

**The Transformation of Center City:
Downtown's Role in the Region's Economy**

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Planned Giving Council
of Greater Philadelphia
PGCGP

SEEKING NEW HORIZONS

PLANNED GIVING DAY ~ Thursday, October 26, 2017

Overview

- (1) Historical context: what we've inherited
- (2) What we've accomplished in the last 25 years
- (3) What remains to be done
- (4) Implications/challenges for donor community

CENTER CITY DISTRICT

The place we call Center City

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Is William Penn's original plan for Philadelphia positioned at narrowest point between two rivers

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1682 Plan: Center Square + 4 public squares

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**Enduring urban form: Original city = Center City
Broad & Market Streets**

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Five public squares



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One became a circle in 1917:
100th anniversary of Parkway



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From our colonial past,
We inherit a human-scale, walkable city



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Most streets: building line to building line = 60 feet



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Street frontages right out of Jane Jacobs



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Widest streets = 100 ft building line to building line



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Walkability: basic building block of our DNA
Key component of competitiveness today



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While this made us obsolete: 1950s-1970s



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Re-infused with value in the post-petroleum age:
Dense, diverse & walkable = sustainable



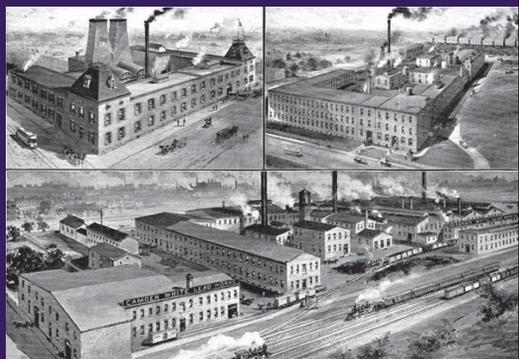
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We have become sustainable simply by sitting still
We didn't change, the world did!



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Inherit an industrial past



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Largest 19th century industrial city in North America
With major industries: Stetson Hat Factory



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Atwater Kent Radio



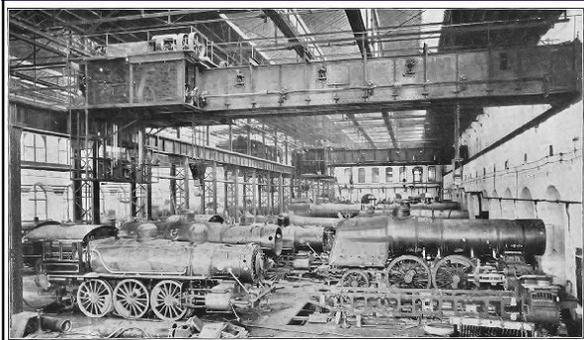
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Baldwin Locomotives



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Largest railroad train manufacturer in U.S.



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Dominated North Broad: Callowhill to Spring Garden



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Stretching west to 19th Street



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Many small shops across all older neighborhoods;
1906: 8,000 manufacturing plants
Unlike Pittsburgh & Detroit not a one-industry town
Highly diversified: Disston Saw Works; Garment industry



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Milltowns: Manayunk: 1926



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Large factories often developers of rowhouses



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**Mass produced working class neighborhoods
Housing immigrants & migrants from the South**



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Gave life to our waterfront: 1924



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Manufacturing city: importing & exporting

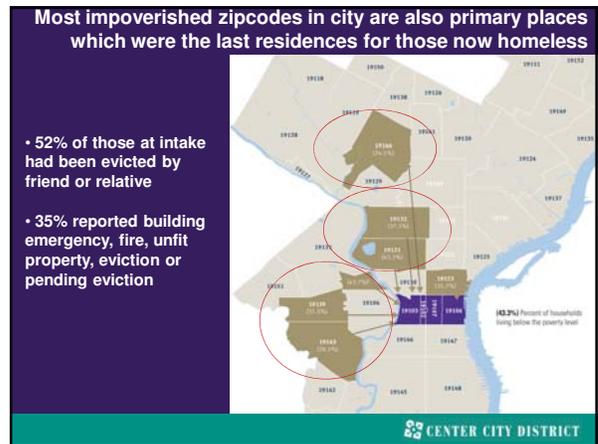
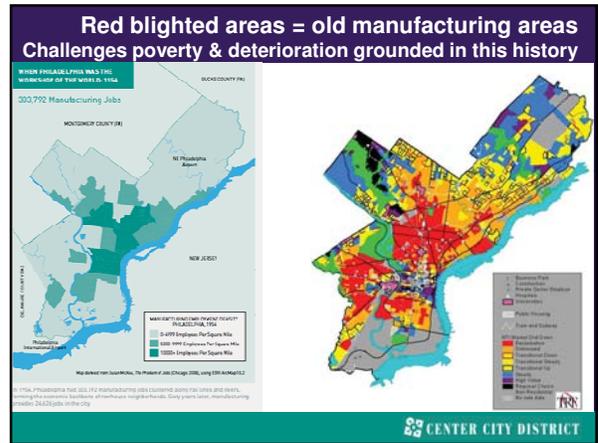
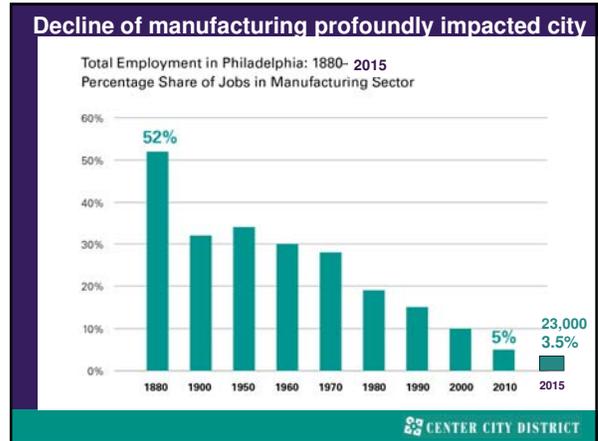
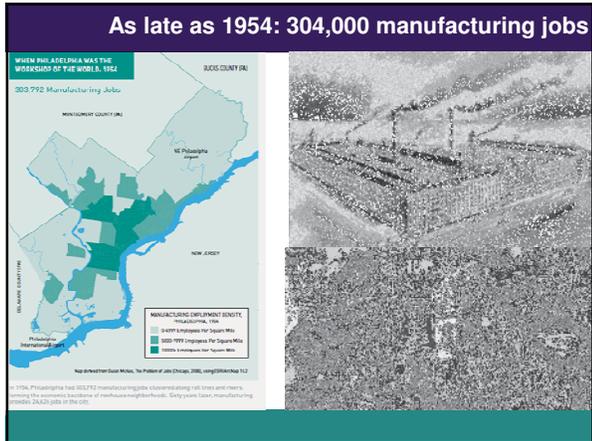


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Labor intensive, unskilled jobs



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De-industrialization coincided with America's attachment to inexpensive energy & fuel in 1950s



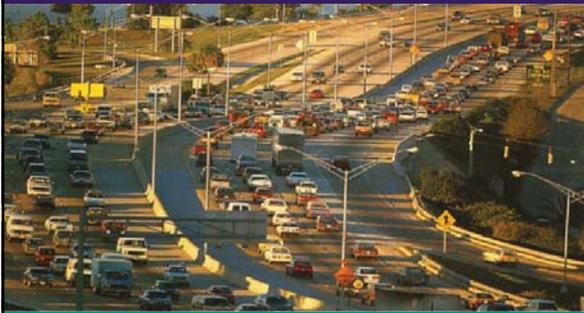
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Federal policies that gave priority to the car



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Fueled a lot of highways facilitated decentralization & sprawl



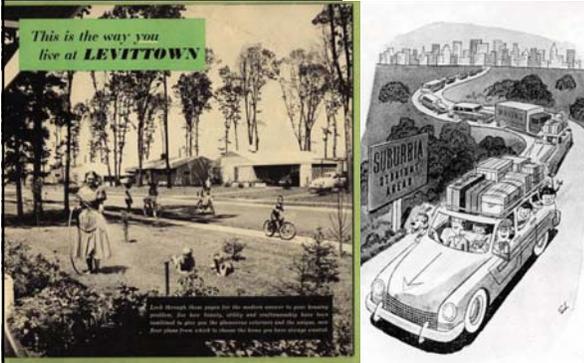
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Post WW 2: mass production of housing: Levittown



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Aggressively marketed as alternative to the city



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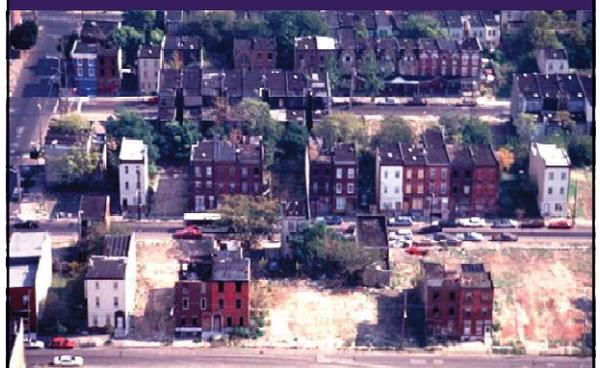
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Significant new supply: Levittown



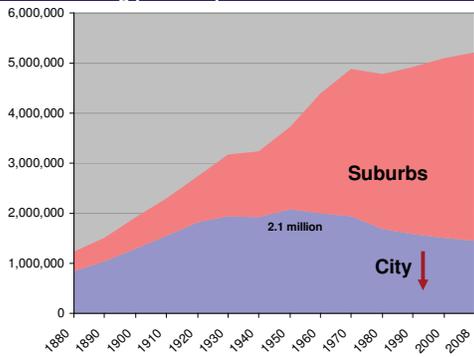
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Residential abandonment: Kensington



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Declining share of regional residents
Declining political power at state & national level



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Inherit successful downtown revitalization program
that has built a post-industrial city



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1956: 567 properties designated for preservation

