

CITYWIDE VISION

PHILADELPHIA
2035



City of
Philadelphia
MAYOR MICHAEL A. NUTTER
LIFE • LIBERTY • AND YOU™

Philadelphia2035 is our blueprint for a 21st-century city that THRIVES with new growth and opportunities, CONNECTs to the region and the world, and RENEWs its valued resources for future generations.



June 2011

The future begins now.

Through two phases of work—the *Citywide Vision* and 18 *District Plans*—Philadelphia2035 builds on our city’s recent achievements and long-established assets to guide physical development for the next 25 years and beyond.

Philadelphia today is a desirable, vibrant place with an authentic urban form. Our well-designed grid of small streets has unmatched charm and function; Philadelphia is consistently ranked as one of the nation’s most walkable cities. After decades of population loss, Philadelphia’s numbers are once again on the rise. Our central location in the Northeast Megaregion is within a 200-mile radius of more than 46 million people. Philadelphia is the economic engine of the eighth-largest regional economy in the world, and diverse economic sectors give Philadelphia strength across many markets. No other city can claim Philadelphia’s legacy of transformative U.S. history. Fairmount Park makes Philadelphia eminently livable; it is the largest municipal park system in the eastern United States. The city remains affordable for residents by providing a range of housing choices that accommodates virtually all income levels. An updated zoning and development process—transformative in its own right—will help to implement Philadelphia2035 in a fair, predictable, and transparent way.



CITY OF PHILADELPHIA

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MICHAEL A. NUTTER
Mayor

June 2, 2011

I am very pleased to present the Citywide Vision document for *Philadelphia2035*.

Prepared by the City Planning Commission, this document sets the stage for a multi-year, comprehensive planning process in Philadelphia by presenting a bold, aspirational vision for the development of the City over the next 25 years. This vision is built upon Philadelphia's three key strengths: a strong metropolitan center well-positioned for global competition, the preservation and enhancement of the City's diverse and authentic neighborhoods, and the renewal and transformation of its industrial legacy areas.

The Citywide Vision is a collaborative effort by municipal government, the citizens of Philadelphia, the business community, and numerous other stakeholders in the City's future. Its purpose is to guide public and private-sector efforts to realize the City's development potential.

Philadelphia2035 envisions a city with an expanded transportation network that better connects home and workplace; ensures convenient access to sources of healthy food; supports the productive reuse of vacant land; and provides modern municipal facilities that serve as the anchors of strong neighborhoods.

The Citywide Vision lays out a series of plan elements under three forward-looking themes entitled THRIVE, CONNECT, and RENEW. Each plan element contains overarching goals and measurable objectives, with dozens of strategies for achieving them over a 25-year period. The recommendations in this document are geared toward citywide implementation, but will be further developed and locally-tailored in 18 subsequent District Plans to be completed over the next five years.

Philadelphia2035 builds upon the recent successes of *Greenworks Philadelphia* by the Mayor's Office of Sustainability, the Philadelphia Water Department's *Green City, Clean Waters* plan, the Department of Parks and Recreation's *Green2015* plan for new public open space, and the proposals of the Zoning Code Commission. Combined with other City initiatives, *Philadelphia2035* will guide the City toward a future of economic and environmental sustainability, an enhanced quality-of-life, and a seamless connection to the region and the world.

I hope that you will be excited and inspired by *Philadelphia2035*, and will join us in implementing its recommendations.

Sincerely,

A handwritten signature in blue ink, appearing to read "Michael A. Nutter".

Michael A. Nutter
Mayor

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Citywide Vision +
District Plans

- 1 Update on a 5-year cycle
- 2 Vision informs District Plans
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Phase 1:
Citywide Vision



Phase 2:
18 District Plans



INTRODUCTION

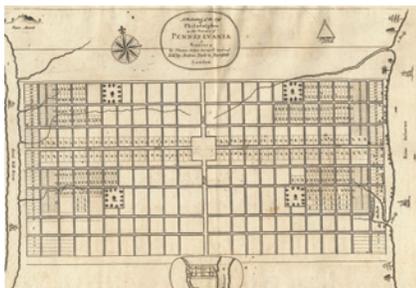
> Access and Resources Shaped Philadelphia's Growth

From the time of its founding in the late 17th century, Philadelphia has been shaped by thoughtful planning to make the most of its location, urban form, and access to resources.

As the heart of a new nation, Philadelphia's port on the Delaware River was a center of commerce. In the early 19th century, the port was augmented by railroads that fed Philadelphia with raw materials for manufacture and distribution making it, for a time, the "Workshop of the World." In the mid-20th century the construction of interstate highways and a new airport increased the flow of goods and access to and from the city. By this time a rich transit network, including high-speed subways and elevated trains, commuter rail, buses, and trolleys was in place. >

Street Grid

1681 - **Penn's Plan** - Based upon ancient principles of city design, long straight streets run east-west and north-south forming an efficient grid within which housing, commerce, and open space are all accommodated and balanced, William Penn's city plan continues to promote sustainable, urban growth.



Philadelphia 1840



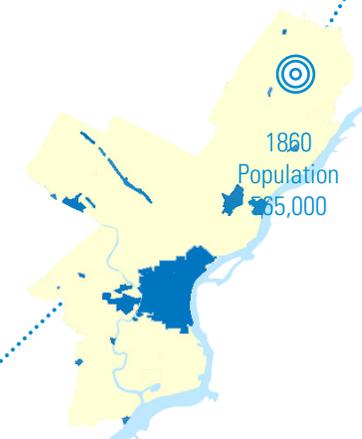
Waterworks 1812

Waterfronts

The Delaware and Schuylkill Rivers have served Philadelphia as important economic and natural resources. The rivers established the trade and manufacturing economies of early Philadelphia. Goods from the Philadelphia area, and from around the globe, were transported via the city's piers, wharfs, and canals. The Schuylkill served as the source of drinking water for the growing city.

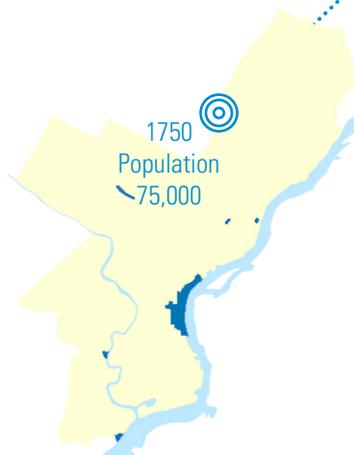


Broad Street Station

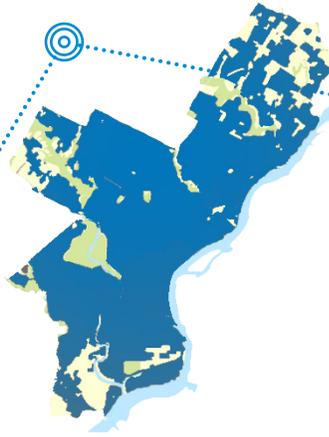


Rail

Railroads built in the mid-1800's propelled Philadelphia's economic growth and population during the 19th century. Freight rail brought coal, iron and other goods from the interior of the country for distribution at Philadelphia's seaports and to feed the city's factories. In the 20th century, rail served the critical purpose of transporting people. Subways, elevated lines, and regional rail connected neighborhoods and central Philadelphia to expanded development in the city and surrounding suburbs.



1950
Population
2,000,000



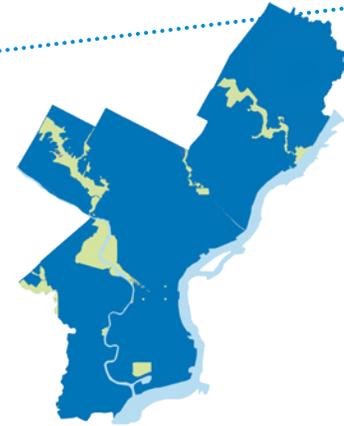
2010
Population
1,530,000



Ben Franklin Bridge

2035

1,630,000



Industry in Philadelphia

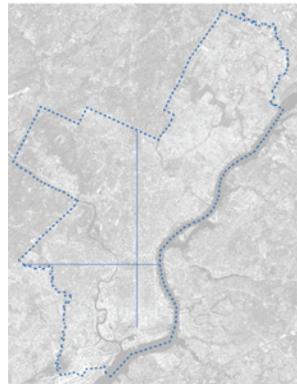
Highways

By the mid-20th century the highway system supplanted rivers and railroads as the most important mode of transportation to, from and within the city. Construction of interstates and the Roosevelt Boulevard helped spur population growth in Northeast Philadelphia and surrounding suburbs. The placement of I-95 along the Delaware River physically separated the city from this expansive waterfront.

> Philadelphia's population peaked by the early 1950's. As in many cities of the Northeast, a decades-long period of de-industrialization resulted in closed factories, population loss, vacant land, and urban decay. Yet by 2010, reinvestment and economic diversification stabilized and reversed the decline of population. For the first time in 50 years the City experienced a population gain, albeit modest (0.6 percent), according to the U.S. Census Bureau. New developments reshaped the skyline and vitality returned to many neighborhoods.

Industry

Industry concentrated along the rivers and in large discrete tracts in south, southwest, and select northern portions of the city. Industrial output peaked in the 1950's. Decades of de-industrialization have left the city with acres of underutilized land along its waterfronts and transportation corridors, and in many 19th and early 20th-century neighborhoods.



City of Philadelphia 2000

Location

Philadelphia's geographic location has been an advantage since its inception. Initially, the city was positioned at the heart of the American colonies and served as the young nation's economic and political center. Now it sits at the center of the East Coast Megaregion, an economic super engine stretching from Virginia to Maine.

Today the city is the sum of its many assets – a strong metropolitan center, the engine of business/institutional/cultural output and employment; a fabric of diverse and authentic neighborhoods; and industrial-legacy areas ripe for a mix of new uses, all of which are supported by a dynamic foundation of transportation resources: highways, freight and passenger rail, public transit, seaports, and airports.

> Themes, Elements, Topics, and Goals

Philadelphia2035 is a multi-year, comprehensive planning process that begins with this Citywide Vision, follows through with 18 strategic District Plans, and leads to changes to Philadelphia's zoning map, among other important outputs. It is a collaboration between the citizens of Philadelphia and numerous other stakeholders, the City Planning Commission, and the Zoning Code Commission.

Philadelphia2035 is forward looking and aspirational. Its main purpose is to set forth a collective, well-conceived vision—and the means for achieving it—for improving the quality of life for the people who live, work, learn, and visit here.

The goals and recommendations of *Philadelphia2035* are organized as follows:

Three forward-looking themes and visions: THRIVE, CONNECT, and RENEW;

Nine plan elements with overarching goals;

Twenty-five topics with specific goals;

Seventy-three objectives to be measured against **15** benefits; and

Hundreds of strategies phased over **25** years.

> THRIVE

Philadelphians THRIVE in the center of a competitive metropolitan region.

In 2035, Philadelphia is a thriving metropolis. It is a city built on healthy neighborhoods and a diverse economy, offering opportunity to everyone. Cultural and institutional resources and new enterprises flourish, and land is used in suitable and vibrant ways.



Neighborhoods

Improve neighborhood livability

Neighborhood Centers: Promote strong and well-balanced neighborhood centers

Housing: Improve the quality and diversity of new and existing housing



Economic Development

Make Philadelphia more competitive in the metropolitan region

Metropolitan and Regional Centers: Support the growth of economic centers

Industrial Land: Target industrial lands for continued growth and development

Institutions: Grow Philadelphia's strong institutional job sectors

Cultural Economy: Develop tourism and the creative economy into leading economic sectors



Land Management

Capitalize on land assets

Vacant Land and Structures: Manage and reduce vacancy

Land Suitability: Protect sensitive lands from over development

Municipal Support Facilities: Manage all municipal support facilities efficiently

> CONNECT

Philadelphians CONNECT seamlessly to the region and the world.

In 2035, people, goods, and ideas move effortlessly between neighborhoods, the region, and the world, driving economic prosperity. Reliable and efficient transportation serve a population that is more energy conscious than ever before.



Transportation

Improve transportation safety, efficiency, and convenience

Transit: Increase the use of transit to reduce environmental impacts and travel time

Complete Streets: Balance use of roadways to ensure safe and efficient travel by all modes

Streets and Highways: Provide a safe and efficient road network that supports planned land uses

Airports, Seaports, and Freight Rail: Enhance the city and regional economy by reinforcing airports, seaports, and freight rail



Utilities

Adapt services to changing technology and consumption patterns

Consumption, Capacity, and Condition: Provide environmentally supportive, affordable, and reliable utility service to all customers

Broadband Infrastructure: Reinforce access to and use of broadband telecommunications infrastructure as a vital public utility.

> RENEW

Philadelphians RENEW valuable resources to sustain a bright future.

In 2035, Philadelphia preserves and renews its environmental and historic resources. The city showcases centuries of growth and change, treasured parks and rivers, valued culture and architecture, and clean air and water.



Open Space

Increase equitable access to our open space resources

Watershed Parks and Trails: Complete, expand, and connect watershed parks and trails in the city and the region

Waterfronts: Create improved access to our waterfronts

Neighborhood Parks and Recreation: Expand access to neighborhood parks and recreation



Environmental Resources

Fulfill obligations to meet ambitious federal environmental standards

Air Quality: Improve air quality within the city and the region

Water Quality: Improve the quality and management of our water and wetland resources

Tree Cover: Increase tree coverage equitably across the city



Historic Preservation

Preserve and reuse historic resources

Cultural, Historical, and Architectural Resources: Support sensitive development that preserves and enhances Philadelphia's multi-faceted past

Heritage Tourism: Expand tourism programs to highlight Philadelphia's cultural and historic heritage and to increase spending on heritage tourism



Public Realm

Achieve excellence in the design and quality of the built environment

Development Patterns: Enhance and improve the walkable form with buildings and spaces that have appropriately scaled heights, massing, and setbacks

Urban Design: Elevate public demand for good design in the public realm

> *Philadelphia2035* User's Guide

Philadelphia2035 provides a blueprint to guide public and private investment in the physical development of our city. Residents, business owners, builders, and public employees can use this Citywide Vision and the subsequent 18 District Plans to guide and understand the direction of growth and investment in the city.

The Citywide Vision describes strategies for improving the quality and diversity of housing, locations and connections between neighborhood centers, commercial corridors, and transit hubs, key areas to expand access to neighborhood parks and open space, and a framework for implementing policy goals and priority projects. These strategies will be implemented incrementally over the 25-year time frame of *Philadelphia2035*.

Residents and business owners in Philadelphia can use *Philadelphia2035* as a policy framework and guide for making real estate decisions, renovating property, or attracting a new service to a nearby neighborhood center. Involvement in the District Planning process can further increase the impact of residents and business owners on their neighborhood and on the implementation of *Philadelphia2035*.

Developers or builders in Philadelphia can use *Philadelphia2035* to get information on the City's development priorities, identify areas for new development, and participate in the District Planning process. As active participants, developers and builders can help shape the location and type of development necessary to accommodate the future

population and employment needs of Philadelphia.

Public employees should use the Citywide Vision and District Plans of *Philadelphia2035* to guide land-use decisions, determine the projects that offer the maximum return on public investment, and pursue funding for key infrastructure projects. The planning process has vetted these subjects by working closely with City agencies, and successful implementation of the recommendations in *Philadelphia2035* will depend on joint cooperation between City departments and many public, private, and nonprofit partners.

and



IF YOU ARE A

Resident or Business Owner

YOU MAY WANT TO:

- Expand, start, or relocate a business
- Purchase real estate
- Renovate an existing building
- Improve a local park
- Find a suitable location for a community garden
- Attract a new business or service to your neighborhood center
- Verify whether a proposed development in your neighborhood is in line with city goals and objectives
- Participate in meetings for District Plans
- Register for the Citizens Planning Institute

IF YOU ARE A

Developer, Architect, Builder

WHO MAY WANT TO:

- Purchase real estate
- Decide whether it is most appropriate to reuse or construct new buildings in a given location
- Identify likely hot spots for new development
- Understand the City's development priorities
- Align your design/development ideas with city goals
- Participate in meetings for District Plans

IF YOU ARE A

City Administrator or Public Employee

YOU MAY WANT TO:

- Identify areas well positioned for growth
- Protect constituents from unwanted land uses
- Strengthen or grow a neighborhood center
- Determine how to maximize return on public investment
- Pursue state/federal money for infrastructure projects
- Target City capital funds
- Participate in meetings for District Plans
- Advance priorities for healthy communities



DEFINING THE CONTEXT

> The Future Begins Now

Philadelphia has a rich history of planning initiatives and achievements beginning with William Penn's elegant design for the city. Formal comprehensive planning has been instrumental to guiding the physical development of the city since the 1930's, and has resulted in significant additions of or modifications to infrastructure, housing, parks, or urban form intended to meet the demands of an evolving city.

Yet, Planning for the future in a comprehensive, long-range fashion hasn't occurred in Philadelphia for 50 years. The last citywide Comprehensive Plan for the City of Philadelphia was published in 1960. *Philadelphia2035* paves the way for strategic planning that builds our economy, strengthens our neighborhoods, and improves our infrastructure and environment.

> It Began With A Plan

By the late 17th century, most of the English colonies on the Eastern Seaboard of North America had already been founded. The cities in those colonies - New York, Boston, and Charleston - were burgeoning villages, not known for the quality of their urban form, but for the fact that they were growing. What made Philadelphia a remarkable latecomer to this group, was that its founder, William Penn, arrived with a plan – a plan drawn in London, but based on historic principles of city design. Long, straight streets running east-west, and north-south were surveyed over the landscape girding the neck of land between the Delaware and Schuylkill Rivers at their closest points. The simple elegance of Penn's plan is in the collective memory of the city and the region. Philadelphia's ambitious rectilinear city plan served as the model for countless other cities. The grid was an efficient way of selling real estate, and by logical extension, "growing" the town. Long, straight streets could be made even longer, and large blocks could be subdivided by lanes and alleys into small parcels. In ensuing centuries, generations of planners and designers extended Penn's legacy and continued to plan for a future Philadelphia.

The City and County of Philadelphia were consolidated in 1854, significantly enlarging the area of the city into the one we know today. In the mid 19th-century, it was necessary to plan for open space that allowed for a permanent water supply to benefit a growing population. This initiative established Fairmount Park and prompted formation of the city's park system. At the same time, dramatic industrialization and railroad expansion were shaping the

city. Philadelphia became the "Workshop of the World," and the robust and complex infrastructure of that era still defines our neighborhoods.

Bold Plans, Bold Changes

By the late 19th century, the "City Beautiful" movement greatly influenced the City's most transformative planning initiative, the Benjamin Franklin Parkway. Throughout the 20th century, Philadelphia, like all cities, was challenged by the need to plan for automobiles. The 1934-1936 Comprehensive Plan recognized the increasingly important role of automobiles would play and recommended designs for high-speed boulevards. By the mid-20th century, Philadelphia became a showcase for planning. Older neighborhoods were revitalized and, at the same time, entire new neighborhoods were planned for Northeast and Southwest Philadelphia. The 1960 Comprehensive Plan articulated a vision for major physical development changes, some of these are now well identified features of the city: Market East Station, revitalization of Society Hill, Penn Center, and new housing developments in the Far Northeast. In the 1980's, the construction of towering skyscrapers changed the urban form of Center City and gave Philadelphia a modern skyline.

Philadelphia's legacy is one of a brilliant early vision that was continuously reinvented through planning. *Philadelphia2035* continues the City's tradition of comprehensive planning, responding to current challenges and opportunities to meet the needs of Philadelphia over the next 25 years.

Prior to 1638 Native American nations lived on the site of Philadelphia for thousands of years.

1655 Dutch settlers arrived.

1681 The original plan of Philadelphia, spanning from the Delaware to the Schuylkill Rivers, was drafted in London by surveyor Thomas Holme. The city was the most extensively 'pre-planned' provincial city at that time as well as the most ambitious gridded city of the 17th century. The grid plan allows for great flexibility even for today's expansions.

1684 William Penn's Prayer for Philadelphia: "And thou Philadelphia, the virgin settlement of this province, named before thou wert born, what love, what care, what service, and travail have there been to bring thee forth and preserve thee from such as would abuse and defile thee..."

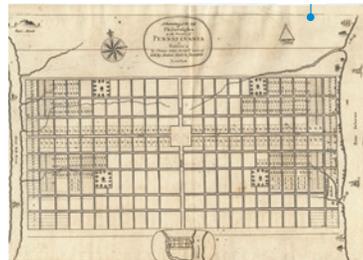
1751 The Charity School of Philadelphia, now the University of Pennsylvania, was founded by Benjamin Franklin. It was the first university in the country.

