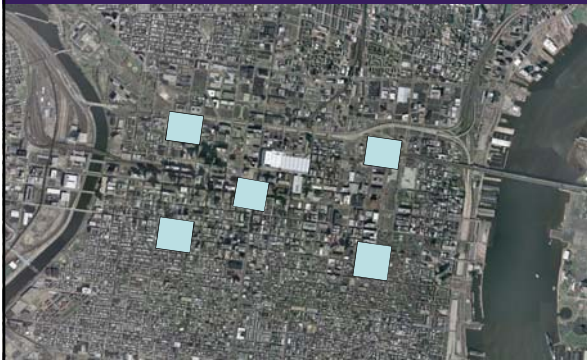


Five public squares



CENTER CITY DISTRICT

One became a circle in 1917:  
100<sup>th</sup> anniversary of Parkway



CENTER CITY DISTRICT

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



CENTER CITY DISTRICT

Most streets: building line to building line = 60 feet



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Street frontages right out of Jane Jacobs



CENTER CITY DISTRICT

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



CENTER CITY DISTRICT

**While this made us obsolete: 1950s-1970s**



CENTER CITY DISTRICT

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



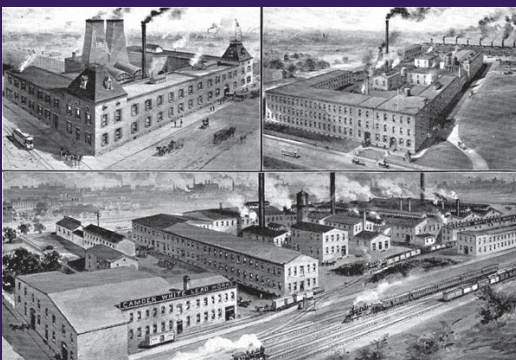
CENTER CITY DISTRICT

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



CENTER CITY DISTRICT

**Inherit an industrial past**



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**Largest 19<sup>th</sup> century industrial city in North America**  
With major industries: Stetson Hat Factory



CENTER CITY DISTRICT



Atwater Kent Radio



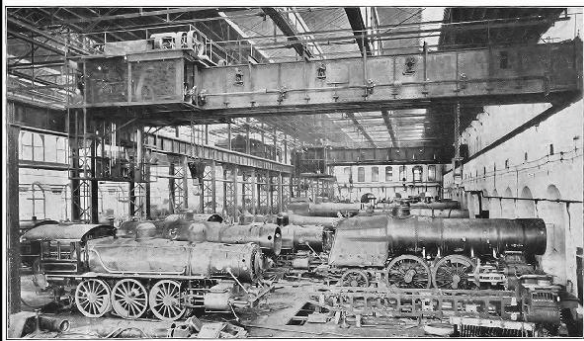
CENTER CITY DISTRICT

Baldwin Locomotives



CENTER CITY DISTRICT

Largest railroad train manufacturer in U.S.



CENTER CITY DISTRICT

Dominated North Broad: Callowhill to Spring Garden



CENTER CITY DISTRICT

Stretching west to 19<sup>th</sup> Street



CENTER CITY DISTRICT

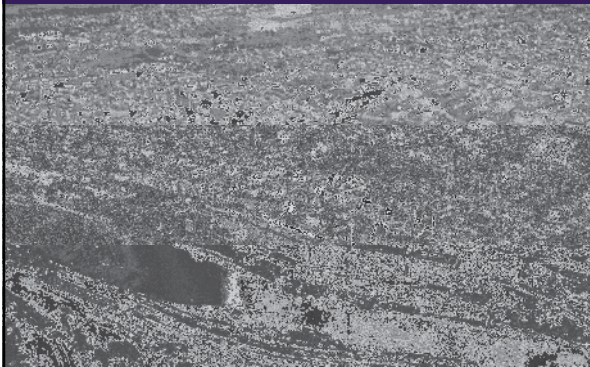
Many small shops across all older neighborhoods;  
1906: 8,000 manufacturing plants  
Unlike Pittsburgh & Detroit not a one-industry town  
Highly diversified: Disston Saw Works; Garment industry



CENTER CITY DISTRICT



**Milltowns: Manayunk: 1926**



 CENTER CITY DISTRICT

**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**

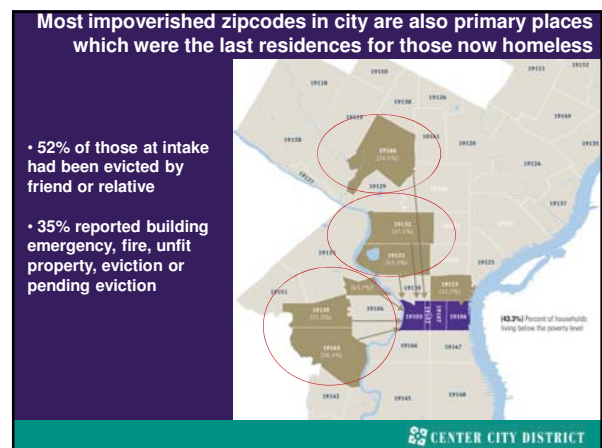
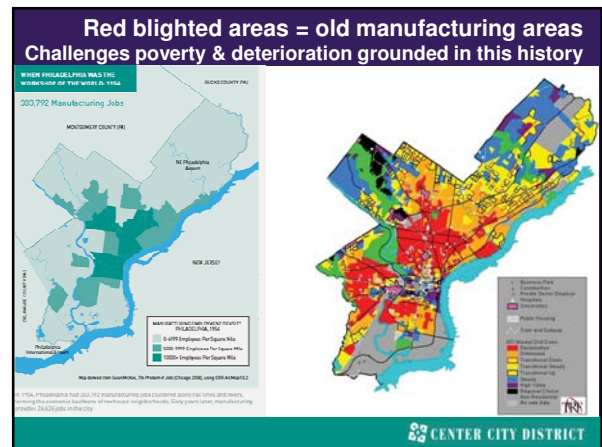
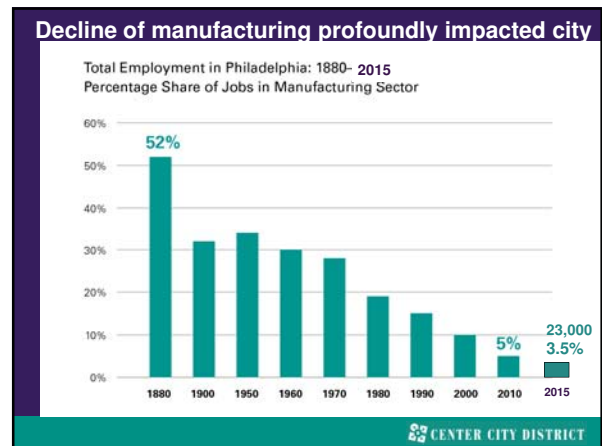
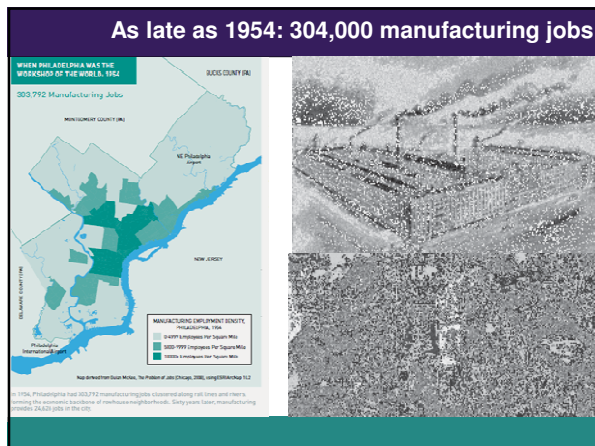


 CENTER CITY DISTRICT

**Labor intensive, unskilled jobs**



 CENTER CITY DISTRICT





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



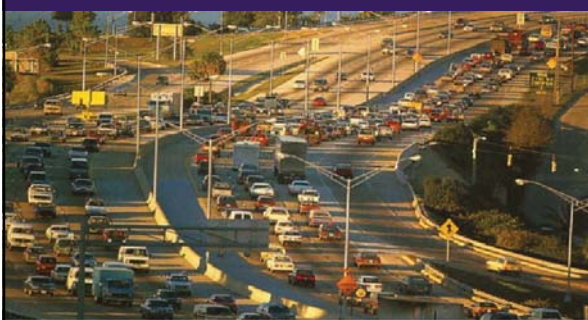
CENTER CITY DISTRICT

Federal policies that gave priority to the car



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Fueled a lot of highways facilitated decentralization & sprawl



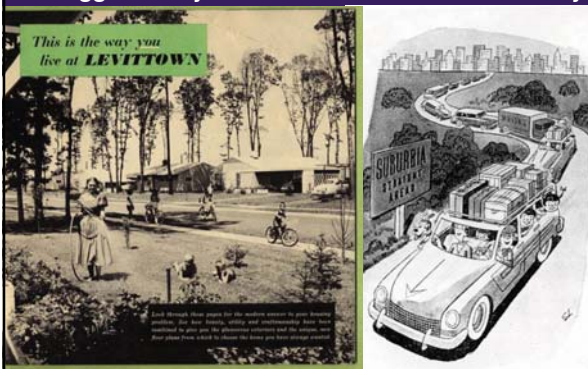
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Post WW 2: mass production of housing: Levittown