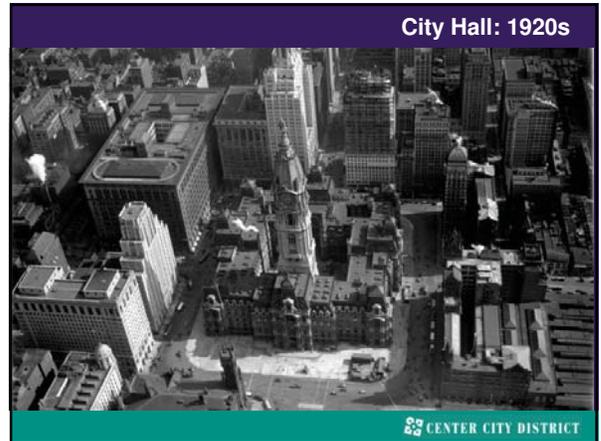
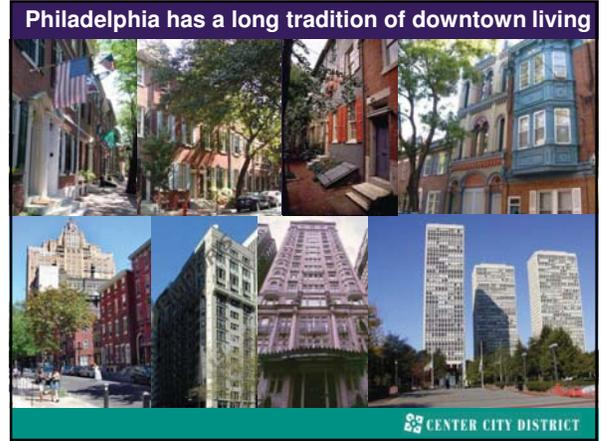
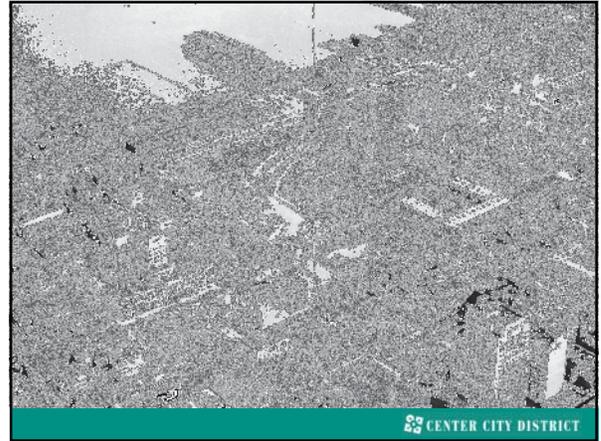


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Urban renewal made way for new construction
Mayor Dilworth supervises demolition of Dock St markets



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1953: the demolition of "Chinese wall"



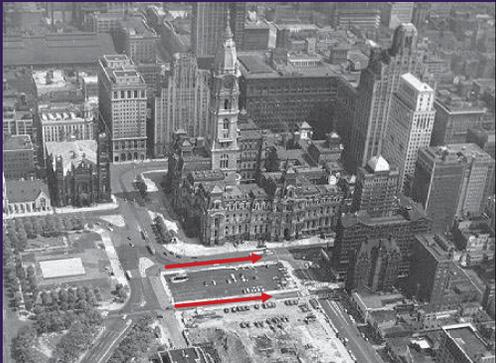
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Penn Center



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Genesis of Dilworth Park



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Geography annexed to create Dilworth Plaza



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1960s & 1970s: all buildings connected to transit



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1980s: Linked Pennsylvania & Reading Railroad into integrated regional rail system



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Employers: easy access to 360 degree labor market
310,000 riders/day take transit into downtown



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1980s office boom:



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1990: 38 million s.f. of office space



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Similar process of renewal in University City

View across Walnut St bridge, 1920s



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Transformed into major medical & education center



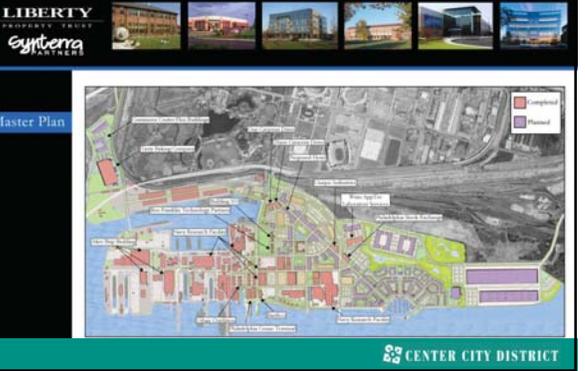
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Temple University: educational & medical campuses



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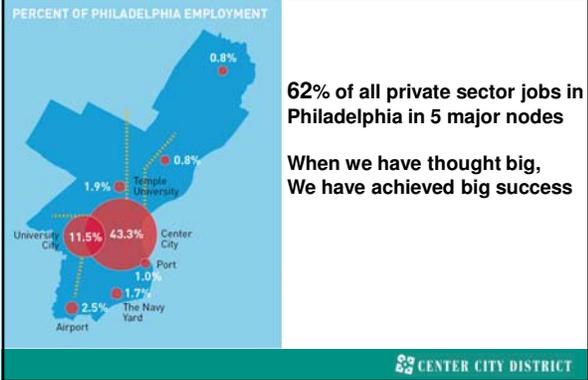
The emerging employment center at the Navy Yard



Master Plan

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All the city's major employment centers are result of major strategic investments



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1960s renewal laid groundwork for our contemporary office district



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Office: largest sector of employment downtown = 40% of all jobs: 116,000



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Renewal facilitated growth of research & health care



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Global center for education

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14 major colleges & universities in Center City

32,680 students downtown; 84,865 adjacent = 117,545

1. Academy of Vocal Arts
2. Art Institute of Philadelphia
3. Community College of Philadelphia
4. Curtis Institute of Music
5. Metropolitan Career Center
6. Moore College of Art & Design
7. Peirce College
8. Pennsylvania Academy of Fine Arts
9. Temple University, CC
10. Temple University, School of Podiatric Medicine*
11. Thomas Jefferson University
12. University of the Arts
13. Drexel University
14. Drexel College of Medicine

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58,000 eds & meds jobs in Center City

employment is up 50.5% in last 25 years

CENTER CITY HIGHER EDUCATION AND MEDICAL INSTITUTION EMPLOYMENT

EMPLOYERS:

- 0-100
- 101-250
- 251-500
- 501-750
- 751+

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Maintained careful balance of small & large scale

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Integrating old & new

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1990: A degraded public environment:

Cities loss of market-share = Declining resources for cities

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Substantial ground & upper floor vacancy



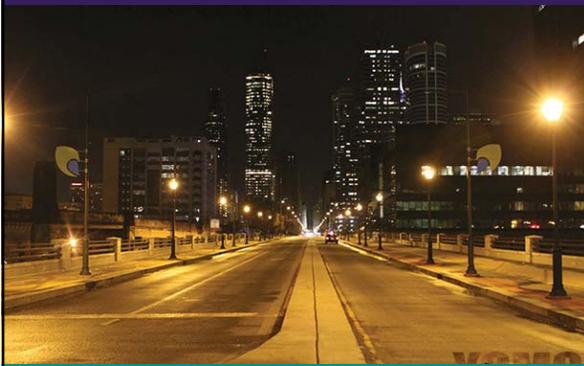
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Neglected facades, solid security gates



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9 to 5 downtown; empty streets at night



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CCD created in 1990: Municipal Authority, Commonwealth's Municipality Authorities Act



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220 blocks in CBD: started with \$6.5 million operating budget
Grown in 27 years to \$24.7 million
Supplement but not replace city services



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1991: Focus on the basics – comprehensive cleaning



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Public safety Community Service Representatives

- 42 CSR's
- 4 Supervisors
- 7 days per week

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Unique partnership: Daily combined roll-call

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Substantial long-term trend: 1991-2016

- 52% drop in major crime in CCD
- 81% drop in theft-from-auto

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83% feel safe "most of the time" or "always" Homelessness & Aggressive panhandling concern

PERCEPTION OF SAFETY IN CENTER CITY

Percentage	Category
23%	I ALWAYS FEEL SAFE
60%	I FEEL SAFE MOST OF THE TIME
14%	I OCCASIONALLY FEEL UNSAFE
3%	I OFTEN FEEL UNSAFE
1%	NOT SURE

83% FEEL SAFE

Source: 2016 Customer Satisfaction Survey (Center City Region)

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1992: Diversifying downtown land-use Investments: arts & entertainment

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1990: Early 20th century office district 40% vacant

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Renovated historic theaters



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Built new theaters



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2002: Kimmel Center for the Performing Arts
4,000 seats added



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South Broad transformed into a mixed use district



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Center City today is rich with cultural amenities



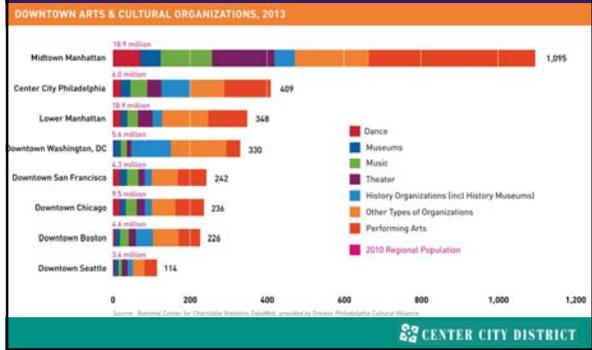
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419 institutions spread throughout downtown



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2nd nationally behind only Manhattan
Number of downtown arts & cultural institutions



Public investment: hospitality
Pennsylvania Convention Center: 1993



Converted the Reading train shed



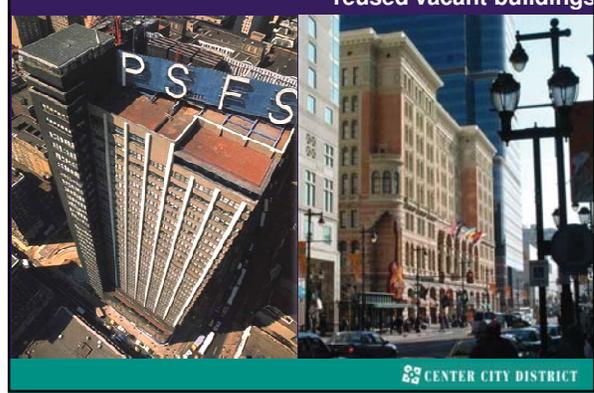
Gateway to Pennsylvania Convention Center