1640

1680

1720

1760



1640

1680

1720

1760

After 1638 Swedes and Finnish settlers moved into the Delaware River valley.

1684 The city expanded along the Delaware waterfront at every block.

1701 Philadelphia is chartered as a city. Penn signed the Charter of Privileges, creating an assembly government that lasted until the American Revolution. It spoke of the valued rights and freedoms that were later enumerated in the U.S. Constitution.

1740 Famously known as the "Liberty Bell," the bell was cast for the Pennsylvania State House in celebration of the 50th anniversary of the Charter of Privileges in 1701. Contrary to beliefs, the bell was not rung during the signing of the Declaration of Independence but gained iconic importance when abolitionists adopted it as the symbol of the anti-slavery movement.

1681 King Charles II granted William Penn a charter to colonize Pennsylvania, a name that the King coined to mean "Penn's Woods" in honor of Penn's father. Penn also signed a covenant with the Leni Lenape clans which granted Penn the land that now is Philadelphia.

1776 The Declaration of Independence was signed in Independence Hall.

1787 The U.S. Constitution was ratified in Philadelphia.

1812 Designed by Frederick Graff to meet the city's water demand, the Fairmount Water Works was the first municipal water works in the country. It pumped water from the Schuylkill River up to the reservoir at "Faire Mount" for citywide distribution.

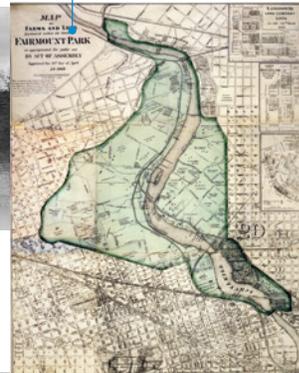
1855 Fairmount Park was established in 1855. Later it acquired land on both sides of the Schuylkill River in order to protect the city's drinking water supply from industrial, commercial, and residential contamination. This eventually led Fairmount Park to become one of the largest landscaped parks in the U.S.

1760

1800

1840

1880



CEREMONIES AT THE OPENING OF THE CENTENNIAL EXHIBITION.

1760

1800

1840

1880

1780 With the Act for the Gradual Abolition of Slavery, Pennsylvania was the first state to phase out the practice of slavery.

1790-1800 Philadelphia was the temporary capital of the United States. Both George Washington and John Adams governed from here as Presidents of the U.S.

1800 In honor of the 100th anniversary of the city, Thomas Birch engraved 28 scenes of Philadelphia. These were the first comprehensive illustrated views of any American city, and showed a Philadelphia that had developed into the center of commerce, science, medicine, and politics of the new world.

1876 To celebrate the 100th anniversary of the signing of the Declaration of Independence, the Centennial Exposition was held in Fairmount Park.

1907-1917 The Benjamin Franklin Parkway was designed by Jacques Greber to emulate Paris' Champs-Élysées. A diagonal boulevard links City Hall to Philadelphia Art Museum and Fairmount Park, transforming the orthogonal grid of Penn's earlier city.

1934 - 1936 The first comprehensive plan of Philadelphia was published with the assistance of the Works Progress Administration.

1947 The "Better Philadelphia" exhibition inspired visitors to envision the possibilities of their urban landscape and garnered support for future visions of the City Planning Commission.

1949-1970 Nicknamed the "the Father of Modern Philadelphia," Edmund Bacon was the Executive Director of the City Planning Commission and greatly transformed Center City to its current form.

1955 The Philadelphia Historical Commission, the first regulatory agency of its kind in the nation, was established to preserve the city's historic resources.

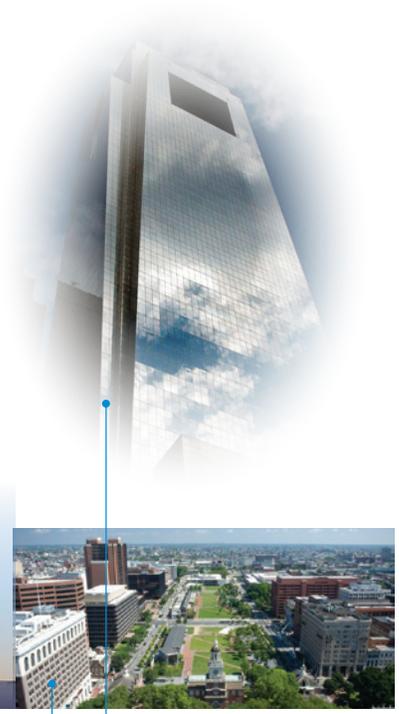
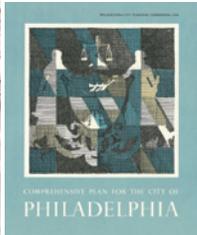
1978-1983 The commuter tunnel was built to link the former Pennsylvania and Reading Railroads and allowed for more efficient train routes connecting distant points of the city.

1920

1960

2000

2040



1911 The Philadelphia Art Commission was founded.

1920

1929 Philadelphia City Planning Commission was established.

1933 Philadelphia's first zoning code was enacted.

1920s The Benjamin Franklin Bridge and most of the subway system were completed.

1960

1952-1962 Post WWII reform bolstered the local government's role in city planning.

1960 The 1960 Comprehensive Plan most notably transformed Center City from an industrial relic to a thriving metropolis.

1951 Integrating city and county offices and providing the current structure of government, the Home Rule Charter enumerated the duties of the City Planning Commission for the first time.

2000

2005 The reconstruction of Independence Mall and the Visitor's Center was completed.

2008 The Comcast Center, the tallest building in the city, was completed.

1987 With the building of One Liberty Place, the "Gentleman's Agreement" was abandoned, and skyscrapers exceeded the height of Penn's hat on City Hall.

1951 Philadelphia Home Rule Charter

"The City Planning Commission shall prepare and adopt...a comprehensive plan of the City showing its present and planned development. The Comprehensive Plan shall be known as the Physical Development Plan of the City and shall show the general location, character and extent of streets, parks, recreation facilities, sites for public buildings and structures, pierhead and bulkhead lines, City and privately owned utility facilities, waterways, water conduits and such other features as will provide for the improvement of the City and its future growth and development and afford adequate facilities for the housing, transportation, distribution, health and welfare of its population."

(Source: Philadelphia Home Rule Charter, Chapter 6, 4-600)

> Purpose of a Comprehensive Plan

A comprehensive plan serves multiple purposes, but at its core, it is a blueprint to guide public and private investment in the physical development of our city.

PCPC at Center of Planning for Philadelphia

An important purpose of *Philadelphia2035* is to consolidate ideas from multiple sources into a single place, so the City presents a unified, comprehensive vision and plan. This enables the PCPC to fulfill the responsibilities assigned in the 1951 Philadelphia Home Rule Charter and to take the leadership role in long-range, comprehensive planning while recognizing the important contributions of other agencies and organizations.

Philadelphia2035 is also key to the PCPC and Zoning Code Commission's (ZCC) Integrated Planning and Zoning Process, which directly links zoning reform with citywide and district planning, and establishes a Citizens Planning Institute to serve as the PCPC's education and outreach arm. The Integrated Planning and Zoning Process is designed to enable long-range, citywide recommendations be further detailed in each of 18 District Plans, yielding a proposed land-use plan for each district, which in turn will recommend revisions to the city's zoning map.

Throughout the process, citizens and other stakeholders will be engaged through the work of the Citizens Planning Institute and other outreach efforts of the PCPC and ZCC. Private sector and community development organizations will be

encouraged to coordinate their planning efforts with the goals of the Citywide Vision and District Plans. Moving forward, PCPC staff will take a lead role in facilitating the implementation of *Philadelphia2035* by recommending zoning map revisions to City Council, and aligning work plans, capital program coordination, and development review with the plan's goals and objectives. *Philadelphia2035* gives the PCPC's Strategic Planning and Policy Division an agenda for public and private action that it can use to augment its efforts with regard to policy evaluation, interagency coordination, and fulfilling its role as the public information arm of PCPC.

Policy Impacts

A comprehensive plan sets a broad policy framework within which City government works as it carries out its operations and capital investments. The six-year Capital Program is the City's principal means of planning improvements for public facilities and infrastructure. In recent years, the Capital Program has served primarily as a mechanism for handling deferred maintenance, with little forward-thinking planning. With projections of future population, housing, and employment, *Philadelphia2035* establishes a framework around which operating departments can plan for improvements. Specifically, investment in such infrastructure as roads and transit, parks, recreation facilities, health centers, and emergency services among others, can be more closely aligned with a plan for how much and where the City will grow over the next several years.

Philadelphia2035 = Citywide Vision + District Plans

- 1 Update on a 5-year cycle
- 2 Vision informs District Plans
- 3 District Plans inform zoning map revisions



Phase 1 :
Citywide Vision



Phase 2 :
18 District Plans

Help Ensure a Predictable Development Process

In concert with a reformed zoning code, *Philadelphia2035* improves the development process by making it more predictable and transparent. A clear road map of where and how the city will grow, and clear rules about what is permitted or not, will make regulators, developers, institutions, and community members more comfortable and likely to work together to achieve common goals.

Additionally, a plan that articulates future public investment will also serve to leverage private investment more effectively by proactively guiding development.

Stay Relevant

In recent decades, the preparation of citywide comprehensive plans fell out of favor in deference to shorter-range, topic-specific, strategic plans. But thinking and planning comprehensively has once again moved to the forefront, as governments and the private sector recognize the complexity of challenges and opportunities. Most physical development problems that cities face are not easily solved quickly and independently, but rather require long-term, sustained, interdisciplinary action.

To stay relevant within our region and across the nation, Philadelphia needs an up-to-date comprehensive plan demonstrating its commitment to a planned future that's sustainable, prosperous, and equitable.

Changing Habits

Our 1960 comprehensive plan left a legacy in Philadelphia. During the mid-20th century, Philadelphia's economy was shifting from an

industrial and manufacturing base to a service economy. The plan recognized this and put much emphasis on transforming downtown Philadelphia into a commercial office and residential center. Projects such as development of the Penn Center office complex, Market East, and the revitalization of Society Hill are examples of that plan's recommendations. Additionally, the 1960 plan guided development of parts of the Far Northeast and Southwest into popular low-density, automobile-oriented, suburban-style neighborhoods. The projects from the 1960 Comprehensive Plan transformed Philadelphia in important ways that may not have been possible without a long-range plan.

Less positive was the fact that the 1960 comprehensive plan projected and planned for a 1980 population of 2.5 million Philadelphians, and set forth an ambitious program of building public facilities, such as recreation centers and libraries, for a fast-growing city. The reality was that by 1960 Philadelphia's peak population of 2 million had already begun to decline, and today we number slightly more than 1.5 million. We are left with an inventory of public facilities designed for at least 2 million people, and have struggled both to maintain and staff them at appropriate levels of service. *Philadelphia2035* recognizes that miscalculation and proposes strategies to address service expectations for the future.

2010 Coordination of Planning, Zoning and Education



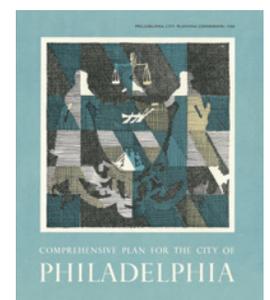
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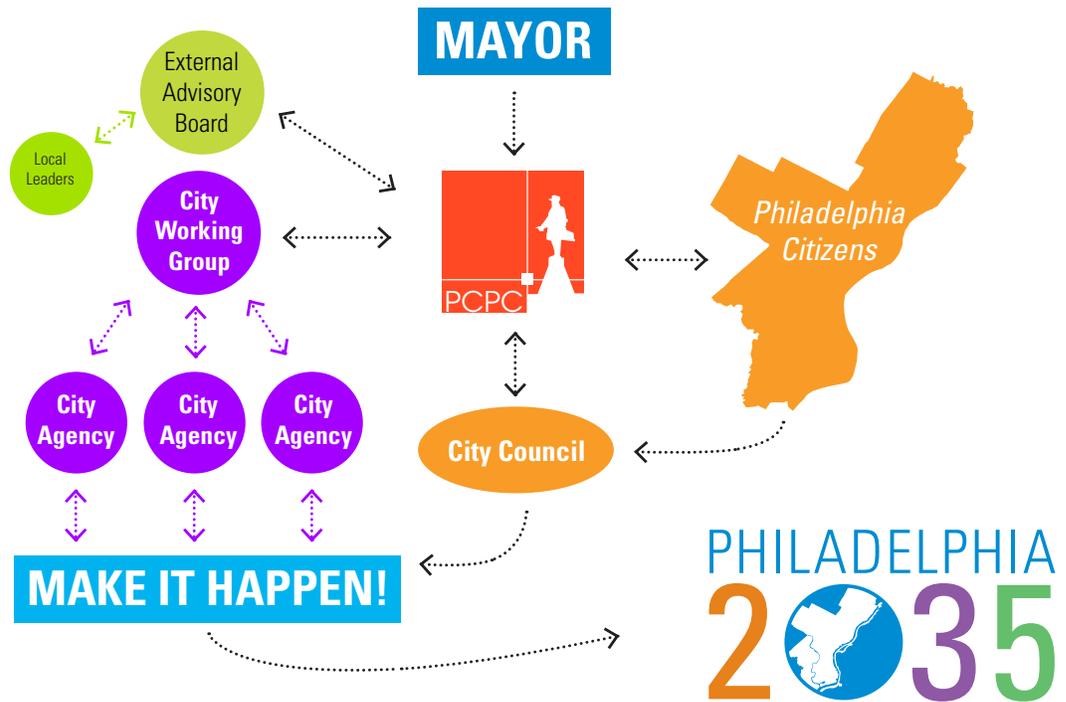
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1960 Comprehensive Plan



Public Planning Process



Comprehensive planning for our region has occurred consistently during the past decades, led by the Delaware Valley Regional Planning Commission (DVRPC). In 2009 the DVRPC published *Connections—The Regional Plan for a Sustainable Future*. *Connections* is a 25-year plan, focusing on the year 2035. This is one reason *Philadelphia2035* has a 25-year horizon: to synchronize with the vision and recommendations set forth in the regional plan.

Challenges Ahead

Implementation of the recommendations set forth in *Philadelphia2035* will require strong and sustained leadership, substantial resources, and most

importantly, the political will to act. This implies shared responsibility among the public, nonprofit, institutional, and private sectors, and the citizens of Philadelphia.

As the city and nation emerge from the worst economic recession since the 1930's, the challenges are great, but so are the opportunities. The best time to plan is during a downturn, proactively setting the course and identifying the projects for economic recovery.

> The Philadelphia2035 Planning Process

The Citywide Vision is the cumulative work of the staff of the Philadelphia City Planning Commission (PCPC) over the course of the last one and one-half years, with support from City agencies, outside consultants, and expert advisors. This first phase of *Philadelphia2035* presents a comprehensive vision of citywide initiatives, strategies, and projects that will set the overall development policies for the City of Philadelphia for the next 25 years.

PCPC reviewed many plans and documents from various sources such as City agencies, community organizations, institutions, business development groups, and regional planning entities. The *Appendix* has a full list of referenced planning documents. PCPC consolidated the significant development and planning concepts from these documents to use as the basis for the goals, objectives, and strategies in the Citywide Vision. These are organized into nine comprehensive planning elements, grouped into the three themes of THRIVE, CONNECT, and RENEW. In the District Plans, many of the action-oriented

strategies will be further developed into site-specific recommendations. All of the quantifiable strategies are assigned practical timelines, responsible implementing agencies, and order-of-magnitude costs. This information can be found in the *Making it Happen* chapter.

Advisors

PCPC turned to two teams of advisors for input and direction to create *Philadelphia2035*. The City Working Group was comprised of representatives from City agencies. Many of these City departments have created plans that helped inform *Philadelphia2035*, and many of them will be responsible for the implementation of the recommendations in the Citywide Vision and District Plans. The City Working Group met regularly and provided critical feedback to the PCPC on the goals, objectives, and strategies as well as the cost analysis for the citywide vision.

Philadelphia2035 Poster Contest Winners



4th Grade Winner
Aniyah Shelton
Sankofa Freedom Academy



7th Grade Winner
Kayla Kelemen
Our Lady of Consolation
Elementary School



11th Grade Winner
Ishmael Bazemore
Mercy Vocational High School

Philadelphia2035 Poster Contest

The children of Philadelphia will see the implementation of this plan in 2035 and, in turn, will be planning for Philadelphia's future. In order to engage them in the vision for Philadelphia in 25 years, the PCPC sponsored a citywide poster contest for 4th, 7th, and 11th graders in all public, charter, and parochial schools. The PCPC received over 170 submissions from 18 different schools throughout the city.

These creative and imaginative posters presented a wide range of ideas, but several themes proved universal, such as complete neighborhoods where citizens can live, play, work, and shop; a strong public transportation system and cars that run on alternative fuels; well-maintained parks, trails, and open space in every community; reliance on alternative energy generated by windmills and solar panels rather than fossil fuels; and solutions for such chronic social issues as homelessness, poverty, and violence.



Mayor Nutter with students who received poster contest awards

The external Advisory Board consisted of the regional leaders from the public, private, and nonprofit sectors. Advisory Board members represent organizations involved in education, design, business, community advocacy, and social services. These members met quarterly and helped ensure that the goals of *Philadelphia2035* would be aspirational and forward-thinking yet realistic and achievable.

Public Engagement

In order to solicit feedback from the citizens of Philadelphia, the PCPC conducted two series of public meetings during preparation of the Citywide Vision. The PCPC held these meetings at non-traditional meeting places in an effort to highlight unique facilities throughout the city, including the Pennsylvania Academy of Fine Arts, the Please Touch Museum, Richmond Hall, the Mummers Museum, and the Commodore Barry Club.

The first series, in the spring of 2010, consisted of four meetings in various sections of Philadelphia. Citizens participated in an interactive mapping exercise to solicit “big ideas” to transform Philadelphia into an unrivaled city. Participants worked as groups and presented ideas for various types of development, such as housing, industry, parks, agriculture, commercial centers, transportation, and road improvements. Many of the groups had similar ideas, such as parks and trails along the Delaware River and rapid transit along the Roosevelt Boulevard to serve the Northeast. The PCPC published a short pamphlet that summarized the ideas from these sessions.

The second series of meetings was conducted in the fall of 2010, again at four different locations around the city. Meeting in groups, participants had three maps, one with projects that corresponded with THRIVE strategies, one for CONNECT strategies, and a map for RENEW strategies. Each strategy had a

cost estimate and groups were given a budget and “play money” that would only pay for half of the total cost of the projects on each map. Participants then had to work as a group to decide which projects would receive funding, and thereby be of higher priority to each group.

Overall, groups chose the projects that they believed would have the biggest “bang for the buck” and the most citywide impact. Price did not necessarily play a role in the groups’ decisions since some small-cost projects did not get funding, and almost every group was willing to “pay” for some large-cost items.

