

Thanks to the following for their help and support in making this panel possible:

- **The Honorable Michael Nutter**
- **Councilmembers Frank DiCicco & Darrell Clarke**
- **Alan Greenberger, Interim Deputy Mayor for Commerce & Economic Development, Planning Commission Executive Director; Eva Lopez, Planning Commission**
- **Michael DiBerardinis, Parks & Recreation Commissioner, Mayor's Special Advisor on The Free Library**
- **Beverly Coleman, Urban Ventures Group**
- **Susan Baltake, ULI Philadelphia**



An aerial photograph of Philadelphia, Pennsylvania, showing a dense urban landscape with numerous skyscrapers and buildings. The city extends to the horizon under a clear blue sky with light clouds. The text 'PHILADELPHIA' is overlaid in large, bold, red letters across the center of the image.

PHILADELPHIA

North Broad Street Redevelopment



**Urban Land
Institute**

Daniel Rose Center for Public Leadership in Land Use

Rose Center Advisory Panel
Philadelphia, PA
March 2010

What is the Urban Land Institute?

The Urban Land Institute (ULI) is a nonprofit research and education organization that focuses on issues of land use and real estate development.

ULI's Mission:

To promote leadership in the responsible use of land to create and sustain thriving communities worldwide



Who is the Urban Land Institute?

With over 30,000 members worldwide, the heart of the ULI experience is an open exchange of ideas, networking opportunities, and the ability to work with the leaders of the land use industry.

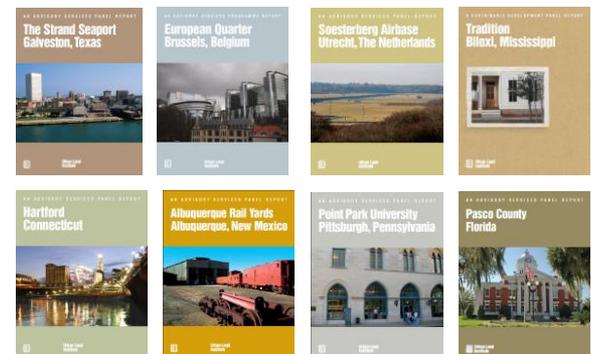
Members include:

- Developers
- Builders
- Engineers
- Attorneys
- Brokers
- Planners
- Market Analysts
- Investors, Bankers and Financiers
- Academics
- Architects and Designers
- Public officials



Advisory Services at ULI

- Panels since 1947
- 15-20 panels a year
- Panel provide independent, objective & candid advice to governments, private firms and non-profits.
- Panelists are volunteers; not paid
- Process
 - Review background materials
 - Receive a sponsor presentation & tour
 - Conduct stakeholder interviews
 - Consider data, frame issues and write recommendations
 - Make presentation
 - Produce a final report



ULI Daniel Rose Center for Public Leadership in Land Use

Mission Statement

“. . . to encourage and support excellence in land use decision making. By providing public officials with access to information, best practices, peer networks and other resources, the Rose Center seeks to foster creative, efficient, practical, and sustainable land use policies.”

Rose Center Panels

- Four Cities: Nashville, Phoenix, Minneapolis & Philadelphia
- An integral part of the Rose Center Fellowships
- Focuses on a specific land use policy issues facing the Rose Center Fellowship Cities
- Involves the 4 Fellows from each City
- Combines the Rose Center Mission with the independent and objective advice of a ULI Advisory Services Panel.



