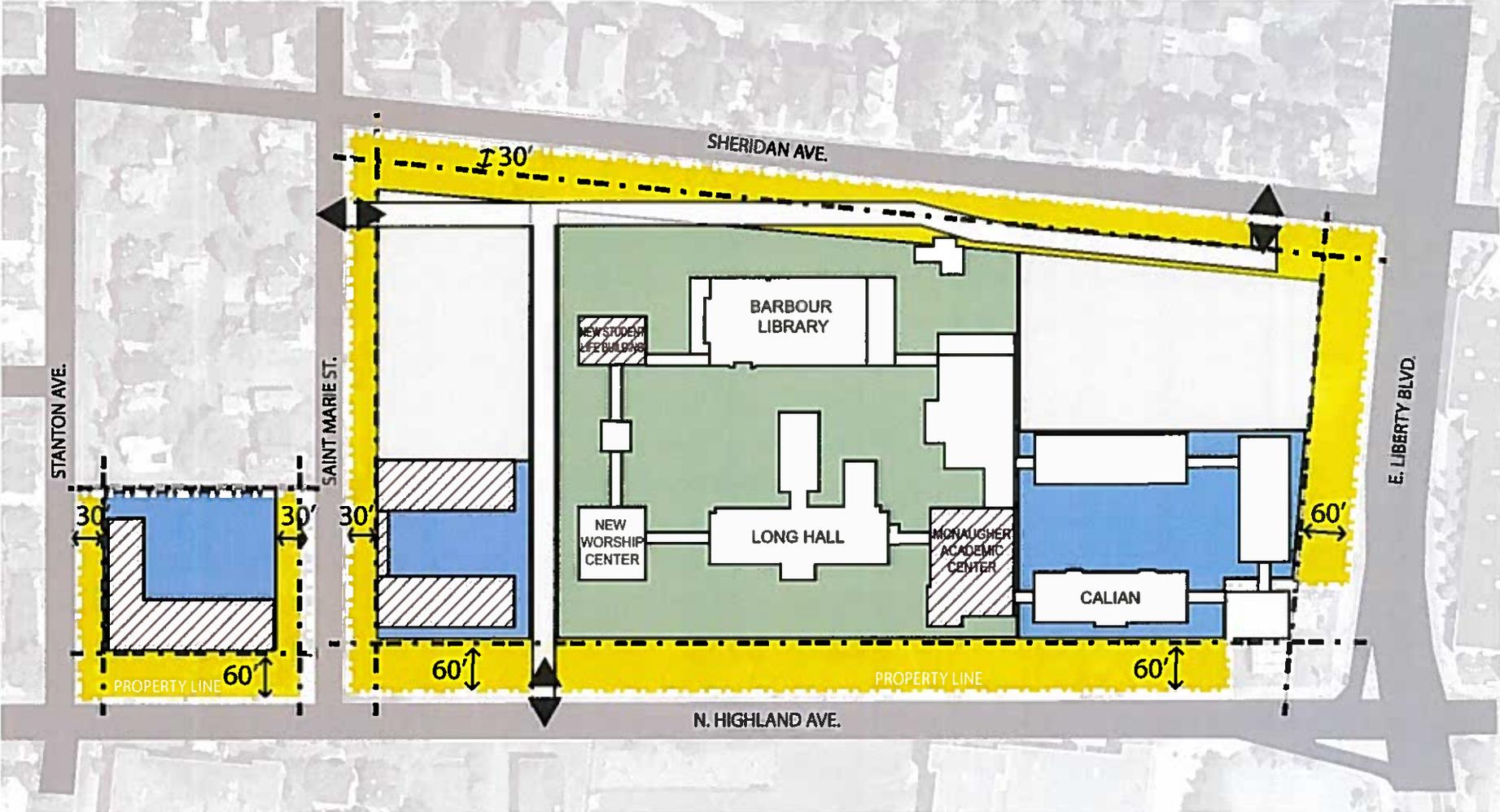


Exhibit 6.2

- Academic Core
- Housing
- Parking
- Set Back
- Existing Buildings
- Proposed Buildings and Connectors

**All proposed building heights include up to four occupied levels refer to Section 925.07.C, Exemptions from Height Standards for further information.*

7.0: TRANSPORTATION MANAGEMENT PLAN

Creating a Vehicular Circulation and a Parking Strategy

The long-term Vehicular Access, Campus Circulation and Parking Plan highlights the proposals of the Master Plan. N. Highland Avenue will continue to provide the primary access and arrival to Pittsburgh Theological Seminary. In addition to the existing main entry drive that will be retained and enhanced, the master plan proposes a new arrival and entrance drive serving Long Hall, the new McNaugher Academic Center and the new Worship Center. Secondary entrances from Saint Marie Street and Sheridan Avenue are proposed to provide secondary access, directly to parking, for students and staff, thus reducing the volume of traffic at the N. Highland Avenue entrance. East Liberty Boulevard, while not an access street, provides an important frontage for the Seminary, on a major city street.

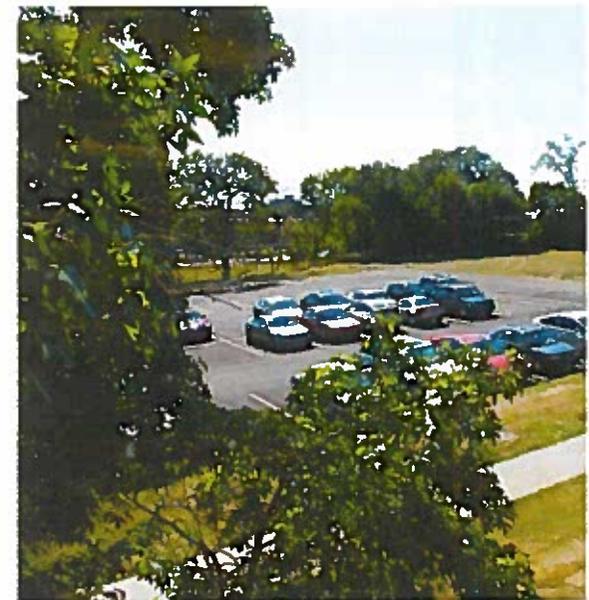
A campus drive connects the three entrances and provides access to parking and the service area under the McNaugher Hall Dining Room. In order to preserve the image and identity of the N. Highland “front yard”, parking has been held to the back, or east side of the campus. Parking is provided in two surface parking lots on the north and south ends of the campus, distributed to provide convenience to the academic core and well as the north and south student housing neighborhoods. The new parking lots will be well-lighted to establish a safe and comfortable environment for students and faculty at night. Landscaped islands have been introduced to provide shade, soften the impact of the large paved areas and to provide rainwater water infiltration.

Overall, approximately 300 parking spaces have been provided to support the long-term

