SUBMISSION FOR THE 2007 RUDY BRUNER AWARD FOR URBAN EXCELLENCE
DAVID L. LAWRENCE CONVENTION CENTER
PITTSBURGH, PENNSYLVANIA

RAFAEL VIÑOLY ARCHITECTS PC
Please answer questions in space provided. Applicants should feel free to use photocopies of the application forms if needed. If possible, answers to all questions should be typed or written directly on the forms. If the forms are not used and answers are typed on a separate page, each answer must be preceded by the question to which it responds, and the length of each answer should be limited to the area provided on the original form.

Project Name: David L. Lawrence Convention Center
Location: Pittsburgh, Pennsylvania

Owner: Sports and Exhibition Authority of Pittsburgh and Allegheny County

Project Use(s): Convention Center

Project Size: 1,450,000 gross square feet
Total Development Cost: $375 Million

Annual Operating Budget (if appropriate): Approximately $9.3 Million

Date Initiated: September 2003
Percent Completed by December 1, 2006: 100%

Project Completion Date (if appropriate): March 2003

Attach, if you wish, a list of relevant project dates: Competition December 1998 - March 1999, Construction began March 2000

Application submitted by:

Name: Rafael Vinoly / Mary Conturo
Title: Architect / Client
Organization: Rafael Vinoly Architects PC / Sports and Exhibition Authority of Pittsburgh and Allegheny County

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Key Participants (Attach an additional sheet if needed)

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Community Group

Other
Key Participant: Mary Navarro
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Please indicate how you learned of the Rudy Bruner Award for Urban Excellence. (Check all that apply).

- Direct Mailing
- Magazine Advertisement
- Previous RBA entrant
- Professional
- Online Notice
- Previous Selection Committee member
- Organization: Bruner/Loeb Forum
- Other (please specify)

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Signature: ____________________________

(Handwritten Signature)

(Handwritten Name)
ABSTRACT

Please answer questions in space provided. Applicants should feel free to use photocopies of the application forms if needed. If possible, answers to all questions should be typed or written directly on the forms. If the forms are not used and answers are typed on a separate page, each answer must be preceded by the question to which it responds, and the length of each answer should be limited to the area provided on the original form.

Project Name: David L. Lawrence Convention Center

Address: 1000 Ft. Duquesne Boulevard
City/State/ZIP: Pittsburgh, Pennsylvania 15222

1. Give a brief overview of the project, including major project goals.

The David L. Lawrence Convention Center project represents the collaborative efforts of regional leadership across the public and private sectors to build a facility that meets the highest expressive, urban, operational and technical standards. Major program goals were: (1) to create a prominent public building with an inspiring image that is welcoming to visitors, (2) to encourage social interaction inside and outside the building by linking internal activities to external public places, activities and pedestrian circulation, (3) to create and celebrate a relationship between the building and the riverfront, (4) to create a flexible and adaptive interior that can respond easily to changing needs and (5) to utilize green technology in order to maximize long term resource efficiency and minimize harmful environmental and human health impacts.

The new convention center, with its distinctive sweeping roof inspired by Pittsburgh's bridges, sits prominently in the city's skyline and offers dramatic vistas onto the Allegheny River. The building contains over 230,000 square feet of column-free exhibition hall space, over 75,000 square feet of secondary exhibition hall space, 51 meeting rooms, 2 lecture halls, a ballroom, and a 710-space parking garage. The design master plan also calls for a public plaza, hotel, riverfront park and future expansion site.

The design of the convention center reaffirms its civic nature by emphasizing public connections. Tenth Street, which runs through the center of the structure, has been transformed into a multilevel pedestrian nexus, connecting public and functional spaces along both edges of the building. A 500-foot long walkway under Tenth Street is surrounded by a water feature that leads from the plaza to the river's edge. The future hotel will connect people on street level to the fourth floor "urban terrace," which cantilevers over the edge of the Allegheny River and offers an opportunity for viewing the city in its magnificent topographic setting.

The new convention center is a state of the art facility that employs advanced technological systems. It was built on modern "green" principals and is environmentally sustainable. The environmentally conscious design, which includes natural lighting, natural ventilation and water reclamation systems, allows for energy savings and reduces waste removal costs.

The new center's design makes physical connections to existing infrastructure and public amenities downtown. The building is easily accessible to the public and public transportation.

2. Why does the project merit the Rudy Bruner Award for Urban Excellence? (You may wish to consider such factors as: effect on the urban environment; innovative or unique approaches to any aspect of project development; new and creative approaches to urban issues; design quality.)