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Aggressively marketed as alternative to the city



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CENTER CITY DISTRICT

**Significant new supply: Levittown**



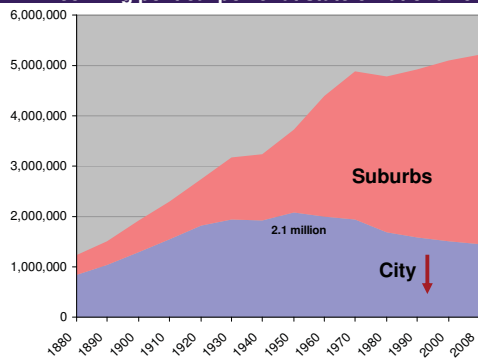
CENTER CITY DISTRICT

**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**



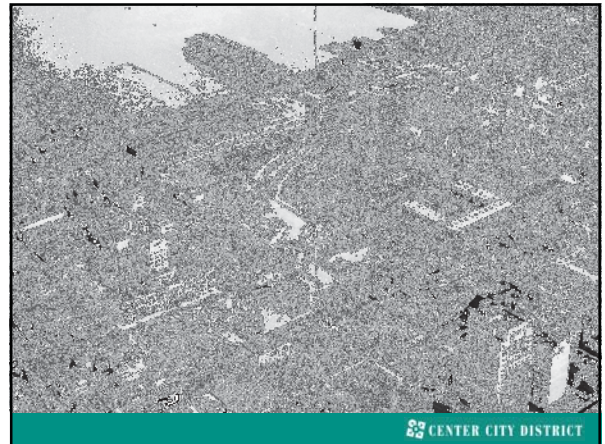
CENTER CITY DISTRICT

**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



CENTER CITY DISTRICT

Genesis of Dilworth Park

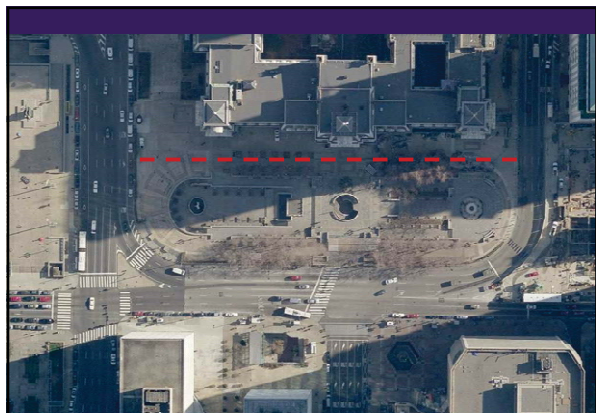


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Geography annexed to create Dilworth Plaza



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CENTER CITY DISTRICT

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**



CENTER CITY DISTRICT

**Transformed into major medical & education center**

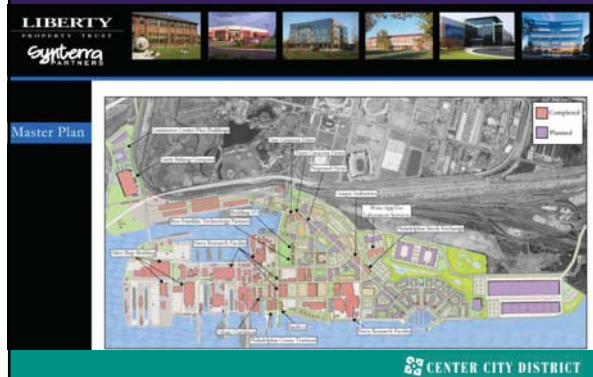


CENTER CITY DISTRICT

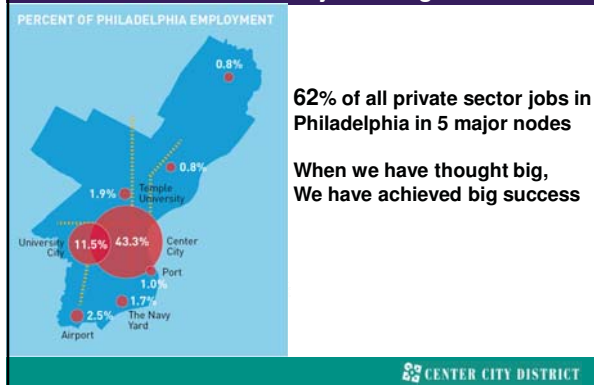
## Temple University: educational & medical campuses



## The emerging employment center at the Navy Yard



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



## 1960s renewal laid groundwork for our contemporary office district



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



## Renewal facilitated growth of research & health care





### Global center for education

**CENTER CITY DISTRICT**

### 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

**CENTER CITY DISTRICT**

### 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
- 751-1000
- 1001-2500
- 2501-5000
- 5001-10000
- 10000+

**CENTER CITY DISTRICT**

### Maintained careful balance of small & large scale

**CENTER CITY DISTRICT**

### Integrating old & new

**CENTER CITY DISTRICT**

### 1990: A degraded public environment:

Cities loss of market-share = Declining resources for cities

**CENTER CITY DISTRICT**

Substantial ground & upper floor vacancy



Neglected facades, solid security gates



9 to 5 downtown; empty streets at night



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



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




1991: Focus on the basics – comprehensive cleaning






### Public safety Community Service Representatives



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

 CENTER CITY DISTRICT

### Unique partnership: Daily combined roll-call



 CENTER CITY DISTRICT


### Substantial long-term trend: 1991-2016




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

 CENTER CITY DISTRICT

### 83% feel safe “most of the time” or “always” Homelessness & Aggressive panhandling concern




#### PERCEPTION OF SAFETY IN CENTER CITY


Percentage	Feeling
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, Sector City Report

 CENTER CITY DISTRICT

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



 CENTER CITY DISTRICT

### 1990: Early 20<sup>th</sup> 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



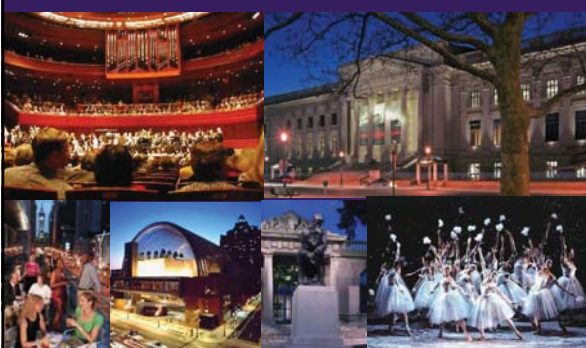
CENTER CITY DISTRICT

### 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

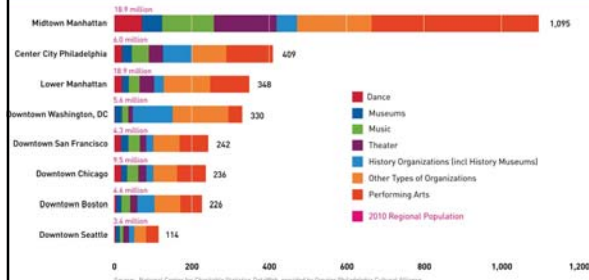


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## 2nd nationally behind only Manhattan Number of downtown arts & cultural institutions

DOWNTOWN ARTS & CULTURAL ORGANIZATIONS, 2013



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## Public investment: hospitality Pennsylvania Convention Center: 1993



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## Converted the Reading train shed



CENTER CITY DISTRICT

## Gateway to Pennsylvania Convention Center



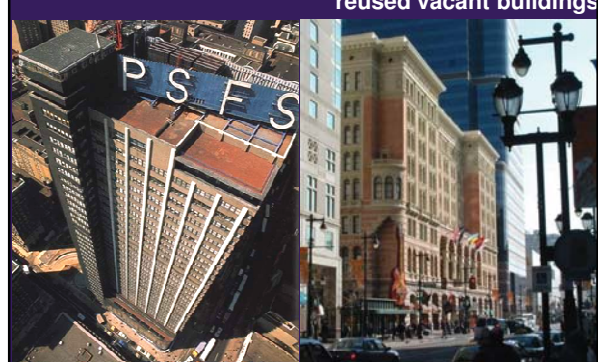
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## Connected new 400,000 sf new facility



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## Prompted private investment in new hotels: reused vacant buildings