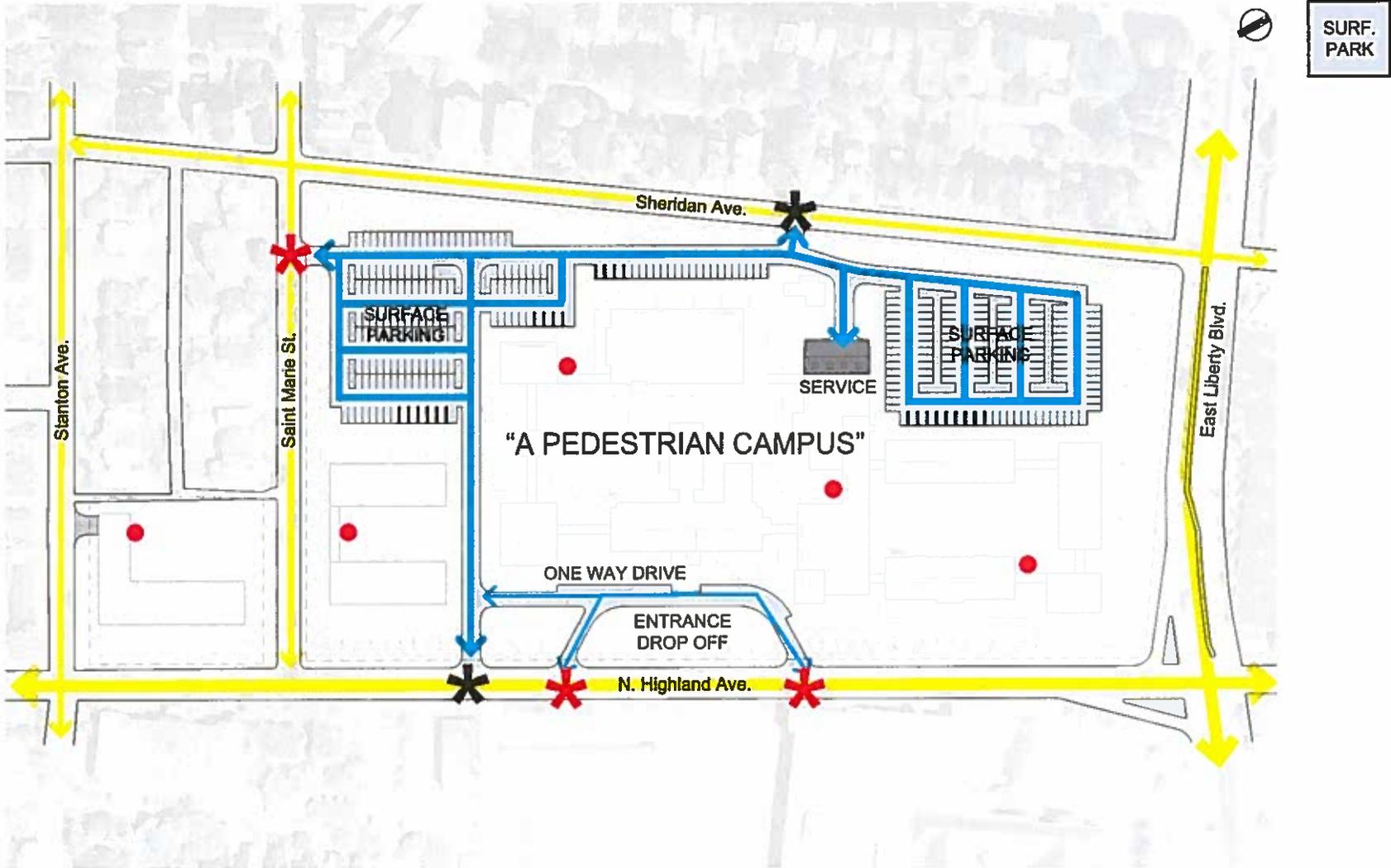
growth and expansion needs of the Seminary. Approximately 31 of these spaces will be designed in accordance with ADA standards and distributed around the campus to ensure barrier free access. Visitor parking will be provided along the new N. Highland Avenue arrival entrance drive and in the north parking lot close to the proposed Barbour Library “campus porch” and reserve room “visitor reception center”. The existing campus wayfinding signage will be enhanced to direct visitors from the various entrances to parking and then through the campus to specific buildings, programs and activities.

Management of rainwater runoff, from the campus, is of City and neighborhood interest and a desirable sustainable practice. With the introduction of additional impervious surfaces, consideration needs to be given to the planning and design of stormwater management facilities that allow for the retention and bio-filtration of rainwater runoff before it leaves the campus. With the limited land area to accommodate a stormwater retention basin, the master plan recommends consideration of incorporating rainwater storage under the proposed new surface parking areas.

A separate Traffic Impact Analysis and Parking Demand Study is attached as Exhibit 12.1 Trans Associates and will be a supporting document to the Pittsburgh Theological Seminary Institutional Master plan.



Vehicular Circulation and Parking Plan



PARKING ALLOCATION: 300 TOTAL PARKING SPACES

- Surface Parking : 269 Spaces
- ADA Parking: 31 Spaces

- Exhibit 7.1*
- Off Site Circulation
 - On Site 2 Way Circulation
 - On Site One Way Circulation
 - Proposed Bike Rack Location
 - | New | Existing Entrance

8.0: ENVIRONMENTAL PROTECTION PLAN

Preserving and Enhancing the Existing Campus Tree Canopy

No characteristic is more emblematic of a venerated campus than a major stand of stately trees spreading its canopy over the campus, its buildings and yard spaces. The current PTS campus contains approximately 187 trees within its 13 acres, representing a wide variety of tree species, sizes, locations, and physical conditions. As a result of the historic development of the campus, the most significant campus tree canopy is located within the front yard and the campus heart, much less so in the eastern and southern areas of the campus.



Campus Tree Plan



TREE PLANTINGS: 364 TOTAL TREES
Retained trees: 122 out of 187 (65%)
New Trees: 242

Exhibit 8.1

Proposed Campus Tree Retention and New Plantings

Another important master plan recommendation is to carefully and thoughtfully “manage” this campus tree inventory through appropriate tree preservation practices, and sequential replacement, as trees begin to reach the end of their lifespan. Recommended physical changes to the campus will also impact the campus tree inventory, and require removal and replacement of existing trees. While the utmost care has been taken to integrate planned new development into the existing fabric of the campus, 65 existing trees will require replacement in the full build-out of the master plan. The plan provides for over 240 new trees and recommends planting locations to further enhance and expand the tree canopy over time to all areas of the campus.