The new David L. Lawrence Convention Center is extraordinary in the connections it makes - both tangible and intangible - to Pittsburgh's urban identity. The building itself is a reflection of the region's proud history. The roof mimics Pittsburgh's suspension bridges and in section replicates the zoning envelope that gives the City its characteristic profile. The prominence of glass and steel used in construction invokes the powerful images of Pittsburgh's industrial past. Large windows and outdoor terraces showcase a magnificent natural setting, including the rivers that played a major role in American exploration and commerce.

Just as the convention center pays homage to the region's rich history in its form and structure, it also signals Pittsburgh's evolution from manufacturing to knowledge-based industries through its innovative design. This new civic icon is a trailblazer - it is the largest LEED-certified convention center in the United States. It is a model for environmental design, incorporating high performance environmental features such as natural ventilation, natural light a water reclamation system and non-toxic/recycled building materials.

In response to the program goals, the convention center is directly connected to the waterfront. Spectacular interior and exterior views offer visual links to the rivers and the cityscape that were lacking in the previous facility. A 500-foot meandering pathway and water feature provide a physical connection from the streets to the riverfront, supporting a regional initiative to reconnect Pittsburgh to its rivers by encouraging recreation, ecological restoration and high quality development. The new center's design makes physical connections to existing infrastructure and amenities downtown. The building is easily accessible to the public and public transportation.

Artwork and multi-media presentations both interior and exterior further enhance the experience of visitors and engage them with the building. The convention center is home to over 25 commissioned and acquired pieces of public art, created by local and international artists. Images of the regional history, culture, people, places and amenities are displayed through high definition projections and sound in the Regional Showcase presented by Dollar Bank on the first and third floors of the building. Education signage installed by the Green Building Alliance teaches visitors about the center's design and green features. Each image and display captures the attention of users and connects them to the process, design and achievement of the building.
PROJECT DESCRIPTION

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1. Describe the underlying values of the project. What, if any, significant trade-offs were required to implement the project?

Regional leadership sought to achieve through this project a public building that represented the values inherent in the people and places of Pittsburgh.

Pittsburgh has a rich history of innovation. Among the many firsts credited to Pittsburgh are the first air brake in 1889, the first Ferris Wheel in 1893, the first motion picture theater in 1905, the first polio vaccine in 1953, the first robotics institute in 1979 and the first heart, liver, kidney transplant in 1989. In keeping with that tradition of cutting edge progress, regional leadership demanded an innovative design that was at once efficient, modern and inspiring.

Pittsburgh's strong network of neighborhoods is one of its defining characteristics. That sense of community helped to define the new convention center project. Civic leadership emphasized the importance of developing a building that would not only contribute to economic vitality in the region, but would also serve as a "living room" for the community - a social destination that is alive and welcoming to both convention and non-convention visitors.

Pittsburgh has long been committed to arts & culture. From Andrew Carnegie's Museum Art founded in 1896 (arguably the first modern art museum in the United States) to ballet, opera, symphony and public theatre, Pittsburgh continues to define itself as a City that is supportive of the arts. This value is evident in the goals of the convention center project, which included seeking a design of architectural excellence and establishing a public art program.

Finally, Pittsburgh's sense of environmental responsibility dates back to the administration of Mayor David L. Lawrence, for whom the building was named, in the 1940s. His efforts to reduce pollution, which included forcing residents to give up their coal furnaces, contributed to Pittsburgh's first "Renaissance" of urban renewal. The convention center project's commitment to environmentally responsible design pays tribute to that extraordinary civic leader.

It was not necessary to compromise any of these values in the implementation of the project. There were no significant trade-offs.

2. How has the project impacted the local community? Please include relevant information on urban context.

The decision to build a new convention center was a decision to invest in the tourism industry of the region. The investment is paying off - during the first two full years of operation, the Center has generated over $200 million in spending and taxes. It can be said that by the end of 2007, the upfront cost of the center (paid primarily with hotel tax bonds and a Commonwealth of Pennsylvania grant) will have been "paid back" through net revenues generated in the region. The convention center is fulfilling its mandate of generating direct spending by non-resident visitors and thereby importing new dollars to the region.

In addition to pure economic benefit, the new convention center has helped to strengthen the image of Pittsburgh and its surrounding region. It has allowed the City to host high profile, national events such as the 2006 Major League Baseball All-Star Game and the 2005 Bassmasters' Classic fishing tournament.