CENTER CITY DISTRICT

Nearly all within 15 minute walk



2001: New Independence Visitors Center



2003: New home for Liberty Bell



New Constitution Center  
Diversifying the hospitality industry



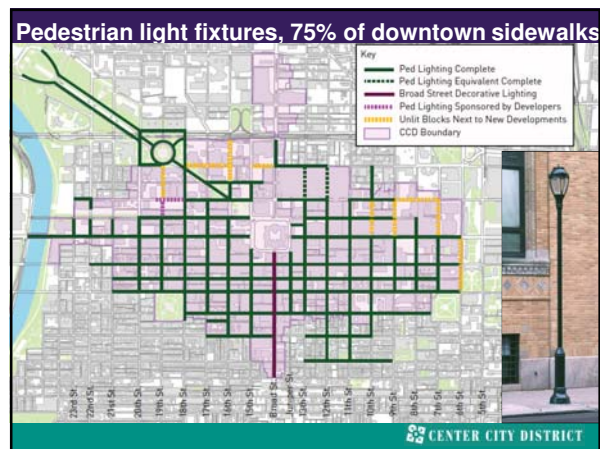
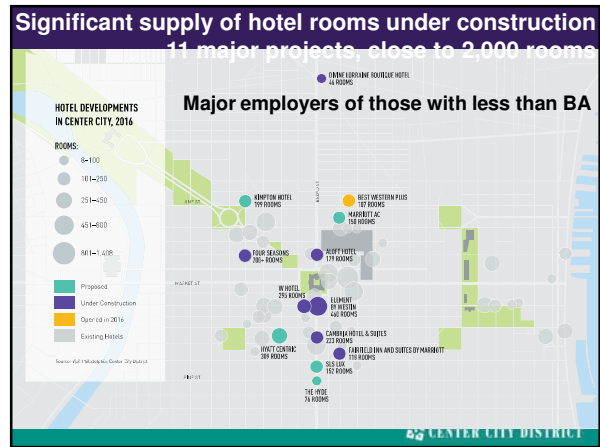
National Museum of American Jewish History



President's House







### Support the evening economy



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### Building façade lighting: animate the city



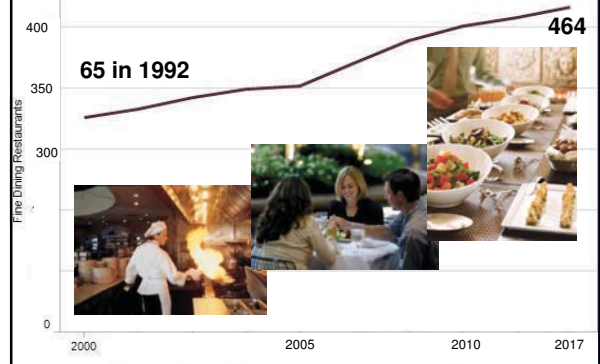
CENTER CITY DISTRICT

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



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### Continuous growth in fine dining restaurants



CENTER CITY DISTRICT

### Largest retail promotion: 2 x year: Restaurant Week

**RESTAURANT WEEK**  
DINE IN HIGH DEF  
JANUARY 17-22 • 24-29

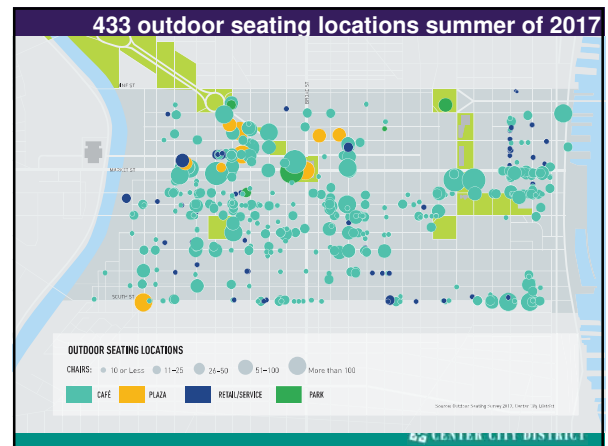
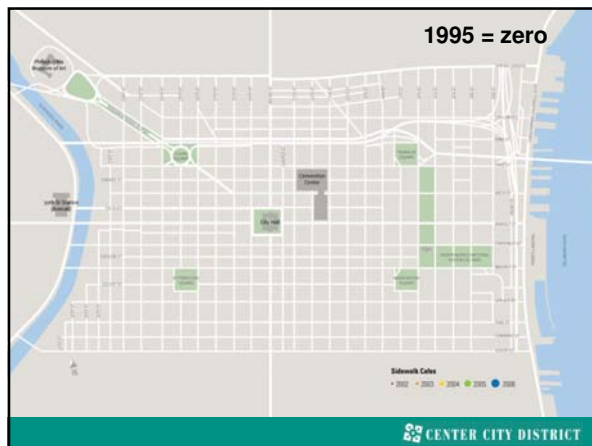
**RESTAURANT WEEK**  
SEPTEMBER 10-19  
3 COURSES • \$20 LUNCH • \$35 DINNER  
@PHILARESTWEEK

CENTER CITY DISTRICT

### Flourishing of sidewalk cafes







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

**CENTER CITY DEVELOPMENT**  
**TURNING ON THE LIGHTS UPSTAIRS**  
 A report by the Center City Development Corporation, prepared by the Urban Research Institute, Inc., and the Urban Research Institute, Inc., dated 1996.

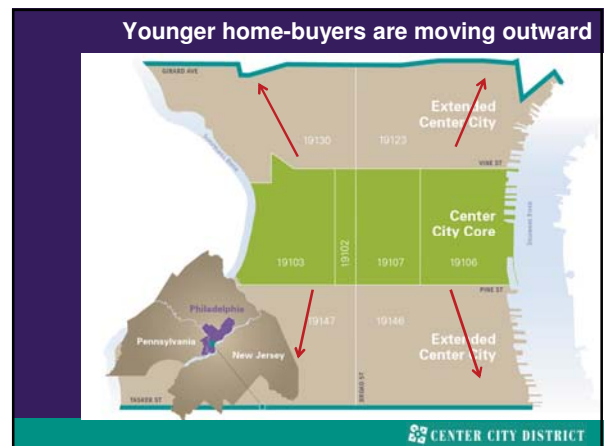
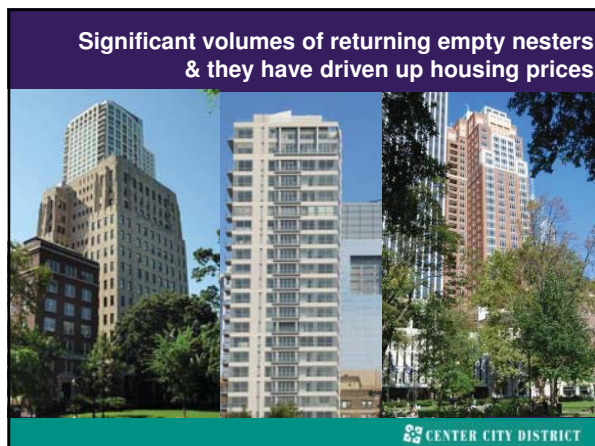
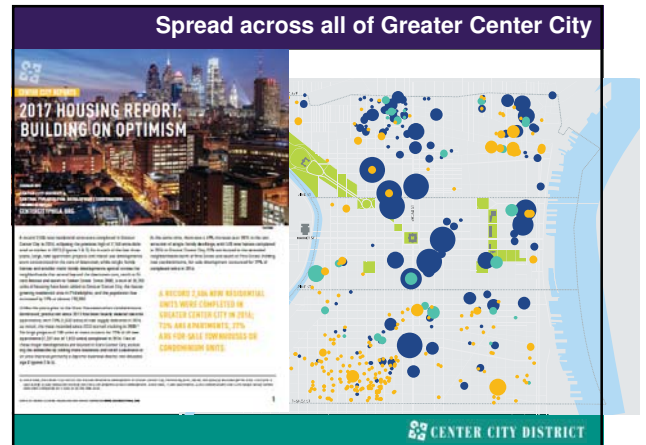
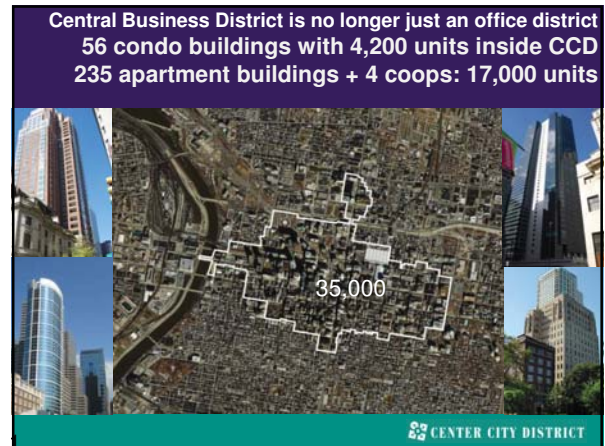
- Retained architect & developer to evaluate buildings
- Survey to determine best buildings; floor layout, window size & exposure
- Detailed economic analysis of 10 buildings: evaluation for code compliance, cost-estimate, pro-formas.