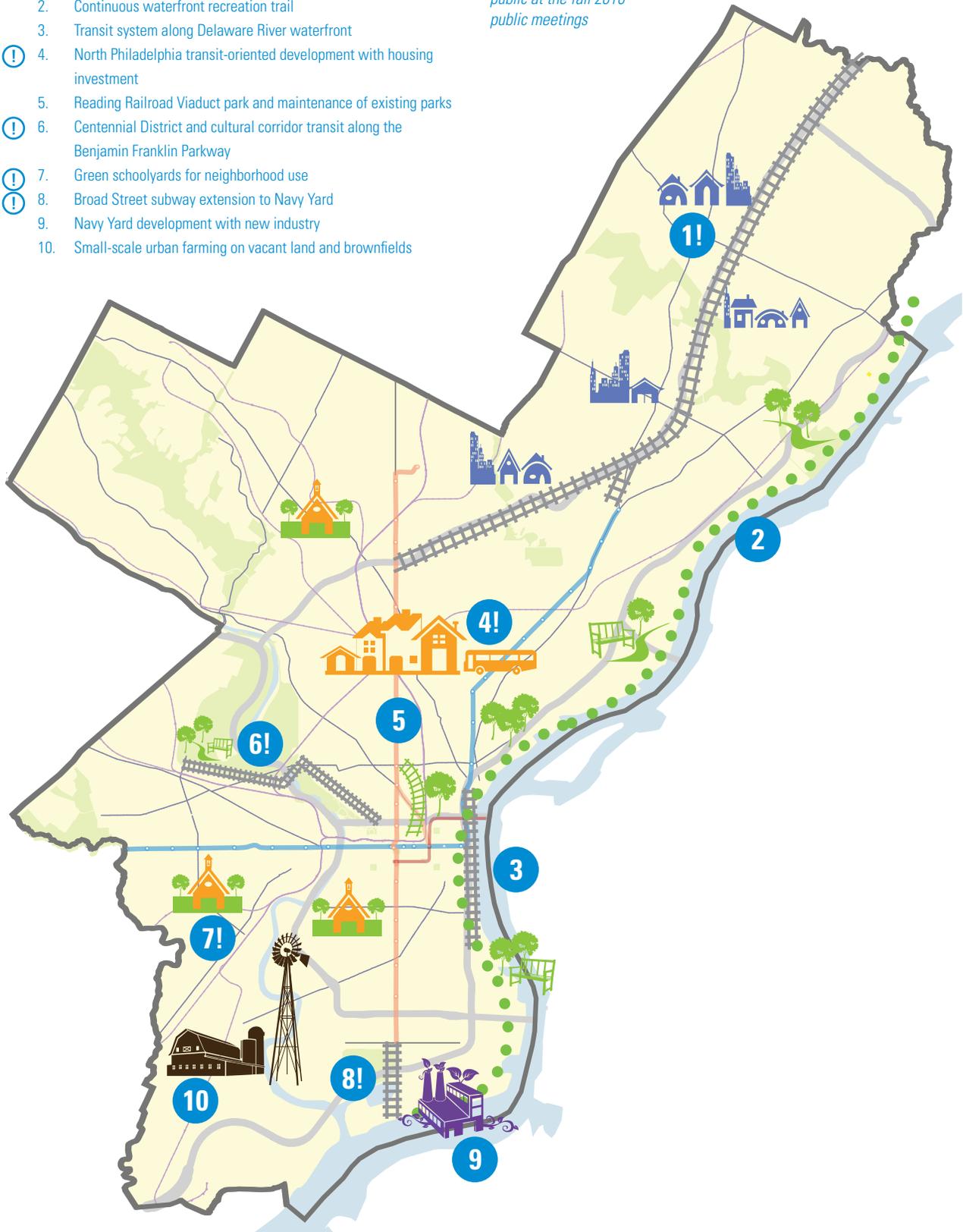
Following the release of the draft Citywide Vision in early 2011, the PCPC held an open house session at the Center for Architecture and conducted four “Plain Talk/ Plan Talk” round table meetings in the spring to elicit public comments on the draft. Numerous stakeholder and civic organization meetings were conducted to present the ideas in *Philadelphia2035*.

As the PCPC begins the District Plans and subsequently recommends revisions to the City’s zoning map, public outreach will continue with the establishment of an advisory committee of stakeholders for each district and several public meetings held for each plan. The PCPC will also continue with the City Working Group to solicit input from the various City agencies on the specific strategies and projects in the District Plans.

Ideas from Spring 2010 Public Meetings

- ① 1. Rapid transit along Roosevelt Boulevard with neighborhood centers at stations
2. Continuous waterfront recreation trail
3. Transit system along Delaware River waterfront
- ① 4. North Philadelphia transit-oriented development with housing investment
5. Reading Railroad Viaduct park and maintenance of existing parks
- ① 6. Centennial District and cultural corridor transit along the Benjamin Franklin Parkway
- ① 7. Green schoolyards for neighborhood use
- ① 8. Broad Street subway extension to Navy Yard
9. Navy Yard development with new industry
10. Small-scale urban farming on vacant land and brownfields

① *Priority projects designated by the public at the fall 2010 public meetings*



> Philadelphia Today

A comprehensive plan should be based on an understanding of relevant conditions that are expected to influence, and be influenced by, the plan. These conditions are created by historical and emerging trends and relationships. This section describes key trends, characteristics, and relationships that pertain to Philadelphia's region, population and households, economy, health, environment, and use of land. To a large degree, the conditions reflect Philadelphia's strengths and weaknesses and establish a foundation from which to measure progress toward the goals of *Philadelphia2035*.

Regional Context

The City of Philadelphia has a central location within densely populated and growing markets. Philadelphia is the urban center of a four-state "Greater Philadelphia" region comprised of the 12 counties within the Metropolitan Statistical Areas (MSA) of Philadelphia-Camden-Wilmington, PA-NJ-DE-MD, and Trenton-Ewing, NJ, as defined by the U.S. Census Bureau. This Greater Philadelphia region is projected to grow from 6.3 million to about 7.0 million people between 2010 and 2035. Philadelphia is also the geographic hub of an "extended region" that includes Greater Philadelphia and 11 counties closely related by proximity, trade, and culture. Trends indicate that the population of this extended region will increase from approximately 9.4 million to nearly 10.7 million residents over the next 25 years. At a larger scale, Philadelphia is centrally situated along the Northeast Megaregion, the 54-million-person corridor from Southern Maine to Northern Virginia that is likely to grow to 60 million people by 2035.

Regional Nexus

Philadelphia is important to these growing regions. Despite the city's significant past losses of population and jobs, Philadelphia still provides a large concentration of households, neighborhoods, institutions, businesses, and infrastructure that helps meet and create regional-scale demands for labor, housing, education, recreation, jobs, specialized goods and services, and transportation. With planned population growth through 2035, Philadelphia is expected to present an even larger future base of producers and customers. The city's redevelopable land and buildings offer untapped, environmentally-preferable opportunities to accommodate new, region-serving development. Philadelphia's well-established nexus of port, rail, and aviation facilities offers convenient regional gateways to international suppliers and customers. Knowledge-based companies and entrepreneurs that cluster in and around Philadelphia reinforce the position of Greater Philadelphia, the extended region, and the Northeast Megaregion as global leaders in innovation and commerce.

Peer cities comparison



New York
27,696 pop/sq. mile
303 sq. miles



Boston
13,441 pop/sq. mile
48 sq. miles



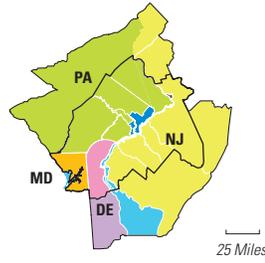
Chicago
12,561 pop/sq. mile
227 sq. miles



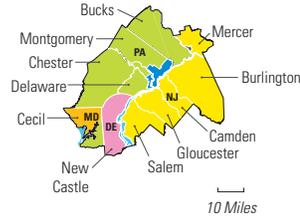
Philadelphia
11,461 pop/sq. mile
135 sq. miles



Northeast Megaregion
54 million people, 11 states



Extended Region
9.4 million people, 23 counties, 4 states



Greater Philadelphia Region
6.35 million people, 12 counties, 4 states



Philadelphia
1.53 million people

Density and Diversity

Density and diversity positively differentiate Philadelphia from surrounding counties and municipalities. With more than 11,000 people per square mile, Philadelphia, like counterpart central cities in peer North American metro areas, serves households that prefer an urban location and lifestyle. The city's growing minority and immigrant population brings new multi-cultural perspectives and entrepreneurial talent to city establishments and helps Philadelphia cultivate new trade and cultural opportunities. The Center City and University City areas of Philadelphia comprise the "Metropolitan Center" of Greater Philadelphia and form the biggest, most concentrated, and most accessible employment center between New York City and Washington, D.C. Overall, the city's compact development, mix of land uses, and transportation options enable Philadelphia residents and workers to claim regional leadership in efforts to reduce per-capita impacts on the environment.

Demographic Trends

Population change is a central consideration in planning for Philadelphia's future. Trends in migration, natural change, age, and decentralization

can inform decisions about the amount and type of physical infrastructure, building stock, public facilities, and services required to meet future demand.

Migration

Philadelphia is narrowing population losses caused by the movement of households from the city. Migration, which includes the movement of domestic and foreign residents from one place to another, is a key component of population change. In recent decades, Philadelphia experienced significant net losses of domestic migration. Most of this net loss was caused by the movement of middle-income households, especially white households, to surrounding counties in the Greater Philadelphia region. This suburban migration, fueled by a parallel shift in job availability, substantially reduced the city's share of the regional population. However, between 1998 and 2008, the city gradually reduced net migration losses by nearly 50 percent. Most of this shift was attributable to more balanced in and out migration of domestic households between Philadelphia and nearby counties. (Internal Revenue



Toronto
10,301 pop/sq. mile
243 sq. miles



Washington, D.C.
9,830 pop/sq. mile
61 sq. miles



Baltimore
7,968 pop/sq. mile
80 sq. miles

(Source: U.S. Census Bureau, 2009 Population Estimates; Census 2000 Land Area Estimates; Toronto 2006, Statistics Canada.)

Recent and Forecasted Population for Philadelphia, Greater Philadelphia Region and Extended Region: 1990-2035



(Source: U.S. Census Bureau, Philadelphia City Planning Commission)

Percentage of U.S. Population Living in Metropolitan Areas, 1910-2000



(Source: U.S. Census Bureau, Decennial census of population, 1910 to 2000)

Service, 2008) In-migrants from the suburbs include households, especially empty-nesters and young singles, who prefer an urban lifestyle. (Leinberger, 2010; Center City District, 2010; Claritas, 2007; Brookings Institution, 2008)

International immigration is a major contributor to Philadelphia's recent and prospective population growth. Much of the population growth of the United States has been due to international immigration, primarily from Mexico and Latin America. Throughout the 1970s and 1980s, the city and region attracted relatively small amounts of international immigration, yet beginning in the late 1990s the

area became more attractive as a gateway for new Americans from around the globe. By 2009, the City of Philadelphia's foreign-born population comprised approximately 12 percent of the population, up from about 9 percent in 1970 (U.S. Census). With more than half a million foreign-born residents in Greater Philadelphia today, the city has a strong foundation from which to attract substantial future immigration.

Natural Change

Philadelphia's modest yet consistent excess of births over deaths provides a foundation for population growth. Philadelphia's natural increase in population grew from less than 4,000 persons in 2001 to

Population Characteristics, 2006-2008

Characteristic	U.S.	Greater Phila. Region	Philadelphia
<i>Median Age (years)</i>	36.7	n.a.	35.5
<i>Population 65 Years and Over (percent)</i>	12.6	13.0	12.9
<i>Population < 18 Years (percent)</i>	24.5	24.1	25.1
<i>Race</i>			
• Black	12.3	20.2	43.5
• White	74.3	70.4	42.5
• Hispanic	15.1	6.9	11.0
• Asian	4.4	4.5	5.5
<i>Foreign-Born (percent)</i>	12.5	9.3	10.8
<i>Labor Force Participation (percent)</i>	65.2	65.7	58.5
<i>Educational Attainment (percent)</i>			
• High School Graduate or Higher	84.5	87.1	78.5
• Bachelor's Degree or Higher	27.4	32.0	21.1
<i>Median Household Income</i>	\$52,175	n.a.	\$36,222
<i>Household Composition (percent)</i>			
• Single Person	27.5	29.1	39.7
• Single Person 65 years & older	9.3	9.9	11.6
• Family with children	31.0	30.4	24.6
<i>Owner-Occupied Housing Units (percent)</i>	67.1	70.4	57.2
<i>Renter-Occupied Housing Units (percent)</i>	32.9	29.6	42.8
<i>Vacant Housing Units (percent)</i>	12.0	8.5	14.6
<i>Housing Built 1939 or earlier (percent)</i>	14.4	22.2	39.7
<i>Mean Travel Time To Work (minutes)</i>	25.3	n.a.	31.3

(Source: U.S. Census Bureau, American Community Survey, 2006-2008 3-year Estimates)

more than 9,000 persons in 2008 (Pennsylvania Department of Health). This increase of more than 5,000 persons resulted from a gradual increase in annual births due to a large number of women of child-bearing age in the “baby boom echo” generation, and the relatively higher birth rates of the city’s Black, Hispanic, Asian, and immigrant populations. Forecasts for declining birth rates among all racial and ethnic groups, combined with an aging domestic population, suggest that the city’s natural change component of population may stabilize somewhere between 2001 and 2009 levels if domestic and foreign migration trends continue.

Age

Philadelphia has a relatively young population. The city’s median age of 35.5 years is lower than the national median of 36.7 years (U.S. Census, American Community Survey (ACS), 2005-2009). This is due to the high birth rates and low median ages of the city’s Black, Asian, and Hispanic populations (Philadelphia Department of Public Health various years, U.S. Census, ACS 2005-2009). Maintaining this relative

youth in the future, and the related economic and social benefits for balancing an expected significant increase in cohorts aged 65 and over, depends largely on the city’s ability to continue to attract and retain new households and immigrants.

Decentralization

Philadelphia’s share of the region’s population continues to decrease, though at a slower pace than past trends. As shown on the previous page, while more of the nation’s population has come to reside in metropolitan areas, the share of U.S. population residing in central cities has remained flat. In the Philadelphia region, the city’s share of the 12-county population declined from 35 percent in 1970 to 25 percent in 2000. However, the 2010 Census reports that the city’s share of regional population in 2010 remains above 24 percent, reflecting a decade between 2000 and 2010 in which Philadelphia scored notable successes in employment stabilization and neighborhood revitalization.

Decentralization is shifting the balance of racial and ethnic groups between the city and its suburbs. Consistent with national trends, the adjacent counties around the central city of Philadelphia are increasingly home to Blacks, Asians, Hispanics, and recent immigrants. In the 12-county region, 70 percent of Asians, 62 percent of Hispanics, and nearly 50 percent of Blacks live outside Philadelphia (U.S. Census, ACS 2005-2009). Approximately 70 percent of the region's foreign-born population lives outside the city (U.S. Census, ACS, 2005-2009, Brookings Institution, 2008). This shift reflects a metropolitan area that increasingly accommodates the mobility and diversity required of a globally competitive region.

> Philadelphia Current Profile

To gauge the City's progress in achieving the goals of *Philadelphia2035*, the City Planning Commission measures each of the Citywide Vision's objectives against quantifiable indicators. Additionally, the plan lays out a framework for understanding how the objectives contribute to a broader set of economic, health and well-being, and environmental outcomes that deliver cross-cutting benefits to Philadelphia residents. Looking at Philadelphia through these three lenses in 2011 is helpful for placing the goals and objectives in a broader context, as well as for identifying major challenges *Philadelphia2035* will help address. The following profiles provide snapshots of where we stand in 2011.



Economic Profile

The Philadelphia metropolitan area is known for positive but moderate economic growth. The area's economic diversity offers a wide range of job and investment opportunities and cushions the region from downturns in volatile sectors. However, pre-recession data show that the Philadelphia region ranks behind a number of peer North American regions in percent change in employment. Like most central cities in this group, Philadelphia's employment change lags behind the overall job

performance of its region. Philadelphia and the region share job-generating strengths in the sectors of education, health care, and government enterprises, yet regional job growth exceeds City of Philadelphia growth in all other major sectors.

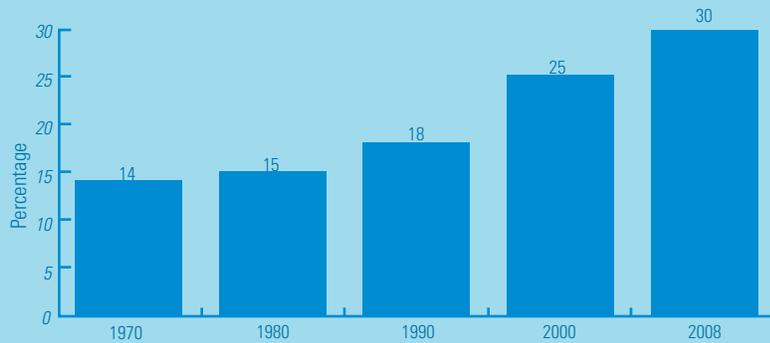
The region's jobs are increasingly decentralized, as most new employers locate in suburban and ex-urban corridors along newer, ring highways. These locations offer land, labor, and amenities that are attractive to many growing enterprises. Within the City, certain districts and facilities demonstrate continued competitiveness as anchors for job-producing activities that serve regional, national, and international markets, such as Center City, University City, Philadelphia International Airport, and the Navy Yard.

The city's workforce mirrors shifts in the composition and location of the regional economy. Stronger job growth in suburban counties contributes to increasing rates of "reverse commuting" among city residents. This often leads to longer commutes and, for many city households, the opportunity to relocate to suburban communities in order to shorten commute times and access suburban housing, school, and lifestyle options.

Recent migration and survey data suggest that the city is making progress in retaining and attracting educated, working-age residents and in improving the educational attainment of existing residents. Yet, overall, the city's households and working-age population have low educational attainment and labor force participation, high unemployment, and low income. Lower-income households remain heavily concentrated in inner city neighborhoods.

All public-sector agencies, from the city to the federal government, have recession-limited financial resources to support public services and infrastructure. City budgets are reviewed by and subject to the approval of the Pennsylvania Intergovernmental Cooperation Authority, established in 1991 to help the City manage financial

Percentage of Philadelphia Residents Who Work Outside the City



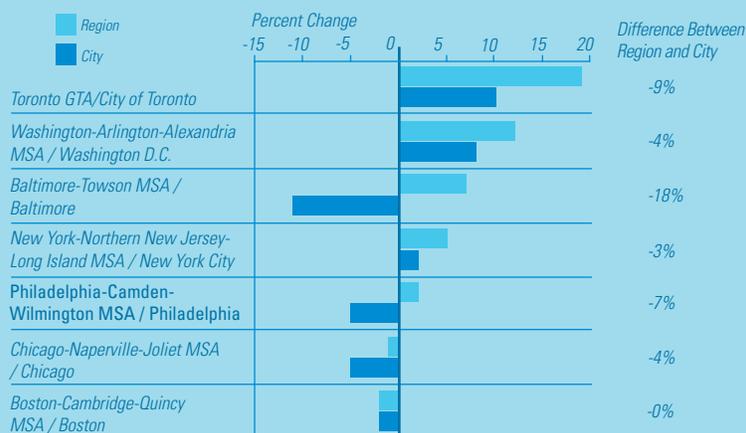
(Source: 1970-2000. U.S. Decennial Census, Delaware Valley Regional Planning Commission, 2008 estimate, PCPC)

2008 Employment Distribution by Economic Sector, and Percent Change 2001-2008

Sector	Philadelphia (percent)	Percent Change 2001-2008	
		Philadelphia	Greater Philadelphia Region
Utilities	0.2	-38.9	-18.9
Construction	2.5	6.0	10.1
Manufacturing	3.7	-30.7	-20.7
Wholesale Trade	2.3	-15.1	0.9
Retail Trade	6.9	-9.5	0.5
Transportation & Warehousing	3.6	-0.1	19.6
Information	1.8	-18.6	-11.7
Finance & Insurance	5.3	-10.9	10.8
Real Estate, Rental & Leasing	2.7	29.0	54.5
Professional, Scientific & Technical	8.0	6.1	15.0
Management of Companies	1.8	170.9	72.6
Administration & Waste Services	3.9	-13.7	5.1
Educational Services	10.5	19.0	20.7
Health Care & Social Assistance	18.6	17.9	17.6
Arts, Entertainment & Recreation	2.3	29.3	30.3
Accommodation & Food Services	6.6	-1.8	11.9
Other Services	5.3	1.2	12.1
Government & Government Enterprises	14.1	-9.7	1.7

(Source: U.S. Bureau of Economic Analysis, Sectors by North American Industrial Classification)

Change in Total Employment, Peer North American Cities and Regions, 2000 to 2008



MSA: Metropolitan Statistical Area
GTA: Greater Toronto Area

(Source: U.S. Bureau of Labor Statistics, Statistics Canada, State Department of Labor)

Case Study | Economic Base

The city and region's economic base is strengthened by increasing sales of locally-produced goods and services to customers outside the area and by decreasing local purchases of goods and services from suppliers outside the area.

The sale of goods and services to enterprises and consumers beyond Greater Philadelphia helps increase local income and wealth. Examples include: export-based manufacturing and consulting services; long-distance transportation services; national and international tourism and meetings; nationally funded research and government activities; and health and education services provided to non-resident patients and students.

The retention of local spending within Greater Philadelphia helps recirculate local dollars for spending and investment by area households, businesses, and institutions. Activities that help retain local spending include: region-servicing manufacturing and consulting services; investment in city and regional infrastructure; regional entertainment and shopping destinations; energy conservation to reduce use of imported fuels; and substitution of imported foods by regionally grown products.



Independence Visitor's Center promotes national and international tourism (Source: GPTMC)

crises. Ongoing City financial challenges include high demands from a population with high dependency on city services; high maintenance demands from older and overbuilt physical infrastructure; and high debt burdens. The City proposes to reinstate planned reductions in the high number and rates of city taxes in the next few years.