The building sits prominently along the Allegheny River, with the skyscrapers of downtown Pittsburgh set directly behind it. Its location downtown between the cultural and market districts has contributed to the revitalization of the central business district as a whole. From the elegant sweeping rooftop to the promenade's flowing waterway, to the astonishing light-filled and column free spaces with their evening glow, the building brings creativity, ingenuity and sophistication to downtown's cityscape.
3. Describe the key elements of the development process, including community participation where appropriate.

Early planning for the project began in 1994 with the appointment of a joint City-County task force to study the need for an expanded convention center. The existing center was widely considered to be inadequate and outdated. After several years of study and analysis, with participation from government agencies, corporations, non-profit organizations and hired consultants, a series of recommendations was made that established major goals for the program. Among those goals was a tripling of square footage, dual entrances on the river and city sides, 500 new hotel rooms and a direct connection to the riverfront.

In February 1997, the Regional Renaissance Partnership formed, with membership from the Pittsburgh Pirates, Pittsburgh Steelers, Pittsburgh Cultural Trust, Greater Pittsburgh Convention and Visitors Bureau, the Allegheny Conference on Community Development and the Pittsburgh Regional Alliance to develop a common financing and development plan for various projects, including a baseball stadium, a football stadium, an expanded convention center and related infrastructure.

In the spring of 1997, the Hotel Association endorsed legislation to increase the Allegheny County hotel tax by 2% contingent on there being a Design Commission to insure that funding is used to create a high-quality convention center. That commission was appointed in June 1997 pursuant to State legislation with membership from a diverse group of public and private stakeholders appointed by the City, County and State. Legislation authorizing county commissioners to raise the hotel tax was passed.

4. Describe the financing of the project. Please include all funding sources and square foot costs where applicable.

Major funding for the project came from a Commonwealth of Pennsylvania grant and proceeds from the sale of hotel tax revenue bonds. Additional sources were local public and private funds, including funds of the Sports & Exhibition Authority (the developer) and the foundation community. Cost is approximately $250 per square foot.

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<td>SEA Contribution</td>
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<td><strong>Total</strong></td>
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5. Is the project unique and/or does it address significant urban issues? Is the model adaptable to other urban settings?

Although RVA’s design for the David L. Lawrence Convention Center was highly specialized to the site and the surrounding context, the principals behind the design could easily be adaptable to other urban settings. The center dramatically demonstrates the viability of green building in the region and has helped to shift the market perception of green building from a special interest to a mainstream best practice.

In this building, natural light plays a much more important role than is typical in convention centers of this magnitude. It not only illuminates the main exhibition hall through glazed strips between roof sections, glazed walls on the eastern and western ends of the building, and translucent fabrics that complete the enclosure, it also expresses the lightness of the structural concept itself. The building is exceptionally light and flexible, making it extremely cost effective and a model for the future construction of large urban spaces.

The convention center taps Pittsburgh’s “fourth river,” the aquifer that runs beneath downtown, providing makeup water for the center’s refrigeration system cooling towers and water-feature, reducing the demand for water from the city water system. Gray water system recycles water for use in toilets and urinals. The water is conditioned by an aerobic digestion and submicron filtration system. The system recycles 50 percent of the center’s water and saves an estimated 6.4 million gallons annually.
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This sheet is to be filled out by a design professional who worked as a consultant on the project, providing design, planning, or other services. Copies may be given to other design professionals if desired.

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<tr>
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Signature

1. Describe the design concept of this project, including urban design considerations, choice of materials, scale, etc.

Downtown Pittsburgh's powerful trio of suspension bridges and the city's extraordinary topography were the inspiration for the new David L. Lawrence Convention Center where significant architecture merges with structural innovation and environmental sustainability to create a welcoming new landmark for southwestern Pennsylvania. The physical response to Pittsburgh's two city grids, the connection of the city to its riverfront, and the metaphorical linking of the building structure to the city's bridges helped form the urban design concept.

The inclusion of sustainable design technologies - used not only for socially responsible reasons - serve to provide educational opportunities, but are also seamlessly integrated with the architecture of the building. Natural cross-ventilation of the main space is encouraged by the high peak of the cable-stayed roof, thus taking advantage of the convection currents that draw fresh air from the river, particularly during the spring and fall seasons. Longitudinal skylights with operable shading that includes translucent and black-out capabilities provide natural light and reduce lighting-related energy consumption. The building's water reclamation system includes an underground aquifer for condenser water-cooling and for make-up water for the waterfeature.