Connected new 400,000 sf new facility



Prompted private investment in new hotels:
reused vacant buildings



Nearly all within 15 minute walk



2001: New Independence Visitors Center



2003: New home for Liberty Bell



New Constitution Center
Diversifying the hospitality industry



National Museum of American Jewish History



President's House

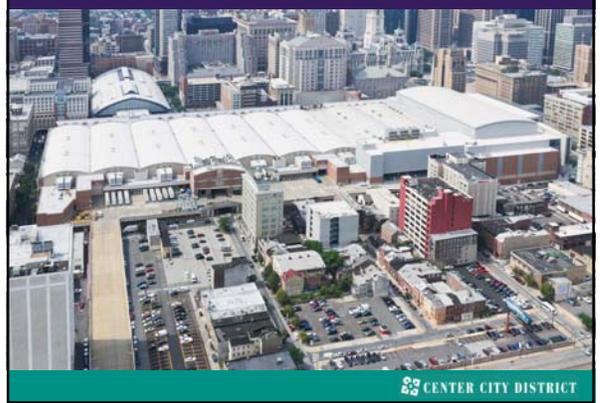


Museum of the American Revolution



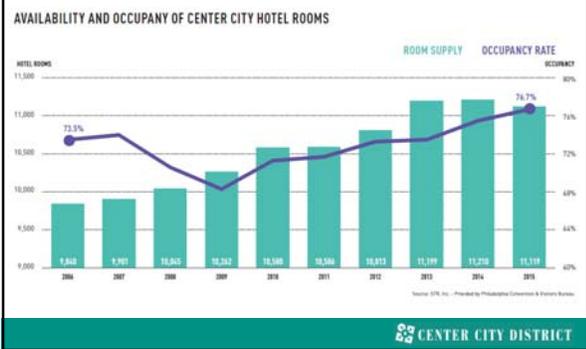
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Convention Center has doubled in size



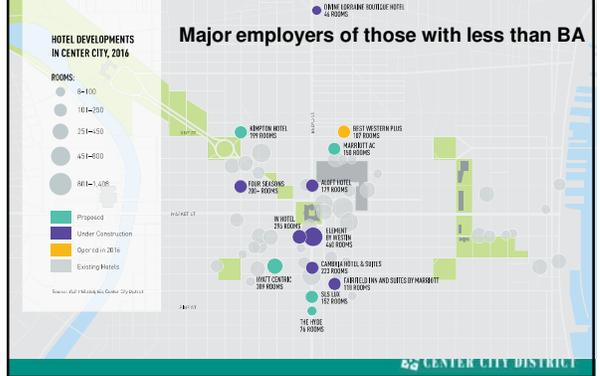
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Hotel room supply more than doubled: 11,119 occupancy rates rebounded from recession



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Significant supply of hotel rooms under construction 11 major projects, close to 2,000 rooms



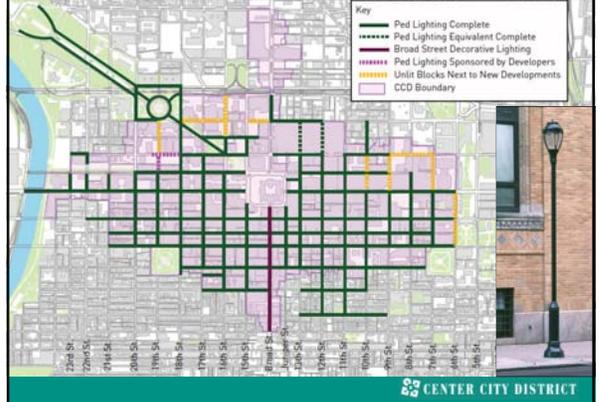
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CCD 2.0: 1996 Landscaping, directional signs, lighting



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Pedestrian light fixtures, 75% of downtown sidewalks



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Support the evening economy



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Building façade lighting: animate the city



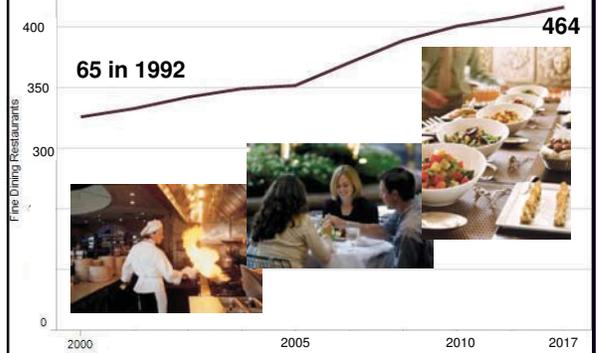
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We have added many new reasons for people to come to Center City



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Continuous growth in fine dining restaurants



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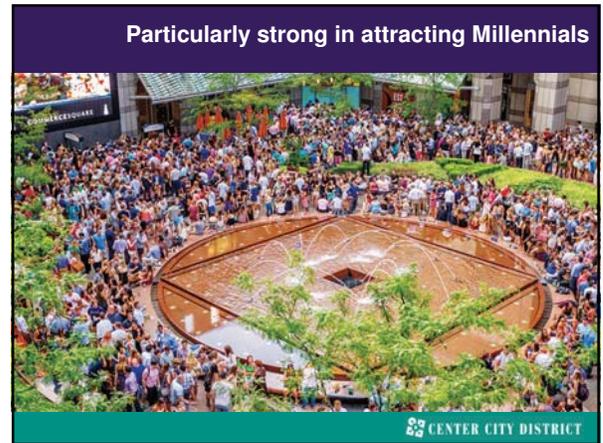
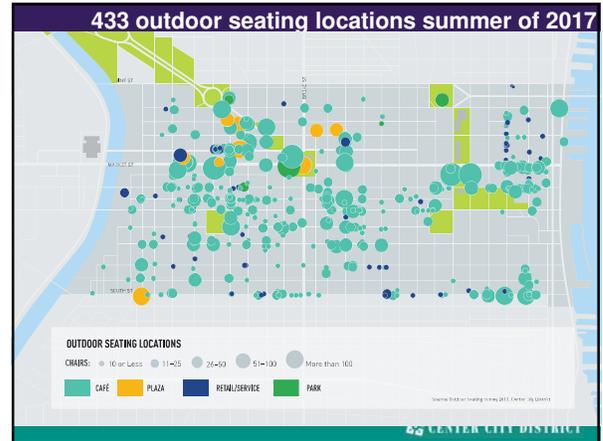
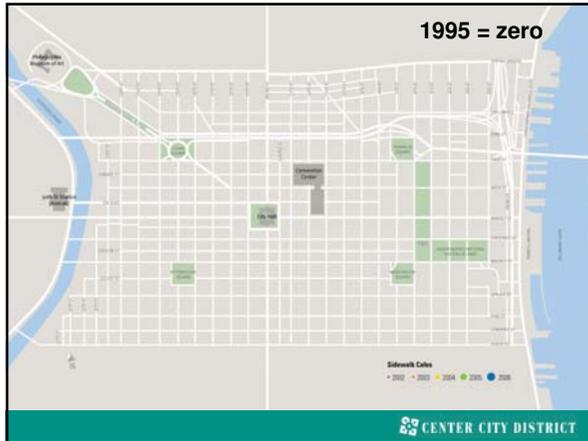
Largest retail promotion: 2 x year: Restaurant Week

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Flourishing of sidewalk cafes



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Residential revival

1996: 4.5 million sf. Vacant Class "C" office space

CENTER CITY DEVELOPMENT

TURNING ON THE LIGHTS UPSTAIRS
 A Study Commissioned by the Board of Public Works

- Retained architect & developer to evaluate buildings
- Survey to determine best buildings; floor layout, window size & exposure
- Detailed economic analysis of 10 buildings: evaluation for code compliance, cost-estimate, pro-formas.

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10 year residential tax abatement

Approved 1997

- Extraordinary costs of converting from vacant office or industrial to residential use
- 10 year abatement on improvements
- Available city wide

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1998–2016:
180 buildings converted to residential use



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Central Business District is no longer just an office district
56 condo buildings with 4,200 units inside CCD
235 apartment buildings + 4 coops: 17,000 units



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Since 2000 added 19,000 new units of housing



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Spread across all of Greater Center City



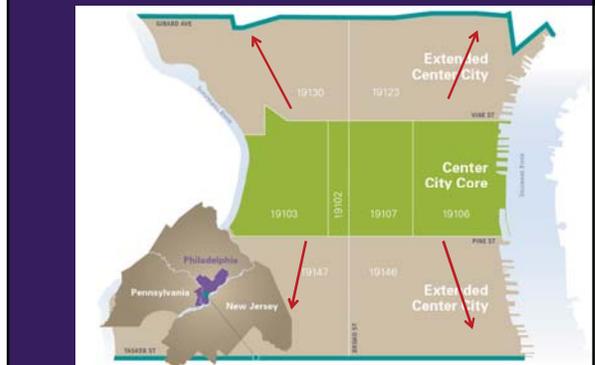
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Significant volumes of returning empty nesters
& they have driven up housing prices



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Younger home-buyers are moving outward



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Queen Village



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Northern Liberties



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Fairmount



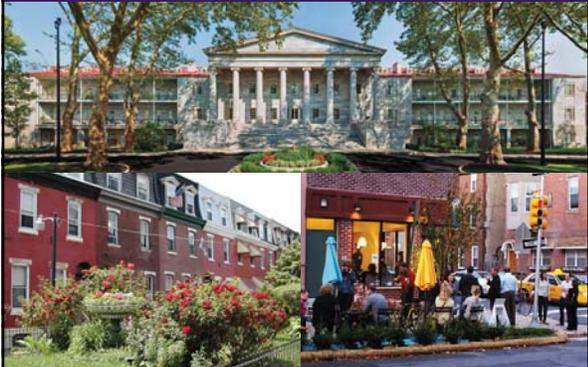
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Passyunk Avenue