**CENTER CITY DISTRICT**

**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

**CENTER CITY DISTRICT**





Queen Village



Northern Liberties



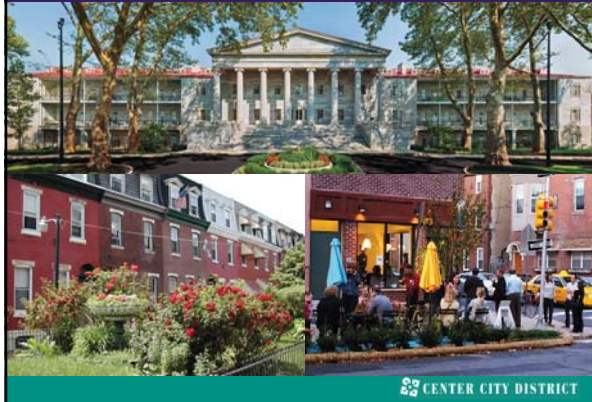
Fairmount



Passyunk Avenue

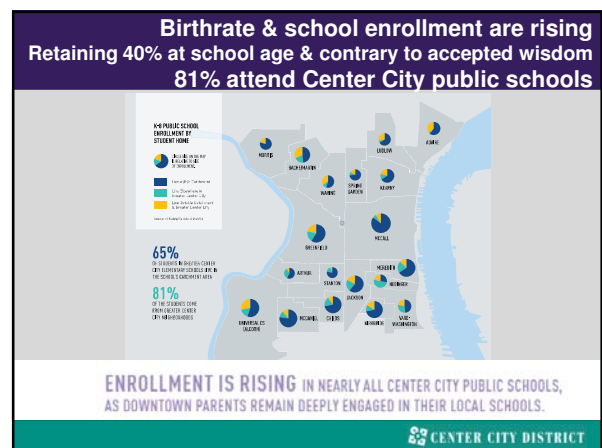
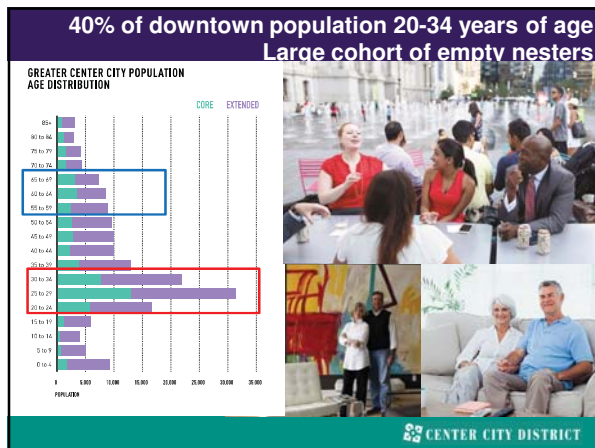


Southwest Center City



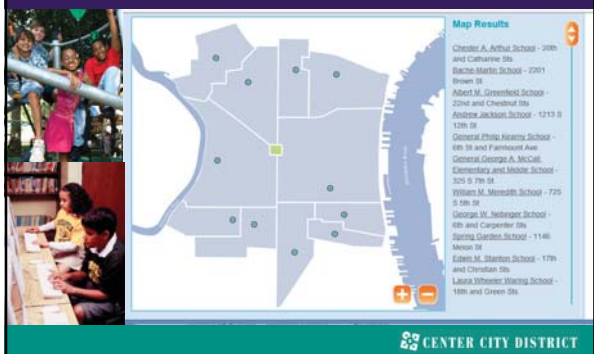
Greater Center City: Girard Avenue to Tasker St



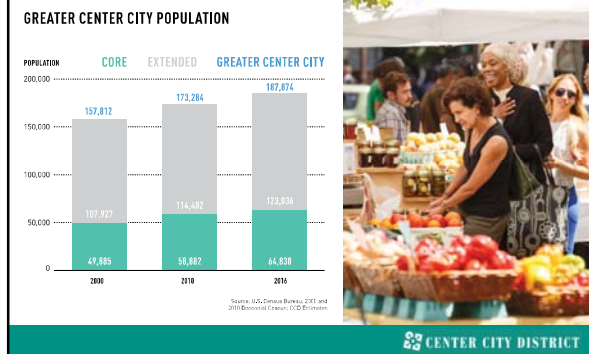




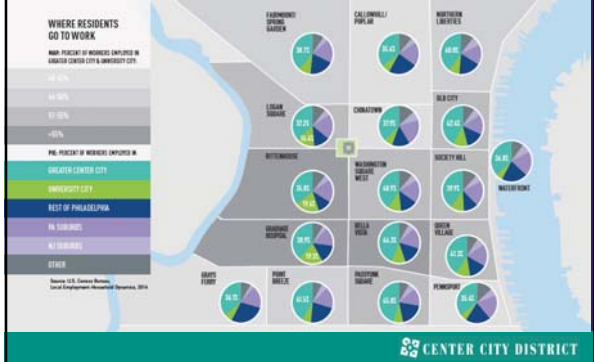
## Stable funding for schools essential part of retention Strong parent involvement in Center City schools



## 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



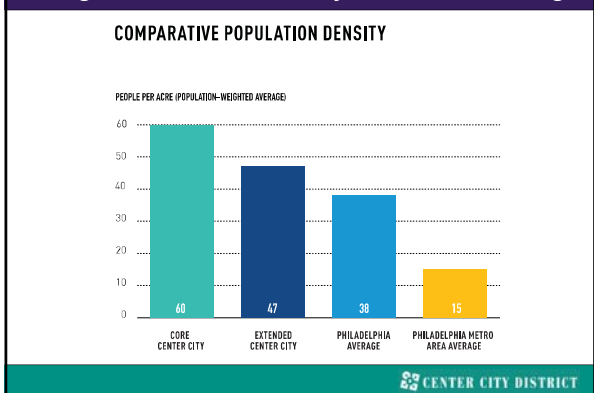
## Growing national trend favoring live-work settings 42% of employed CC residents work downtown; another 12% commute to University City.



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

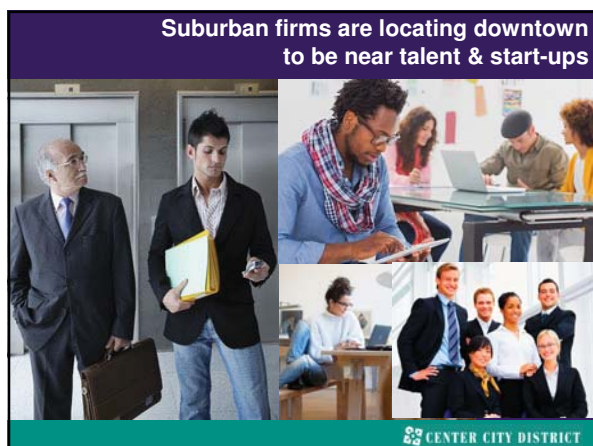
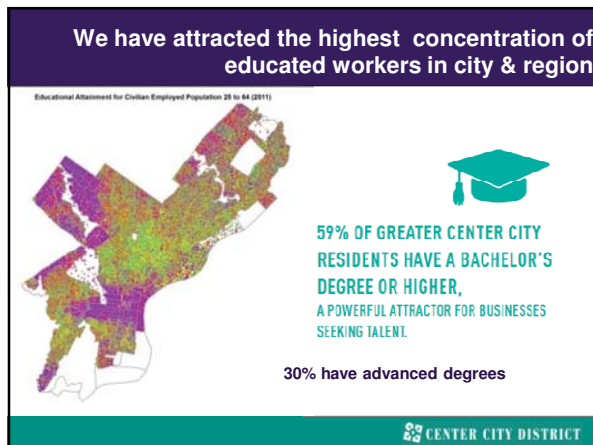
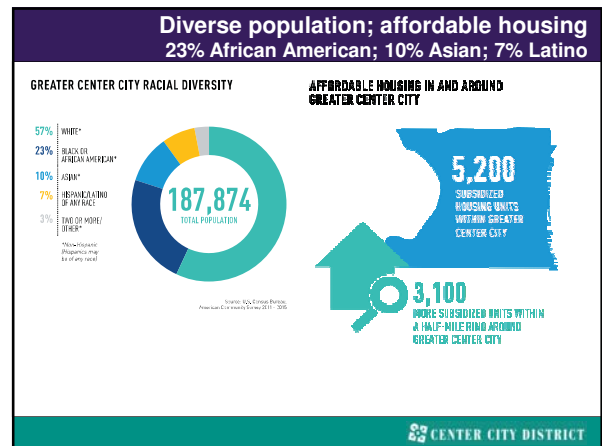
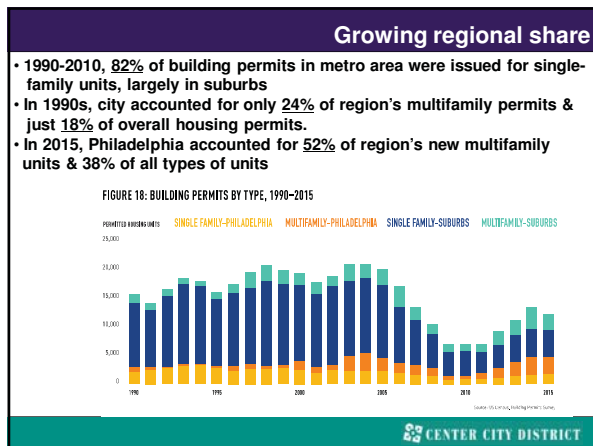


