

PPP – Developer’s Perspective



RADNOR PROPERTY GROUP LLC

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College Hill

Franklin & Marshall College

Before



- Blighted, historic, late 1800s tobacco warehouse building near Franklin & Marshall campus in residential neighborhood

- \$7.5 MM, 34,000SF
- Community Child Care Center and Adult Day Care Center
- Partnered with F & M and Lancaster General Hospital

After

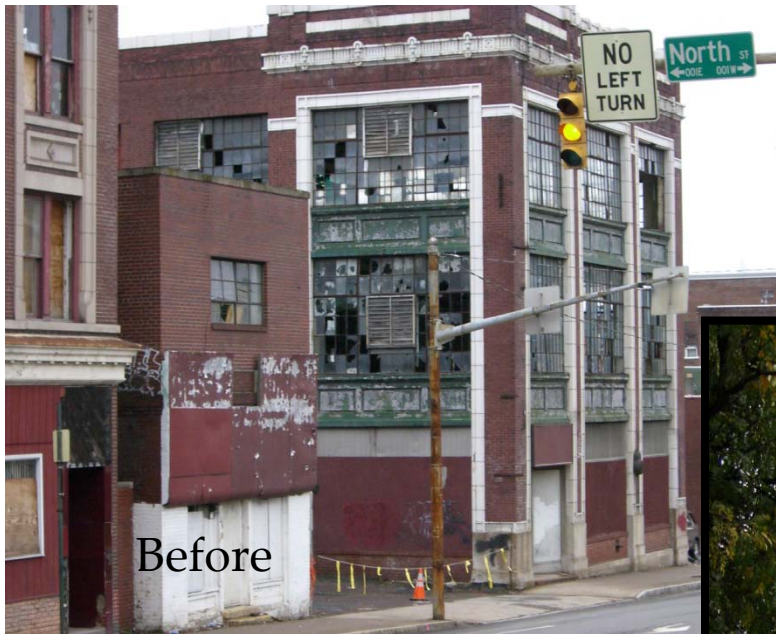




Gateway Corners

King's College

- Blighted, polluted and abandoned industrial building next to campus



- \$20 MM, 95,000 SF mixed-use project, 165-bed upper classmen apartments, community based child care, restaurant, classrooms and faculty offices





Bucknell University

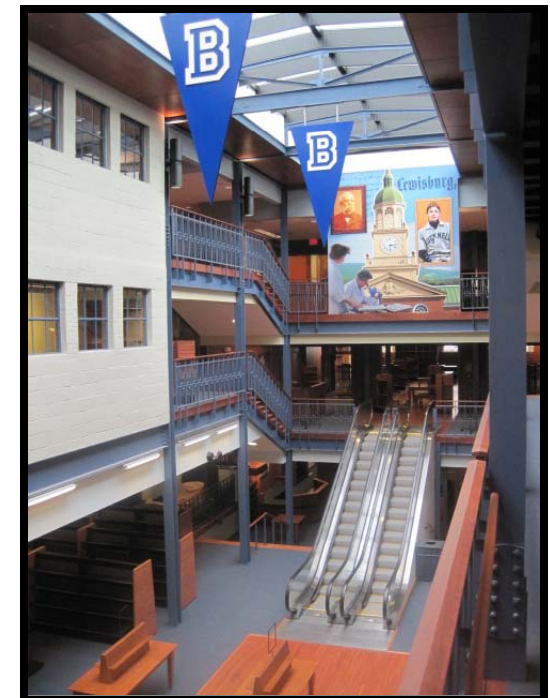
- Historic, underutilized building in the heart of Lewisburg Borough



Before

After

- \$10 MM, 29,500 SF
- Barnes and Noble University Bookstore
- Phase I of multi-phase Bucknell Downtown Initiative





Public Private Partnerships

Overview of the Developer's Perspective

- **Developer's Goal: Getting to "Yes"**
 - Time Consuming Process
 - Private Capital Commitment
 - Engender Trust
 - "Outsider"
 - PPPs are Complex
 - Developer as Facilitator



#1 Partnerships Take Time

- **Understand the College's Culture**
 - Leadership
 - Decision Makers
 - Facilities, VP Finance, President's Office, Finance Committee, Board of Trustees
 - Decision Process
- **College's Priorities "Evolve"**
- **Community/Neighborhood Priorities**



#2 Manage Risk

- **Garner Trust – Teamwork**
 - Understand the Culture
 - Know the “Vision”
- **Calculate Pre-Development Exposure**
 - Up-Front Capital at Risk
- **Solidify the Relationship – The Contract**
- **PPPs Do Not Always Result in Developer Control**
 - Tenancy Mitigates Risk
 - College as Long-Term Player



#3 PPP Can Be Complex

- **Ownership Structure**
- **Multiple Sources of Capital**
 - Private Developer Capital
 - College Capital
 - Public Subsidies
- **Control Rights**
- **Purchase Rights**



#4 PPP: Developer as Facilitator

- **Implementing College's Vision**
- **Preserve College Resources**
 - Use Developer Capital
 - Developer Expertise
- **Win-Win**
 - College
 - Community
 - Developer
- **Long-Term Relationship**
 - Repeat Business



Conclusion