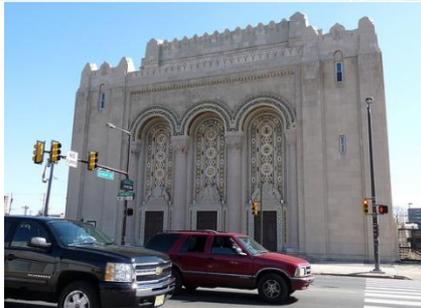
Panelists

- Chair: Michael Banner, President/ CEO, Los Angeles LDC Inc., CA
- Gary Altergott, Principal, Morris Architects, Houston, TX
- Tom Flynn, Economic Development Director, City of Charlotte, NC
- Marisa Gaither, Managing Partner, Green Door Advisors, Washington, DC
- Carol Truppi, Urban Designer/ Planner, Bethesda, MD
- Gerry Tully, Senior Project Manager, Psomas, Salt Lake City, UT
- Rose Center Board of Advisors: Alex Garvin, President / CEO, Alex Garvin & Associates, New York, NY



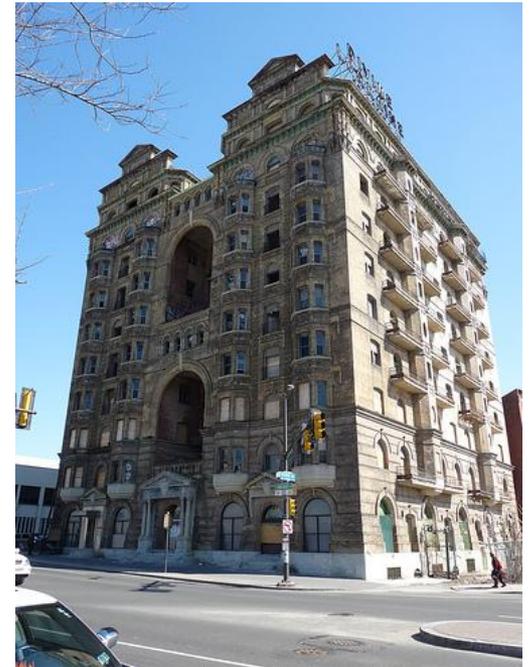
Philadelphia Panel

- A strategic approach for reclaiming, repairing and rejuvenating North Broad Street



Observations

- Needs/Issues
- Communication
- Subways
- Cleanliness
- Safety
- Parking
- Image/Identity
- Financial Barriers
- Social Equity
- Economic Engine



Defining Principles

- Communication
- Connectivity
- Capital
- Community



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Key Questions

- Should there be an organization to advocate a strategy for the North Broad Corridor?
- What financial tools or mechanisms should the City consider using?
- Identify specific places/projects that maximize the leverage of public resources

Corridor Organization

Gerry Tully

Senior Project Manager, Psomas

Salt Lake City, UT

Question Number 1

- Should there be an organization to advocate a strategy for the North Broad Corridor?

- Yes!
 - Why?
 - Who?
 - What?
 - How?



Organization

- Why -
 - Improve communication
 - Provide an information clearinghouse
 - Foster collaboration & partnerships
- Who -
 - Everyone with an *Interest* in the area
 - Ownership Interest
 - Financial Interest
 - Community Interest
 - Social Interest

Organization

- What -
 - Come together to accomplish shared goals
 - Shepherd the planning process
- How -
 - Broad based membership
 - Representative governing board
 - Dedicated staffing

Benefits

- Information Clearinghouse
 - Eliminate confusion/ alleviate fear
 - Minimize rumors
 - Aggregate individual planning efforts
- Open Input Process
 - Schedule regular monthly meetings
 - Review plans, proposals and initiatives
- Identify Opportunities
 - Provide a ‘Reality Check’ for proposals/ ideas

Benefits

- Build Consensus for the Future
 - Refine and support the vision
 - Define an identity
- Promote Team Effort
 - Emphasize shared goals
 - Speak with a unified voice
 - Support the individual by supporting the district
- Advocate for Actions and Finance Allocations
 - City planning efforts
 - Private investment
 - Public investment
 - Grants