## Living at 10 times the density of suburban averages



## Helping drive restaurants, retail & sidewalk vitality







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



CENTER CITY DISTRICT

Started with neglected empty space



CENTER CITY DISTRICT

Create a thriving gateway to the Parkway



CENTER CITY DISTRICT

Collins Park, 1700 block Chestnut Street



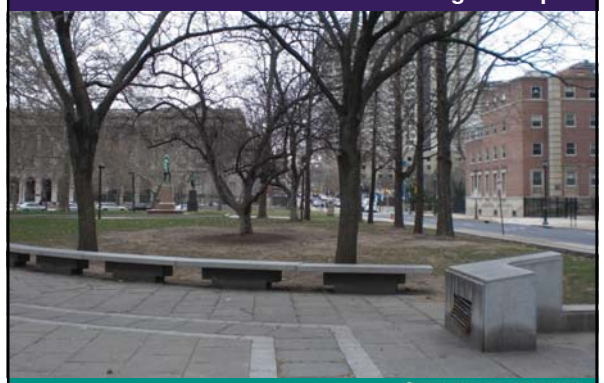
CENTER CITY DISTRICT

2012: Sister Cities Park



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Took a barren and forgotten space



CENTER CITY DISTRICT



Created a place for families with children



Attractive for all ages: amenity for office workers



Completed \$60 million renovation in September 2014



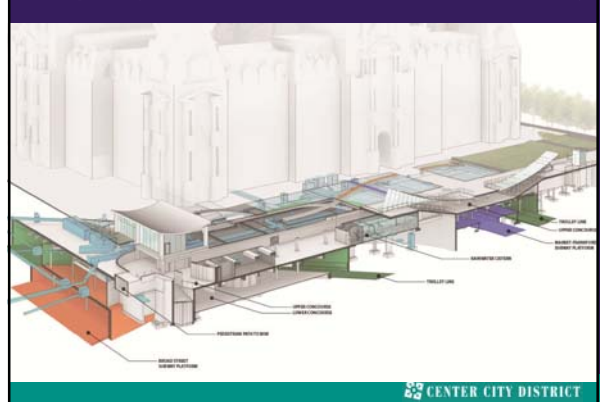
1970's barren plaza



Pedestrian obstacles, walls & changes in elevation



Completely reconstructed two levels + accessibility





Walk directly in from the street



Goal: Create first-class gateway to transit



Programmed with events



Extensive landscaping



Steadily adding more green to the park



Attractive water feature





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



CENTER CITY DISTRICT

Lawn on southern end



CENTER CITY DISTRICT

Program movies & bocce



CENTER CITY DISTRICT



Added garden maze on lawn for 2016-2017



November 10<sup>th</sup> 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



Working on our own version of the High Line



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



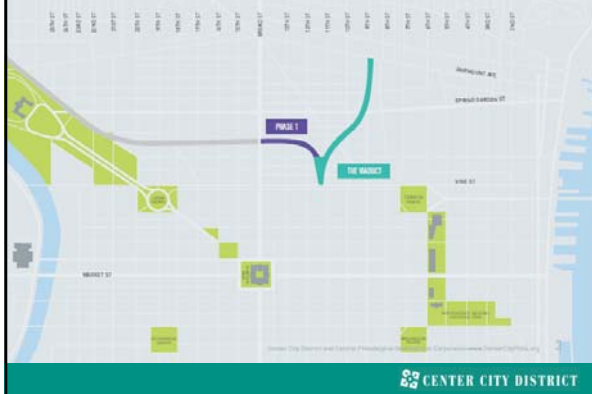
Located just north of central business district



Expanding Callowhill & Chinatown neighborhoods



Three different components of the rail line



October 31<sup>st</sup>: Broke ground with Mayor & Governor





Construction is well underway on Phase 1



Renovated bridges, poured new concrete slab



Water proofing, sealing and painting



Planting trees



Installing benches and in the background...



Industrial style porch swings



Phase 1 = \$10.3 million project



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Completed in early 2018: actively fundraising



CENTER CITY DISTRICT

Goal: a new thriving mixed-use neighborhood



CENTER CITY DISTRICT

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

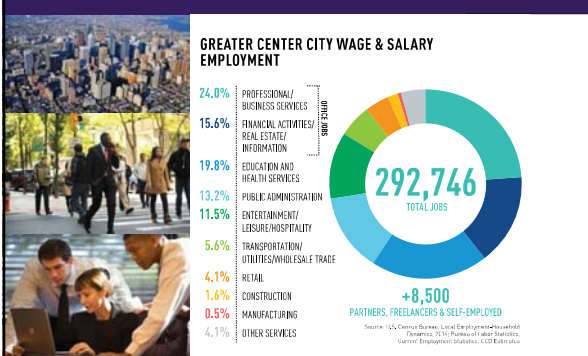


THE BIG PICTURE

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

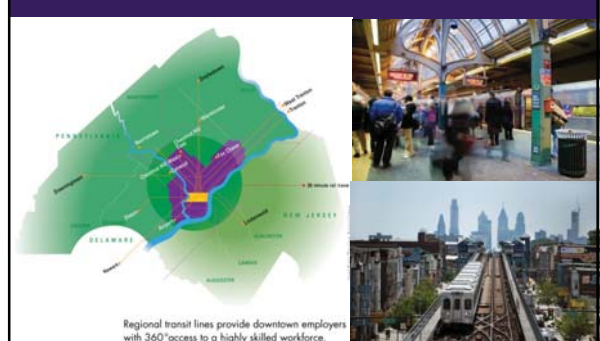
CENTER CITY DISTRICT

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



CENTER CITY DISTRICT

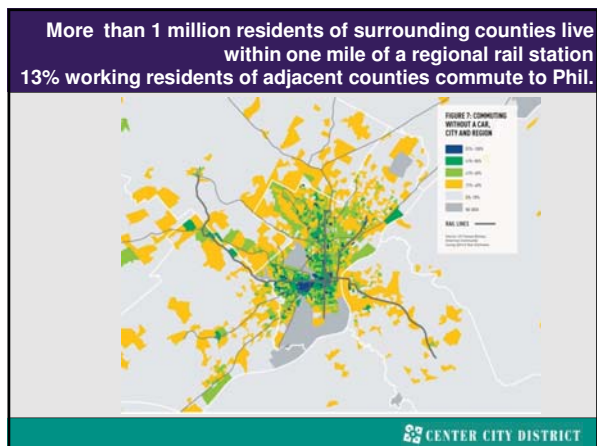
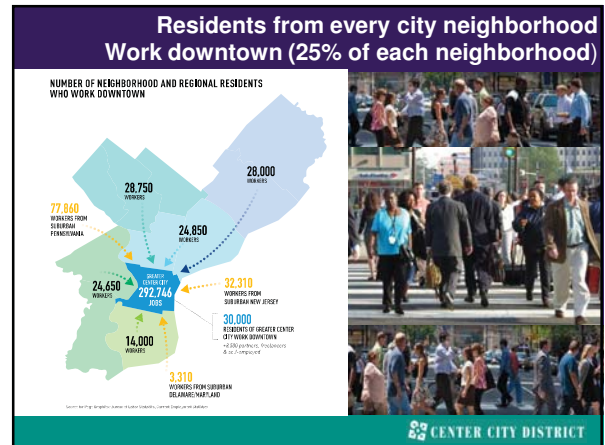
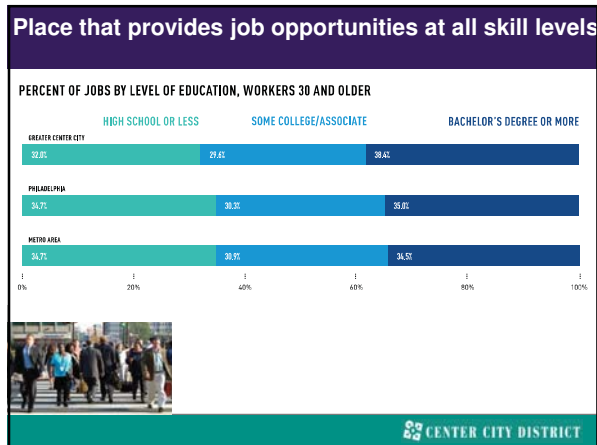
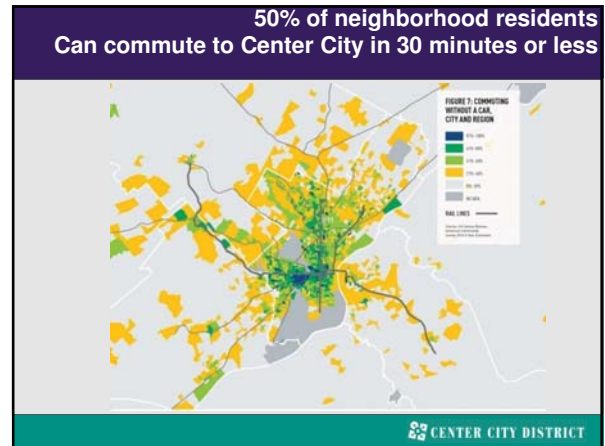
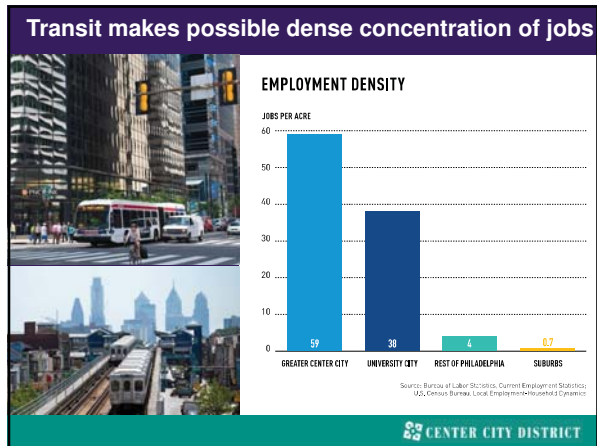
Well-served by a regional transit system brings 310,000 riders/day into downtown