Health Profile

In 2011, Philadelphia faces significant public health challenges including high rates of chronic disease and obesity. Recent health data on diagnoses of chronic disease among adults show a citywide average of 12.1 percent for heart disease and 13 percent for diabetes, rates that exceed national estimates by almost 50 percent. Twenty-nine percent of adult Philadelphians are obese, and, among the city's children, the percentage of overweight and obese persons stands at 47 percent. Research links obesity to increased likelihood of other negative health outcomes including heart disease, cancer, heart attack, and type II diabetes. Taken together, these diseases and others caused by poor diet and physical inactivity have claimed the lives of approximately 24,000 Philadelphians in the last 10 years. (Source: Public Health Management Corporation, Community Health Database, 2008)

Most of Philadelphia possesses the infrastructure necessary for healthy, walkable neighborhoods, but a majority of Philadelphians face significant environmental hurdles that contribute to unhealthy behaviors. Despite an extensive network of sidewalks, trails, and public transportation, many residents rely on the automobile, adding to congestion, impacting air quality, raising the cost of living, and eliminating opportunities for physical activity through commuting. The City has made visible investments in active transportation infrastructure, constructing new trails, improving park systems, and painting hundreds of miles of bike lanes in the last 10 years, all of which have helped Philadelphia achieve the highest rate of

bike commuting among large US cities. Despite this accomplishment, nearly 60 percent of residents still drive to work, due in part to the shift of commercial and employment centers to outlying neighborhoods and the suburbs.

Inadequate access to sources of healthy foods limits residents' ability to achieve balanced diets. Philadelphians residing in low-income neighborhoods are half as likely to have access to quality grocery stores as residents of high-income neighborhoods. Of the city's more than 40 farmers' markets, fewer than half are within geographic or financial reach of most low-income residents. Corner stores, an ubiquitous part of the city's food landscape, are a primary food source for neighborhoods without supermarkets or farmers' markets, but they tend to stock high-profit, low nutrition items. A recent study revealed that, when Philadelphia school children visit a corner store, they purchase an average of 360 nutrient-poor calories for little more than \$1, with chips, candy, and sugar-sweetened beverages being purchased most frequently. (Borradailek et al (2009). Snacking in Children: the Role of the Urban Corner Store. *Pediatrics*.)

Inadequate access to safe recreational spaces limits residents' ability to stay active. Currently, over half of Philadelphians report that they never use City parks and recreation facilities. Several efforts are underway to improve access and increase usage. Public-private partnerships are facilitating the maintenance of pools and improvements to ice rinks. New parks and trails on the Schuylkill and Delaware Rivers will bring open space within reach of historically underserved neighborhoods. The Philadelphia Parks and Recreation Department is working to achieve a *Greenworks Philadelphia* target of adding 500 new acres of open space to the city system, and is focusing those efforts in places where issues of access, poverty, and poor health indicate

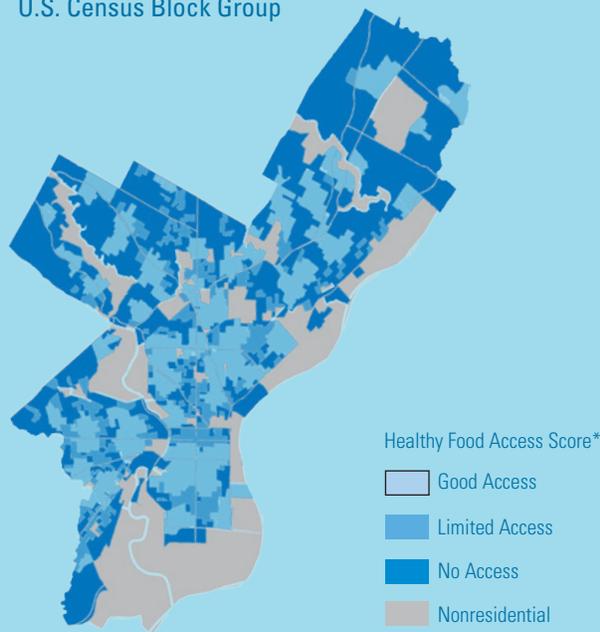
Case Study | Get Healthy Philly

In 2010, Philadelphia received \$25 million from the Department of Health and Human Services to combat obesity and lower tobacco consumption through a variety of policy, systems, and environmental interventions. This unprecedented two-year initiative, "Get Healthy Philly," addresses many spatial and environmental determinants of health that are integral to planning efforts. The grant provides city agencies, the School District of Philadelphia, and private and nonprofit organizations including the Bicycle Coalition of Greater Philadelphia and the Food Trust increased capacity to build healthier food and physical activity environments. Creating a healthy corner store network, establishing new farmers' markets, expanding education and enforcement around active commuting, and contributing to zoning and other regulating reform are just some of the efforts underway. All of these efforts support the goals of *Philadelphia2035* and will help the City Planning Commission staff refine its recommendations as District Plans are completed and updated in the years to come.

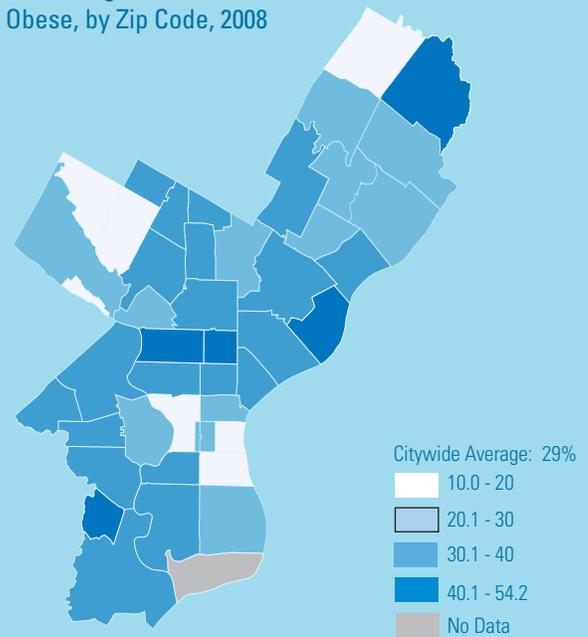


Canoeing and kayaking on the Schuylkill River

Healthy Food Access, by U.S. Census Block Group



Percentage of Adults who are Obese, by Zip Code, 2008



(Source: PHMC Household Health Survey, 2008)

*No access represents census block groups outside a walking distance of corner stores (0.1 miles), mobile produce vendors (0.25 miles), farmers' markets (0.25 miles), and supermarkets (0.5 miles).

*Limited access represents census block groups within walking distance of corner stores, mobile produce vendors, and farmer's markets.

*Good access represents census block groups within walking distance (0.5 miles) of a supermarket.

the greatest need. (Public Health Management Corporation, Community Health Database, 2008)



Environmental Profile

Philadelphia's location and development history strongly influence the city's environment. Direct access to both the Delaware and Schuylkill Rivers provides Philadelphia with a generally reliable quantity of water, yet extensive investment in treatment and watershed management is required to protect the quality of the city's drinking water from point and non-point pollution throughout the expansive drainage areas. Greater Philadelphia has a balanced, four-season climate. However, the quality of the region's air is harmed by contaminants transported into the area by prevailing winds and by the region's excessive consumption of fossil fuels during hot and cold weather. Weather extremes also put stress on the city's older public utility and transportation infrastructure.

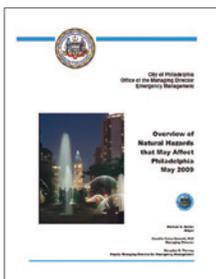
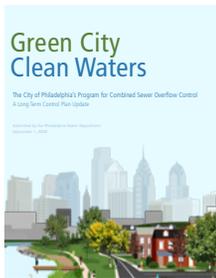
One of the city's major environmental legacies is a large amount of vacant land resulting from previous deindustrialization and population loss. The highest and best reuse of this vacant land is often complicated by soil instability due to previous fill of stream beds or waterfronts, or by soil contamination linked to previous industrial uses or construction practices.

Philadelphia and its public and private partners continue to make progress toward compliance with increasingly stringent standards for environmental performance and mitigation of natural hazards. Since the 1970's, the quality of the city's air and water show marked improvement due to decades of conscientious environmental stewardship, investment, and significant reductions in heavy industrial activity. For example, public and nonprofit partners, such as the Philadelphia Air Management Services and the Delaware Valley Regional Planning Commission, are working towards U.S. Environmental Protection Agency (USEPA) air-quality standards for ground-level ozone and fine particulate matter, and

the City of Philadelphia is pioneering an integrated "green infrastructure" approach to help reach compliance with USEPA regulations for combined-sewer overflows (CSOs). In conjunction with these and other efforts, Philadelphia and its partners are implementing strategies to aggressively reduce total and per-capita greenhouse gas (GHG) emissions attributable to the city and region. Additionally, the City is updating assessments of risks from flooding, extreme temperatures, high winds, and soil instability.

The city's people, buildings, infrastructure, and natural areas are vulnerable to environmental changes associated with long-term climate change. An estimated rise in sea level of one meter by 2100 places homes, businesses, and facilities in Philadelphia tidal areas at greater risk for regular tidal inundation and periodic flooding. Sea-level rise also poses challenges to the ecologies of tidal wetlands and the salt line on the Delaware River. Forecasts based on low and high GHG emission scenarios estimate increases of between 3°F and 14°F in average Pennsylvania temperatures toward the end of this century. In Philadelphia, prolonged excessive heat poses particular risks for vulnerable populations, transportation and utility systems, energy budgets, and activities that traditionally take place outdoors in warm weather months.

Three City publications setting standards for environmental progress



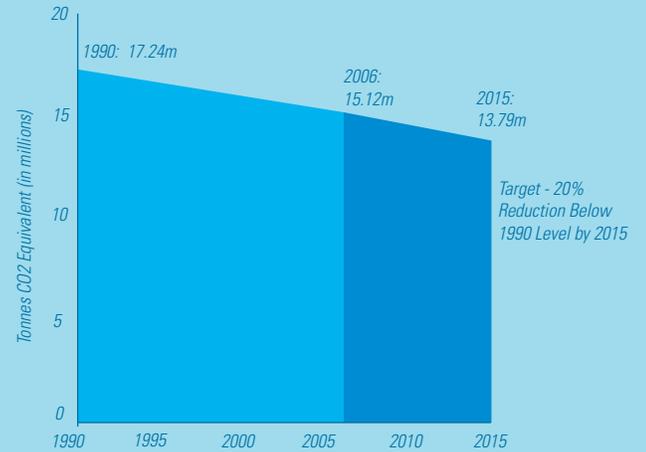
Case Study | Philadelphia Water



*Queen Lane Reservoir
(Source: 2010 Pictometry International Corporation Rochester, NY)*

Philadelphia's efforts to maintain and improve water quality are led by the Philadelphia Water Department (PWD), a national leader in water protection and treatment. Since the Federal Clean Water Act of 1972, PWD has been increasingly involved in partnership efforts to improve source water quality in the Delaware and Schuylkill Rivers. PWD's three award-winning water treatment plants, Baxter, Queen Lane, and Belmont, continue to provide customers in Philadelphia and Lower Bucks County with drinking water that exceeds state and federal standards. An aggressive 20-year program of PWD water and waste-water pipe replacement has reduced breakage rates below the national average, lowering water loss and the costs of expensive emergency repairs. The PWD Northeast, Southeast, and Southwest Pollution Control Plants, which serve both city and suburban customers, all received national awards in 2009 for multiple years of perfect permit compliance. While water quality and infrastructure challenges remain, ongoing PWD innovation, research, and partnerships are geared toward ensuring cost-effective City of Philadelphia compliance with evolving regulatory requirements.

Philadelphia Community Greenhouse Gas Emissions, 1990 to 2005 and Target 2015



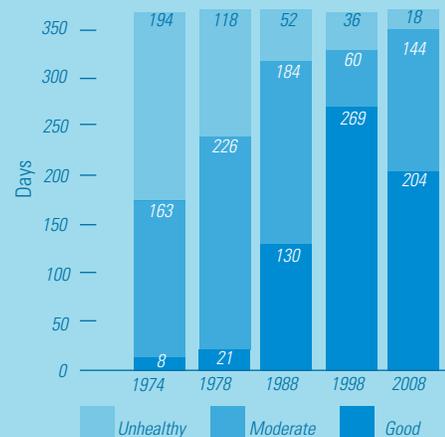
(Source: Philadelphia Department of Public Health - Air Management Services (AMS). Mayor's Office of Sustainability, Philadelphia City Planning Commission)

Regional Compliance with National Ambient Air Quality Standards (NAAQS)

- Carbon Monoxide (CO)
- Nitrogen Dioxide (NO₂)
- Sulfur Dioxide (SO₂)
- Particulate matter 10 (PM₁₀)
- Lead (Pb)
- Ozone (O₃)
- Particulate Matter 2.5 (PM_{2.5})

= in compliance

Philadelphia Air Quality Index



(Source: City Philadelphia AMS)

Air Quality Index standards have become stricter over time. For example, the EPA's standard for ozone changed in 2008, and some days that in prior years would have been reported as "Good" are now classified as "Moderate." Therefore, the decline in Good days between 1998 and 2008 does not reflect deterioration in air quality. Rather, air quality continued to improve over that period.

> Population and Employment Forecasts

To develop a comprehensive plan for Philadelphia in 2035, it is necessary to make assumptions about long-range physical, social, and economic conditions that will exist 25 years out. Population and employment forecasts help determine where population and job changes are likely to occur and what type of housing, places of employment, and services will be needed to accommodate the projected changes.

> Population Change

In developing population forecasts for 2035, the Philadelphia City Planning Commission determined that the recent increase in population and residential development activity in Philadelphia is a strong indicator of positive future growth.

Population Trends

Philadelphia has experienced the boom of population growth and the bust of population decline. The first census in 1790 reported a Philadelphia population of 54,366. With a strategic location on the Atlantic Seaboard, Philadelphia was a major center of commerce, and the population grew to 1.29 million by 1900. Over the next 50 years, Philadelphia's growth as a thriving commercial and manufacturing center continued, and by 1950, the city reached a peak population of 2.07 million residents. At that time, Philadelphia was the third largest city in the country. However, over the next 50 years, Philadelphia experienced a major period of disinvestment and decline as employment and population decentralized towards surrounding counties. By 2000, Philadelphia had lost over 25 percent of its peak population and over 200,000 jobs. This decrease and disinvestment was part of a national trend affecting many cities throughout the country.

In the decade between 2000 and 2010, the City of Philadelphia reversed the trend from previous decades and posted gains in population and households.

According to initial data from Census2010, the city's population increased by 0.6 percent to 1,526,006, and the number of households in the city increased by 1.6 percent to 599,736. Many, but not all, peer cities grew during this period. Philadelphia's growth resulted in part from efforts to reduce taxes, improve schools and public safety, and establish other environmental and economic policies to attract and retain residents and jobs.

Prior to the economic recession that began in 2007, residential development activity in Philadelphia increased substantially, particularly in and around Center City. Between 2000 and 2008, the number of residential building permits issued by the city more than doubled, resulting in the creation of over 15,000 new housing units citywide.

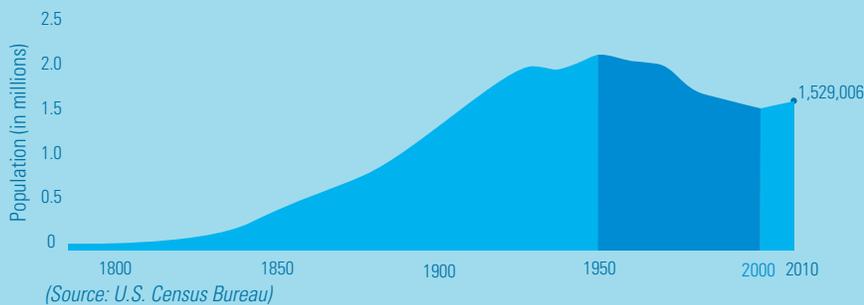
> Population Forecast Process

The PCPC developed an aspirational population forecast that takes into account historic trends, recent trends, and current conditions.

The PCPC forecast for 2035 utilized a range of forecasts based on different assumptions. These assumptions include the extrapolation of long-term and short-term trends as well as the consideration of the impacts of future conditions and interventions on births, deaths, and migration. The separate forecasts were then averaged to reflect a likely future outcome within a range of possible outcomes.

As shown on the accompanying table, the combination of five different forecasts yielded an average forecast of approximately 1.63 million Philadelphia residents by 2035. This suggests a significant population increase of 100,000 people over 25 years, an amount of growth that Philadelphia has not experienced since before 1950. Also shown are household and employment estimates that are closely associated with future demand for residential and non-residential land use.

Philadelphia Population Change 1790-2010



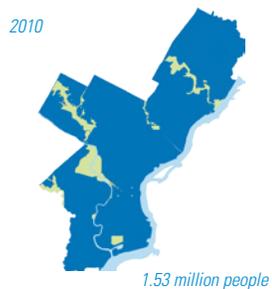
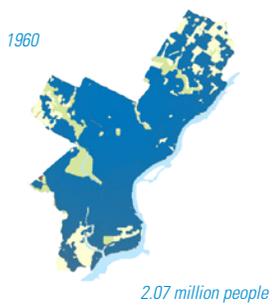
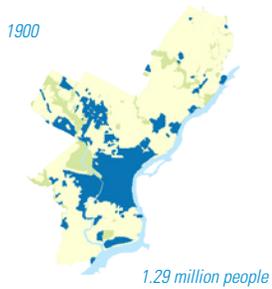
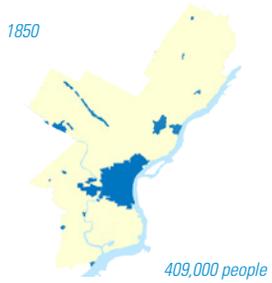
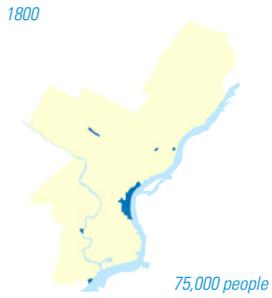
Comparison of Peer Cities' Population, 1970-2010

	Population					Percent Change			
	1970	1980	1990	2000	2010	1970 - 1980	1980 - 1990	1990 - 2000	2000 - 2010
Baltimore, MD	905,759	786,775	736,014	651,154	620,961	-13.1	-6.5	-11.5	-4.6
Boston, MA	641,071	562,994	574,283	589,141	617,594	-12.2	2.0	2.6	4.8
Chicago, IL	3,366,957	3,005,072	2,783,726	2,896,016	2,695,598	-10.7	-7.4	4.0	-6.9
New York City, NY	7,894,862	7,071,639	7,322,564	8,008,278	8,175,133	-10.4	3.5	9.4	2.1
Philadelphia, PA	1,948,609	1,688,210	1,585,577	1,517,550	1,526,006	-13.4	-6.1	-4.3	0.6
Toronto, Ontario	2,089,729	2,137,395	2,275,771	2,481,494	2,680,000	2.3	6.5	9.0	7.9
Washington, DC	756,510	638,333	606,900	572,059	601,723	-15.6	-4.9	-5.7	5.2
Peer Cities Total	17,603,497	15,890,418	15,884,835	16,715,692	16,917,015	-5.8	0	1.1	1.0

(Source: U.S. Census Bureau, Toronto 2009 Statistics Canada, Census of Canada, and Ontario Industry of Finance population projection update)

Summary of Five Population Forecast Models

Philadelphia's Growth



Population Forecast Model and Assumptions	2010 Base Population (millions)	2035 Forecast Population (millions)	2010-2035 Change	Notes
1. Decennial Census Trend. Composite <i>Averages high, medium, and low interpretations of decennial Census trends, 1980-2010</i>	1.53	1.45	-80,000	Ranges from high of 1.88m to low of 1.26m
2. DVRPC Forecast Adjusted to 2010 Base <i>Same annual changes to 2035 as Delaware Valley Regional Planning Commission "Connections" Plan</i>	1.53	1.53	0	Slight decrease through 2015, followed by slight increase
3. City Share of Region. Composite <i>Average high, medium, and low interpretations of trends in city's share of 12-county region, 1970-2010</i>	1.53	1.65	120,000	Ranges from high of 1.83m to low of 1.48m
4. Annual Estimates Census Trend <i>Extension to 2035 of 2000-2010 changes reported by Census Annual Estimates Program</i>	1.53	1.66	130,000	Reflects annual growth rate of approximately 0.3 percent
5. High Demand/High Capacity <i>Substantial increase in retention and immigration of domestic and foreign residents</i>	1.53	1.85	320,000	Reflects City's capacity to accommodate growth from combined effects of city-friendly trends and policies in immigration, the economy, and the environment
Average	1.53	1.63 (rounded)	100,000 (rounded)	

Philadelphia 2035 Forecast	2010	2035	2010-2035 Change
1. Population	1,530,000	1,630,000	+100,000
2. Households	600,000	638,000	+38,000
3. Jobs	675,000	715,000	+40,000
4. Residents per job	2.27	2.28	+0.01

> Employment Change

Jobs are both a cause and result of population change. Residents with skills, capital, and entrepreneurial energy help create jobs. At the same time, the availability of jobs helps retain and attract residents.