Illustrative Campus Landscape Plan

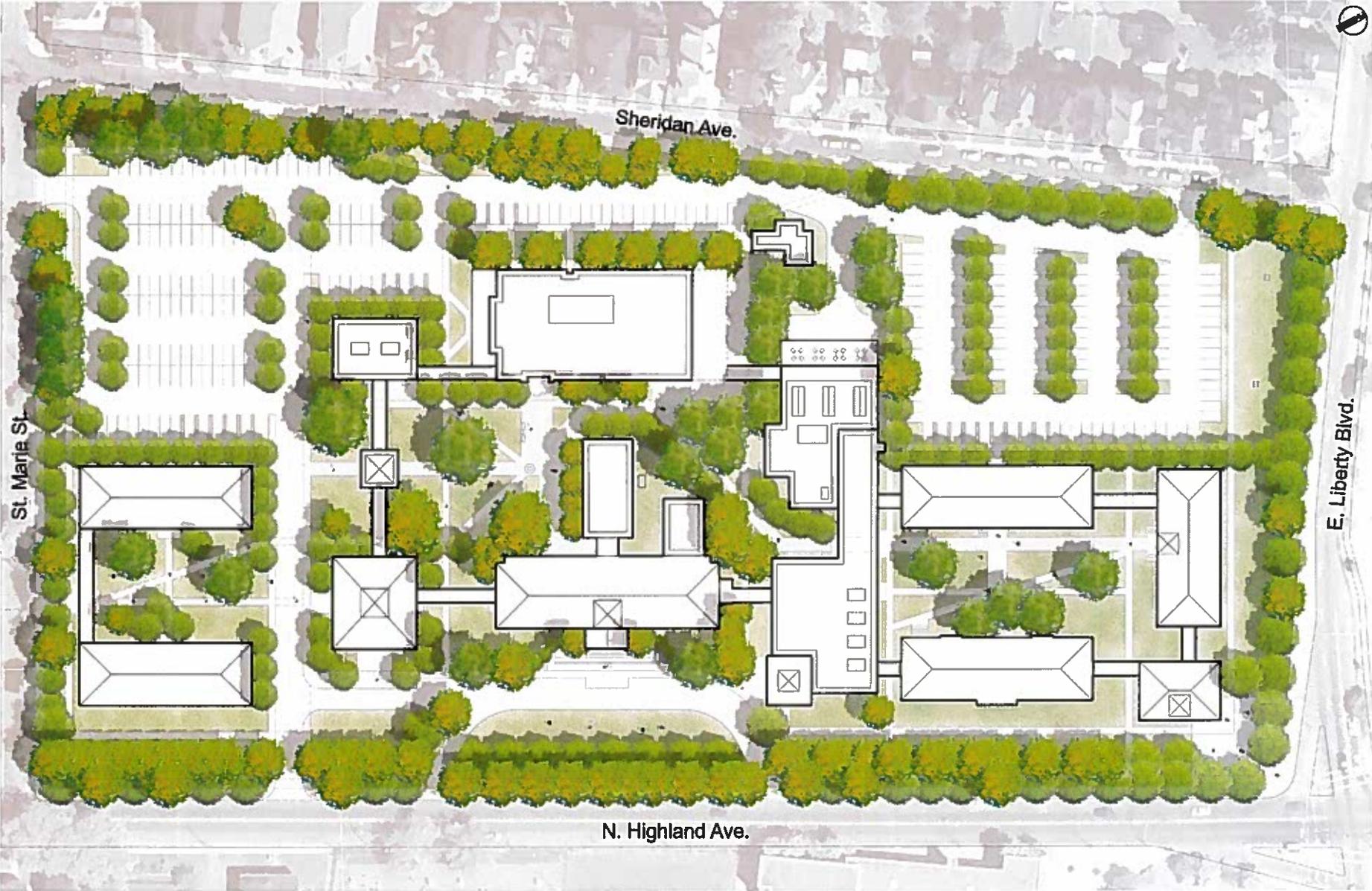


Exhibit 8.2

9.0: OPEN SPACE AND PEDESTRIAN

Creating Pedestrian Pathways

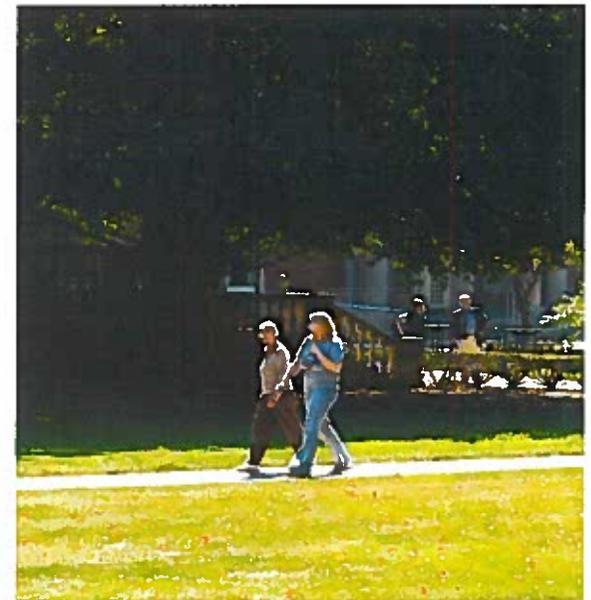
A successful, safe, and vibrant campus is synonymous with a well-designed, well-used pedestrian environment. For many, one of their most treasured collegiate memories might be the recall of a spring time walk across a beautiful campus quadrangle, surrounded by stately newly budding trees and classic collegiate buildings. While not a large campus, the PTS pedestrian network must be seen as a well-designed, intentional system of walkways that support and reinforce the formation of community and informed learning.

Currently, a partial, more functional system of pedestrian walkways is present on the PTS campus, predominately representing direct connections between building entries. The master plan envisions a more robust and thoughtful array of pathways that strongly reinforce the relationship between place and practice. Rather than simply being a series of walks connecting campus points, the plan seeks to understand pathways as “program” spaces; to make campus movement much richer; to identify the best locations for encounters and discussions; to provide well-located seating that invites participation and perspective; to incorporate liturgical art, water features, and landscape for beauty and inspiration; to create outdoor classrooms; and to foster places of solitude and prayer, whether in the campus heart or under one of the magnificent shade trees that populate the seminary.

The PTS pedestrian system is an opportunity to create spaces, activities, and experiences that draw people together and help form community. The master plan envisions a campus heart that is a vibrant, beautiful, world-

class pedestrian space, interconnected to all other areas of the campus, each such pathway made richer through the use of portals into the heart, pathway focal points, a variety of seating options along the way, and key intersections, “cross-roads,” for informal chance meeting and discussion.

The plan also incorporates a series of pathways outside the campus heart, including a campus perimeter loop pathway for both exercise and solitude, and a system of walkways that work in tandem with the vehicular arrival loop off of N. Highland Avenue, and interconnects this loop with campus visitor destinations and the campus heart.



Pedestrian Pathways and Open Space Plan

"CAMPUS AS CROSSROADS"

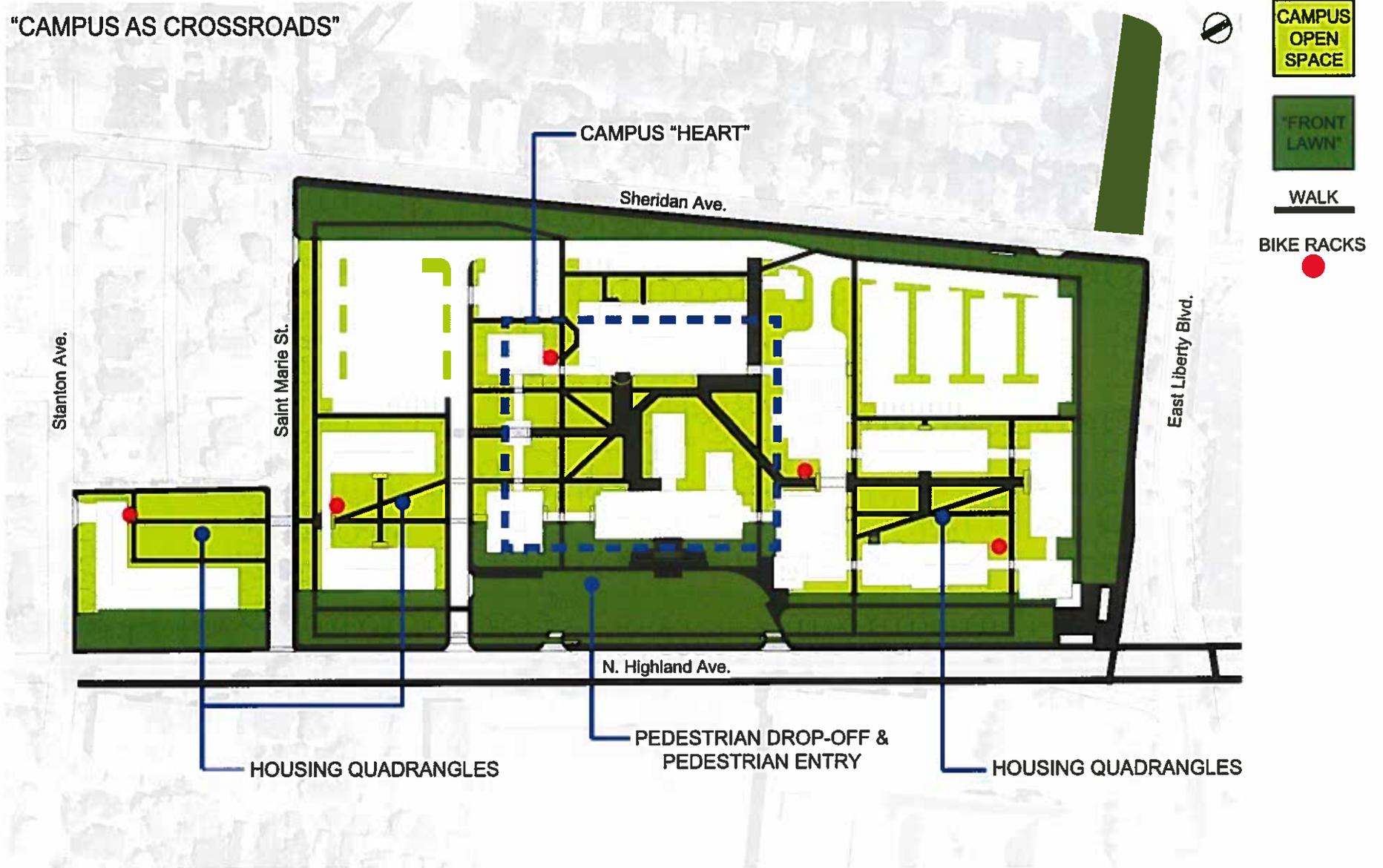


Exhibit 9.1

10.0: URBAN DESIGN RECOMMENDATIONS

Campus Rules of Form

Campus Rules of Form are established by the existing campus framework and positive elements that form the character, quality and image of PTS. Clearly N. Highland Avenue and the campus "front lawn" are key components that establish the framework. The arrangement of the existing seminary buildings along this frontage also reinforces the formal qualities of the campus and its "urban edge". The lack of seminary buildings along Sheridan Avenue establishes a more informal residential edge to the campus.

The alignment and symmetry of Long Hall sets the orthogonal relationship of all campus buildings and clearly defines a north/south, east/west orientation to the campus.

The existing cluster of core academic buildings establishes a clear central development zone that is further reinforced by, and connected to, separate and distinct development zones to the north and south.