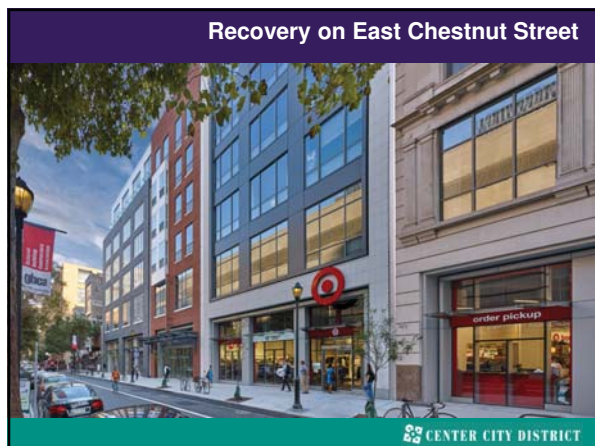
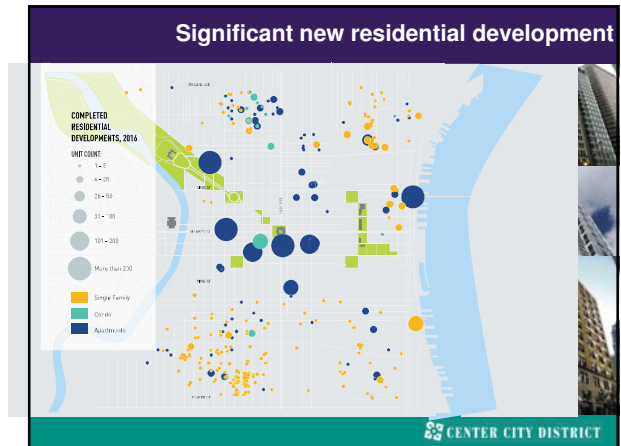


Regional transit lines provide downtown employers with 360° access to a highly skilled workforce

CENTER CITY DISTRICT









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



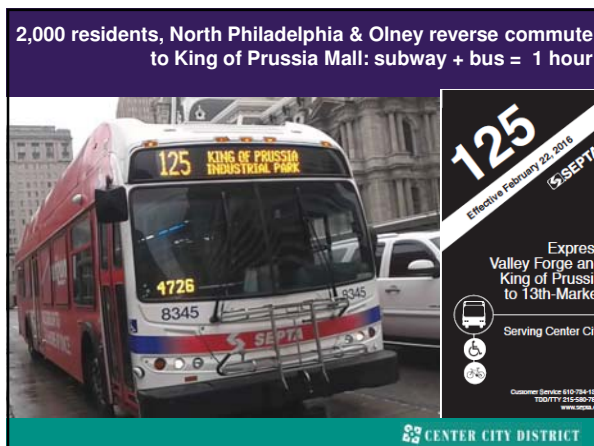
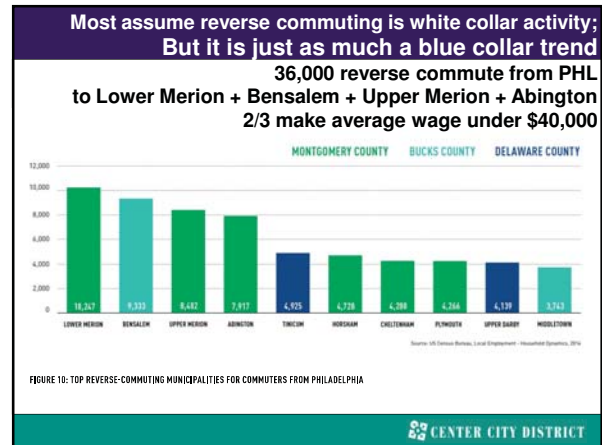
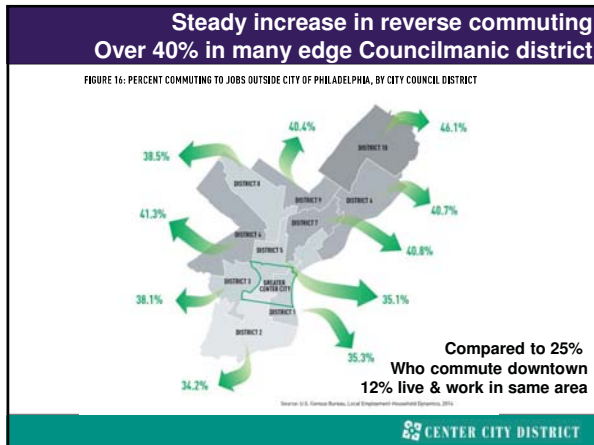
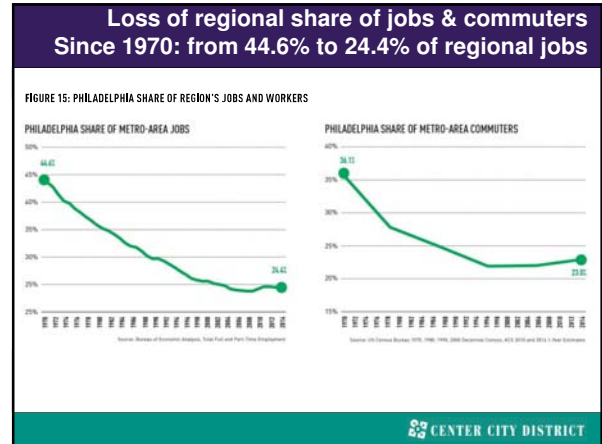
Including Aramark's new corporate headquarters



Setting for 53% of all jobs in the city





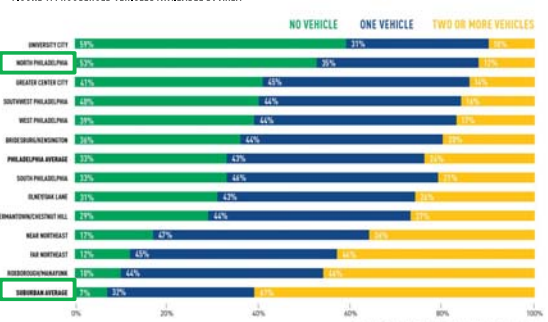


Retail jobs pay \$25,000 per year;  
Upper Merion doesn't have housing available for that income  
Township imports 95% of its workforce each day  
15% commute from Philadelphia



CENTER CITY DISTRICT

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



CENTER CITY DISTRICT

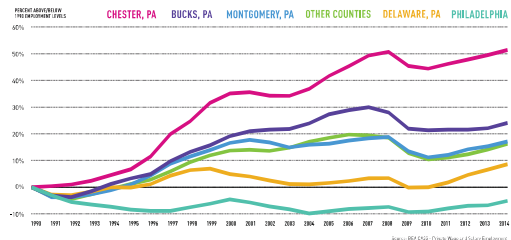
Little difference between level of education required by jobs  
In Center City, Philadelphia & surrounding region  
There are simply more jobs in the suburbs

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



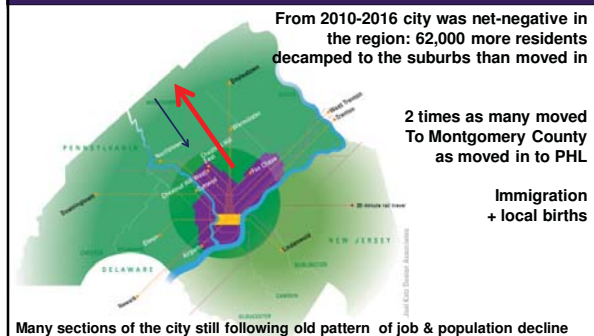
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Since 1990 strong suburban job growth  
Philadelphia still 5.1% below 1990 job levels  
There are simply more jobs in the suburbs



Reverse commuting correlates closely with  
residential movement out of the city

From 2010-2016 city was net-negative in  
the region: 62,000 more residents  
decamped to the suburbs than moved in



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Two major challenges

- (1) Poverty
- (2) Educational attainment

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## 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%

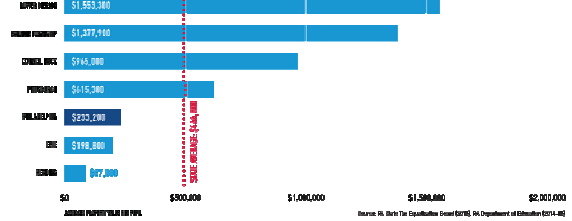
SOURCE: U.S. Census Bureau, 2016 American Community Survey