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Southwest Center City

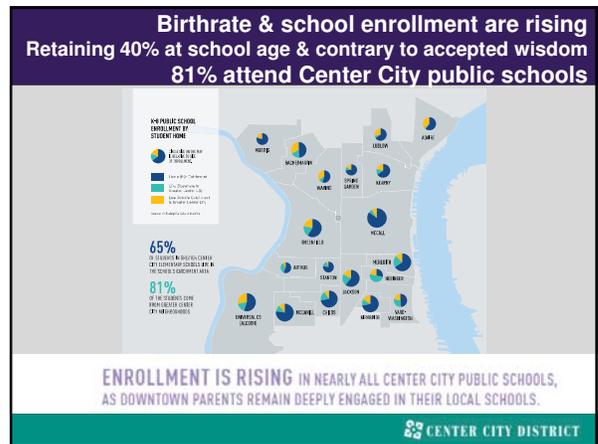
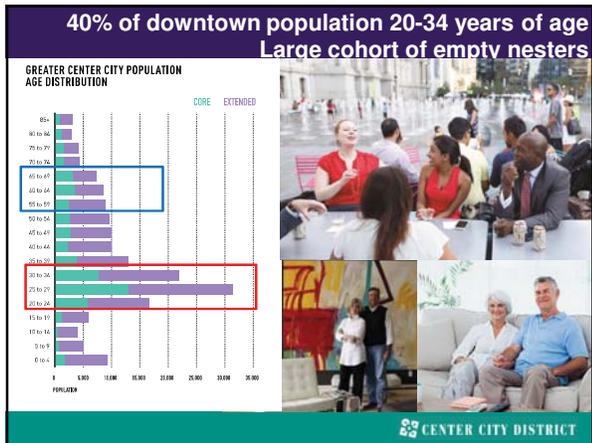


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Greater Center City: Girard Avenue to Tasker St



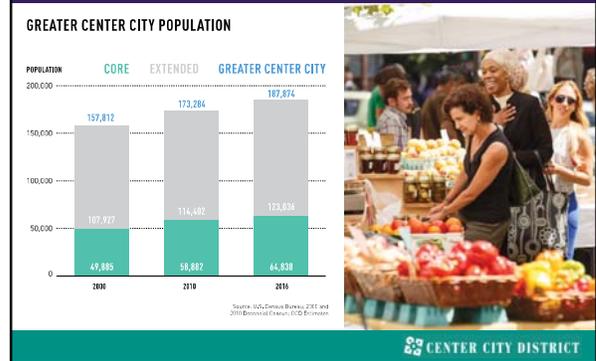
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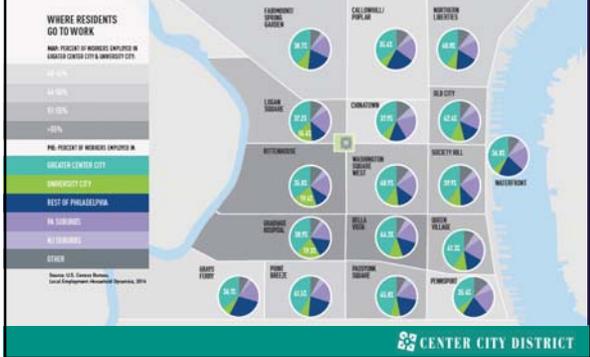
Stable funding for schools essential part of retention Strong parent involvement in Center City schools



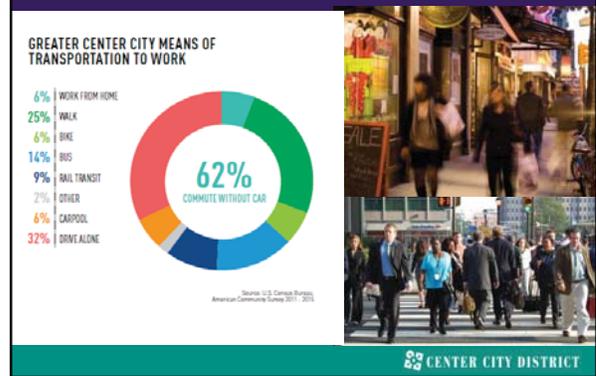
Fastest growing neighborhood in Philadelphia Population up 19% since 2000 = 188,000 25% of those who moved to PHL between 2000-2016 moved to downtown



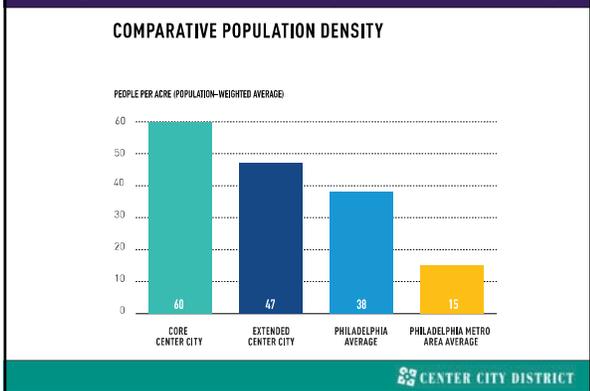
Growing national trend favoring live-work settings 42% of employed CC residents work downtown; another 12% commute to University City.



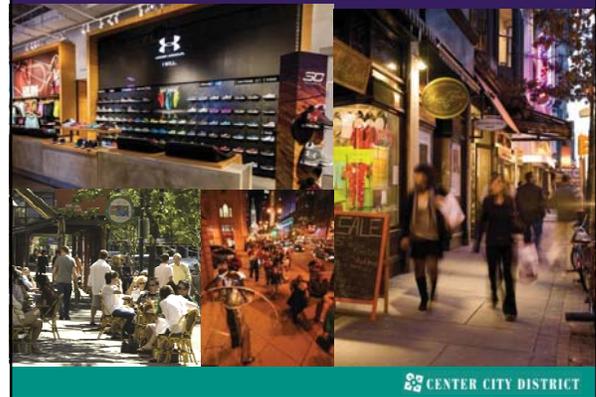
62% of residents get to work without a car; 39% in core walk to work

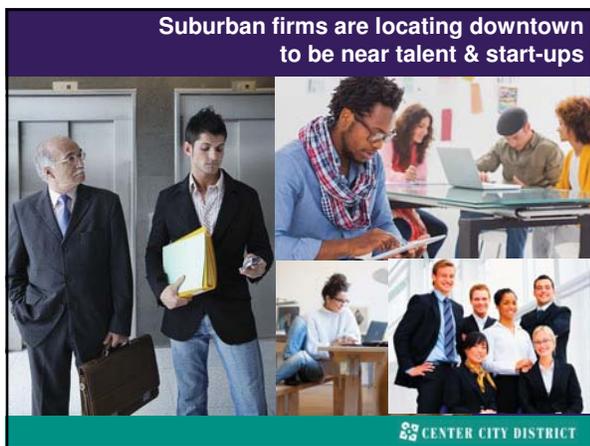
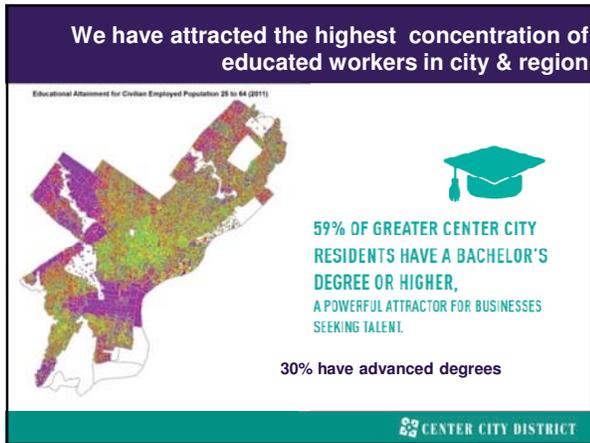
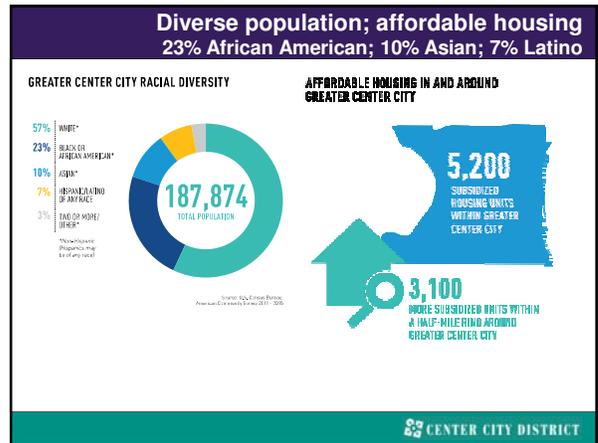
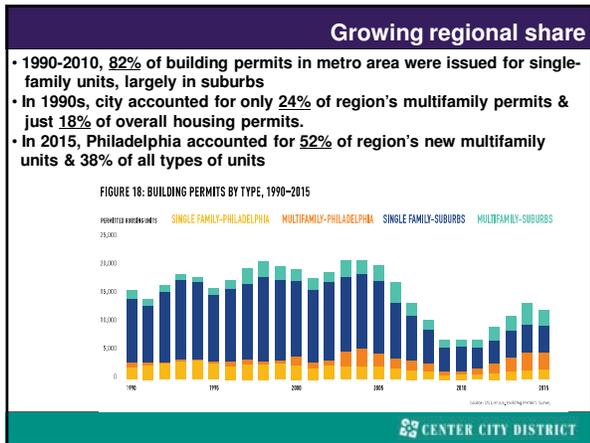


Living at 10 times the density of suburban averages



Helping drive restaurants, retail & sidewalk vitality





CCD 3.0: 2008; Park renovation & management
BID as “placemaker”



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Started with neglected empty space



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Create a thriving gateway to the Parkway



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Collins Park, 1700 block Chestnut Street



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2012: Sister Cities Park



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Took a barren and forgotten space



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Created a place for families with children



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Attractive for all ages: amenity for office workers



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Completed \$60 million renovation in September 2014