Campus Rules of Form

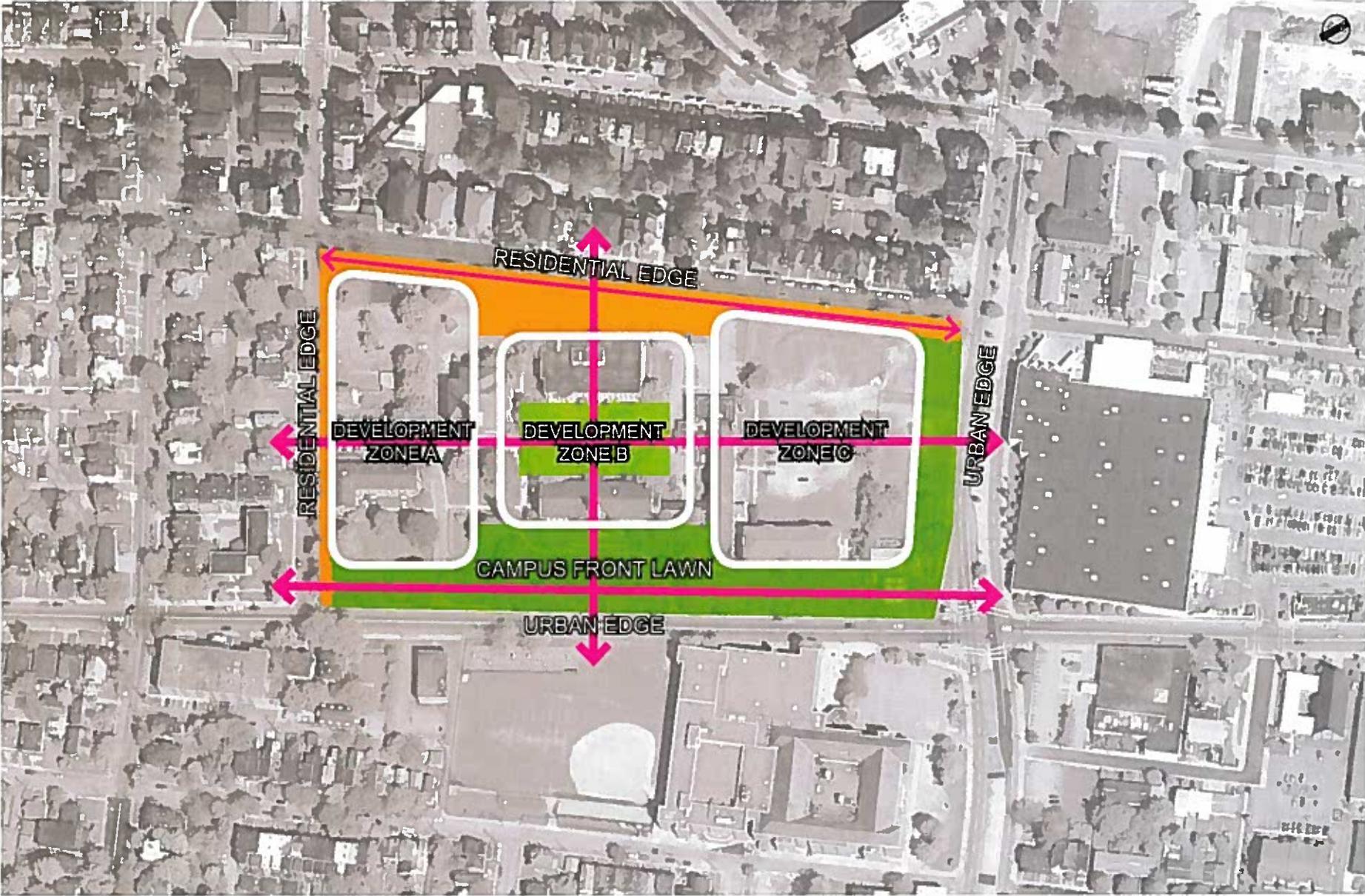


Exhibit 10.1

Creating Clear Campus Edges

The 13 acre PTS campus forms an east/west rectangle with its long sides flanked by N. Highland Avenue and Sheridan Avenue, and its shorter north/south sides formed by St. Marie Street and East Liberty Boulevard. Topographically, the site is characteristic of the North Highland neighborhood, having a significant difference in slope north (high) to south (low). The site grade also drops west (the N. Highland Avenue frontage) to east. The slope of the site and the historic development pattern in the North Highland neighborhood, has aided in the accentuation of the frontage along Highland Avenue, as the “front door,” versus the other three sides of the campus. The major tree canopy, the formal fencing and brick entry posts, and the sweep of the front lawn are in contrast to the more open, less consistent campus edges along Sheridan Avenue and E. Liberty Boulevard.



N. Highland Avenue

Current Campus Edges



St. Marie St.



Sheridan Ave.



E. Liberty Blvd.

Campus Edge Guidelines

To support the concept of an attractive, well-designed, vibrant campus heart, another master plan recommendation is the development of a more uniform, attractive campus edge on all four sides of the campus. The combination of a strong interior space, the heart, is then complimented by an equally attractive and clear outer perimeter edge to the campus, with campus buildings and features “held” between the inner heart and outside green spaces.

The master plan recognizes that, while campus edge consistency is important, the function of

each edge differs one to another; clearly the front yard edge will continue to provide the “first impression” view and the arrival zone for the campus. Therefore, the plan makes specific design recommendations for each edge in relation to the different functions and physical conditions of each. Individual edge recommendations are provided in both illustrative plan and in individual section plans, showing recommended plantings and landscape material juxtaposed over site topographical changes.