Corridor Financing

Tom Flynn

Economic Development Director

City of Charlotte, NC

Marisa Gaither

Managing Partner, Green Door Advisors

Washington, DC

Current Toolbox

- Keystone Opportunity Zone
- BID and NIDs enabling legislation
- TIF
- 10-year Tax Abatement
- CDBG Allocation (Economic Development)
- Land Ownership/Value
- Eminent Domain
- Community Foundations (William Penn, Pew)
- LISC (Commercial Corridor Initiative)
- Small Business Loan Funds (PCDC)
- Renewal Community Tax Credits
- Gap Financing Program

Applying Toolbox Along N. Broad

- Keystone Opportunity Zones
 - Applied to entire corridor from City Hall to Oxford
 - KOZ - Incent large-scale employers and development
 - KOZE – incent small business and entrepreneurs
- BID and NIDs enabling legislation
 - N Broad Alliance can serve as proxy for BID until formal creation
 - Can be used for capital and operating
 - Center City BID to support streetscape improvements from City Hall to Spring Garden to match Avenue of Arts investments to north
 - Recognize limits given current land assessments
 - Strategy to encourage expansion of Center City BID to Girard and introduce Temple supported BID from Girard to Oxford

Applying Toolbox Along N. Broad

- CDBG Allocation (Economic Development portion)
 - Fund partnership with PCDC and Temple U for creation of Small Business/Entrepreneur Support Center located on N. Broad to support businesses in the KOZ District
 - Acquisition of strategic parcels that can support future parking initiatives
 - Expansion/Continuation of Targeted Façade Program along N. Broad
- Renewal Community Tax Credits
 - N. Broad from Poplar to Master qualify under RC/EZ designation
 - Target tax credits to businesses within zone and those supported by new PCDC/Temple Support Center Partnership

Applying Toolbox Along N. Broad

- Community Foundations (William Penn, Pew)
 - Fund facilitation of N. Broad Alliance organizing process
 - Seed money for a BID (or similar organization)
 - Lead effort to identify small business opportunities to match major employer/institutions services needs (e.g. Cleveland Foundation)

New Tools

- Land Value
 - Inventory of public properties (City, School System, PIDC, Redevelopment Authority)
 - Land Swap to facilitate land larger assemblage utilizing transfer ledger process to eliminate need for agencies to ‘come out of pocket’ with cash
- Parking Authority
 - Utilize bonding capability and expertise to build and operate decks along corridor (based upon future residential growth and employer parking needs)
- Historic Tax Credit Bridge Guarantee
 - City to provide guarantee of bridge financing for qualified historic tax credit projects through construction

New Tools

- Bus Shelter
 - Increase advertising revenues from city-wide bus shelters
 - Securitize revenue stream to create upfront value and invest along major corridors (streetscape, infrastructure and economic development improvements)
 - N. Broad to be pilot program for Citywide Initiative (e.g., Great Streets program)
- Additional Loan Products
 - Soft second that defers all principal and interest for initial 2 years; sits behind bank loan
 - CDBG is eligible funding source in N. Broad corridor

Priorities

- Engage Community Foundations to seed N. Broad Alliance (**limited City financial investment**)
- Create Partnership with PCDC and Temple to Develop N. Broad Small Business Center (**limited City financial investment**)
- Inventory, swap and assemble land with public agency partners during market downturn (**staff investment/no financial**)
- Ensure CDBG targeted funding for N. Broad to be included in FY 2011 budget cycle (**no net new financial investment**)
- Manage new bus shelter contract to support revenue capitalization (**partially new revenue source, potential impact to general fund**)
- Develop new loan products (soft second and historic tax guarantee) to respond to current market conditions (**allocation of CDBG**)