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1970's barren plaza



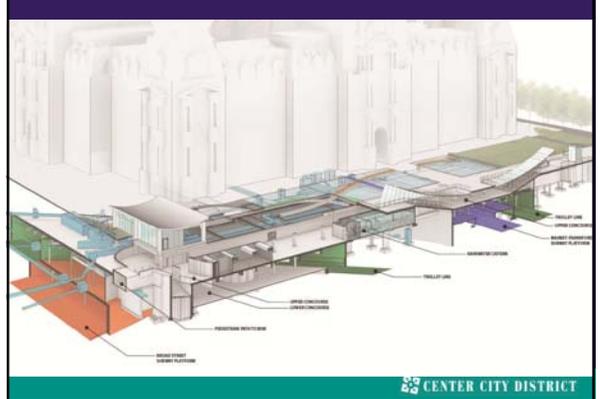
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Pedestrian obstacles, walls & changes in elevation



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Completely reconstructed two levels + accessibility



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Walk directly in from the street



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Goal: Create first-class gateway to transit



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Programmed with events



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Extensive landscaping



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Steadily adding more green to the park



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Attractive water feature



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Flexible design portions turn off for events



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Parties & weddings



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Location become winter ice rink



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Holiday markets



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Lawn on southern end



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Program movies & bocce



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Added garden maze on lawn for 2016-2017



November 10th opening for the winter season



Bring back lighting from 2005



Animated & coordinated with music



Still pursuing funding for installation of public art



Since 1997: \$46 million from CCD leveraged \$100 million = \$146 million in capital investments

CCD INVESTS IN DOWNTOWN IMPROVEMENTS

STREET IMPROVEMENTS

- 100' Streetlights
- 100' Streetlights
- 100' Streetlights
- 100' Streetlights

LANDSCAPE

- 100' Streetlights
- 100' Streetlights
- 100' Streetlights
- 100' Streetlights

TRAFFIC

- 100' Streetlights
- 100' Streetlights
- 100' Streetlights
- 100' Streetlights

ARTS

- 100' Streetlights
- 100' Streetlights
- 100' Streetlights
- 100' Streetlights

MARKET DEVELOPMENT

- 100' Streetlights
- 100' Streetlights
- 100' Streetlights
- 100' Streetlights

ARTS

- 100' Streetlights
- 100' Streetlights
- 100' Streetlights
- 100' Streetlights

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Working on our own version of the High Line



Transforming the Reading Viaduct; Creating a new live-work neighborhood



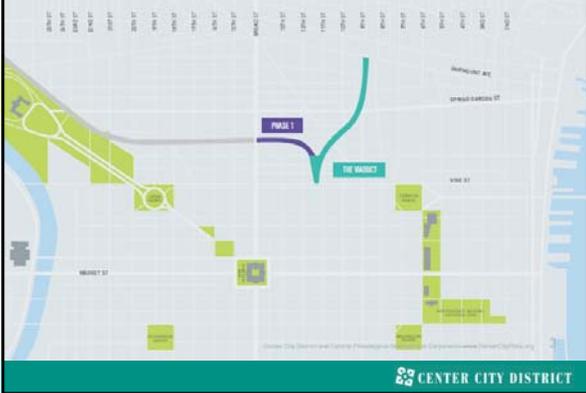
Located just north of central business district



Expanding Callowhill & Chinatown neighborhoods



Three different components of the rail line



October 31st: Broke ground with Mayor & Governor



Construction is well underway on Phase 1



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Renovated bridges, poured new concrete slab



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Water proofing, sealing and painting



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Planting trees



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Installing benches and in the background...



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Industrial style porch swings



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Phase 1 = \$10.3 million project



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Completed in early 2018: actively fundraising



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Goal: a new thriving mixed-use neighborhood



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Dense, compact, diverse live-work place
17th Century street grid, updated for the 21st century
Rich with arts, culture & educational institutions

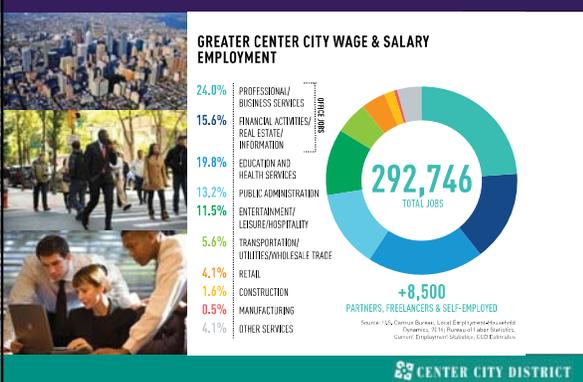


THE BIG PICTURE

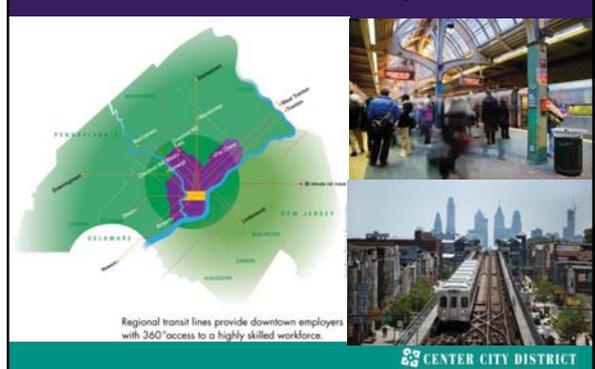
- 300,000 jobs
- 40.7 million sf office (86%)
- 11,326 hotel rooms (73.8%)
- 3,217 retail premises (87.7%)
- 11 colleges/universities
- 5 hospitals
- 409 cultural institutions
- 188,000 residents

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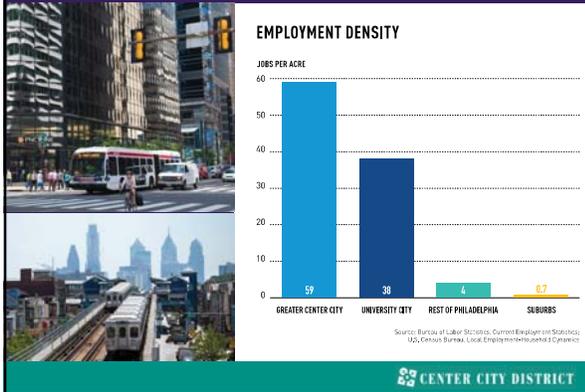
Most diversified employment center in the region
40% office, 20% eds/meds; 13% public sector 16% leisure, hospitality, retail



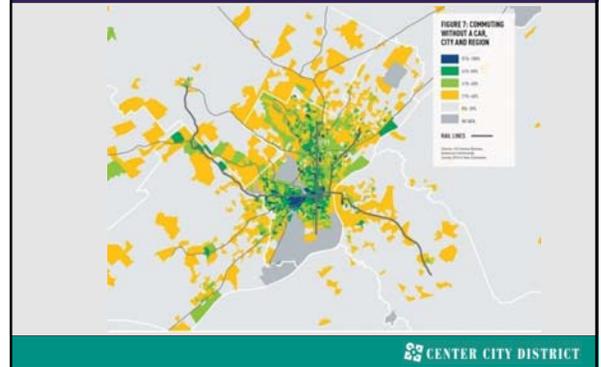
Well-served by a regional transit system brings 310,000 riders/day into downtown



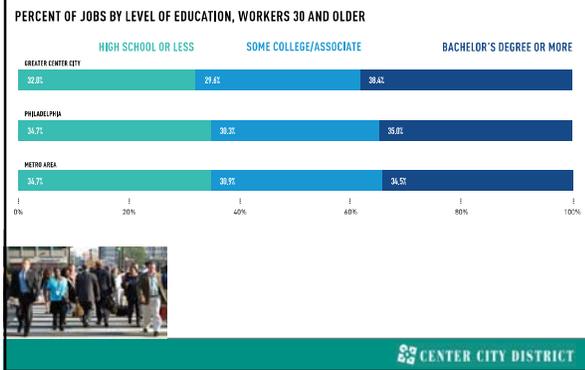
Transit makes possible dense concentration of jobs



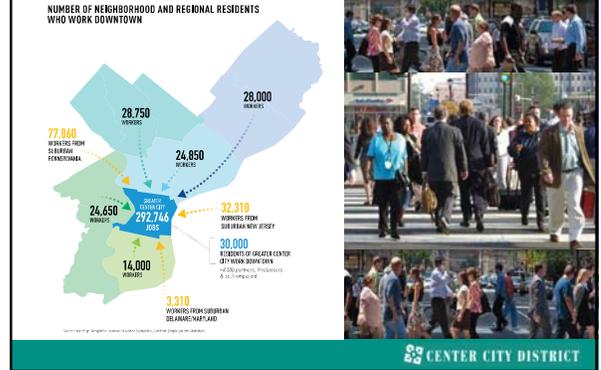
50% of neighborhood residents Can commute to Center City in 30 minutes or less



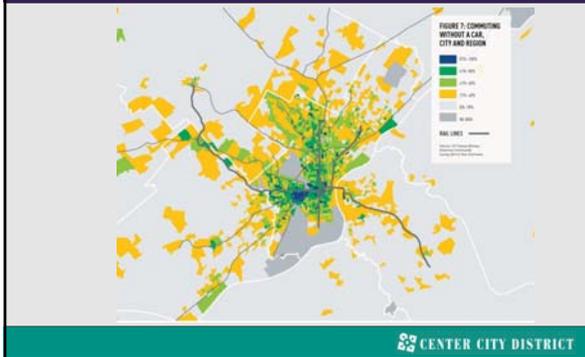
Place that provides job opportunities at all skill levels



Residents from every city neighborhood Work downtown (25% of each neighborhood)



More than 1 million residents of surrounding counties live within one mile of a regional rail station 13% working residents of adjacent counties commute to Phil.