Distinguishing aspects of the design aesthetic are highlighted by the detailing of the structural system including heavy built-up long span steelwork, exposed architectural cable, mast connections and castings, tensile fabric walls and softs, and the cantilevered building section. Exposed steel weldments which anchor the high tensile roof cables provide a creative architectural and sculptural feature. Materials used include locally available industrial products including steel, glass, precast concrete, and materials with low VOC emissions. In addition, recycled materials were used for at least 25% of the building, including over 95% of the demolished structure (by weight) from the original convention center.

2. Describe the most important social and programmatic functions of the design.

The design for the David L. Lawrence Convention Center in many cases went beyond the originally stated project requirements. The Center is a significant symbol of the "new" Pittsburgh Region. As Pittsburgh continues to revolutionize into a regional destination, this landmark building has become the cornerstone of the transformation. On the cutting edge of design, this innovative structure connects the urban city to the waterfront overlooking the Allegheny River. While boasting breath-taking views of the North Shore and Downtown Pittsburgh from the concourses, balconies and terraces, which are located throughout the building, the Center has been certified with a Gold LEED rating by the U.S. Green Building Council. As the first "green" convention center and world's largest "green" building, the Center capitalized on its environmentally smart structure by utilizing natural daylight and natural ventilation to light and heat the building, and incorporating a water reclamation system which reduces potable water use.

The most important social function of the meeting is to serve as a flexible multi-purpose space for the gathering of people - whether this is through the various public conventions that the facility hosts or the accessibility of the civic spaces that highlight this public building. The Center in many cases went beyond the originally stated project requirements. Whereas

the program brief required 250,000 square feet of primary exhibition space, the design provided this space as completely column-free. Other major program requirements which the design provided were 51 meeting rooms, two lecture halls, one ballroom, and a 710-car parking garage. Spaces and amenities that were not required by the program, but which were provided with the design include public terraces overlooking the river and the city, and a public outdoor connection from the city streets to the riverside park via a 500-foot long waterfeature to improve the quality of the covered 10th street passage.
ARCHITECT OR DESIGNER PERSPECTIVE (CONT'D)

3. Describe the major challenges of designing this project and any design trade-offs or compromises required to complete the project.

The creation of an innovative structure within the confines of an aggressive design and construction schedule, the establishment of a new benchmark for sustainable design in public buildings, and the challenging of the convention center paradigm (transforming the "black-box" model) provided major challenges. Through the collaborative efforts of all those involved in this project, these challenges also provided the greatest rewards.

There were no compromises made in the design, rather, there was a collaborative process wherein the issues of design, budget, and schedule were discussed openly between Owner, Contractor, and Designer to achieve the best results for the Project. The goals and values were never compromised and there was both a willingness and commitment to finding solutions to maintaining the goals and values of the project.

In many ways, the design improved through this collaborative process, and the ideas of the original competition were strengthened through the Design Development process when the connectivity to the river was improved, pedestrian and vehicular, and service circulations clarified, access to the urban roof terrace was increased, and opportunities for the integration and incorporation of new sustainable design technologies were realized.

The few simple ideas that were so salient at the design competition were carried through to completion, and proved better than having a multiplicity of ideas which could have easily been lost through the process of design—it assured the viability of the design in a way that was unique.

4. Describe the ways in which the project relates to its urban context.

Essential to the understanding of this site is the realization that it has two equally important edges, one facing the dynamic urban experience of the city, and the other facing the expansive panorama of the Allegheny River and the hills beyond. To establish the link between these two experiences, Tenth Street, which crosses the site, becomes a multi-level pedestrian nexus, connecting public and functional spaces along both fronts of the building.

On the urban side at grade level, the Plaza (still to be fully realized by the construction of a future hotel that will formally frame this space) announces the presence of the Convention Center. From the plaza, pedestrian movement is funneled along the sinuous walkway that passes through the 500-foot long waterfeature and under Fort Duquesne Boulevard to bring pedestrians to the bank of the Allegheny River. From here, the waterfront park will follow the Allegheny River westwards and connect to Point State Park.

At the 3rd floor, a glass bridge crosses the Main Exhibition Hall and connects the main entrance hall on the city-side of the building with the Pre-function Concourse on the riverside. The city-side double-height glass entry has dramatic view of Pittsburgh's downtown skyline, and the Pre-function Concourse (used for public events and gatherings) at the other end of the pedestrian bridge cantilevers over Fort Duquesne Boulevard to provide breathtaking views of the Allegheny river with a glass wall that spans the entire length of the building and the design of the Concourse relates to the longitudinal sequence and shifting urban grids which organize the city.