Employment Trends

In the past four decades, the City of Philadelphia has become less of a job center and more of a bedroom community. The ratio of Philadelphia residents to Philadelphia-based jobs increased from 1.99 in 1970 to 2.27 in 2010, as the number of jobs in the city decreased proportionately more (-31 percent) than the decrease in the number of residents (-21 percent). (U.S. Census/Bureau of Economic Analysis Wage and Salary, PCPC) By contrast, in most of the other counties in the Greater Philadelphia region, the ratio of residents to jobs decreased substantially as growth in county-based employment outpaced increases in resident population.

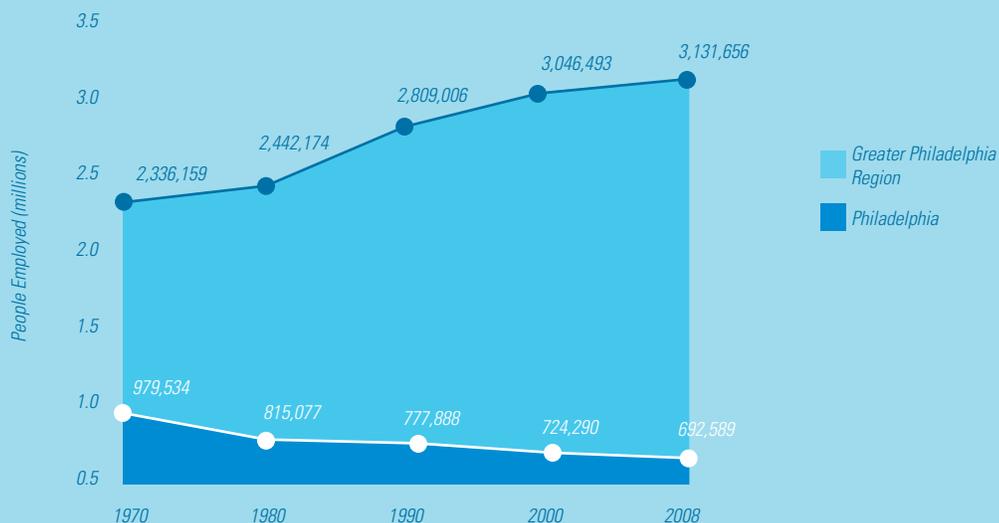
Employment Forecast

The *Philadelphia2035* employment forecast is based upon the historical relationship between city jobs and population, anticipated changes in the city's

demographics and workforce, and the potential of land and facilities in Philadelphia to accommodate job-supporting enterprises. The PCPC recognizes that demographic conditions contributing to the increase in the city's ratio of residents to jobs are unlikely to change quickly. These conditions include a low rate of labor force participation, a high percentage of age-dependent population, and a growing share of Philadelphia residents who commute to jobs located in other counties.

Over the next 25 years, the PCPC anticipates that changes in public policies and strategic investments in infrastructure will enable the City of Philadelphia to reverse decades of net employment loss by capturing and retaining at least 40,000 of the more than 300,000 additional jobs expected to be created in Greater Philadelphia. The net, new Philadelphia-based jobs are forecast to be distributed across multiple economic sectors, reflecting both the City's need and opportunity to maintain a diverse economic base. By 2035, with a population of 1.63 million people and an employment base of 715,000 jobs, the city will have 2.28 residents for each Philadelphia-based job.

Employment Change: 1970-2008



(Source: U.S. Bureau of Economic Analysis, Wage and Salary Employment)



BUILDING ON OUR STRENGTHS

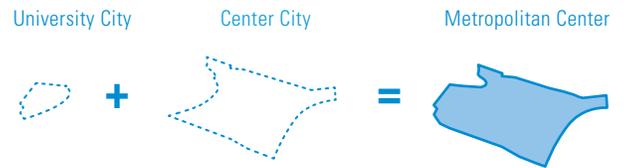
Philadelphia has three strengths on which to build its future physical development: A strong metropolitan center; diverse, authentic neighborhoods; and industrial-legacy areas.

> A Strong Metropolitan Center positioned for global competition

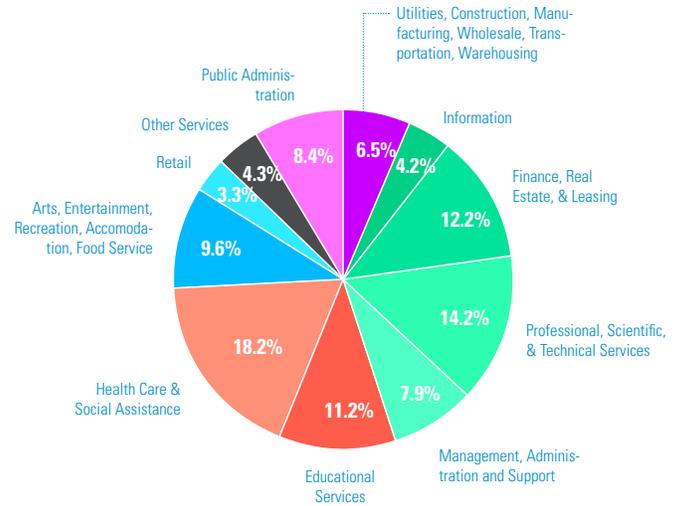
Philadelphia's Metropolitan Center is critical to our region. It includes the major employment, institutional, and residential hubs of Center City and University City. Many of the region's largest public and private employers are headquartered or have major operations in the Metropolitan Center.

The Metropolitan Center is a hub for SEPTA and Amtrak, and is connected to freight, port, and air facilities that link Philadelphia's residents, workers, and goods to the Eastern Seaboard and the world. Within the Metropolitan Center are world-renowned historic sites, such as the Independence National Historical Park, along with cultural assets, like the Philadelphia Museum of Art and the Franklin Institute.

The Center City portion of the metropolitan center is home to an estimated 92,000 residents, the 3rd largest downtown population in the U.S., with walking access to jobs, stores, schools, and parks. (Center City District, 2010).



Metropolitan Center Employment by Sector



Source: U.S. Census Bureau. Local Employment Dynamics. Based on Quarterly Census of Employment and Wages. Sectors from NAICS. Does not include self-employed, partners, military, domestic, or railroad workers.



Philadelphia Sports Complex

335,000
jobs
located in the
Metropolitan
Center

44%
of Center
City workers
walk to work

Higher Education Institutions in the Metropolitan Center

1. University of Pennsylvania
2. Temple University - City Center
3. Drexel University
4. University of the Arts
5. Moore College of Art & Design
6. Art Institute of Philadelphia
7. Curtis Institute of Music
8. Peirce College
9. Thomas Jefferson University
10. Pennsylvania Academy of the Fine Arts
11. Philadelphia Community College

> Diverse, Authentic Neighborhoods

undergoing revitalization and enhancement

Philadelphia has nearly 170 distinct neighborhoods, spread across 135 square miles. Influenced by the urban street grid, Philadelphia's neighborhoods are walkable and interconnected by public transit and rail networks.

Residents benefit from a range of affordable housing choices, and convenient access to public services and urban amenities. While some neighborhoods have suffered over years of economic and population change, these basic qualities are key to expanding revitalization into neighborhoods most in need of stabilization and recovery.

Housing Choice

Philadelphia's housing stock offers a range of choice and affordability from the ubiquitous row house, to single-family homes in suburban settings, to high-rise condominiums.



Character and Diversity

As a "City of Neighborhoods," Philadelphia is a patchwork of diverse communities each with a unique character reflective of residents, businesses, history, streetscapes, and architecture.



Transit Access

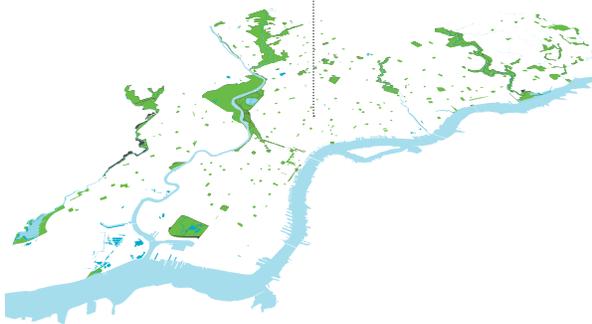
With an extensive transit system consisting of commuter rail, high-speed subway and elevated lines, trolleys, and buses, virtually all neighborhoods have access to some form of transit to get residents from home to work, school, or other destinations.



Parks and Open Space

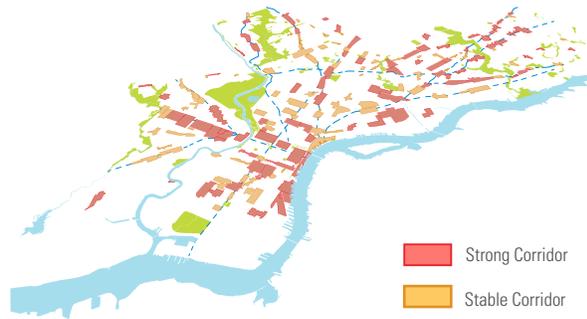
Many neighborhoods are fortunate to have easy, walkable access to Philadelphia's parks and recreation resources, ranging from wilderness-like stream valleys to recreation centers and playgrounds, to redeveloping riverfronts.

10% of Philadelphia is Open Space



Commercial Corridors

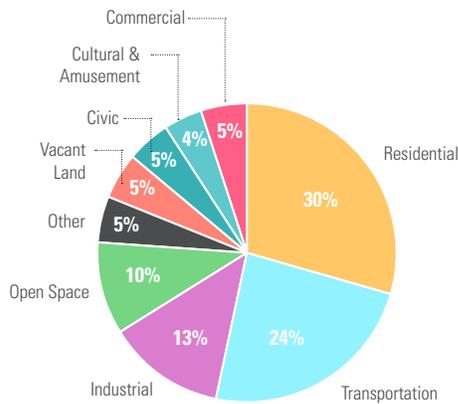
Philadelphia has dozens of commercial corridors offering convenient shopping to neighborhood residents throughout the city. Those corridors overseen by business-improvement or special-services districts tend to be the most healthy.



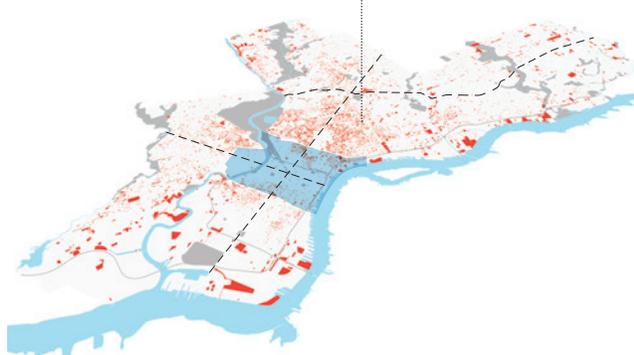
Opportunity for Infill

Some neighborhoods fared better than others during past decades of population loss and disinvestment, but those that currently have vacancy and underutilized property offer great opportunities for infill development.

Existing Land Use



5% of Philadelphia is Vacant Land



Public Services

Convenient access to public, private, parochial, and charter schools; libraries; sports facilities; health centers; and emergency services is a desirable feature of neighborhood living in Philadelphia, and much relied upon by residents.



Free Library Andorra



Old Pine Community Center



High School of the Future

> Industrial-Legacy Areas ripe for renewal and transformation

For over a century, manufacturing was the economic engine of Philadelphia. Manufacturing and industrial operations were distributed throughout the city, but major industrial concentrations developed along the riverfronts of the Lower Schuylkill and the Delaware River and in North Philadelphia. Industrial output in Philadelphia peaked in the 1950's and declined steadily. When factories and operations closed, large swaths of land in industrial areas were abandoned, and many remaining operating sites became underutilized.

Now, these underutilized "industrial-legacy" areas are viewed as assets because of their available acreage, connections to utilities, access to transportation, and proximity to diverse labor and customer markets. These are all vital ingredients for creating new uses and new jobs for a city that is growing again.

Philadelphia2035 identifies nine industrial legacy areas where focused planning coupled with a draft zoning code can produce a strong and stable environment for a diverse mix of activities – industry, commerce, research and development, residential and new waterfront recreation and open space.

5



Hunting Park West

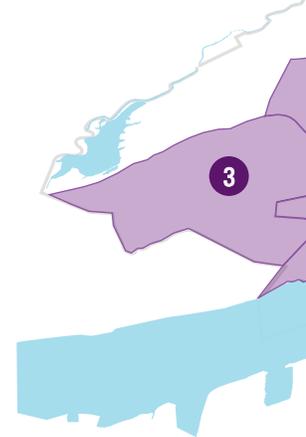
This area has strong potential to better integrate with the surrounding neighborhoods by developing community-scale retail services and a range of other appropriate uses on large vacant parcels. Good transportation access can be further enhanced by expanding transit services and accommodating bike routes on roadways.

4



Lower Schuylkill

The area stretching along the lower Schuylkill River can serve a range of activities that benefit from proximity to the Metropolitan Center and Subcenter (Navy Yard/Sports Complex/PHL). Land close to the Center may be targeted for institutional, office, and recreational uses. Tracts close to the Subcenter can host complementary uses such as hotels, office, and transportation services. Other tracts may be dedicated utility, industry, and environmental management areas.



3



Philadelphia International Airport (PHL)

Plans for expansion will allow the airport to accommodate additional runways, terminals, and parking, and to enhance PHL's international competitiveness, reduce delays, and improve satisfaction with Philadelphia's international aviation gateway.

6



North Broad

This area offers a transportation-oriented framework for development that improves access between local, regional, and intercity transit. Opportunities exist for improved access, infill development in and around commercial and transit nodes, and improved pedestrian and bicycle access to businesses, neighborhoods, and Temple University.

7

Far Northeast Regional Center

This regional center is well positioned to benefit from proposed expansion of transit along Roosevelt Boulevard and construction of the I-95/Pennsylvania Turnpike interchange. Improved access to highways and transit will reinforce industrial activity and promote density and new employment centers in the retail, professional office, and research and development sectors.



8



North Delaware

Plans are already being implemented to connect the waterfront to adjoining neighborhoods and develop waterfront land appropriately for a new mix of uses.

1



Central Delaware Waterfront

Proximity to the Metropolitan Center makes the Delaware River waterfront attractive for mixed residential and commercial projects and for new recreational and park amenities. Better access will be achieved by extending the street grid to the waterfront and by building a rapid transit line along Delaware Avenue.

2



Navy Yard

The process is well underway to repurpose unused buildings and construct new buildings for a mix of uses including modern business, research and development, distribution and manufacturing. Implementation of a smart energy grid and high performance building practices position the Navy Yard as a national showcase for energy efficiency and sustainability.

9



Amtrak Corridor

Amtrak's Northeast Corridor cuts across substantial portions of Philadelphia. Active industries once lined the corridor on either side, but today underutilized land offers opportunities for reinvestment as part of adjacent district revitalization, for greenspace and trails, and for improving a prominent gateway to Philadelphia.

> Existing and Future Land Use

A comprehensive plan shows where expected land demand and associated support facilities are to be accommodated in the future. Building on the current and forecasted conditions described earlier in the previous chapter, this section presents key citywide land-use findings to inform recommendations about the use of Philadelphia's land resources, particularly as District Plans are prepared over the next several years.

> Existing Land Use

Land use is a basic description of a city's physical development. *Philadelphia2035* employs updated land use definitions that reflect the type, location, and intensity of observable activities that take place on the city's 86,000 acres of land. Updated, parcel-based data on land use also allow for citywide comparison between past, present, and future use of the city's land resources.

A comparison between 1970 and 2010 city data shows substantial absorption of vacant land close to adjoining counties, increased vacancy in communities surrounding Center City and University City, and increased prevalence of low-density, auto-oriented development. The city's outlying areas are mostly built out, with development and redevelopment consuming roughly 4,000 acres for housing, shopping centers, industrial parks, campuses, roads, and other facilities. Data indicate that the city has fewer vacant and developable acres than in 1970 but that vacancy is now concentrated in the close-in neighborhoods and employment centers that have seen high losses of population and jobs.

Citywide, land is less intensively used than in 1970. The city's smaller number of residents and jobs are more spread out, and newer buildings are typically more suburban in character than the structures they replaced. Net residential density (persons per

residential acre) is currently 21 percent lower, and net employment density (jobs per employment-supporting acre) 35 percent lower, than in 1970.

The current use of Philadelphia's land is classified and illustrated in the map and charts on the following pages.

> Future Land Use Model

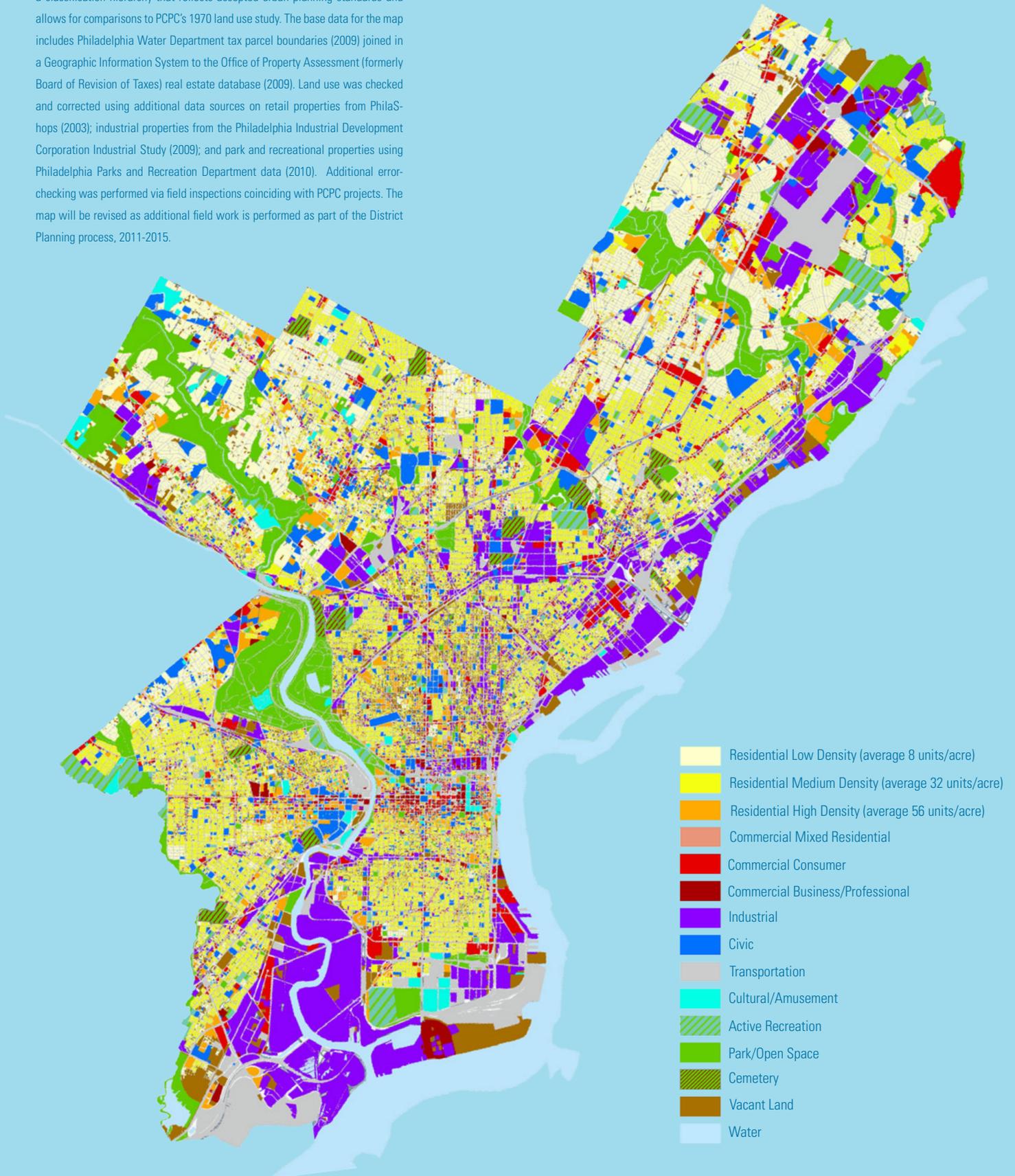
Between 2010 and 2035, Philadelphia will see demand for new development based on population and employment growth. The city is expected to gain new residents and businesses while continuing to meet the changing land use needs of the current 1.53 million residents. It is estimated that nearly 7,000 acres will be needed to accommodate the housing, commerce and industry growth forecasted in this plan.