N. Highland Ave. / New Campus Entrance & Edge - AA

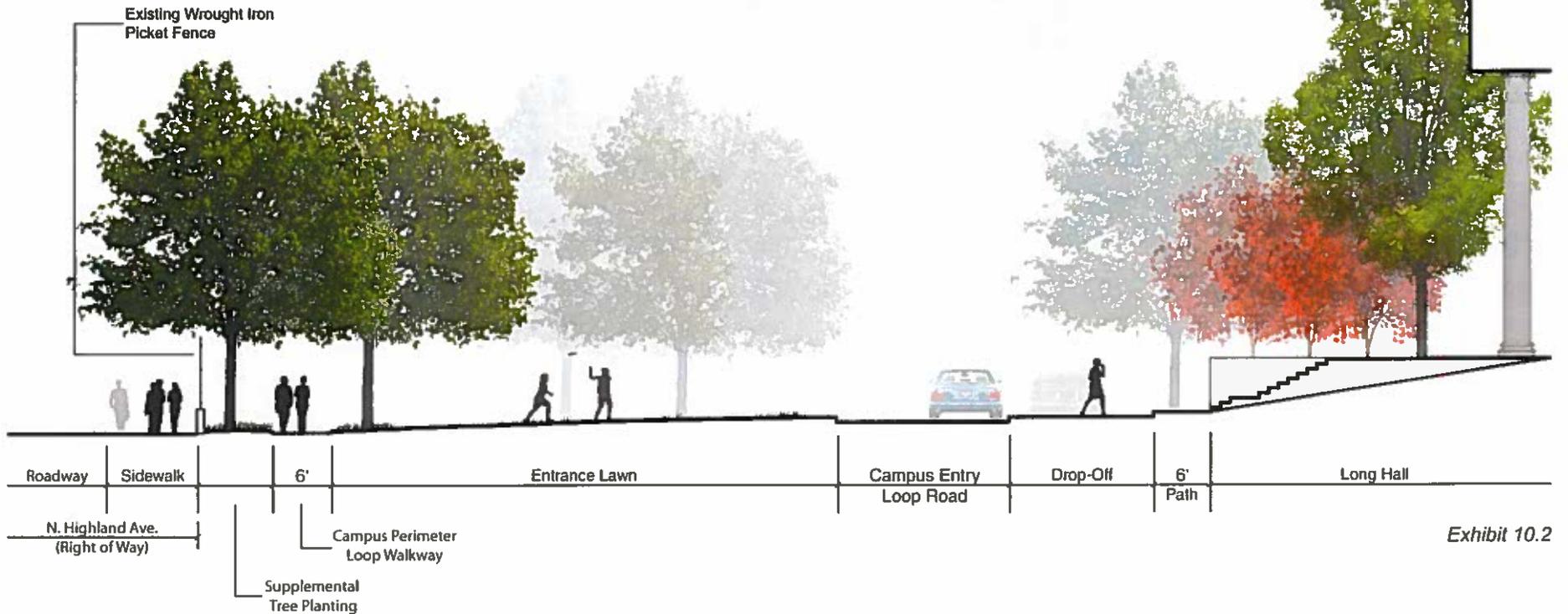


Exhibit 10.2

Campus Edge Guidelines



N. Highland Ave. / North Campus Quad Edge - BB

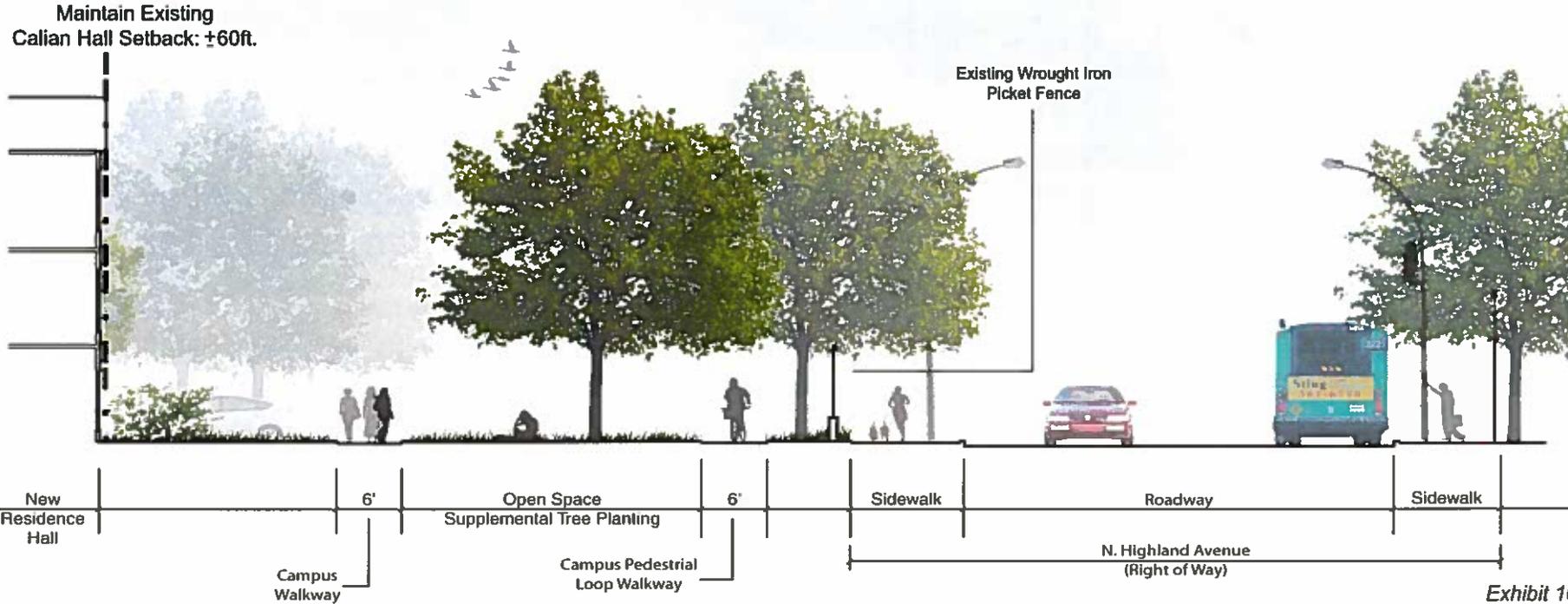


Exhibit 10.3

Campus Edge Guidelines



St. Marie Street / North Campus Quad & Edge - CC

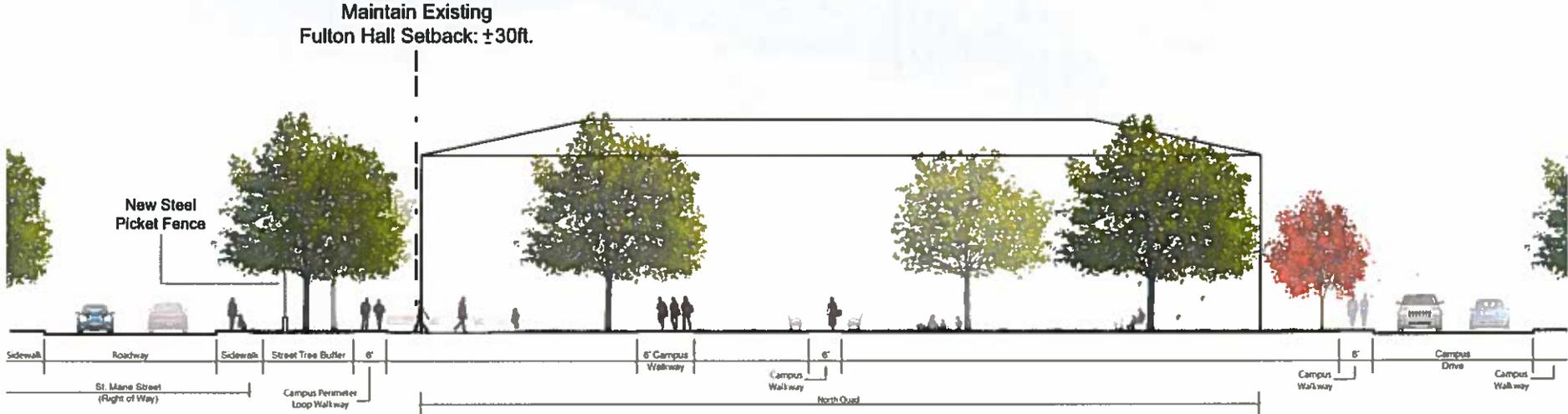


Exhibit 10.4

Campus Edge Guidelines



St. Marie Street / Northeast Parking Lot Edge - DD

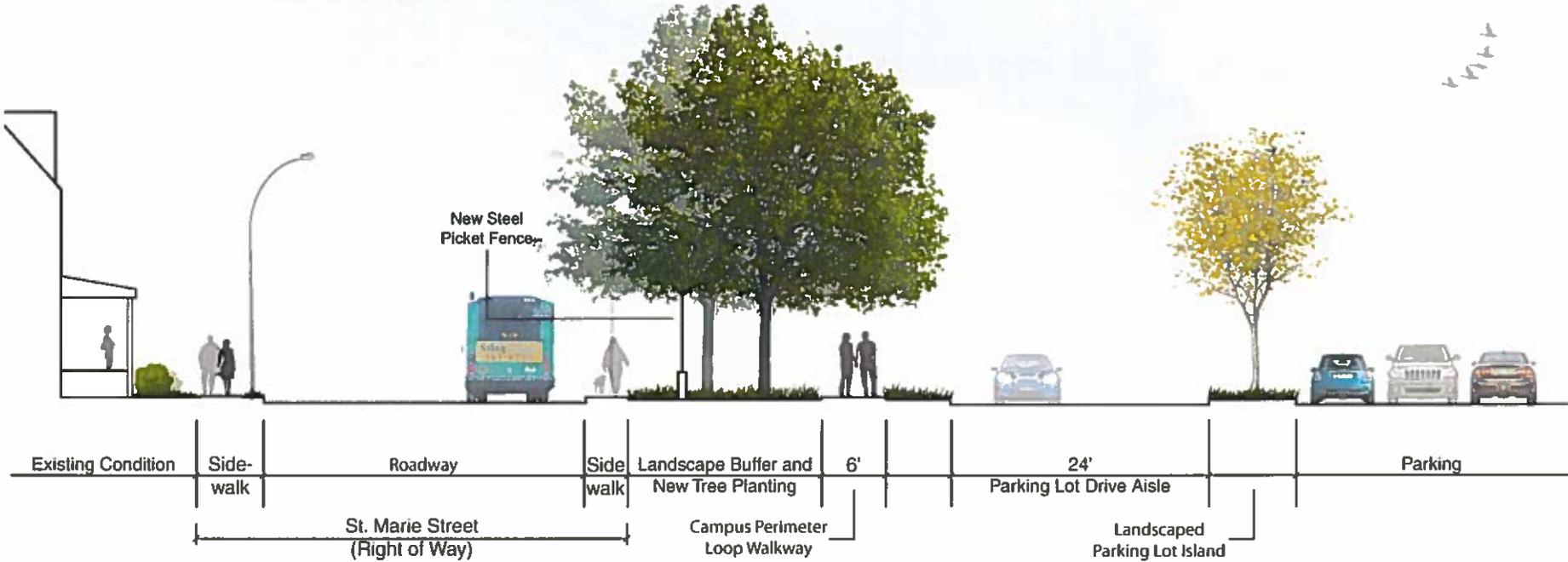
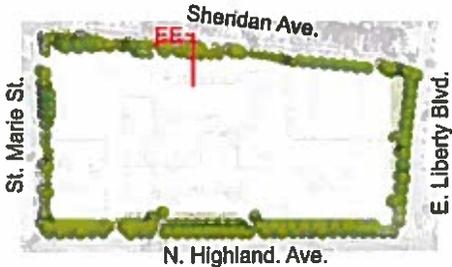