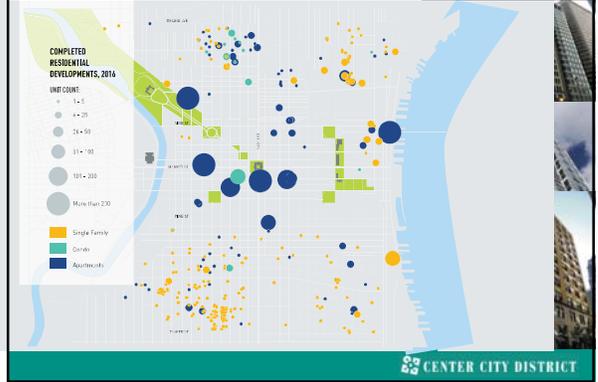
Substantial Development underway 42 major projects; \$4 billion



Includes new FMC & Comcast Towers



Significant new residential development



Major new wave of retail redevelopment

CENTER CITY DIGEST

THE EAST SIDE COMES ALIVE

Over the past few weeks, a changing landscape of new retail and residential developments has been taking shape in the East Side. The area, which has long been a mix of residential and commercial buildings, is now being transformed into a vibrant, walkable neighborhood. The new developments include a mix of retail, residential, and public spaces, creating a new wave of retail redevelopment in the area.

1. The new developments include a mix of retail, residential, and public spaces, creating a new wave of retail redevelopment in the area.

2. The new developments include a mix of retail, residential, and public spaces, creating a new wave of retail redevelopment in the area.

CENTER CITY DISTRICT

Transformation & revival West Chestnut Street



Recovery on East Chestnut Street



Long awaited rebirth of Market East: 2017



Large-scale transformation of Gallery



Opening the building to the street: 2018



University City dramatically expanding



Major center of research



Adding ground floor retail & residential amenities



Major expansion underway on Drexel's campus



Drexel focusing on start-ups & new industries spawned by research & technological innovations
ambitious plans to come east



Drexel/Brandywine Innovation District



Penn & FMC are growing to the east



Center City growing west with housing & office



Including Aramark's new corporate headquarters



Setting for 53% of all jobs in the city

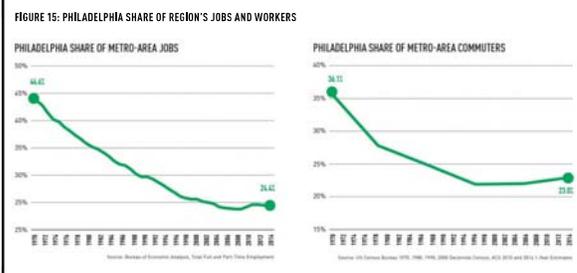


**But Center City & University City are 10 square miles
What's happening in the other 92% of Philadelphia?**



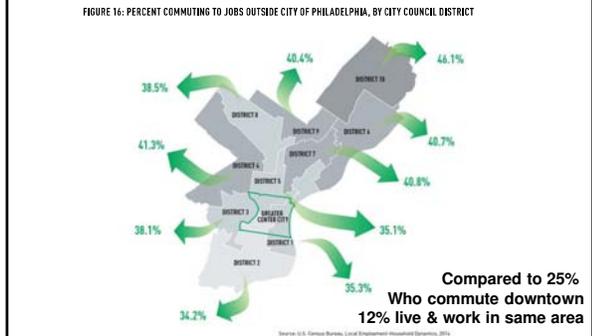
CENTER CITY DISTRICT

**Loss of regional share of jobs & commuters
Since 1970: from 44.6% to 24.4% of regional jobs**



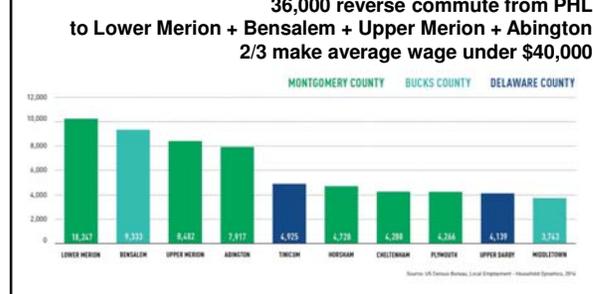
CENTER CITY DISTRICT

**Steady increase in reverse commuting
Over 40% in many edge Councilmanic district**



CENTER CITY DISTRICT

**Most assume reverse commuting is white collar activity;
But it is just as much a blue collar trend**



CENTER CITY DISTRICT

**2,000 residents, North Philadelphia & Olney reverse commute
to King of Prussia Mall: subway + bus = 1 hour**



CENTER CITY DISTRICT

**Why King of Prussia?
Almost as many retail jobs as all of Center City**



CENTER CITY DISTRICT

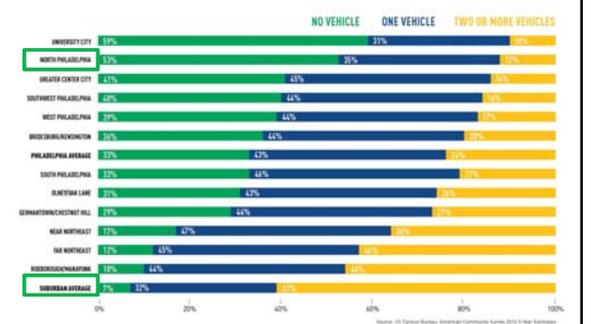
Retail jobs pay \$25,000 per year;
Upper Merion doesn't have housing available for that income
Township imports 95% of its workforce each day
15% commute from Philadelphia



CENTER CITY DISTRICT

53% of North Philadelphia residents don't own a car
Compared to only 7% in suburbs

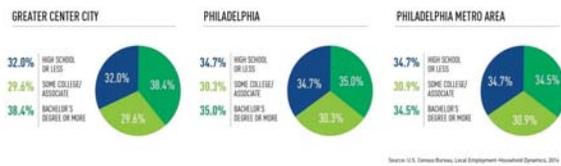
FIGURE 17: HOUSEHOLD VEHICLES AVAILABLE



CENTER CITY DISTRICT

Little difference between level of education required by jobs
In Center City, Philadelphia & surrounding region
There are simply more jobs in the suburbs

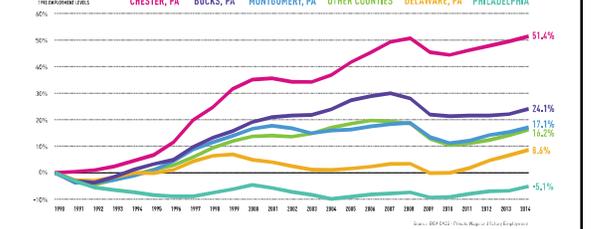
FIGURE 11: PERCENT OF JOBS BY LEVEL OF EDUCATION REQUIRED, WORKERS 30 AND OLDER



CENTER CITY DISTRICT

Since 1990 strong suburban job growth
Philadelphia still 5.1% below 1990 job levels
There are simply more jobs in the suburbs

FIGURE 18: PERCENT OF JOBS BY LEVEL OF EDUCATION REQUIRED, WORKERS 30 AND OLDER

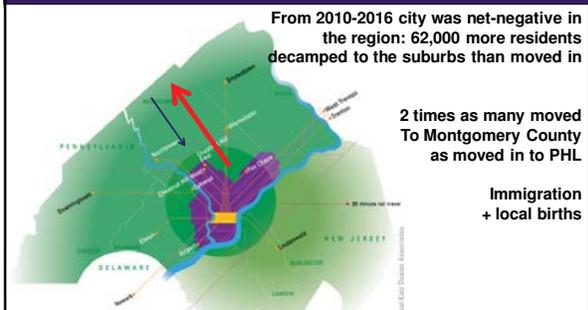


Two major challenges

- (1) Poverty
- (2) Educational attainment

CENTER CITY DISTRICT

Reverse commuting correlates closely with
residential movement out of the city



Many sections of the city still following old pattern of job & population decline

CENTER CITY DISTRICT

Philadelphia has one of the highest unemployment rates in the northeast & the highest poverty rate

Poverty Rate Among the Largest U.S. Cities

Philadelphia retains its distinction of having the highest poverty rate among the 10 largest U.S. cities, according to 2016 census estimates.

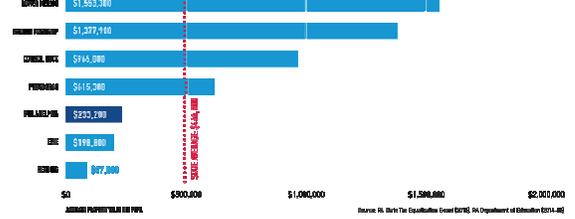
City	Poverty rate
Philadelphia	25.7%
Houston	20.8%
Phoenix	20.3%
Los Angeles	19.5%
Dallas	19.4%
Chicago	19.1%
New York	18.9%
San Antonio	18.5%
San Diego	13.1%
San Jose, Calif.	10.7%

SOURCE: U.S. Census Bureau, 2016 American Community Survey. Staff Graphic.



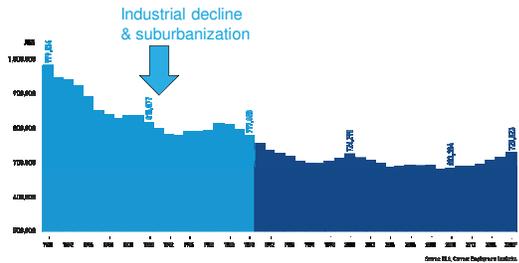
**Philadelphia has inadequate funding for schools
Assessed value per student**

FIGURE 11: REAL ESTATE TAX BASE PER PUPIL COMPARISON, 2014-15 SCHOOL YEAR



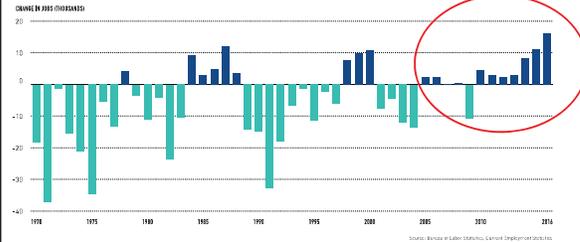
Both poverty & under-funded schools are a direct result of job loss

FIGURE 6: TOTAL WAGE AND SALARY EMPLOYMENT, 1970-2016



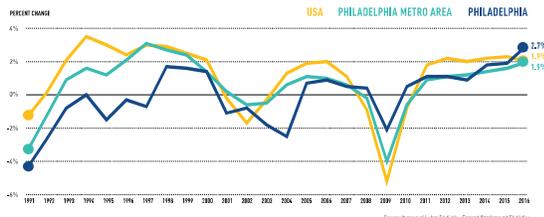
**Sustained period of job growth, added jobs for 11 of the last 12 years
Best run in the last 40 years**