Underutilized Land

A significant portion of Philadelphia—more than 8,500 acres is either vacant or underutilized. Unoccupied land and buildings make up a large share of this land bank, while other land uses highly susceptible to change—including badly deteriorated structures and non-accessory parking lots—make up the balance. By examining severely deteriorated and marginally occupied land in tandem with the more obvious markers of distress (i.e., vacancy), the PCPC gathered a more accurate picture of land opportunities in Philadelphia.

2010 Existing Land Use

The land use map is an assessment by the PCPC of existing land uses throughout the city, current through 2010. Each property is assigned a land use code using a classification hierarchy that reflects accepted urban planning standards and allows for comparisons to PCPC's 1970 land use study. The base data for the map includes Philadelphia Water Department tax parcel boundaries (2009) joined in a Geographic Information System to the Office of Property Assessment (formerly Board of Revision of Taxes) real estate database (2009). Land use was checked and corrected using additional data sources on retail properties from PhilaShops (2003); industrial properties from the Philadelphia Industrial Development Corporation Industrial Study (2009); and park and recreational properties using Philadelphia Parks and Recreation Department data (2010). Additional error-checking was performed via field inspections coinciding with PCPC projects. The map will be revised as additional field work is performed as part of the District Planning process, 2011-2015.



Distribution of Key Existing Land Uses

Land Use Activity	Acres	% Of Land
Residential	25,940	30%
Low Density	10,694	12%
Medium Density	12,044	14%
High Density	3,202	4%
Commercial	4,376	5%
Business/Professional	969	1%
Consumer	2,763	3%
Commercial/Residential	644	1%
Industrial	10,818	13%
Transportation	20,373	24%
Civic and Institution	4,415	5%
Culture and Recreation	3,162	4%
Culture/Amusement	954	1%
Active Recreation	2,208	3%
Park and Open Space	8,689	10%
Park/Open Space	7,741	9%
Cemetery	948	1%
Vacant	4,233	5%
Other/Unknown	4,071	5%
Total Land	86,077	
Water	5,213	

Definition | Underutilized Land

Land and structures that are chronically vacant or visibly deteriorating. Non-accessory surface parking is included in the inventory of underutilized land.



Nicetown

Commercial = 5% of city land area

Consumer, business/professional, and mixed-use activity occurs in business districts, commercial corridors, and shopping centers.



Residential = 30% of city land area

Residential activity is spread throughout the City.



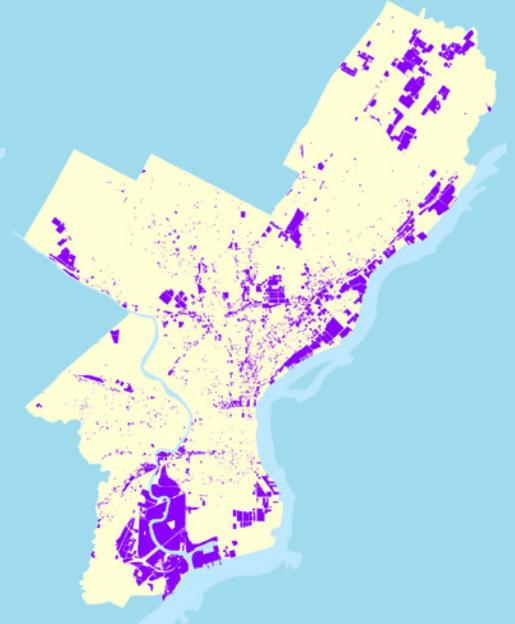
Park and Open Space = 10% of city land area

Parks and Open Space activity is concentrated in larger parks.



Industrial = 13% of city land area

Industrial activities are concentrated in traditional and newer industrial corridors and districts.



The value of underutilized land is maximized where large sites are clustered. In a built-out city, clusters of underutilized land are ideal for redevelopment. Blocks with many vacant buildings and/or empty lots can be viewed as locations ripe for change. Areas that have limited encumbrances in the form of structures or occupants are the most suitable for large redevelopment projects. Conversely, infill and adaptive reuse may be more appropriate on blocks characterized by sound buildings or committed residents.

Typically, land-use change is an incremental process. There is an intrinsic benefit to locating within a district of similar uses. Industrial uses often introduce noise, odors, and truck traffic that is unwelcome in a residential community; commercial uses generate foot and auto traffic that can be a nuisance in certain residential zones. To minimize potential conflicts, industrial land uses generally operate best near industry and residential works best near other residential activity. As a result, land-use change generally occurs slowly, through expansion of existing land-use clusters and modest density adjustments.

Susceptibility to Change

Within a 25-year time frame, much of the land in Philadelphia will remain as it is today. Some portions, however, are vulnerable to land-use shifts. The Philadelphia City Planning Commission used CommunityViz®, a Geographic Information System (GIS)-based modeling tool, to explore how and where the land-use shifts might occur. PCPC staff used the software to identify the most susceptible and appropriate sites for future development, test policy options, and explore how the supply of underutilized land could accommodate future demand.

For the citywide analysis, the city was examined at the census block level, a unit of analysis used by the U.S. Census. In Philadelphia, the census block is

roughly equivalent to a city block. Blocks dominated by vacancy or blight were designated as underutilized and identified as the primary source of land to accommodate future development. 5,800 of the total inventory of 8,500-plus acres exist in these blocks. These blocks were prioritized for redevelopment in the modeling process in an effort to emphasize the rehabilitation of deteriorating areas that are highly susceptible to change and to capitalize on vacant land resources. These objectives are supported by a strong public interest in reinforcing development in existing communities.

In the model, only those blocks where significant underutilization is present were considered susceptible to change. It is likely that a significant amount of development will occur on blocks that are not highly susceptible to change, through infill and some redevelopment. Because of the smaller scale of underutilization, development on these healthier blocks is unlikely to result in significant land-use change; accordingly, this underutilized land (2,700 acres) and projected demand (3,300 acres) were excluded from the modeling exercise.

Suitability

The remaining 3,700 acres of land demand was allocated to the susceptible blocks deemed most suitable for a given land use. Factors that influenced suitability for each land use included proximity to physical entities such as educational and medical institutions, thriving commercial corridors, rail transit stations, highway interchanges, major arterials, airport-noise zones, the 100-year floodplain, open space, preservation areas, and compatible land uses. Recent population shifts, market value, and other market factors also heavily influenced suitability measures. Open space accessibility and preservation of industrial assets were the primary public policies embedded in the model.

Since the needs of each land-use type are unique, the importance of each factor varied with each suitability measure. For example, it would be impractical to develop housing units within a designated airport-noise zone; excessive noise is considered a public health hazard. Alternately, most industrial uses are minimally impacted by the noise of planes flying overhead.

The PCPC determined that many blocks could accommodate a number of different land uses. To generate future land-use recommendations, acres of demand for each land use were allocated to suitable blocks in an order intended to simulate the market and support public policies, with industrial land use allocated first and low density residential use allocated last. This approach was used to ensure that priority uses were directed toward the most suitable sites. The final step in the modeling process was to incorporate major planned development sites into the land-use map. This step was completed outside of the model.

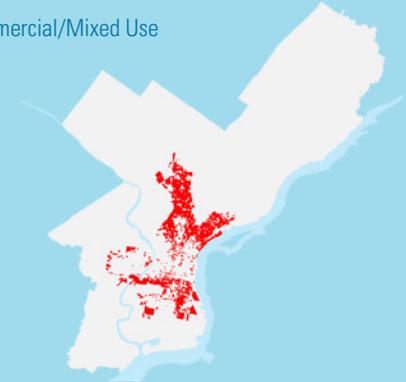
Findings and Lessons Learned

The citywide land use analysis confirmed three previously held assumptions: 1) there is sufficient land in the city to accommodate current and future uses; 2) the bulk of available land is located in the city core, within and adjacent to former industrial uses; 3) even with a healthy pace of development, more than 2,000 acres will remain underutilized in 2035 for lack of demand. It will be important to stabilize these areas so they will be ready to accommodate development beyond 2035.

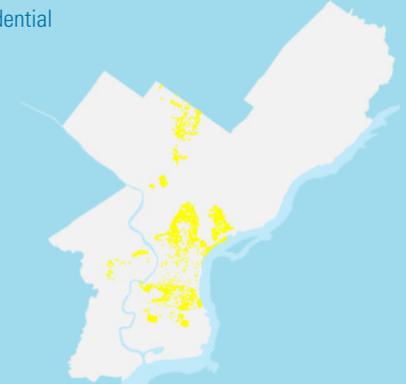
Areas Suitable for Key Land Uses

Some parts of the city can accommodate a number of different land uses, while others are suitable for only distinct uses. These maps depict the blocks best suited to accommodate key land uses.

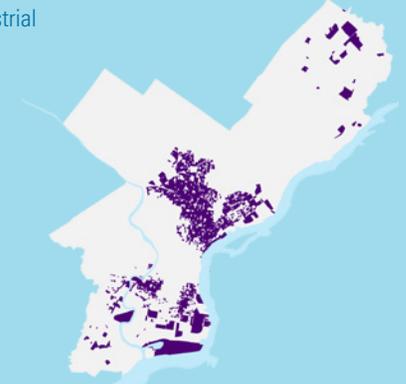
Commercial/Mixed Use



Residential



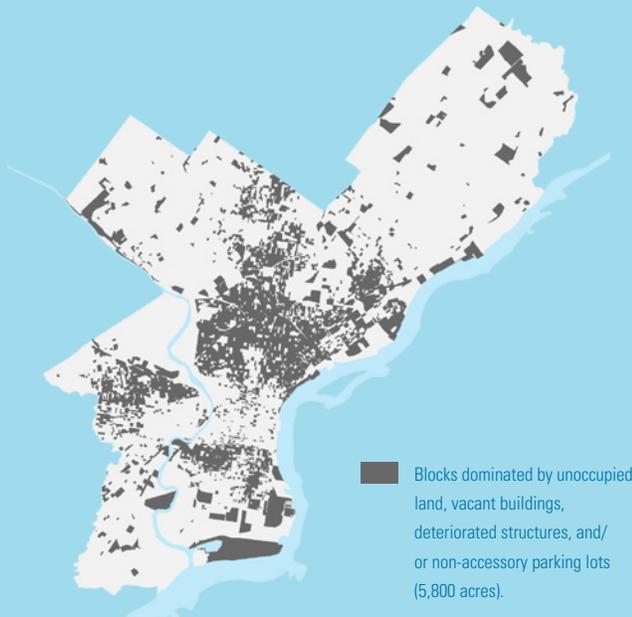
Industrial



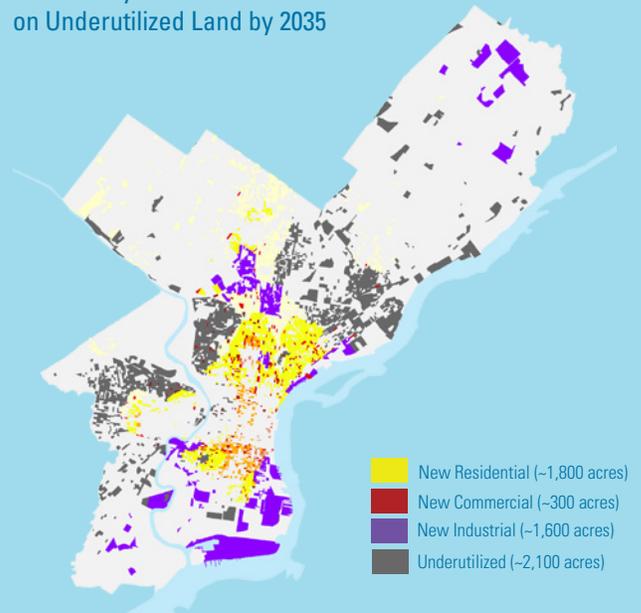
The land use analysis also suggests that public-sector intervention will continue to be necessary to achieve effective reuse of the city's currently underutilized land. For example, the land use model showed underutilized land in parts of North, South, and West Philadelphia to be among the acres most suitable for future development. However, many of the communities that surround Center City and University City remain economically distressed and unlikely to sustain private-sector repurposing of underutilized property without public financial incentives. Additional public interventions such as capital investments, updated district and neighborhood plans, and modernized zoning will also still be needed to guide limited resources to the uses and locations

– throughout Philadelphia - that can produce the greatest long-term community and citywide benefits. With thousands of acres potentially available for development over the next 25 years, it is possible to spread public and private investment too thinly. A focus on strategic choices and investments will remain important to ensure efficient use of public funds. As in the past, targeted interventions that utilize phased, place-making strategies will continue to offer a sound approach to building private market confidence in the long-term development opportunities of specific areas.

Underutilized Land



Preliminary Allocation of Land Uses on Underutilized Land by 2035



After allocating 3,700 acres of new development, approximately 2,100 acres remain underutilized in the model.

Place-making strategies may be informed by a number of general principles that PCPC finds consistent with the updated existing and modeled land use, public input on *Philadelphia2035*, and larger trends in urban development:

- Reinforce the city's unique features and areas of strength;
- Strengthen land use and transportation connections between areas of strength;
- Make use of and modernize existing infrastructure;

- Promote density and diversity of land use in centers, districts, and corridors;
- Reinforce places and facilities that successfully serve larger markets;
- Adjust public services and facilities to reflect shifting customer locations and preferences; and
- Exploit the city's accessible, compact form to create competitive advantage.

Case Study | Planning for Services

The provision of efficient and equitable public and private services is a primary consideration in physical-development planning. Appropriate land needs to be identified and reserved, through zoning or public ownership, to support customer satisfaction, profitable or cost-effective operation, and regulatory compliance. In urban communities where demand and tax base have shifted or declined, adjustments are required to align public facilities and commercial enterprises with fiscal capacity and changing markets.

The *Imagine2014 Strategic Plan* of the School District of Philadelphia is one example of planning for services in a changing demographic, policy, and fiscal environment. A facilities master plan process supports *Imagine2014* by pursuing efficiencies in the number, location, and joint-use of school properties.



*School of the Future surrounded by park land
(Source: 2010 Pictometry International Corporation
Rochester, NY)*

Case Study | Planning for Succession

The gradual change of urban land from one mix of uses to another is a necessary and beneficial process. Technologies and preferences evolve. Urban places adapt or become obsolete. In locations where private demand and public resources are limited, obsolete properties can remain underutilized or vacant for long periods of time. Public intervention is sometimes required to ensure that long-term vacancies are managed to protect public safety, accommodate responsible interim uses, and fulfill eventual demands for more permanent planned activities.

The land bank of the Philadelphia Industrial Development Corporation (PIDC) is one example of public intervention to promote the orderly succession of land use. Under this program, suitable underutilized properties are identified, acquired, assembled, improved, and marketed to new enterprises. PIDC maintains an active inventory of industrially-zoned sites to meet anticipated needs.



*Land bank marketing sign
(Source: PIDC)*

Case Study | Planning for Density

Intensive use of land is an appropriate way for urban places to generate fiscal support for infrastructure, increase market support for an array of services, and reduce per-capita environmental impacts related to transportation. However, dense commercial or residential development is feasible in a limited number of strategic centers, districts, and corridors. Moreover, if initial redevelopment precludes subsequent, higher-density development in strategic locations, then substantial long-term economic and environmental benefits may be lost.

An historic example of good planning for density is Suburban Station in Center City. The underground train station and 20-story office building, completed in the 1930s, created the foundation for the continuing transformation of the Penn Center/Market West area into a transit and pedestrian-accessible, high-rise office district.



*Suburban Station within office core
(Source: 2010 Pictometry International Corporation
Rochester, NY)*

> Industrial-Legacy Areas: Future Land Use

These principles can be applied to the nine Industrial-Legacy Areas described previously for the purpose of making generalized land-use recommendations. These areas include five important redeveloping districts or facilities with completed, publicly supported master plans that await focused implementation. These areas also include four geographically and functionally different

sections of Philadelphia that were identified in the *Philadelphia2035* public outreach process and by the PCPC staff analyses as ripe for focused planning analysis to guide future land use. The following pages highlight key recommendations for future land use.

> Industrial-Legacy Areas: Future Land Use

4 Lower Schuylkill

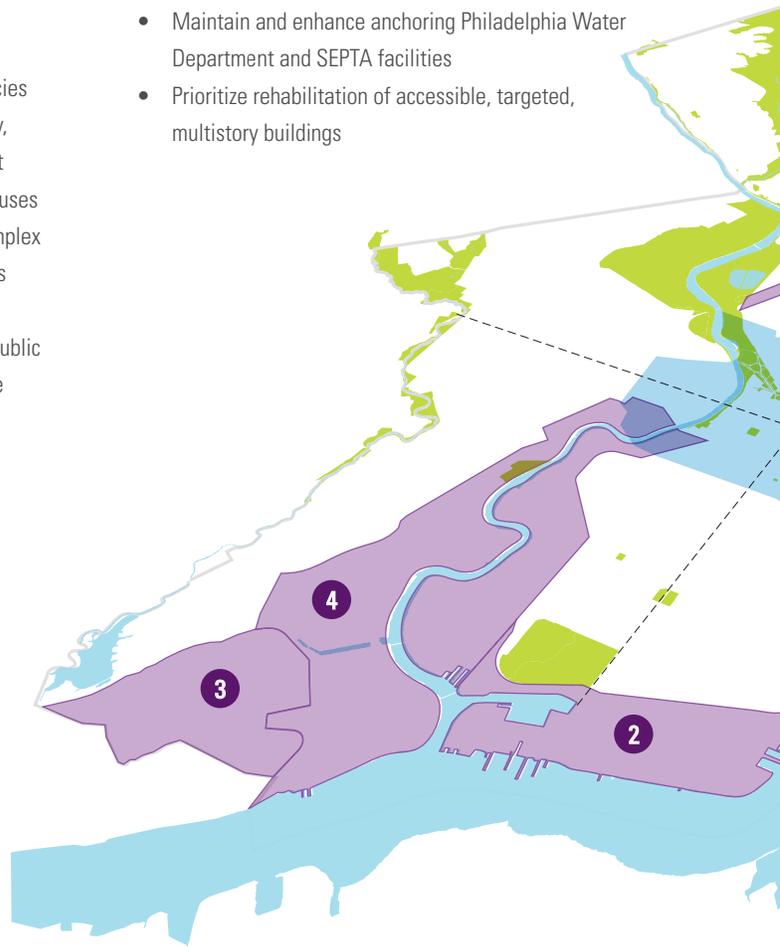
- Increase available jobs by reestablishing employment-based uses on large-parcel vacancies
- Protect land for region-serving utilities, industry, transportation, and environmental management
- Provide for hotel, office, industrial, and service uses to complement PHL, Navy Yard, and Sports Complex
- Provide for service, institutional, and office uses to complement the Metropolitan Center
- Enhance opportunities for safe and dedicated public access along the waterfront, where appropriate

3 Philadelphia International Airport (PHL)

- Add capacity to Greater Philadelphia's national and international aviation gateway
- Increase service frequency for transit between PHL and the Metropolitan Center
- Maximize density to efficiently use the small airport footprint
- Maintain high customer satisfaction with airfield, terminal, security, parking, and transportation upgrades
- Strengthen ground transportation connections to serve wider markets in the Northeast Megaregion

5 Hunting Park West

- Increase available jobs by reestablishing employment-based uses on large-parcel vacancies
- Maintain high accessibility to nearby centers via highways, transit, and pedestrian/bicycle connections
- Develop new community-scale retail and services that meet needs of adjoining neighborhoods
- Maintain and enhance anchoring Philadelphia Water Department and SEPTA facilities
- Prioritize rehabilitation of accessible, targeted, multistory buildings