Catalytic Opportunities

Gary Altergott

Principal, Morris Architects

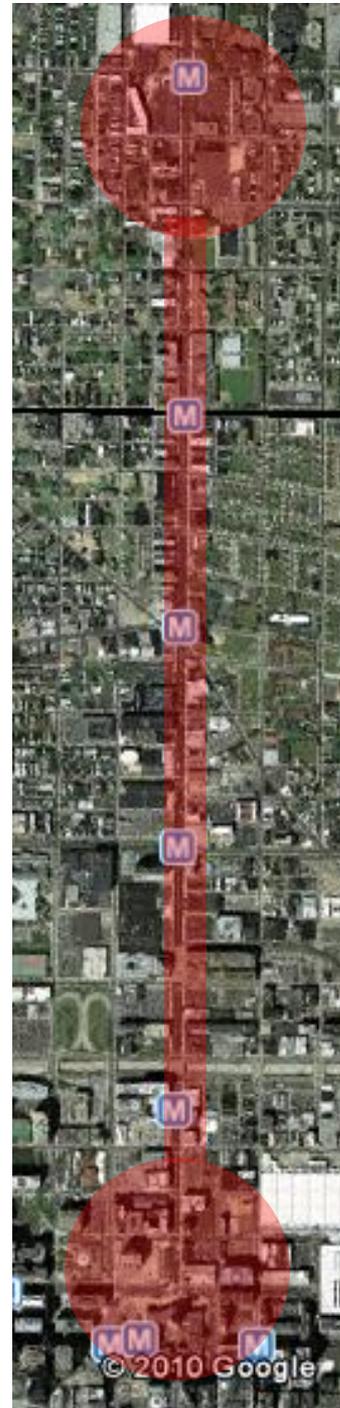
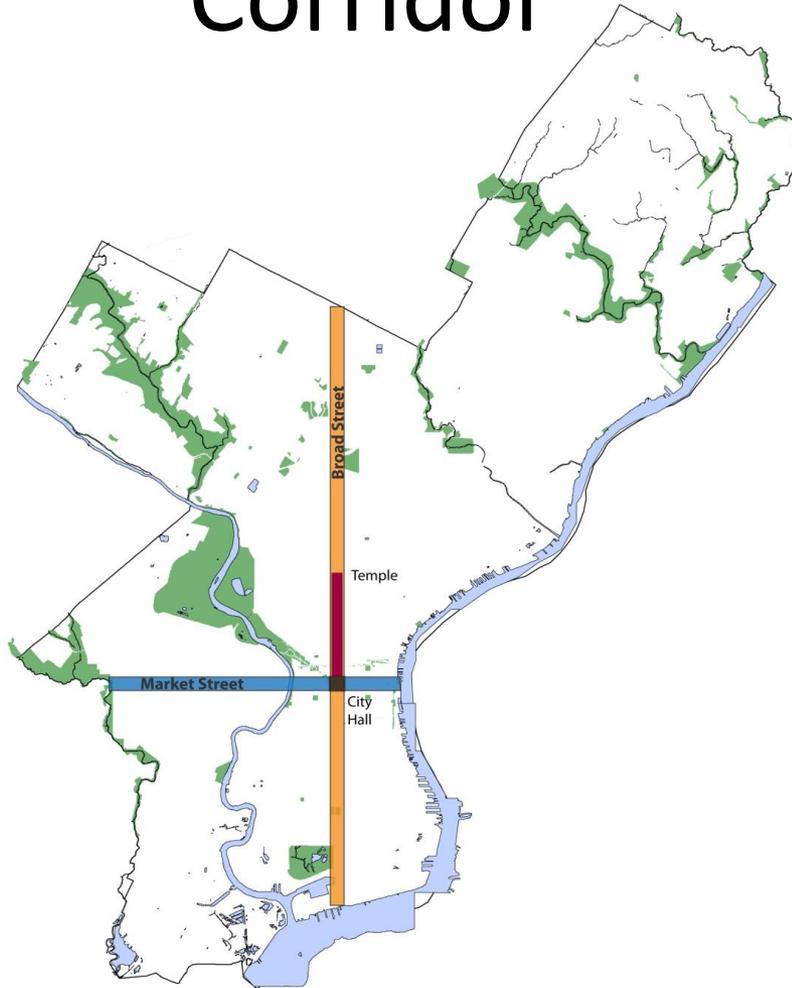
Houston, TX