PHILADELPHIA ANNUAL CHANGE IN JOBS, 1970-2016



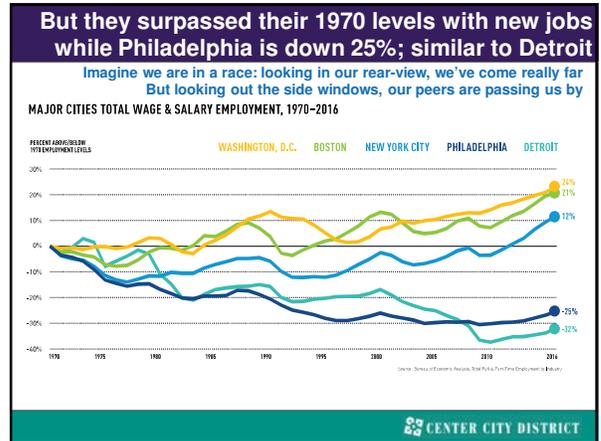
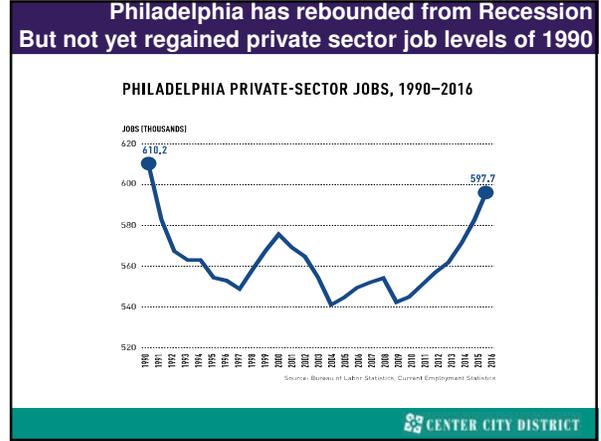
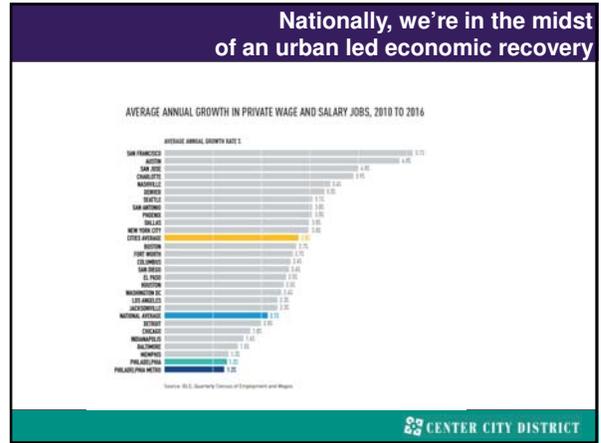
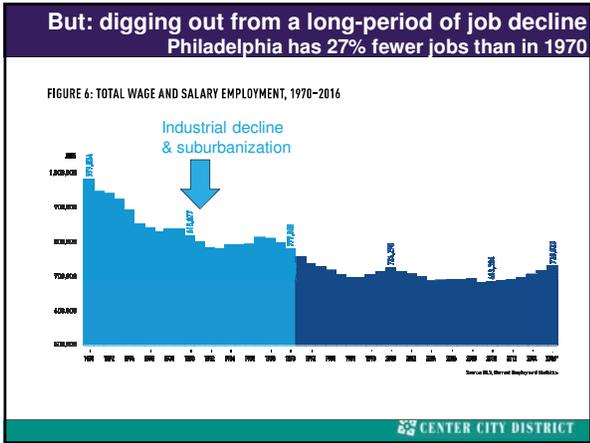
2016 was a very good year: first time in an up-cycle we outperformed our suburbs

PRIVATE WAGE & SALARY PERCENT CHANGE, 1991-2016



Lots of reasons for optimism





Challenge of Incomplete Revival



PHILADELPHIA: AN INCOMPLETE REVIVAL

PHILADELPHIA'S RECENT ECONOMIC GROWTH HAS BEEN DRIVEN BY A MIX OF FACTORS, INCLUDING A STRONG REBOUND IN THE SERVICE SECTOR AND A RECOVERY IN MANUFACTURING. HOWEVER, THE CITY'S RECOVERY IS INCOMPLETE, AS EVIDENCED BY THE LACK OF SIGNIFICANT GROWTH IN PRIVATE WAGE AND SALARY EMPLOYMENT SINCE 2009.

FIGURE 13. AVERAGE ANNUAL GROWTH IN PRIVATE WAGE AND SALARY JOBS, 1990 TO 2015

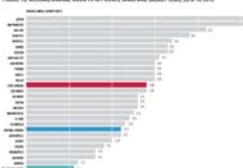
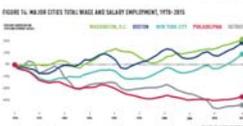


FIGURE 14. MAJOR CITIES TOTAL WAGE AND SALARY EMPLOYMENT, 1970-2015

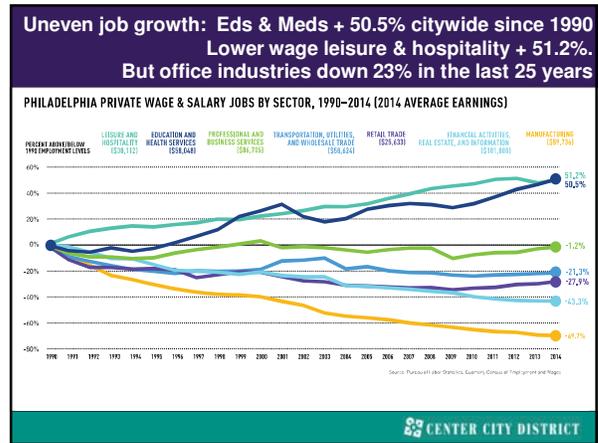
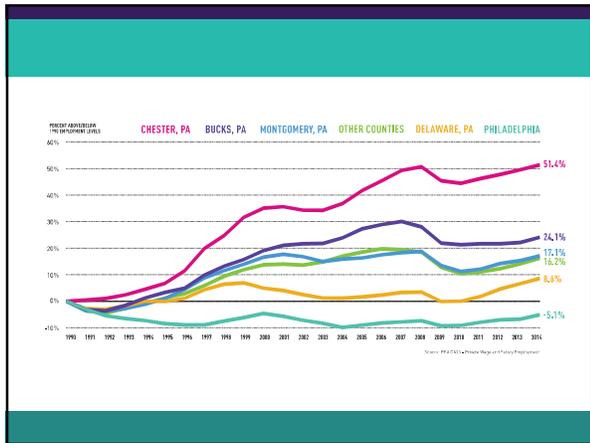


CENTER CITY DISTRICT

The renewal of Center City & University City not big enough to offset citywide industrial decline



CENTER CITY DISTRICT



Office jobs: highest wage; most diverse, most dense

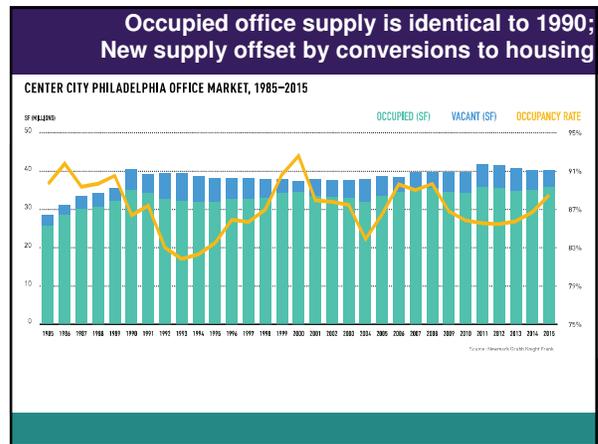


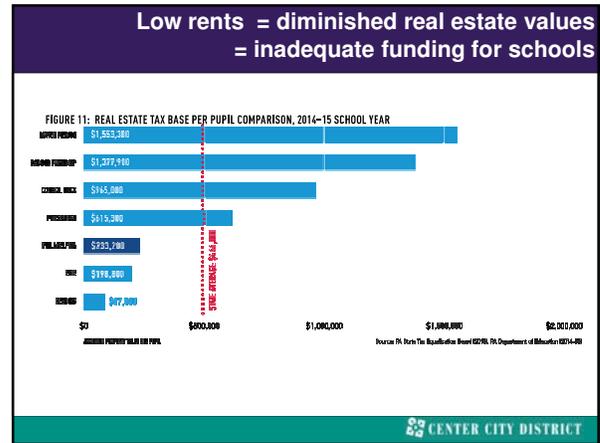
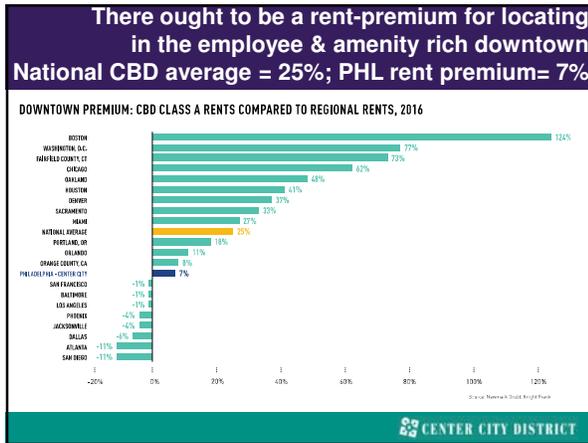
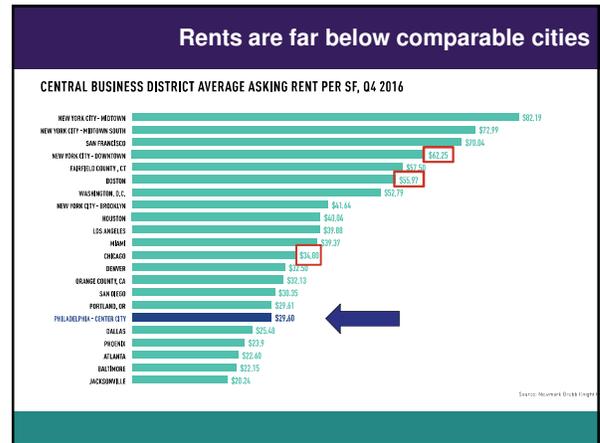
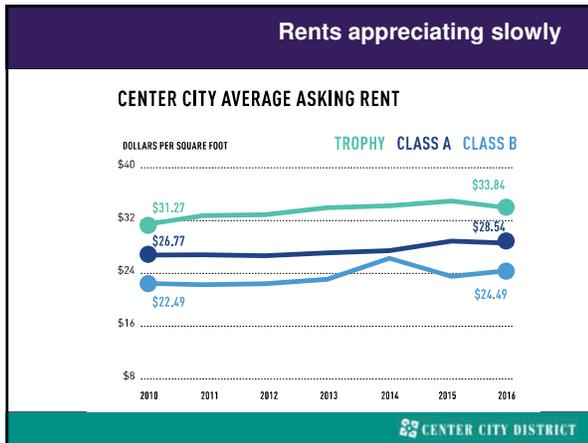
Job growth strengthens the demand for construction jobs, retail services and hotel rooms.