2 Navy Yard

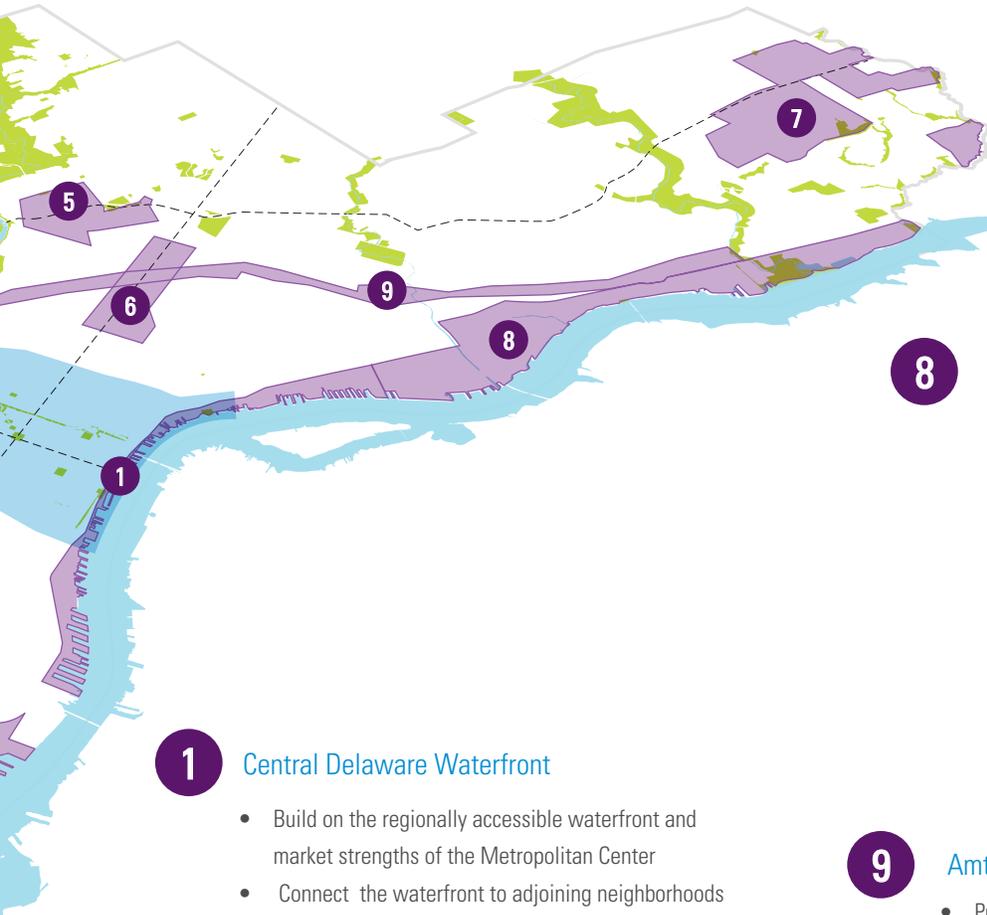
- Repurpose for modern business, production, distribution, and repair activities
- Upgrade transit connections to the Metropolitan Center, Sports Complex, and PHL
- Upgrade infrastructure to support research on and commercialization of new products and services
- Concentrate office and professional activities in the pedestrian-friendly historic core
- Maintain active specialty military and ship-building activities

6 North Broad

- Support Temple University and other employers' commitment to North Central Philadelphia
- Enhance access to the Metropolitan Center, between Temple campuses, and to other regional centers
- Provide for complete and competitive transferability between local, regional, and intercity transit
- Promote appropriate infill in and around commercial and transit nodes, including residential
- Emphasize pedestrian, transit, and bicycle-oriented design
- Establish development frameworks for long-range evolution into future regional center

7 Far Northeast Regional Center

- Update the significant employment opportunities along Woodhaven Road and Roosevelt Boulevard
- Upgrade Roosevelt Boulevard to improve highway and transit access to the Metropolitan Center
- Reposition Northeast Philadelphia Airport as a corporate airpark serving new demand from a new I-95/Turnpike interchange in Lower Bucks County
- Introduce appropriate additional uses to current retail and service nodes
- Concentrate development to provide attractive travel choices for pedestrians and transit users



1 Central Delaware Waterfront

- Build on the regionally accessible waterfront and market strengths of the Metropolitan Center
- Connect the waterfront to adjoining neighborhoods and centers via transit, pedestrian and bike access, and modernized highways
- Extend the urban street grid to the waterfront
- Establish regional waterfront attractions and nodes of activity at accessible cross streets
- Balance visitor transportation needs with waterfront amenities shared by all
- Place uses in close proximity to reduce travel times and travel-related impacts

8 North Delaware

- Protect land for region-servicing utilities, industry, transportation, and environmental management
- Encourage mixed-use development in targeted areas that connect to infrastructure
- Connect the waterfront to adjoining neighborhoods and centers via transit, pedestrian and bike access, and modernized highways
- Establish nodes of activity at accessible cross streets
- Enhance opportunities for safe and dedicated public access along the waterfront, where appropriate

9 Amtrak Corridor

- Preserve opportunities and right-of-way for enhancement to infrastructure for passenger and freight rail
- Encourage better integration of development opportunities along the corridor at regional and intercity transit nodes
- Develop land-management strategies to address long-term vacancy and under-utilization of areas between transit nodes
- Include open space in corridor redevelopment planning and connect to the citywide open space network

> Benefits of *Philadelphia2035*

A comprehensive physical development plan should help achieve overarching benefits that cut across specific themes, elements, and recommendations. For the Citywide Vision, the City Planning Commission crafted goals and objectives that transcend specific policy areas and contribute to a stronger economy, a healthier population, and a smaller environmental footprint.

> Measuring Outcomes and Benefits

Measurement and accountability are crucial to achieving the goals set forth under each element of *Philadelphia2035*. To ensure that PCPC, agencies, and communities can track progress quantitatively and objectively, the Citywide Vision matches each of its objectives to measures and indicators. This allows PCPC to produce planning outcome measurements to inform day-to-day decision-making and future revisions to the Citywide Vision and District Plans.

Economic Benefits

Improvements in economic and fiscal vitality are needed to generate jobs, income, wealth, taxes, and competitive services.

The City of Philadelphia and the greater Philadelphia region compete globally for workers, households, businesses, capital, and visitors. In this competition, the city has particular relevance and potential as the main urban center of a globally important metropolitan area. Philadelphia's density, diversity, and services provide a necessary economic complement to the region's suburban and rural communities.

Philadelphia also has a responsibility to foster conditions in which city residents, enterprises, and property owners may more fully participate in the wider economy. Persistently high rates of poverty, unemployment, and underutilized land reflect the City's continued struggle to establish a growing, well-balanced economy.

Health Benefits and Well-Being

Improvements are needed to the built environment to provide equitable access to services and to reduce barriers to healthy living.

Philadelphia's built environment plays an important role in encouraging healthy living. Philadelphia's major public health challenges – high rates of obesity and related chronic diseases including type II diabetes, heart disease, and asthma – reflect the need for planning and development guidelines that address physical and environmental determinants of health.

Philadelphia has a responsibility to foster conditions in which city residents, workers, and visitors can more easily make choices to maintain a healthy lifestyle by accessing fresh food, recreating in well-maintained open spaces, and traveling to employment and commercial destinations on foot, by bike, or on public transportation.

Environmental Benefits

Improvements are needed to natural and man-made systems to provide safe and healthful conditions for the current and future population.

Philadelphia faces competitive and regulatory challenges to meet increased expectations for environmental performance. The City has unique potential to help the region compete for households and enterprises that prefer urban locations that have small environmental footprints. Philadelphia's compact communities anchor both the City and region's continued efforts to achieve compliance with environmental standards.

The City is also entrusted to guide physical development to manage risks from natural hazards, including long-term environmental risks associated with climate change. Increased susceptibility to flooding, sea-level rise, land subsidence, and higher temperatures requires the City to consider appropriate adaptive measures.

The Measures and Benefits Matrix in the Making it Happen Chapter also tracks each objective's contribution to a series of overarching benefits to which *Philadelphia2035* contributes. This matrix serves as a reminder that planning has direct and measurable impacts on the city's economy, the health and well-being of its residents, and the natural environment. Tracking progress toward these benefits will help the City evaluate its ability to THRIVE, CONNECT, and RENEW.

Philadelphia Economic Data

- **Bond Rating:** A-
(Source: Fitch Ratings, 2009)
- **Total Market Value:** \$39.7 Billion
(Source: PA State Tax Equalization Board, 2007)
- **Percentage of Individuals Living in Poverty:** 24%
(Source: U.S. Census 2006-2008)
- **Total Acres of Vacant Land:** over 4,000 acres
(Source: PCPC)
- **Percent of Water Lines in Good Repair:** 97%
(Source: PWD)
- **Average Commute Time:** 31 minutes
(Source: U.S. Census 2006-2008)

Philadelphia Health Data

- **Percentage of population within a 10-minute walk from a green space:** 88%
(Green2015, 2010)
- **Citywide average of obesity:** 32.2% of adults, 25.4% of children
(Philadelphia Health Management Corporation, (PHMC) Household Health Survey 2010)
- **Percentage of children with asthma:** 27%
(PHMC Household Health Survey, 2010)
- **Average annual number of pedestrian fatalities related to vehicle crashes:** 35
(PennDOT, 2008 Pennsylvania Crash Facts and Statistics)

Philadelphia Environmental Data

- **Percentage of water distribution pipes containing lead:** 0%
(Source: Philadelphia Water Department)
- **Number of unhealthy air quality action days in 2008:** 18
(Source: National Oceanic and Atmospheric Administration)
- **Percentage of households with no vehicle available:** 34%
(Source: ACS 2006-2008)
- **Average Number of Days 90°F or higher:** 24
(Source: National Oceanic and Atmospheric Administration)



(Source: GPTMC)



Hawthorne Recreation Center



Forbidden Drive in Wissahickon Park



FRAMING OUR FUTURE

> Three Forward-Looking Themes

Future land use is only one of several physical-development-related topics contained in *Philadelphia2035*. The others are organized into three forward-looking themes: THRIVE, CONNECT, and RENEW. Within these broad themes are nine elements that follow the focus and organization of comprehensive plans; THRIVE includes three elements, CONNECT includes two elements, and RENEW includes four elements.

Each element consists of a broad goal and specific topics, each of which is supported by a specific goal and achievable through objectives and strategies.

What follows in this chapter are three themed sections that set forth hundreds of recommendations for the nine elements. Project case studies and definitions are included to add context and illustrate concepts.

> THRIVE

Philadelphians THRIVE in the center of a competitive metropolitan region.



Neighborhoods

Improve neighborhood livability

Promote strong and well-balanced neighborhood centers and improve the quality and diversity of new and existing housing.



Economic Development

Make Philadelphia more competitive in the metropolitan region

Support the growth of economic centers, target industrial lands for continued growth and developments, grow Philadelphia's strong institutional job sectors, and develop tourism and the arts as strong economic sectors.



Land Management

Capitalize on land assets

Manage and reduce vacancy, protect sensitive lands from overdevelopment, and manage all non-community-based facilities efficiently.

> CONNECT

Philadelphians CONNECT seamlessly to the region and the world.



Transportation

Improve transportation safety, efficiency, and convenience

Increase the use of transit to reduce environmental impacts and travel time, balance the use of roadways to ensure safe and efficient travel by all modes, provide a safe and efficient road network, and enhance the economy by supporting airports, seaports, and freight rail.



Utilities

Adapt services to changing technology and consumption patterns

Provide environmentally supportive, affordable, and reliable utility service to all customers and reinforce access to and use of broadband infrastructure as a vital public utility.

> RENEW

Philadelphians RENEW valuable resources to sustain a bright future.



Open Space

Increase equitable access to our open space resources

Complete and connect watershed parks and trails in the city and the region, create improved access to our waterfronts, and expand access to neighborhood parks and recreation.



Environmental Resources

Fulfill obligations to meet ambitious federal environmental standards

Improve air quality within the city and the region, improve water quality and management of our water and wetland resources, and increase tree coverage equitably across the city.



Historic Preservation

Preserve and reuse historic resources

Support sensitive development that preserves and enhances our multi-faceted past and expand tourism programs to highlight Philadelphia's cultural and historic heritage.



Public Realm

Achieve excellence in the design and quality of the built environment

Improve the development scale of the city and elevate public demand for good urban design in the public realm.





THRIVE

Philadelphians THRIVE in
the center of a competitive
metropolitan region.



Neighborhoods 66

- Neighborhood Centers 1.1
- Housing 1.2



Economic Development 76

- Metropolitan Centers 2.1
- Industrial Land 2.2
- Institutions 2.3
- Cultural Economy 2.4



Land Management 90

- Vacant Land and Structures 3.1
- Land Suitability 3.2
- Municipal Support Facilities 3.3

THRIVE

In 2035, Philadelphia is a thriving metropolis. It is a city built on healthy neighborhoods and a diverse economy offering opportunity to everyone. Cultural and institutional resources and new enterprises flourish, and land is used in suitable and vibrant ways.



Neighborhoods

Improve neighborhood livability



Economic Development

Make Philadelphia more competitive in the metropolitan region



Land Management

Capitalize on land assets



Improve the quality and diversity of new and existing **housing**



Wayne Junction



Manage and reduce **vacancy**



Promote strong and well-balanced **neighborhood centers**

City Ave



Manage all **municipal support facilities** efficiently



Grow Philadelphia's strong **institutional** job sectors



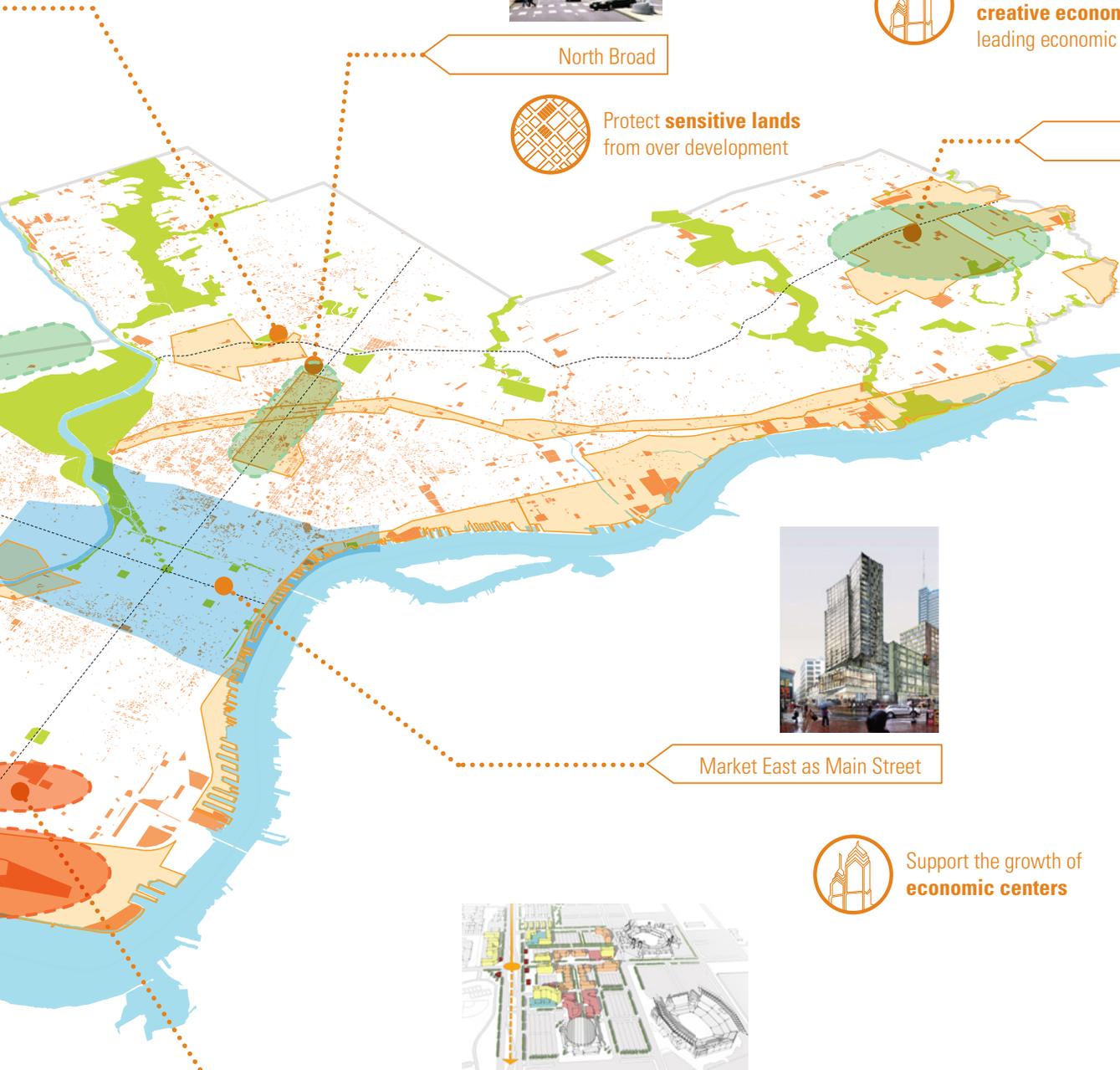
Develop **tourism and the creative economy** into a leading economic sector

North Broad



Protect **sensitive lands** from over development

Far Northeast



Market East as Main Street



Support the growth of **economic centers**



Sports Complex AT&T Station TOD



Target **industrial** lands for continued growth and development



Metropolitan Center



Metropolitan Subcenter



Regional Center



Industrial-Legacy Area



Vacant Land Opportunity

> Neighborhoods

Improve neighborhood livability

Philadelphia is called “The City of Neighborhoods” as neighborhoods are the foundation of our city. The Neighborhoods element places communities and the people of Philadelphia at the forefront of *Philadelphia2035*. This element focuses on issues related to land use, economic development, and quality of life.

Each one of our neighborhoods has its own character and atmosphere, but all neighborhoods share common assets that strengthen and form their identity. Some neighborhood assets are intangible and social, which land use and economic policies cannot affect; these include ethnic identity, religious institutions, and great neighbors. But important physical development considerations such as public facilities, housing and commercial services are the kind of issues that can be affected by City policies and are considered in this section.

The Neighborhood Centers topic focuses on the community-serving public facilities such as libraries and health centers, commercial corridors, and transit stations that form the hearts of our communities. The policies in this topic aim to strengthen these assets by recommending capital improvements, zoning changes, and incentive programs. This topic also pays special attention to transit and healthy food access in our neighborhood centers.

The Housing topic addresses policies that affect both new construction and our existing housing stock with an emphasis on rehabilitation and infill. The housing policies set forth in *Philadelphia2035* ensure that Philadelphians have quality housing choices that reflect changing demographics and affordability needs while locating new housing to strengthen our neighborhood centers.

The strategies set forth in the Neighborhoods element are generally applicable from Mayfair to Mantua to Mount Airy. Specific recommendations for many of the strategies, such as public facilities locations, zoning map revisions and healthy-food access, will be determined in the forthcoming District Plans. All of the policies in the Neighborhoods element strive for intelligent use of limited resources, reducing costs, and strengthening our neighborhoods to improve our city’s economic and physical health.



The
Green
Line
Cafe

BALTIMORE AVE.

4239



1.1

Definition | *Neighborhood Center*

- A neighborhood center can be:
1. A clustering of community-serving public facilities
 2. A viable commercial corridor or node
 3. A transit hub



Fishtown library, recreation, and school center



Germantown Avenue commercial corridor (Source: GPTMC)



Temple University Regional Rail development

1.1 Neighborhood Centers

Goal: Promote strong and well-balanced neighborhood centers

People define their neighborhood centers in many different ways. Some neighborhood residents see their center as the intersection where the elementary school, recreation or community arts center, and neighborhood park are all located. Others find their center at a regional rail station, elevated station, or subway stop. Certain neighborhoods describe their center as their commercial corridor, node, or shopping destination. The ideal neighborhood center has all three: transit, community services, and retail. In addition, convenient access to healthy food options is important to all neighborhoods.

Establishing locations for community-serving facilities, such as libraries, health centers and parks, is directly affected by the City of Philadelphia and its Capital Program. Policies and standards for public facilities in *Philadelphia2035* are tied to providing a state of good repair, easy access to residents, and locating these facilities to strengthen our neighborhood centers. By consolidating and co-locating community-serving public facilities, the City can ensure that basic services are convenient, well-maintained and cost efficient to run.

Philadelphia2035 also recognizes that the siting an operation of schools play important roles in our neighborhood centers.

The most traditional neighborhood center is the commercial “Main Street” and Philadelphia has numerous such commercial corridors. Due to population changes and competition from new, often auto-oriented retail developments, some corridors are shrinking. Other corridors, however, are growing where new demand can be accommodated in existing or redeveloped sites. Commercial corridors can be strengthened by applying appropriate zoning to manage growth or decline, strategic use of grant and business-improvement programs, and capital improvements.

Transit-oriented development promotes one of Philadelphia’s best assets, the extensive transit system. By identifying station areas that have potential for growth due to their proximity to high-demand neighborhoods, available developable land, and suitability for higher-density development, the City can promote neighborhood growth in a sustainable and urbane way. Built-out neighborhoods can also turn to their transit hub to promote the growth, redevelopment, and desirability of neighborhood centers.