Staff Graphic

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

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

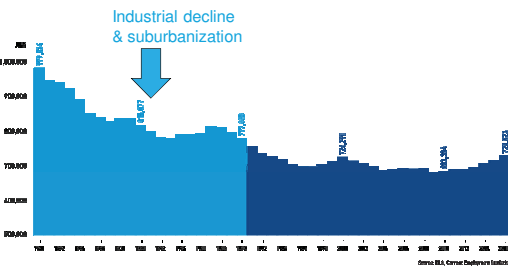


Source: N.Y. State Tax Department, School Tax (2014-15)

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

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

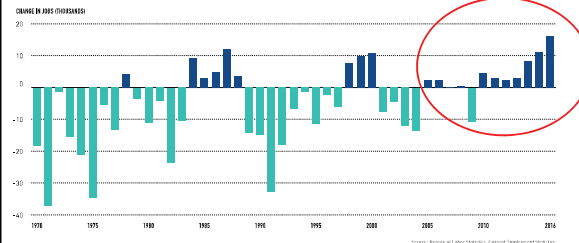


Source: BLS, Current Employment Statistics

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## 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

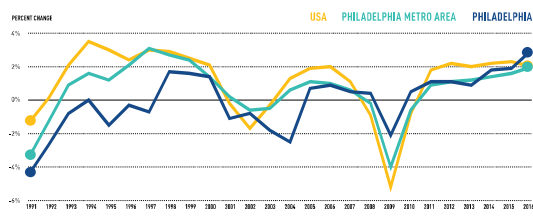


Source: Bureau of Labor Statistics, Current Employment Statistics

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

PRIVATE WAGE & SALARY PERCENT CHANGE, 1991-2016



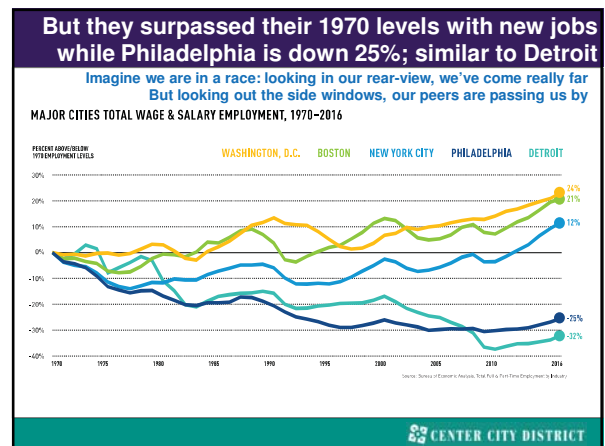
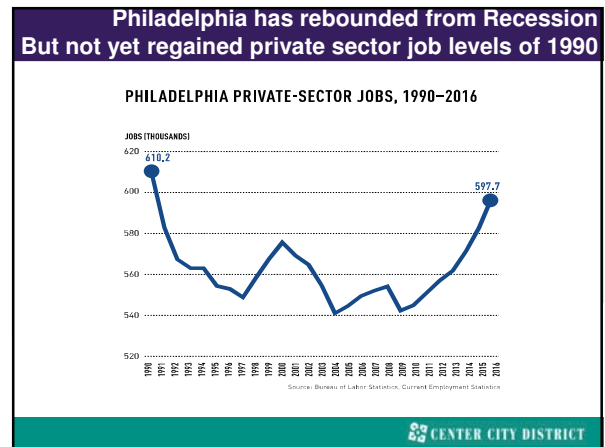
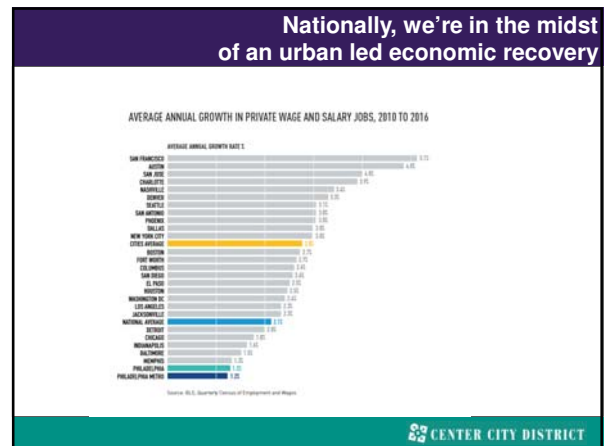
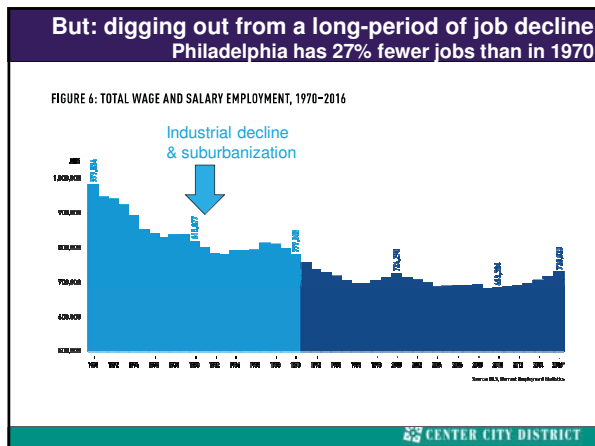
Source: Bureau of Labor Statistics, Current Employment Statistics

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## Lots of reasons for optimism



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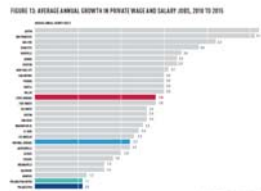


## Challenge of Incomplete Revival



**PHILADELPHIA: AN INCOMPLETE REVIVAL**  
CENTER CITY DISTRICT  
2015

PHILADELPHIA'S RECENT economic resurgence has been remarkable, but it is incomplete. While the city's economy has grown, the recovery has been uneven. The city's job market has improved, but wages have not kept pace with the national average. The city's housing market has seen a surge in new construction, but the existing stock is aging and in need of repair. The city's infrastructure is outdated and in need of investment. The city's education system is struggling to meet the needs of a diverse population. The city's health care system is facing challenges from aging residents and a changing workforce. The city's environment is being threatened by climate change and urban sprawl. The city's social services are stretched thin, and the city's safety is a concern. The city's future is uncertain, and the city's leaders are facing a difficult choice: to continue on the current path or to make bold changes to ensure a sustainable and equitable future for all.

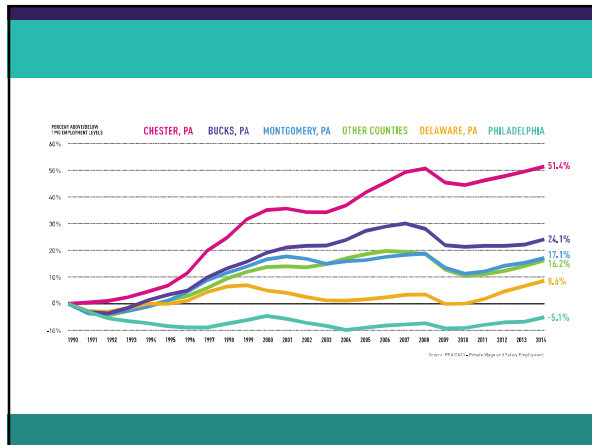


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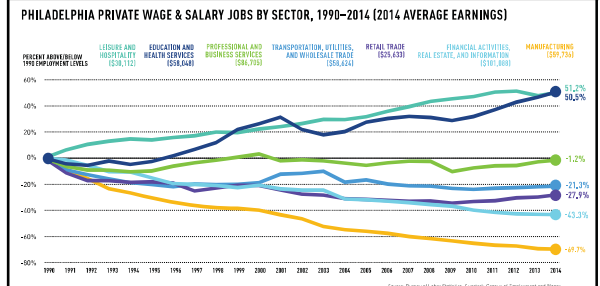
## The renewal of Center City & University City not big enough to offset citywide industrial decline



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## Uneven job growth: Eds & Meds + 50.5% citywide since 1990 Lower wage leisure & hospitality + 51.2%. But office industries down 23% in the last 25 years



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## Office jobs: highest wage; most diverse, most dense



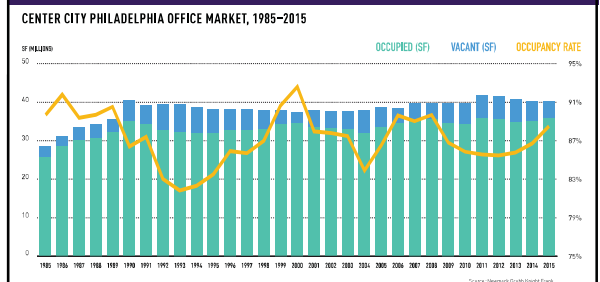
**Job growth strengthens the demand for construction jobs, retail services and hotel rooms.**

Every 500,000 square feet of occupied office space:

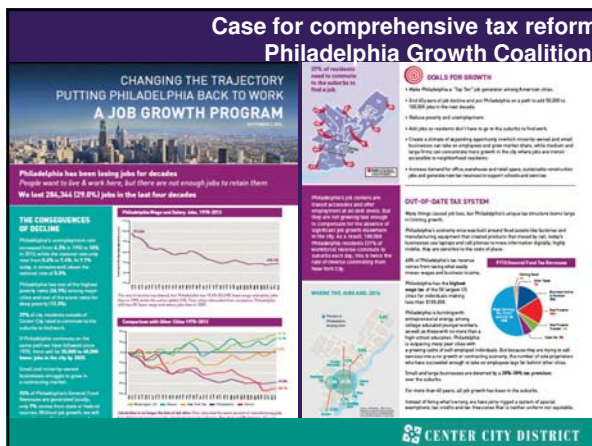
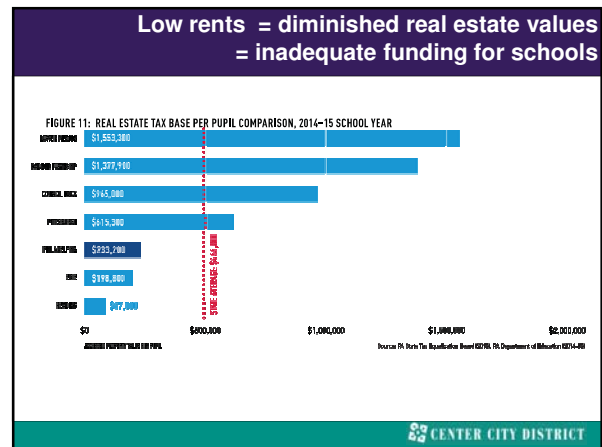
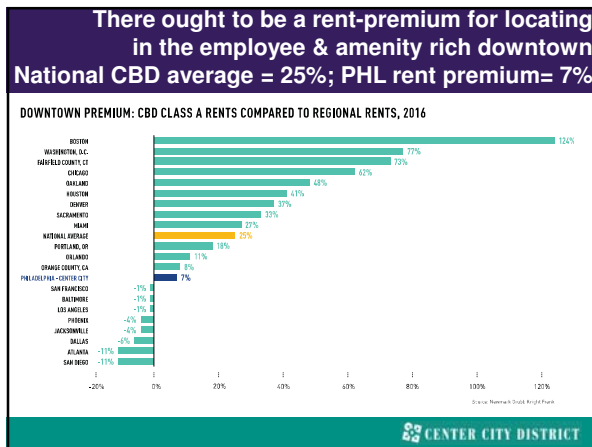
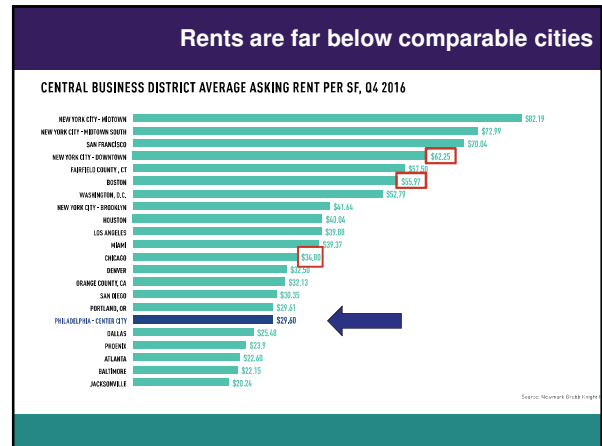
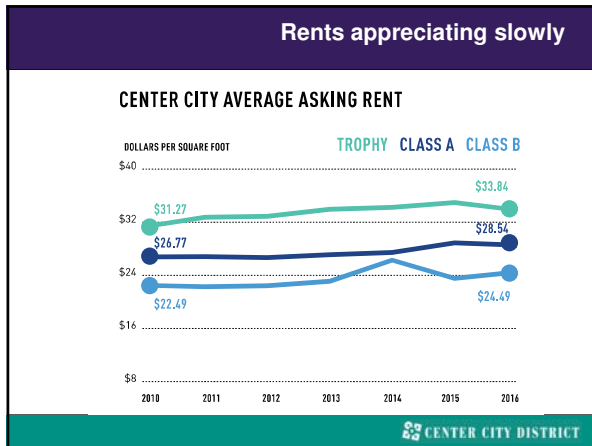
- Provides 3,333 office jobs, 5 building engineering, 18 cleaning and 12 security positions.
- Supports 11,000 hotel rooms filled with business travelers
- Generates \$2.8 million in retail demand
- Adds 2,333 riders to SEPTA

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## Occupied office supply is identical to 1990; New supply offset by conversions to housing



Source: National Grid Lease Track





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



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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	3.75
AUSTIN	3.25
SAN JOSE	3.00
DENVER	2.75
PORTLAND	2.75
SEATTLE	2.75
SAN ANTONIO	2.75
PHOENIX	2.75
DALLAS	2.75
NEW YORK CITY	2.75
CITY'S AVERAGE	2.75
PHILADELPHIA	1.30

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

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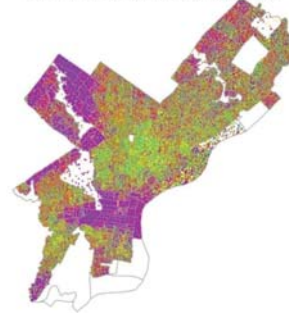
With more competitive tax policies  
Well-positioned for inclusive growth



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

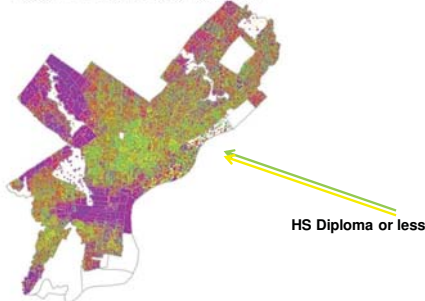
Educational Attainment for Civilian Employed Population 25 to 64 (2011)



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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)

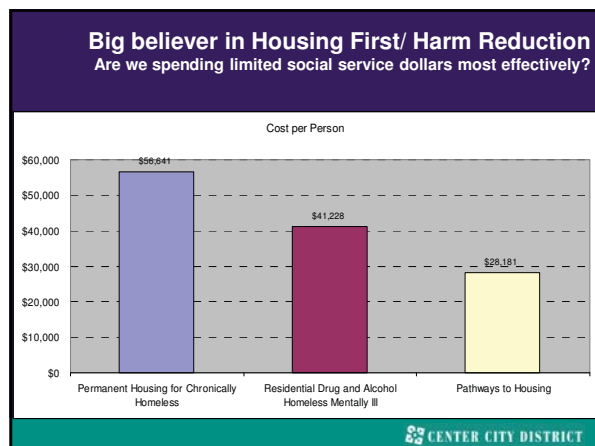


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In dealing with homelessness & addiction



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### Very interested in efforts that combine social service & criminal justice programs

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### Take quality of life crimes seriously

Restorative justice & alternatives to incarceration

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### Building capacity of 27,000 self-employed workers

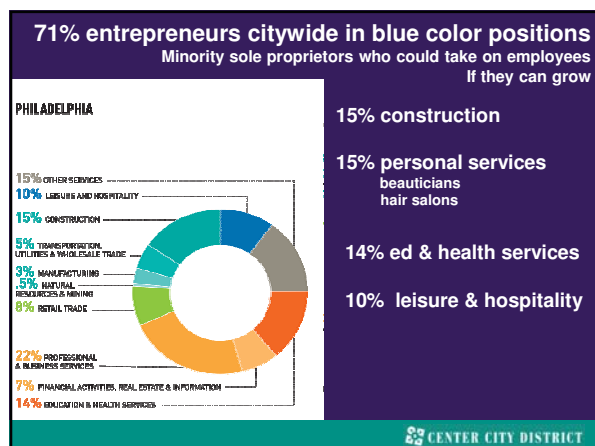
5% of total workforce in Philadelphia neighborhoods

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%	\$16,382	\$53,134
NOT INCORPORATED	23,543	46	39%	\$20,151	\$37,840
INCORPORATED	11,266	47	56%	\$41,030	\$84,719

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

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### We have a highly successful, walkable downtown

With a diversity of uses

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



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



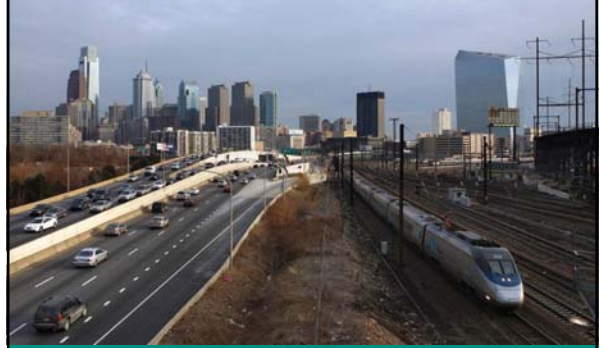
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Multiple initiatives investing in innovation



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Well-linked to the region with highway & rail



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Well-positioned for inclusive growth  
& creating opportunity for the entire city & region  
[www.centercityphila.org](http://www.centercityphila.org)



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