Carol Truppi

Urban Designer/Planner

Bethesda, MD

North Broad Street Corridor



- Oxford Street to JFK Blvd = 1 2/3 miles



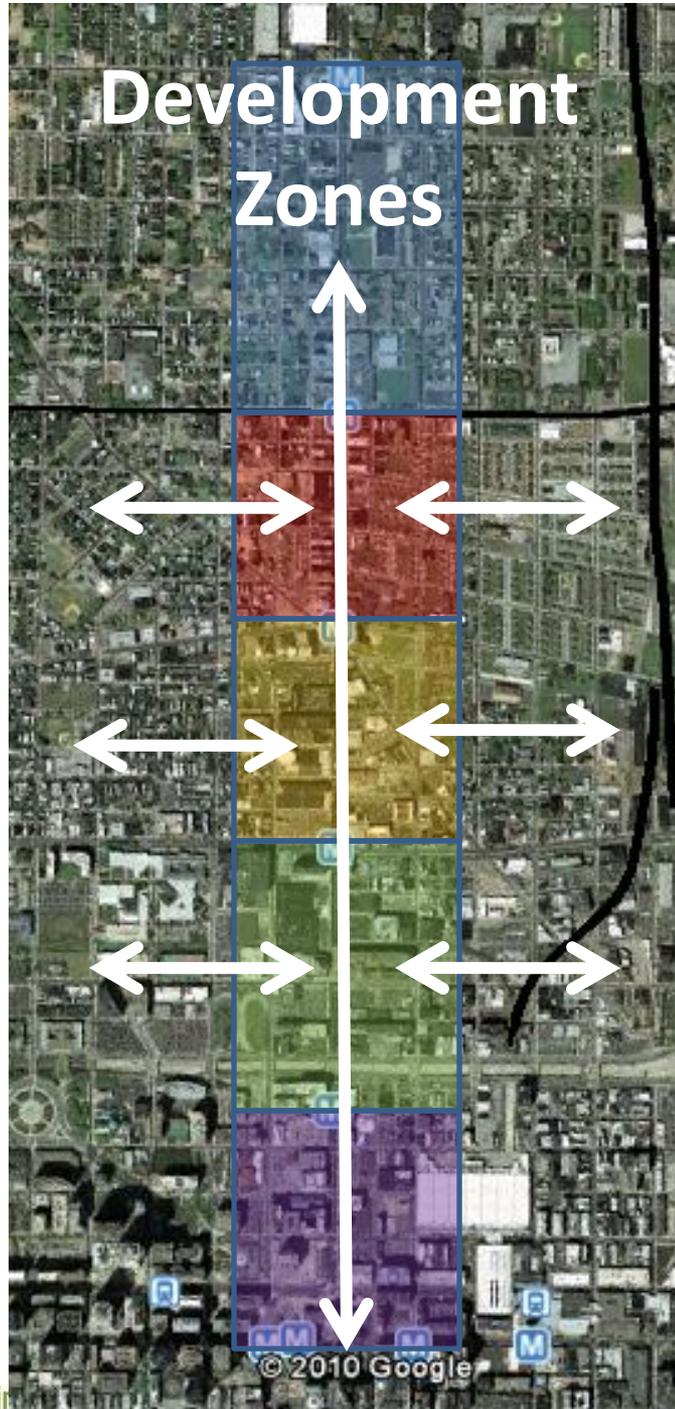
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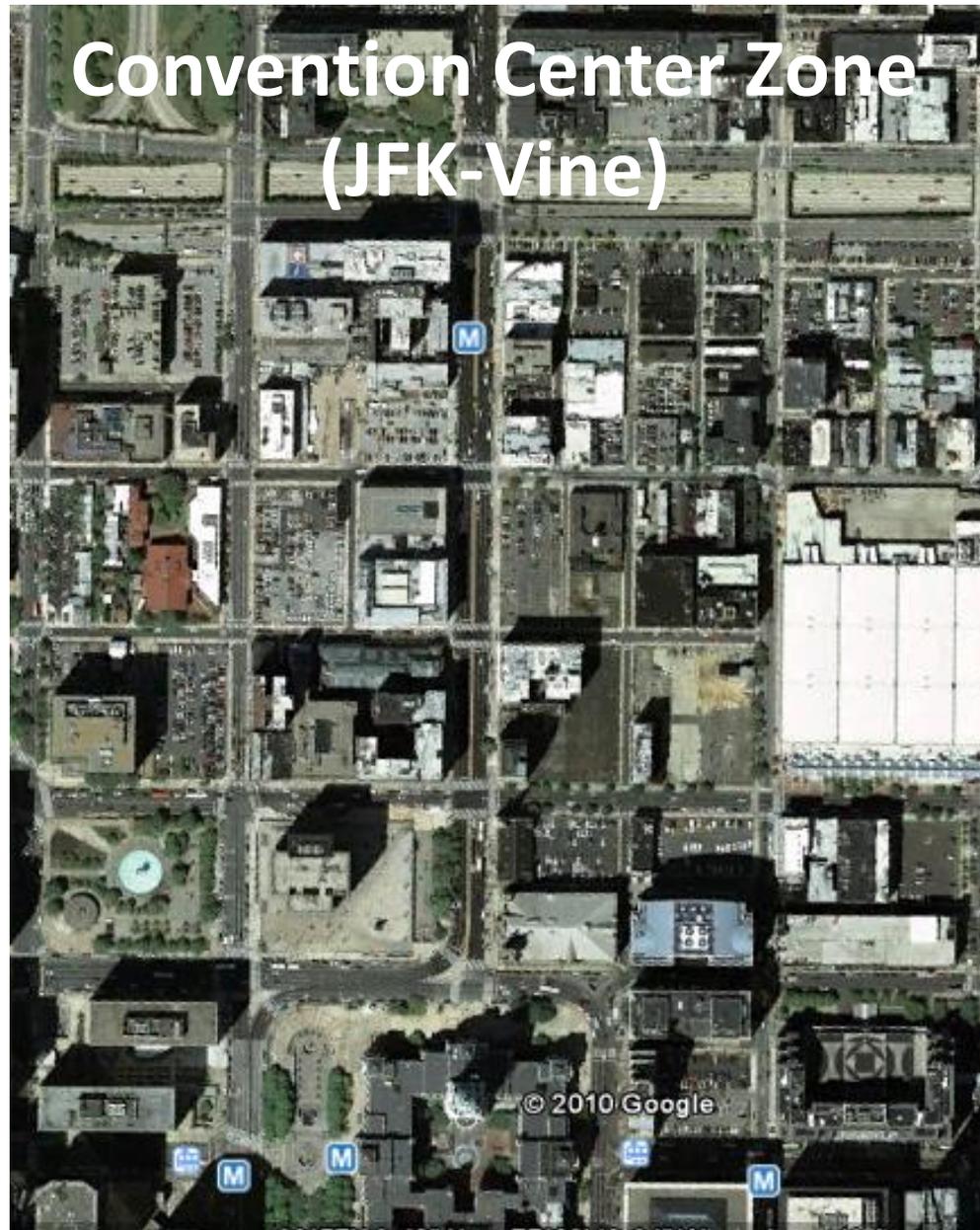
Development Zones

- Anchor (Education)
- Services
- Neighborhood
- Loft
- Anchor (Convention Center)



- Broad Street is a zipper of east-west neighborhoods b/w 2 anchors
- Success can be achieved by 'Minding the Gap' 1 mile from Girard-Vine
- Requires collaboration of east-west neighborhoods
- Requires single street improvement aligned with N. Broad Alliance vision