Exhibit 10.5

Campus Edge Guidelines



Sheridan Ave. / Parking Lot & Campus Drive Edge - EE

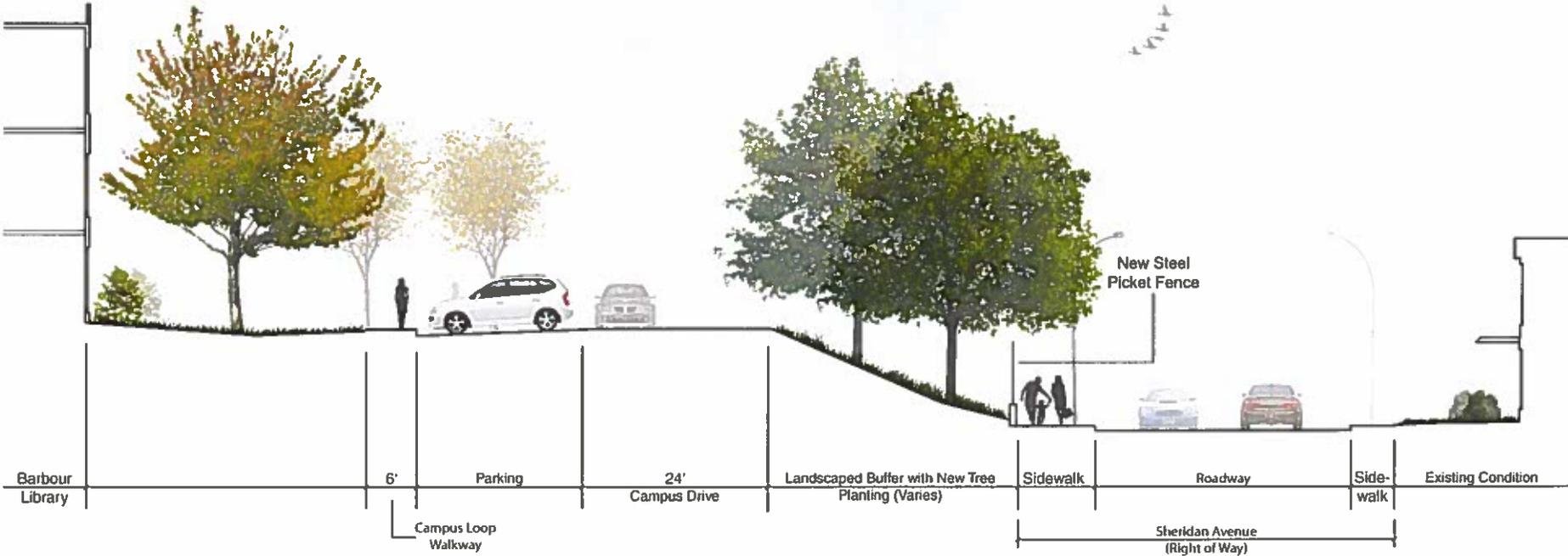


Exhibit 10.6

Campus Edge Guidelines



Sheridan Ave. / Southeast Parking Lot & Campus Drive Edge - FF

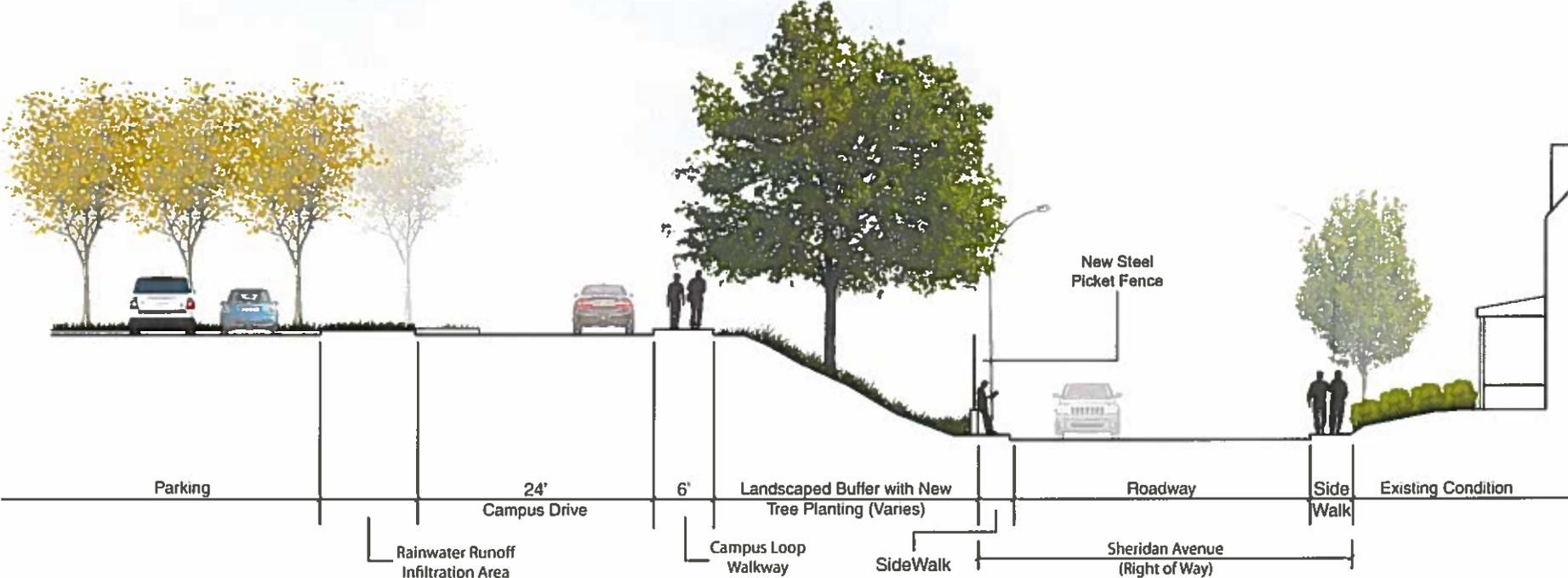


Exhibit 10.7

Campus Edge Guidelines



E. Liberty Blvd. / Parking Lot & Open Space Buffer - GG

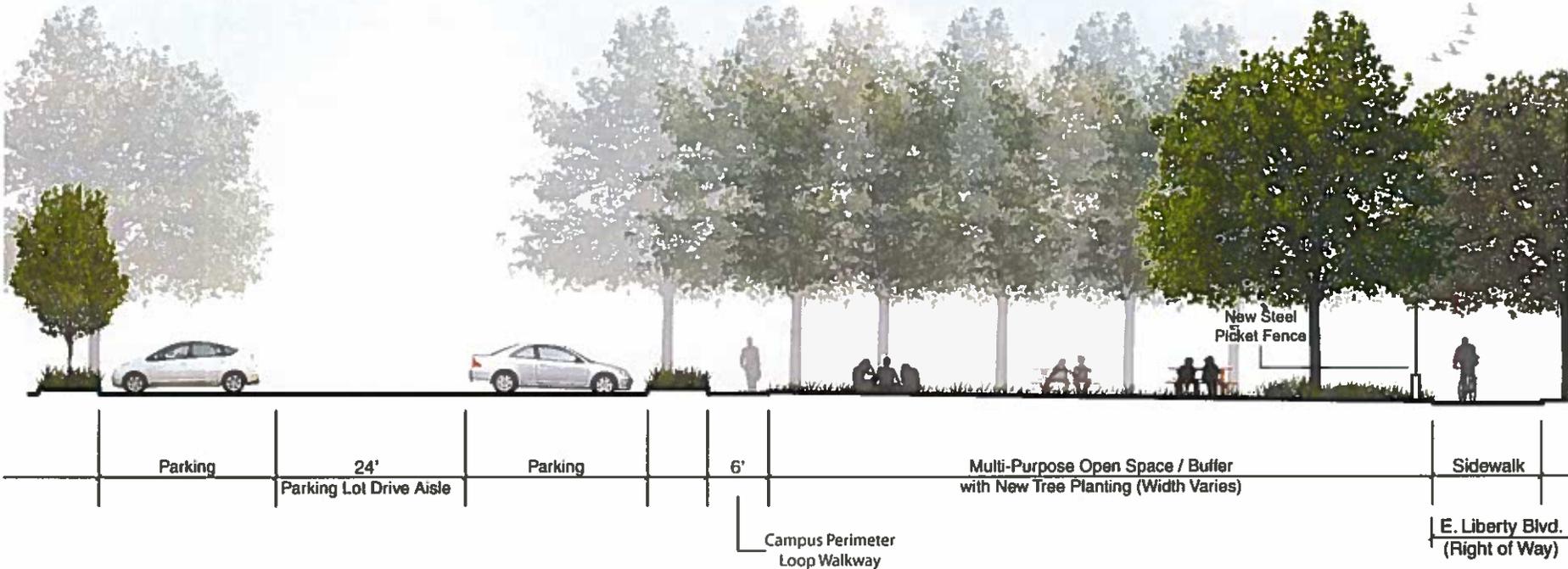


Exhibit 10.8

Campus Edge Guidelines



E. Liberty Blvd. / South Campus Quad & Open Space Edge - HH

East Liberty Building
Setback: 60ft. Min.