At the roof level, a walkway and urban terrace offers the public a civic space to enjoy both edges of the Project—the dramatic Pittsburgh skyline and the views along the Allegheny River with seating areas and displays of commissioned public art by both internationally recognized and local artists.

The main Ballroom and retail frontage along Penn Avenue serve to activate the urban experience along this street and help promote the extension of the City towards the Strip District, which has been a long-term urban goal for a city bounded by rivers and looking towards its future expansion.
**PUBLIC AGENCY PERSPECTIVE**

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This sheet is to be filled out by staff representative(s) of public agency(ies) who were directly involved in the financing, design review, or public approvals that affected this project.

<table>
<thead>
<tr>
<th>Name</th>
<th>Rebecca Flora</th>
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<tbody>
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<td>Fax</td>
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<td><a href="mailto:rebeccaf@gbapgh.org">rebeccaf@gbapgh.org</a></td>
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**Signature**

1. What role did your agency play in the development of this project? Describe any requirements made of this project by your agency (e.g., zoning, public participation, public benefits, impact statements).

   The Commission was legislatively created to oversee the design process of Pittsburgh’s new David L. Lawrence Convention Center (Center). This 15-member volunteer group representing various stakeholder interests developed a vision and mission statement for the Convention Center. The Commission also developed design goals all of which served as the basis for a request for qualifications (RFQ) and ultimately a design competition among the 4 short listed firms of international caliber. Members of the Commission were directly involved in the preparation of the RFQ, interviews and selection of short listed firms, preparation of the building program and competition brief and ultimately the design competition jury. Throughout this selection process the commission ensured that the original vision, mission and design goals were adhered to by the project teams. The Design Commission ultimately approved the jury recommended winner of the competition and worked with the building owner, the Sports and Exhibition Authority, to ensure the original design and intent was maintained throughout the design process and construction.

2. How was this project intended to benefit your city? What trade-offs and compromises were required to implement the project? How did your agency participate in making them?

   The project served as a design centerpiece of downtown and riverfront redevelopment while also serving as key connector between downtown’s primary cultural and historic district, and an adjacent entertainment and restaurant district. The project was also a significant economic development initiative as the largest public investment project in our region’s history with the potential to attract significant dollars to our region through trade shows and meetings, and conferences. Thus, the form of the building needed to be balanced with the function of the building to ensure that this key location was design properly and function efficiently to meet users needs. The Commission’s role was critical in the balance of these form and function aspects of building since members included expertise from a variety of perspectives. Early planning by the Commission ensured that the final competition submission required minimal change as it moved through the design and construction process. However, as issues arose and cuts were suggested the Commission’s oversight and original design intent was maintained.
3. Describe the project's impact on your city. Please be as specific as possible.

The ultimate design was so successful that it significantly raised the standard for public projects. International recognition of this project has created a sense of internal pride and greatly assisted in removing the City's smoky steel city image transforming external perspectives of the city and its commitment to innovation and design. The project also stimulated market interest in green building locally and nationally. As the world's first green convention center is was selected to host the US Green Building Council's Greenbuild conference in Pittsburgh in 2003, the same year the building opened and received the LEED gold certification.

4. Did this project result in new models of public/private partnerships? Are there aspects of this project that would be instructive to agencies like yours in other cities?

The Center would not have realized its current form and success without the Design Commission working in partnership with the SEA, and the Pittsburgh foundation community that funded the design competition. This was the first public sector design competition in 100 years since the H.H. Richardson courthouse building constructed at the turn of the 19th century. Due to the successful result of this competition several other successful design competitions have been undertaken in the region serving to elevate the importance of excellent design. The competition process and partnerships have already been shared with other cities and has been documented through symposiums, publications and presentations, all intended to share the experience and its success.

5. What do you consider to be the most and least successful aspects of this project?

The ability of community stakeholders (the Commission) to be actively engaged in the process, not just as advisors but with authority to approve the design team and design. Often community stakeholders are advisory and have little power to effect outcomes which are politically controlled. In addition, the design is truly exemplary. It is not easy to insert a 1.5 million square foot building into an urban core infill site while respecting the context of the river edge, the pedestrian street front, adjacent historic structures, while maintaining functional realities like loading, parking, massing, and tradeshow requirements. Finally, the green design of the building was cutting edge. When the building design was initiated in 1998, the LEED rating system was in pilot and was not fully launched until 2000. The building was ahead of its time but knowing the length of time needed to construct of building of scale, the goal of Gold certification was established at the beginning and achieved at project completion, 5 years later in 2003. Very little knowledge existed in within the community or professional teams, yet with perseverance and education the project became the first of its kind and has directly served as a market transforming project.
DEVELOPER PERSPECTIVE

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This sheet is to be filled out by the person who took primary responsibility for project financing or is a representative of the group which did.