- Vine Street Overpass
 - Streetscape enhancements
 - Continuous along Broad
 - Activity North and South
- SEPTA TOD Zone
 - Renovation of subway station
- Cherry Street Plaza
 - Support project completion
- Streetscape and urban design continuity
 - Unified design



- SEPTA TOD Zone
 - Renovation of subway station
- Parking Initiative
 - Reuse of State office building
 - Loft redevelopment
 - Garage/ underground parking
 - Street level retail
 - Community park
- Retain medical college



- SEPTA TOD Zone
 - Renovation of subway stations
- Vacant land management
 - Philadelphia Horticultural Society
- Parking initiatives for private redevelopment
- Neighborhood links for retail and personal services
 - Home furnishings
 - Hairdressers
 - Spas and fitness centers
 - Corner neighborhood convenience stores



- SEPTA TOD Zone
 - Renovation of subway stations
- Adaptive Reuse/ Small Business/ Neighborhood Services
 - Targeted façade improvements
 - Small business loans, assistance
- People for People mixed use development
 - Integrated design w/ existing urban fabric
 - Continuity w/ N Broad vision



- SEPTA TOD Zone
 - Renovation of subway station
- Partnership w/Temple University 2020 Plan
 - Student housing
 - Research/ lab facilities
- William Penn School Reuse/ Redevelopment Site
 - Incubator lab/ research
 - Pennsylvania State University
 - Public open space/ recreation



Priorities for Catalytic Developments

- 1st: clean & safe (maintenance of public realm)
- 2nd: complete & support ongoing projects (e.g., subway station renovations, unified streetscape improvements, People for People, Cherry St plaza)
- 3rd: adopt new TOD zoning overlay around stations
- 4th : make reuse/redevelopment of William Penn High School site a key City initiative
- 5th: define City policy to promote parking partnerships along N. Broad Corridor

Concluding Thoughts

Michael Banner

President & CEO, Los Angeles LDC, Inc.

Los Angeles, CA

Other Thoughts

- Opportunities for new public space (Philadelphia Horticultural Society)
- Predictability in development review/permitting process
- Corridor retail demand analysis for unique market segments (i.e., students)
- Cultural tourism/ heritage trail



Conclusion

- Should there be an organization to advocate a strategy for the North Broad Corridor?
- What financial tools or mechanisms should the City consider using?
- Identify specific places/projects that maximize the leverage of public resources

The following people took the time to discuss their perspectives with our panel:

Dr. Mary Moran, Drexel University College of Medicine | Byron Comati, SEPTA | Paul Levy, Center City District | Ken Scott, Avenue of the Arts | Rev. Robin Hynicks, Arch Street United Methodist Church | Patricia Scott Hobbs, Freedom Theatre | Tom Perloff, Rodeph Shalom | Roy Feinberg, Rodeph Shalom | Eric Blumenfeld, EB Realty | Sister Mary Scullion, Project HOME | Don Billingsley, Project HOME | Frank Robinson, People for People | Joe Zuritsky, Parkway Corp. | Omar Blaik, U3 Ventures | George Smith, U3 Ventures | Carol Ray, Legendary Blue Horizon | Wendell Whitlock, PIA Inc. | David Colman, Synterra Partners/MIS Capital LLC | Steve Gendler, Synterra Partners/MIS Capital LLC | David Brigham, Pennsylvania Academy of the Fine Arts | Michael McCann, Temple University | Bennett Hilley, Penn Design/PCPC, Ken Balin, ULI Philadelphia | Richard Farley, ULI Philadelphia | Chris Hager, ULI Philadelphia | Richard Huffman, ULI Philadelphia | Monica Jindia, ULI Philadelphia | David Ricci, ULI Philadelphia | Chris Terlizzi, ULI Philadelphia | Rachel Yoka, ULI Philadelphia