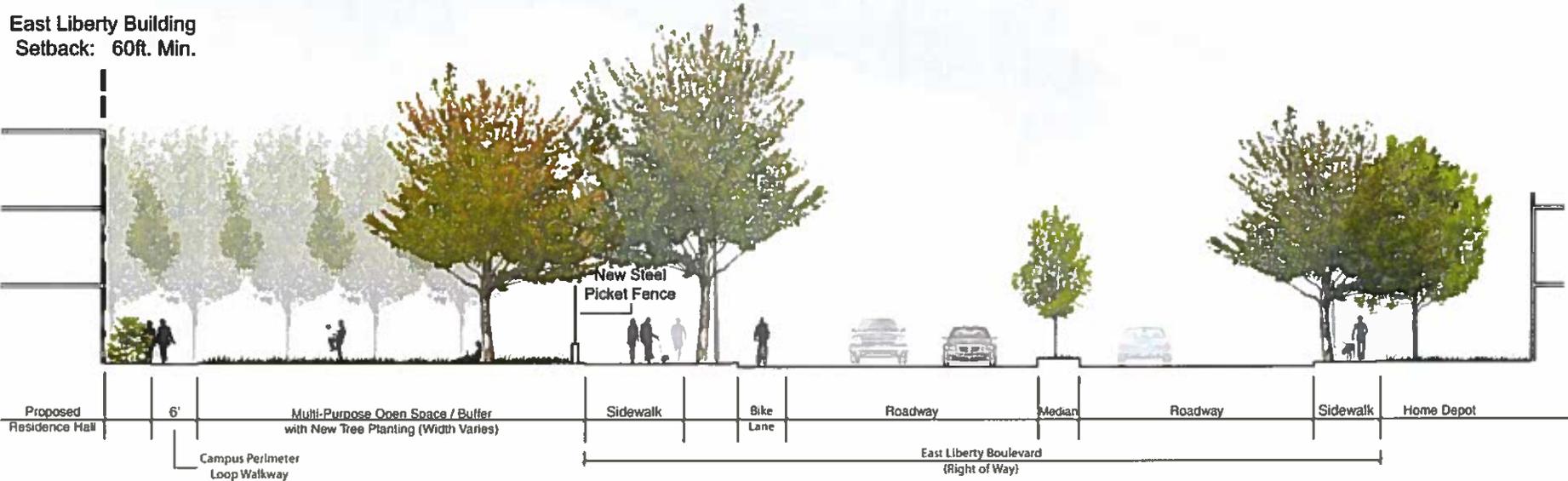


Exhibit 10.9

11.0: NEIGHBORHOOD INTEGRATION STRATEGY

City of Pittsburgh / University Relationships

The Pittsburgh Theological Seminary is imbedded in the northeast neighborhoods of the City of Pittsburgh, approximately five miles from the downtown. It shares a close proximity to a number of other notable higher education institutions including, Duquense University, Carnegie Mellon and the University of Pittsburgh, the latter of which, PTS provides academic programs and student housing.

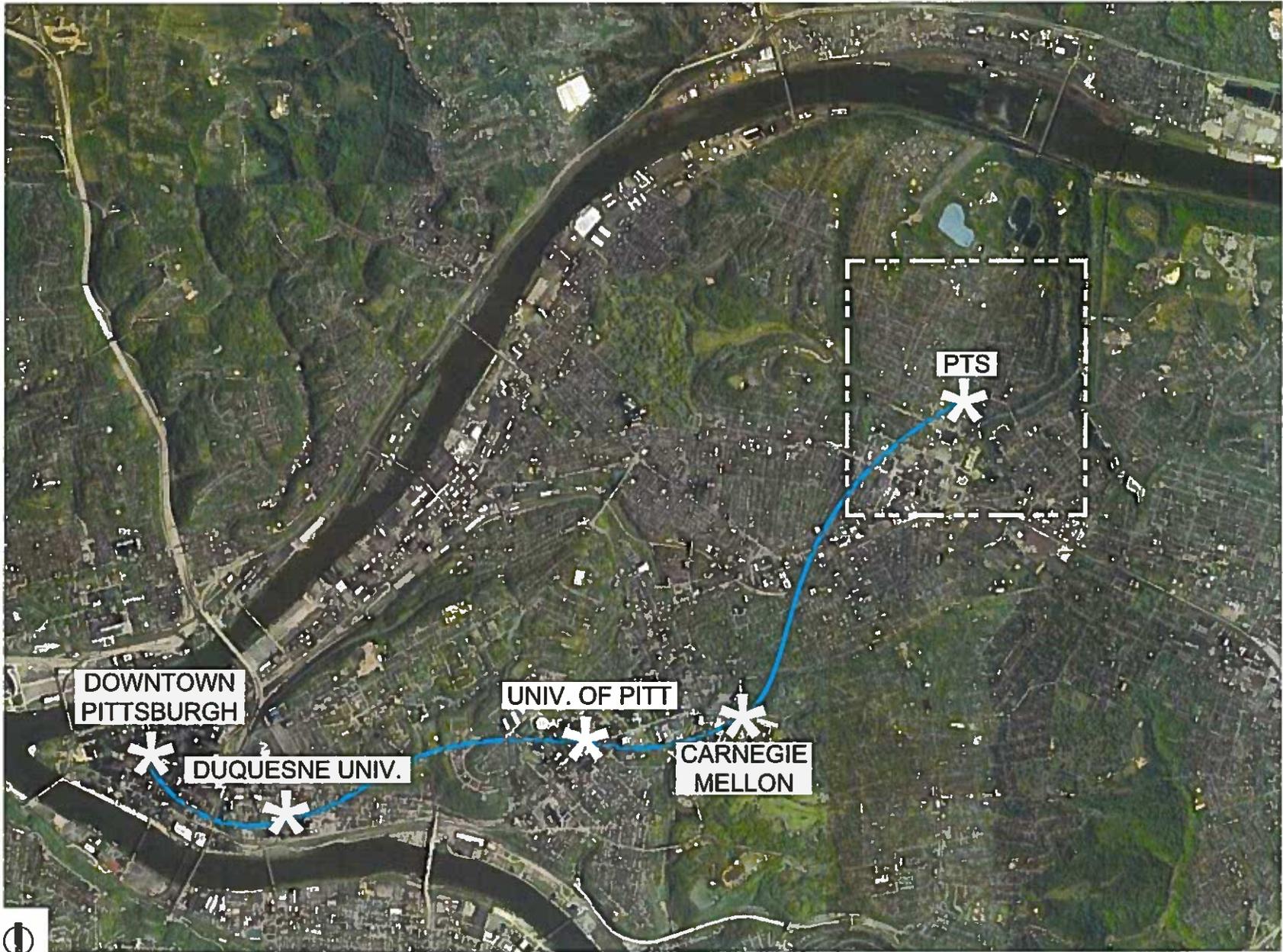


Exhibit 11.1

Neighborhood Relationships

PTS lies within the East Liberty neighborhood and is also influenced by the Highland Park neighborhood, directly adjacent to and north of the campus. The neighborhoods of Larimer, Shadyside, Friendship, Garfield, Stanton Heights and Morningside, that surround the East Liberty neighborhood, are also in the sphere of influence of the PTS campus.