Name Mary Conturo Title Executive Director

Organization Sports & Exhibition Authority of Pittsburgh and Allegheny County Telephone ( 412 ) 391-0200

Address 425 Sixth Ave., Ste. 2750 City/State/ZIP Pittsburgh, PA 15219

Fax ( 412 ) 393-7104 E-mail mconturo@pgh-sea.com

1. What role did you or your organization play in the development of this project? Describe the scope of involvement.

The Sports & Exhibition Authority, a joint City-County agency, governed by a seven member board of directors.

Representatives of the Authority were involved in the early stages of planning as participants in the Convention Facilities Needs Assessment Task Force, appointed by the Mayor and Allegheny County Commissioners in 1994 to study and document the need for an expanded convention center. In 1998 it was charged with implementation of the Regional Destination Financing Plan, an initiative that included a convention center, baseball stadium, football stadium and related infrastructure development.

The Authority worked closely with the Southwestern Pennsylvania Design Commission, which was created to review various aspects of the convention center design and choose the right architects and consultants. The Commission and Authority released a RFQ in July 1998, kicking off an international design competition. The Authority Board was responsible for approving and contracting with the design professional recommended by the Commission.

The Authority acted as owner and developer. Its Board approved all professional service contracts related to the convention center. Construction contracts were let through a competitive public bidding process and the Authority board approved all construction contracts for the convention center project. The Authority negotiated an agency agreement with a joint venture construction manager to oversee all project activities.

2. What trade-offs or compromises were required during the development of the project?

Several compromises were reached during the development of the project in order to accommodate various stakeholders and user groups.

1. The building was opened in phases in order to minimize the number of recurring conventions/shows that are negatively impacted, thereby minimizing impact on the facility's operating budget.

2. Operations were temporarily suspended during construction in order to meet the aggressive schedule.

3. In order to save money, the amount of parking and retail space originally contemplated was reduced.

4. In response to user groups, two lecture halls with fixed seating were included rather than a more flexible meeting space.

5. Green building elements generated higher costs up front for the project, with anticipated paybacks in the future.

6. The project was completed in accordance with a delegation agreement through the Pennsylvania Department of General Services (DGS). Unlike other development projects undertaken by the Authority, the construction manager was not “at risk” and did not provide a guaranteed maximum price contract.

3. How was the project financed? What, if any, innovative means of financing were used?

Major financing came from the Commonwealth of Pennsylvania and from Hotel Room Excise Tax Revenue Bonds, secured by proceeds from an Allegheny County hotel tax. Other sources included contributions from the Authority and local foundations.

In order to fund certain building enhancements that were not included in the original design (such as a finished third floor terrace and a glass elevator), the Authority undertook a corporate sponsorship campaign. In this way over $2 million was raised for the project.

In addition, a significant amount of funds came from the local foundation community to support the design competition, public art and green building elements.
4. How did the economic impacts of this project on the community compare with or differ from other projects you have been involved in?

The convention center is similar to the stadium projects in that it brings visitors to western Pennsylvania, who in turn spend money on hotels, restaurants and other local businesses. Unlike the PNC Park and Heinz Field, which are leased by the Pirates and Steelers respectively, the convention center does not have one major tenant. It relies on business from various types of events – conventions, trade shows, public shows, meetings and banquets. In order to attract that business away from other convention centers nation-wide, the building is offered to discounted rates.

This is common in the industry – convention centers are often referred to as “loss leaders.” By cutting rates to attract business, outside economic benefit is generated in related tourism industries of transportation, restaurants, hotels, recreation, entertainment and retail-sales establishments.

5. What about this project would be instructive to other developers?

1. A Project Labor Agreement (PLA) was important to the success of the project. The PLA standardized work practices, hours, holidays as well as grievance, dispute and arbitration procedures. Most importantly the PLA precluded any strikes, lock-outs, work stoppages and/or other disruption of work for any reason during the term of the agreement. This helped to keep the long and complex project running smoothly.

2. The Authority used an Owner Controlled Insurance Policy (OCIP), which included all trades and contractors working on the project under one policy. The OCIP helped to simplify administration of the project by not requiring insurance from each contractor separately, which would have required tracking and renewals for each individual trade throughout the life of the project.