Every 500,000 square feet of occupied office space:

- ▶ Provides 3,333 office jobs, 5 building engineering, 18 cleaning and 12 security positions.
- ▶ Supports 11,000 hotel rooms filled with business travelers
- ▶ Generates \$2.8 million in retail demand
- ▶ Adds 2,333 riders to SEPTA

CENTER CITY DISTRICT





Case for comprehensive tax reform

Philadelphia Growth Coalition

CHANGING THE TRAJECTORY PUTTING PHILADELPHIA BACK TO WORK A JOB GROWTH PROGRAM

Philadelphia has been losing jobs for decades. People want to live & work here, but there are not enough jobs to retain them. We lost 284,344 (29.8%) jobs in the last four decades.

THE CONSEQUENCES OF DECLINE

Philadelphia's unemployment rate has risen from 4.8% in 1980 to 10.8% in 2014. The number of people living in poverty has increased from 100,000 in 1980 to 250,000 in 2014. The number of people living in the city's poorest neighborhoods has increased from 100,000 in 1980 to 250,000 in 2014.

GOALS FOR GROWTH

- Attract jobs to Philadelphia
- Create jobs in Philadelphia
- Retain jobs in Philadelphia

OUT-OF-GATE TAX SYSTEM

Philadelphia's out-of-gate tax system is one of the most expensive in the country. It is a major barrier to job growth and economic development.

CENTER CITY DISTRICT

A broad coalition of supporters

www.PhiladelphiaGrowthCoalition.com

SUPPORTERS:

- African American Chamber of Commerce
- Brandywine Realty Trust
- Building Owners' & Managers' Assoc., Phila
- Central Philadelphia Development Corporation
- Committee of 70
- Economy League of Greater Philadelphia
- General Building Contractors Association
- Greater Philadelphia Hispanic Chamber of Commerce
- Int'l Brotherhood of Electrical Workers, Local 98
- Metropolitan Regional Council of Carpenters
- Northeast Chamber of Commerce
- Parkway Corporation
- Philadelphia Building and Construction Trades Council
- PREIT
- Service Employees Int'l Union, Local 32BJ

CENTER CITY DISTRICT

Focused on lowering Philadelphia's wage & business taxes
Make the city a more competitive place for growth



CENTER CITY DISTRICT

Amazon's 50,000 jobs would be great over next 10 years
But what is PHL just got to be average, growing at 2.8%/year

= 190,000 jobs over next 10 years

AVERAGE ANNUAL GROWTH IN PRIVATE WAGE AND SALARY JOBS, 2010 TO 2016

City	Average Annual Growth Rate (%)
SAN FRANCISCO	3.52
AUSTIN	3.25
SAN JOSE	3.18
CHARLOTTE	3.15
INDIANAPOLIS	3.12
DENVER	3.08
PORTLAND	3.05
SAN ANTONIO	3.02
PITTSBURGH	2.98
DALLAS	2.95
NEW YORK CITY	2.92
CITY OF PHILADELPHIA	2.88
HOUSTON	2.85
SEATTLE	2.82
ST. LOUIS	2.78
MINNEAPOLIS	2.75
WASHINGTON DC	2.72
LOS ANGELES	2.68
JACKSONVILLE	2.65
NATIONAL AVERAGE	2.62
DETROIT	2.58
CHICAGO	2.55
BIRMINGHAM	2.52
BALTIMORE	2.48
MEMPHIS	2.45
PHILADELPHIA METRO	2.42
PHILADELPHIA	1.30

Nation grew at 2.1%/year
25 largest cities 2.8%/year
Philadelphia 1.3%/year

CENTER CITY DISTRICT

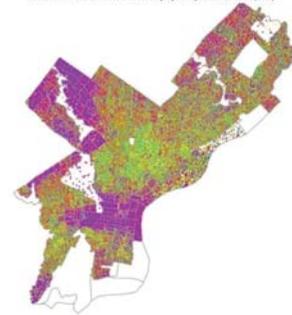
With more competitive tax policies
Well-positioned for inclusive growth



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My expertise is focused downtown
A few priorities focused on non-profit, service side

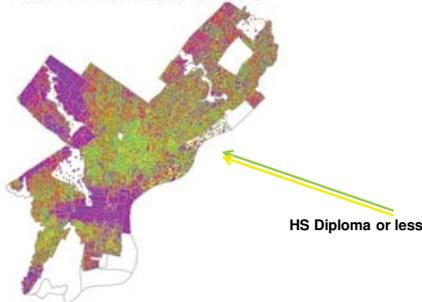
Educational Attainment for Civilian Employed Population 25 to 64 (2011)



CENTER CITY DISTRICT

Outside downtown: education is paramount:
Overcome low level of educational attainment
to succeed with inclusive growth

Educational Attainment for Civilian Employed Population 25 to 64 (2011)

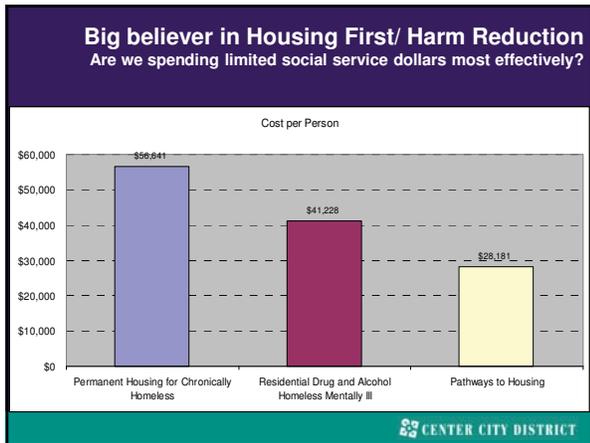


CENTER CITY DISTRICT

In dealing with homelessness & addiction



CENTER CITY DISTRICT



Building capacity of 27,000 self-employed workers

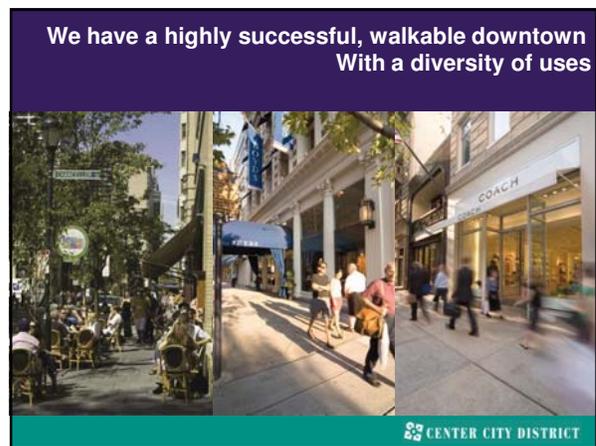
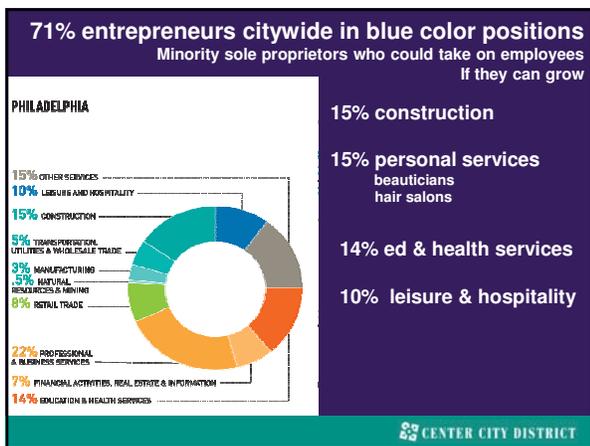
5% of total workforce in Philadelphia neighborhoods

FIGURE 2: CHARACTERISTICS OF SELF-EMPLOYED PERSONS

AREA	COUNT	MEDIAN AGE	BACHELOR'S OR MORE*	MEDIAN EARNINGS	AVERAGE EARNINGS
CENTER CITY	7,604	48	77%	\$44,332	\$103,384
NOT INCORPORATED	3,897	50	71%	\$33,733	\$73,369
INCORPORATED	3,707	48	82%	\$76,030	\$134,954
ALL OF PHILADELPHIA	34,810	47	47%	\$76,382	\$53,134
NOT INCORPORATED	23,463	46	39%	\$70,151	\$37,840
INCORPORATED	11,346	47	54%	\$41,030	\$84,719

*Population 25 and older only. Source: US Census Bureau, American Community Survey

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Thriving with day & nighttime activities
Mixed-use walkable places prevailed in recession



CENTER CITY DISTRICT

Re-infused with value in the post-petroleum age:
Dense, diverse & walkable = sustainable



CENTER CITY DISTRICT

Multiple initiatives investing in innovation



CENTER CITY DISTRICT

Well-linked to the region with highway & rail



CENTER CITY DISTRICT

Well-positioned for inclusive growth
& creating opportunity for the entire city & region
www.centercityphila.org



CENTER CITY DISTRICT