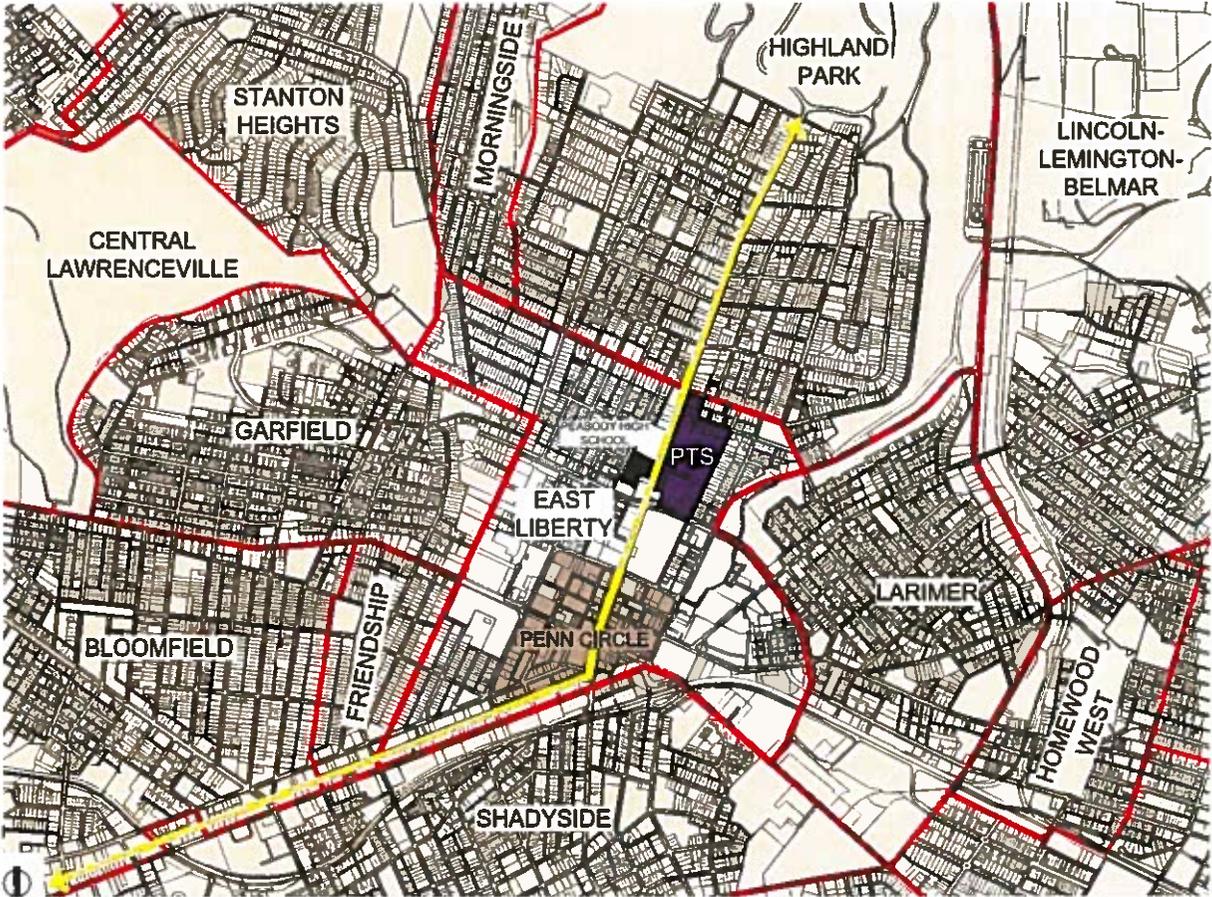


Exhibit 11.2

Green Way Connector to Highland Park

North Highland Avenue is the primary roadway through the East Liberty and Highland Park neighborhoods. It connects from the Shadyside neighborhood, in the south, to Highland Park and the Pittsburgh Zoo, to the north and a ridge top highpoint overlooking the Allegheny River. North Highland Avenue provides the front door to PTS and is a key vehicular and pedestrian connection through the neighborhoods. Highland Park wraps around the Highland Park neighborhood, on the east side, and follows a narrow valley southward, back to the East Liberty neighborhood, connecting to East Liberty Boulevard and the PTS campus. This open space establishes a secondary “greenway” connection through the neighborhoods and provides access to the larger open space resources of Highland Park, the Pittsburgh Zoo and regional open space linkages along the Allegheny River Valley.



Exhibit 11.3

East Liberty Master Plan

East Liberty Development Incorporated (ELDI) has been set up to champion the redevelopment of the neighborhood. To date, they have been extremely successful in sponsoring change and bringing new commercial investment to the neighborhood including; Whole Foods, Trader Joe's and Home Depot. However, the engagement of PTS in the ELDI neighborhood planning and development process has been lacking. As a result, decisions have been made without the voice and input of PTS, including the decision to turn the back of Home Depot towards East Liberty Boulevard and the PTS campus.

The Pittsburgh Theological Seminary master planning process has now opened up the dialogue with ELDI and other surrounding neighborhoods associations and development corporations to ensure that any changes in the surrounding area will not adversely impact the campus. In turn, the master plan recommendations support and enhance its neighborhood setting.

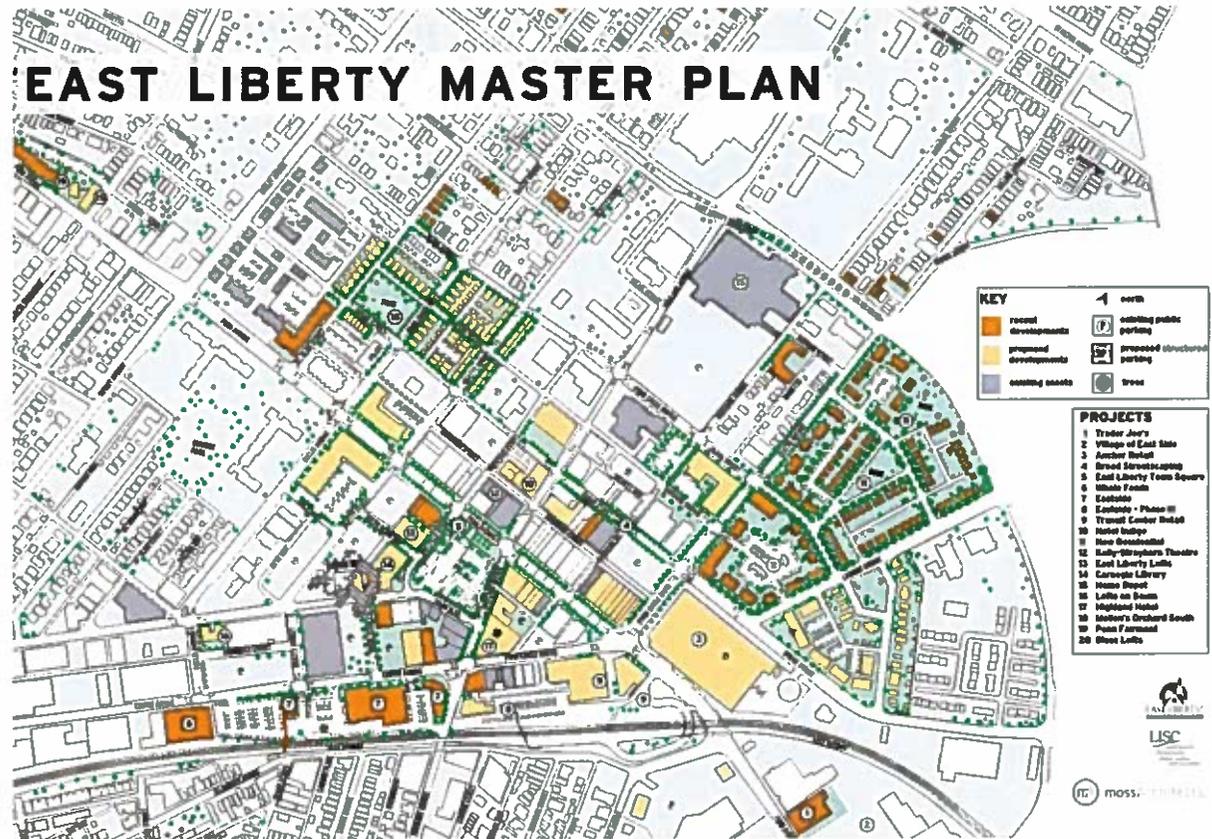


Exhibit 11.4

East Liberty Neighborhood Context

North Highland Avenue is the front door to the PTS campus and the primary corridor through the East Liberty and North Highland neighborhoods. It connects PTS with the support services and amenities of the East Liberty neighborhood as well as two Presbyterian churches, Eastminster and East Liberty. The N. Highland Avenue/ East Liberty Boulevard intersection is a key gateway to the campus and the transition from commercial uses, to institutional uses (PTS and Peabody High School), to the North Highland neighborhood residential. The intersection of N. Highland Avenue and Stanton Avenue is the other key gateway intersection, both from the north along the PTS campus and from the south into the North Highland neighborhood.

The character and quality of N. Highland Avenue along the PTS frontage; needs to be reinforced by any future changes to Peabody High School, enhanced through new streetscape improvements (landscaping, lighting, signage, furniture, etc.) and managed to ensure easy, safe and convenient vehicular and pedestrian access to the campus. Proposed and on-going environmental enhancement of East Liberty Boulevard, with the addition of bike lanes and landscaping is a positive step in enhancing this other public edge of the PTS campus.



Exhibit 11.5

PTS needs to continue discussions with East Liberty Development Inc. and collaboratively work on the following actions:

- Neighborhood transportation and traffic improvements streetscape.
- Improvements to N. Highland Ave. and E. Liberty Blvd.
- The future use/reuse of Peabody High School.
- The relocation of the Sunoco Gas Station.