3. The incorporation of green building principals into the design of the building resulted in an energy efficient, environmentally sustainable facility. As the largest LEED certified building, the convention center has attracted an increasing number of environmentally focused organizations. The process of including green elements while balancing budgetary concerns included significant collaboration between architect, owner, construction manager, engineers and consultants, and could serve as a model for other development projects with similar goals.

6. What do you consider to be the most and least successful aspects of this project?

The project met each of its program goals, and is considered a great success architecturally and operationally. It vastly improved efficiency of operations with significantly more loading docks, back of house service corridors, and flexible meeting space. The effort to make green features integral to the design resulted in the first ever Gold LEED certification for a convention center, and is expected to pay off in reduced energy and waste removal costs.

The public art program was also a great success. The installation “For Pittsburgh” by international artist Jenny Holzer accentuates the sweeping curve of the roofline with scrolling, vivid LED text from local pieces of literature. It fulfills one of the program goals of inviting people to the building, and it enhances the structure’s iconic presence. Throughout the facility are commissioned and acquired pieces of artwork that showcase artists from Southwestern Pennsylvania and emphasize a regional commitment to the arts. The program is another example of the strong partnerships that were developed through the project – this time with the foundation community.

The least successful aspect of the project was the agency agreement with the construction manager. Unlike a guaranteed maximum price contract used for other development projects, the agency agreement did not allow the Authority to cap risk and place greater responsibility on the construction manager to meet budget and schedule.
Please answer questions in space provided. Applicants should feel free to use photocopies of the application forms if needed. If possible, answers to all questions should be typed or written directly on the forms. If the forms are not used and answers are typed on a separate page, each answer must be preceded by the question to which it responds, and the length of each answer should be limited to the area provided on the original form.

This sheet is to be filled out by a professional who worked as a consultant on the project, providing design, planning, legal, or other services. Copies may be given to other professionals if desired.

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Signature

1. What role did you or your organization play in the development of this project?

Building Alliance was funded by the Heinz Endowments to serve as the green consultant to the project. This role included project team education, identifying consultant experts to assist were needed, direct role on the project team as a green consultant, advocate when necessary, and ultimately serving as the LEED accredited professional for the project. GBA's role was instrumental in achieving the LEED gold certification of the project. This role was made possible because it was grant funded allowing GBA to serve as an objective member of the project team whose primary client was the community.

3. Describe the project's impact on its community. Please be as specific as possible.

The project was market transforming both locally and internationally. It began at a time when green building and LEED certification were new to the market. LEED was still in pilot stage and was not fully released until 2000. Because of the scale of this project, GBA was able to leverage the project to broaden interest in training workshops and other programs that area professionals attended knowing that they may be bidding on the project. The high visibility of the project also had a direct influence on public awareness raising, even local taxi cab drivers were talking about our new green convention center. As the world's first green convention center it easily won the bid to host the U.S. Green Building Council's 2003 Greenbuild conference. The 5,000 green building attendees attracted the attention of local officials who may never have fully understood the scale and value of green building without this conference in Pittsburgh and the worldwide interest in the our new green convention center.

This project was the tipping point for green building adoption in Pittsburgh. At the time of completion, Pittsburgh ranked number one in the country for green buildings due to its early leadership with this building and the momentum it created.
4. How might this project be instructive to others in your profession?

The GBA provides tours of the convention center to hundreds of people per year locally and nationally who have a specific interest in the green aspect of the convention center. Thousands of others request specialized tours and programs for their conferences that are held on site. We have also hosted groups from as far as Australia who have toured the Center to learn about its green features and transfer this knowledge to their new convention center design. The GBA has published proceeding prepared by various project team members and hosted a symposium to share knowledge. A DVD has been produced and widely distributed to also share this knowledge. This project is the first of its kind in the U.S. to integrate daylight into the exhibit hall, use recycled water for toilet flushing (reducing potable water use by 50%), and with a 35% projected reduction of energy use it has established a new energy standard for this building type. New convention centers across the country and internationally are using Pittsburgh's convention to set new standards.

4. What do you consider to be the most and least successful aspects of this project?

The project is market transforming in that it is being used as a model for other convention centers. From a green building perspective, daylighting the exhibit hall was a major accomplishment which was not readily accepted by building users during design. The compromise to include blackout shades allowed the team to proceed with one of the most dramatic aspects of the design and avoid the creation of a black box building that would have eliminated access to daylight and the views of our beautiful downtown buildings and riverfront. Additionally, the decision to locate the building on an urban, infill site adjacent to multiple transit options was a very sustainable decision. The ultimate design not only mimicked the swooping suspension bridges along the riverfront, it allowed for seamless integration of green building innovations and principles, and design excellence in both form and functionality. The project illustrates that green design is really just excellent design which is achievable through a collaborative team process where open minds exist.
OTHER PERSPECTIVE

Please answer questions in space provided. Applicants should feel free to use photocopies of the application forms if needed. If possible, answers to all questions should be typed or written directly on the forms. If the forms are not used and answers are typed on a separate page, each answer must be preceded by the question to which it responds, and the length of each answer should be limited to the area provided on the original form.

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Signature: Mary Navarro

1. What role did you play in the development of this project?

The Heinz Endowments were a funder of the design competition for the expansion of the David Lawrence Convention Center; and also supported key projects to help achieve the LEED rating, and the incorporation of a major public art program for the facility. I was the program officer for the design competition and the public art program.

However, my role and that of the Endowments went far beyond the traditional application review and grant funding. To fully implement the aspirations of the design committee to have an inclusive, high quality, nonpolitical and competitive process to guide the planning and development for this facility was going to call for a new mind set amongst funders, political leaders and the community at large.

I and other Endowment staff took on the role of convener, advocate, facilitator, researcher as well as funder and champion for the idea and the goals. I convened other funders to inform them of the project, and successfully solicited support for the competition and public art programs. Not ever having funded a design competition I helped to research the process and find expertise to advise us. I facilitated meetings of groups who had generally not worked together before including public sector officials and philanthropies. And I had a ‘birds eye’ view of the project as it developed.

2. Describe the impact that this project has had on your community. Please be as specific as possible.

The impact of this project on the Pittsburgh community was significant and catalytic in a number of ways.

- Focus on quality design, green buildings and design competitions: Prior to this competition, the only instance of a competition for a project that anyone could recall was for the Allegheny County Court House and Jail won by H.H. Richardson nearly a century before. Now, competitions and other objective methods of architectural selection are far more commonplace. Pittsburgh has one of the largest assemblages of green buildings in the country and is regularly recognized for its achievements in planning and design. For instance:

  - The Pittsburgh Cultural Trust recently completed an international design and development team competition for the $460 million riverfront development plan;
  - Riverlife Task Force recently held a competition for the West End pedestrian bridge project;
  - The Pittsburgh Children’s Museum received an NEA award for a competition for their expansion and this project has received an AIA gold award as well as other design awards and is LEED rated.
  - A variety of smaller organizations- non-profits, colleges, and cultural facilities-have become skilled with RFP or RFO processes for their planning and development projects.

- People feel they deserve good design: With the convention center as a successful example of what is possible for the city, people now understand the value of good design and demand it. Pennsylvania has recently approved gaming legislation and a casino will be coming to Pittsburgh. The Gaming Task Force, a citizen’s group, has developed criteria for the prospective developers to inform them of this community’s aspirations and ensure this facility is a “good neighbor” wherever it is located, and that the facility be enduring and add value to our community.
3. What trade-offs and compromises were required during the development of the project? Did you participate in making them?

In my role as funder, the goal was to ensure that this project had all the support it needed to be successful. This was a pivotal project for us to test concepts such as ability to ensure design excellence, incorporation of LEED guidelines, public participation, and public art implementation; and to develop new relationships with public authorities and public officials. Although I believe there were trade-offs and compromises made; my goal was to ensure that there was adequate funding for the planning and implementation of key components of this project.

4. What do you consider to be the most and least successful aspects of this project?

The most successful parts of the project were:
- This building is a benchmark for how we now believe civic projects should be planned and executed
- Leadership of the design committee and the Sports and Exhibition Authority were able to maintain focus on the bold and aspirational goals
- The development of this exciting and award winning building has a positive effect on confidence level of the community to see itself differently
- The new and lasting relationships made between philanthropy and the public sector which has led to ongoing partnerships on other projects

The least successful parts of the project are:
- Lack of funding has impaired the ability of the project to be totally complete: the adjacent hotel is in planning stages and has not been completed, and planning is nearing completion for the waterfront park in front of the convention center. With time I believe all of these projects will be completed, however funding is not currently available.
- Perhaps this was the trade-off and the risk: in a city where major development has been limited for several decades, perhaps it is necessary to begin to build the momentum and learn from experience, rather than be held back and do nothing at all because the project is not perfect in every way.