Access to healthy food is essential to all neighborhoods. By supporting urban agriculture, community gardens, farmers’ markets and healthy corner stores, as well as strengthening neighborhood centers, *Philadelphia2035* envisions communities with healthy food and lifestyle choices.

Objectives

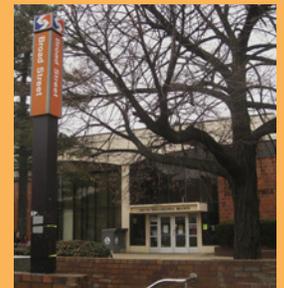
1.1.1 Strengthen neighborhood centers by clustering community-serving public facilities.

- a Co-locate, consolidate, and modernize community-serving public facilities, and locate them, along with schools, in neighborhood centers.
- b Establish level of service standards to prioritize capital improvement funding.
- c Locate community-serving public facilities and neighborhood parks on walkable streets.
See RENEW 6.3 for more information on neighborhood parks.
- d Coordinate public and private investment to create innovative mixed-use developments.
- e Maintain community-serving public facilities in a state of good repair and energy efficiency.
- f Coordinate with educational institutions — public, charter, parochial, private schools, as examples — to understand opportunities and plan for joint-use.

1.1.1.a Case Study Co-located Public Facilities at Tasker-Morris Station

The most dynamic neighborhood centers are those that offer both community-serving public facilities and commercial services in a walkable and transit-accessible location. A good example of this concept is the area near the Tasker-Morris station on the Broad Street Line in South Philadelphia.

A branch library, health center, and recreational facilities share a single block on the southwest corner of Broad & Morris, directly above the entrance to the station. An east-west bus route makes a connection at the station. Two blocks to the south and east, commercial corridors provide a mix of goods and services including small groceries, pharmacies, home goods, and clothing stores. Residents of this neighborhood center can access most daily necessities on foot, and can reach larger employment, commercial, and recreational resources in other parts of the city without private automobiles. The co-location of community serving public facilities above a high capacity transit line, investment in nearby commercial areas, and zoning permitting a mix of uses makes this possible.



Library at Subway Station

1.1.2 Strengthen neighborhood centers by developing viable commercial corridors.

- a Focus commercial zoning on the strongest retail blocks of commercial corridors.
- b Transition non-commercially viable portions of commercial corridors that are in decline to more appropriate land uses.
See RENEW 8.1.3 for more information on preserving historic assets in commercial corridors.
- c Support commercial infill development and rehabilitation through financial, zoning, and redevelopment incentives.
- d Continue to establish business improvement districts and special services districts and encourage establishment of business associations.
- e Limit development of new auto-oriented commercial centers to strategic locations that complement the overall vitality of surrounding neighborhoods.
- f Prohibit parking lots as primary uses along viable, pedestrian-oriented commercial corridors.

1.1.2.d Definition | Business Improvement District (BID) and Special Services District (SSD)

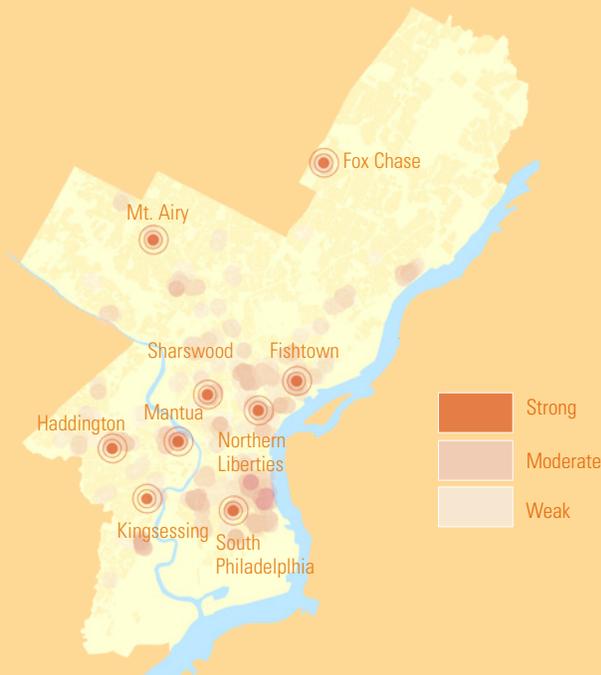
BIDs are areas where businesses pay an additive tax to fund improvements within the BID boundaries. SSDs provide similar services as BIDs, but are not funded through an additive tax or fee.



Center City District Streetcleaner
(Source: Peter Tobia)

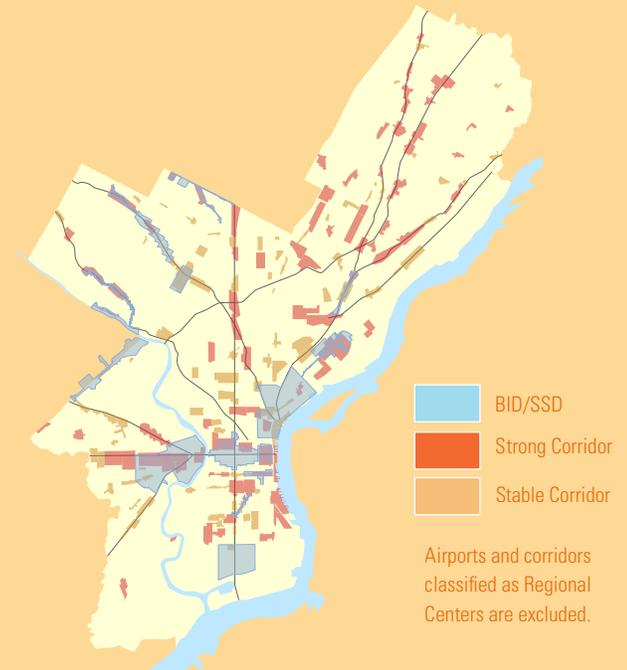
1.1.1.a Areas of Clustered Community-Serving Public Facilities

Clusters of three or more community-serving public facilities in a quarter-mile radius of each other, that create a strong neighborhood center are highlighted in red. These facilities include recreation centers, neighborhood parks, playground/tot lots, libraries, health clinics, and senior centers. Fire stations, police stations, and Philadelphia Gas Works service centers also are important community-based facilities.



1.1.2.d Strong and Stable Commercial Corridors

A 2009 report by Philadelphia LISC and Econsult states that Business Improvement Districts (BIDs) and Special Service Districts (SSDs) are the most effective intervention associated with improved corridor performance.



1.1.3.a

Definition| *Transit-Oriented Development (TOD)*

Mixed-use development, including residential, commercial, and institutional uses, centered at transit stations to maximize access to and ridership of public transportation. TOD generally encourages higher density and reduced parking requirements.



TOD development at 36th and Sansom Streets

1.1.3 Strengthen neighborhood centers by promoting transit-oriented development around stations.

- a Encourage higher density, mixed-use developments at stations through zoning and Transit Revitalization Investment District (TRID) designation.
- b Focus TOD efforts around nodes identified by PCPC staff, and encourage context-sensitive density at these nodes according to the guidelines in the proposed new Zoning Code.
- c Coordinate transit-oriented development efforts with transit providers.
 - Ensure that transit agencies' capital investments, service frequency, and intermodal connections are coordinated with the City's transit-oriented-development priorities and private development investments.
 - Support SEPTA's strategic target of one TOD project per year by collaborating on their TOD portfolio and otherwise facilitating conversations between the agency and the development community.
- d Promote transit-oriented development at transit stations on new or extended routes.
- e Create sustainable parking strategies for commuter transit stations to meet demand for park-and-ride facilities.

See [CONNECT 4.1.3](#) for more information on transit-oriented development.

1.1.3.a Case Study Wayne Junction

Wayne Junction, a SEPTA regional rail station located at the crossroads of Germantown, Wayne, and Windrim Avenues, is an excellent candidate for transit-oriented development. In 2008, it was the focus of the PCPC's Germantown and Nicetown Transit-Oriented Plan. Wayne Junction's frequent rail, bus, and trackless trolley service already attracts high ridership, but the surrounding former industrial sites lay fallow. Through zoning changes to allow mixed-use commercial and residential redevelopment, historic certification of significant buildings, marketing and sale of city-owned sites, and renovation of the station by SEPTA, Wayne Junction has the potential to become a major transit-oriented development success.



Proposed site plan from *Germantown and Nicetown Transit-Oriented Plan*
(Source: KSK Architects Planners Historians, Inc.)

1.1.3.a Definition | *Transit Revitalization Investment District (TRID)*

The Transit Revitalization Investment District Act of 2004 (TRID) is Pennsylvania legislation that promotes transit-oriented development. TRID designation accesses planning monies, prioritizes state funding, and allows value capture areas that function like tax-increment financing districts for funding transit improvements.

1.1.3.b Definition | *Type I, II and III TOD Nodes*

As part of work on the proposed Zoning Code, the PCPC staff undertook detailed analysis to identify tiers of TOD and delineate appropriate levels of density and design guidelines at each type of node. Candidate locations for Type I (regional) nodes include AT&T Station, the Girard and 46th St Stations, and the Broad Street Line stations between Center City and Temple University. Candidate Type II (neighborhood) nodes include the Temple University Regional Rail station and Wayne Junction. Candidate Type III (Park and Ride) stations include Eastwick and Torresdale.

1.1.4 Provide convenient access to healthy food for all residents.

- a Maximize multimodal access to fresh food by encouraging grocery stores, healthy corner stores, and outdoor markets at key transit nodes and within transit-oriented development zones.
 - Coordinate efforts between the Food Trust, PDPH, MOTU, SEPTA and PCPC to open farmers' markets at the busiest stations in the system.
 - Identify opportunities to incorporate open spaces suitable for new farmers' markets into larger development projects, such as the Piazza at Schmidts.
 - Farmers' markets provide excellent access to local, fresh foods, but their seasonal availability makes access to year-round healthy food at corner stores and supermarkets a priority.
- b Support agriculture and food distribution programs at recreation centers, schools, and other public facilities located in key neighborhood centers.
- c Establish farmers' markets along commercial corridors within neighborhood centers.
- d Increase local food production through zoning designations that permit urban agriculture as-of right in strategic locations and allow for roof-top gardening.
- e Develop standards and guidelines for community gardens and urban agriculture sites on public lands to ensure transparency, continuity of use, and community benefit.
- f Work with supermarket developers to create site designs that respond to neighborhood context and allow access for seniors, children, and other transit-dependent and mobility-limited populations.

1.1.4.a Definition | *Healthy Food*

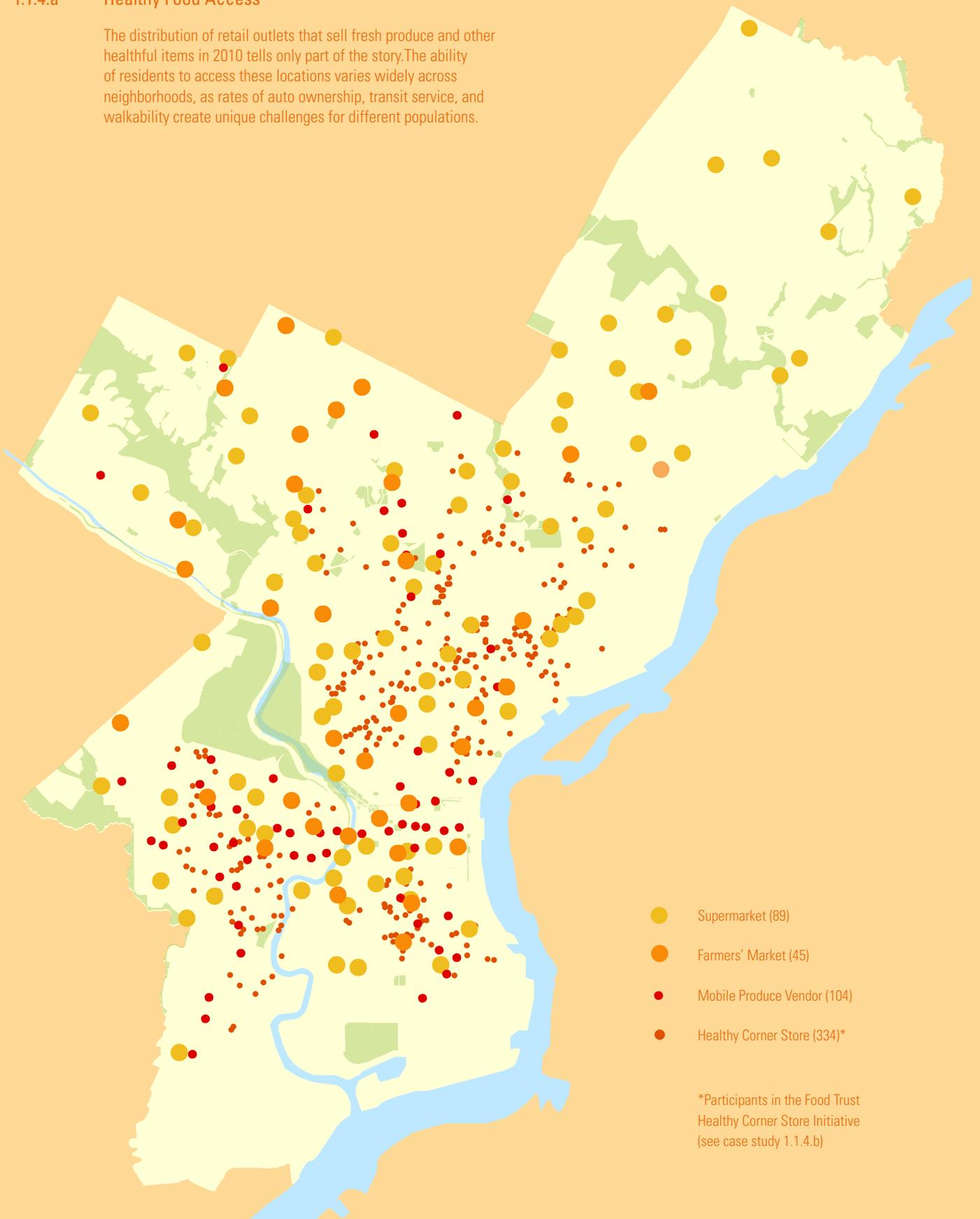
Those foods identified in the Nutrition Environment Measures Survey (NEMS) supported by the National Institutes of Health: fruits and vegetables, whole grain breads and cereals, lean meats and poultry, and low-fat milk.



Clark Park farmers' market
(Source: GPTMC)

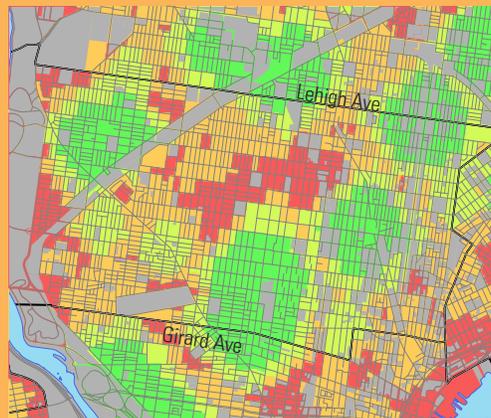
1.1.4.a Healthy Food Access

The distribution of retail outlets that sell fresh produce and other healthful items in 2010 tells only part of the story. The ability of residents to access these locations varies widely across neighborhoods, as rates of auto ownership, transit service, and walkability create unique challenges for different populations.



1.1.4.a Case Study Food Access

The Philadelphia Department of Public Health conducted a Food Access Study in 2010-2011. The study provided a comprehensive assessment of current conditions, calculated the proportion of residents within walking distance of healthy food sources, and weighted those sources according to the level of service they provide (e.g., a 24-hour supermarket scored much higher than a seasonal, once-weekly farmers' market). Analyzing these data in conjunction with factors like walkability and auto ownership rates allows planners to recommend zoning and infrastructure changes and improvements to maximize residents' access to healthy foods.



Accessibility to Healthy Food in Lower North Philadelphia
(Source: Philadelphia Department of Public Health)

1.1.4.a Case Study Healthy Corner Store Initiative

The Food Trust and the Philadelphia Department of Public Health are partnering with as many as 1,000 corner stores to increase the availability of fruits, vegetables, and other nutritious foods through the Healthy Corner Store Initiative (HCSI). The program provides education and micro-grants to encourage store owners to expand their selection of healthy options. *Philadelphia2035* District Plans will identify strategic locations along commercial corridors and near transit stations for these and other fresh food outlets to create a more equitable food environment throughout Philadelphia.



Corner Store Display
(Source: PDPH)

1.1.4.e Case Study GreenThumb

GreenThumb, run by the New York City Department of Parks and Recreation, is the nation's largest urban gardening program. GreenThumb assists over 600 urban gardens and 20,000 garden members. In order for an urban garden to receive recognition, materials, education, and services through GreenThumb, the community garden must be registered with the City and meet specific guidelines. Gardeners must attend trainings as well. In 2010, New York City finalized revisions to its community garden rules to further protect community gardens on public lands.



New York City
(Source: The New York Times,
American Community Gardening Association)

1.2 Housing

Goal: Improve the quality and diversity of new and existing housing

Philadelphia has an aging housing stock with over 75 percent of houses more than 50 years old. This, coupled with large amounts of vacant land and structures in parts of the city, makes strong housing policies very important. As vocalized very clearly in the *Philadelphia2035* community meetings, Philadelphians want existing housing and infill housing to be the City's priority. The housing priorities of *Philadelphia2035* reflect the desire to have quality housing choices that strengthen the fabric of all neighborhoods. Most importantly, the location of new housing, particularly housing supported by government funding, should be prioritized based on adjacency to existing community assets and strengths: commercial corridors, transit stations, and stable residential blocks.

1.2.2.a

Definition | *Housing Choice*

The ability to have a choice of quality, safe and affordable housing for either lease or purchase, regardless of income.

1.2.2.d

Definition | *Accessory Dwelling Unity Unit*

A secondary housing unit on the same site often known as "in-law suite." The draft new Zoning Code includes one 800 sq. ft. or less accessory dwelling unit per single-family detached or twin home as a defined use.

1.2.2.e

Definition | *Accessible Housing*

Housing that allows persons with physical disabilities to enter and move within their home.



MLK Housing Development
(Source: www.phila.gov/ohcd/)

Objectives >

1.2.1 Stabilize and upgrade existing housing stock.

- a Shift public investments towards housing reuse and rehabilitation.
 - For the past 10 years, the City has spent 64 percent of its subsidized housing funds on new construction projects. Over the past three years, that rate has increased to 87 percent.
- b Expand housing preservation and rehabilitation incentive programs.
- c Retrofit housing to improve energy efficiency.

See [RENEW 8.1.1](#) for more information on preserving cultural, historic and architectural assets.

1.2.2 Ensure a wide mix of housing is available to residents of all income levels.

- a Promote mixed-income housing developments and a broad range of housing choice throughout the city.
- b Reduce concentrations of poverty.
 - Consider existing poverty levels when siting new affordable housing developments.
- c Expand existing property tax programs for low- and moderate-income property owners.
- d Provide a wider variety of housing options for an aging population such as aging-in-place programs and accessory housing options.
 - The Philadelphia Corporation for Aging (PCA) expects the population 65 and older to increase from 13 percent of the total population, as measured in 2005, to 16 percent in 2025 (PCA, 2006).
 - Seventy-eight percent of seniors age 60 and older own their own homes. Seniors 65 and older make up 30 percent of total homeowners citywide. The PCA expects to see a trend away from institutional living for seniors (PHA, 2006).
- e Expand accessible housing choices, including "visitable" units, which allow for barrier-free access into the first floor and to a first-floor toilet room.
- f Work with developers to create mixed-income developments at transit stations to improve access to transport, jobs, and services for all Philadelphians.
 - The proposed new Zoning Code includes density bonuses for the provision of affordable housing in select commercial mixed-use zoning districts at TOD zones and in the Metropolitan Center.

1.2.3 Promote new affordable housing developments to strengthen existing neighborhood assets.

- a Locate new affordable housing near commercial corridors and transit stations.
- b Prioritize infill of gap vacancies on otherwise stable blocks over large subdivision developments.

1.2.3.b Definition | Infill

Construction on vacant or underutilized parcels of land within areas that have already been substantially developed.

1.2.3.b Case Study Mixed-Income Infill Housing

The Bookmark Apartments is a 47-unit mixed-income, mixed-used development located in Portland, Oregon. Built in 2002, it has 28 market-rate units and 19 affordable units. The ground floor contains a public library, retail space, and shared open space. The building is located near transit, entitling the developers to a density bonus through Portland’s transit-friendly zoning code.



(Source: www.bookmarkapartments.com)



Thin Flats, Northern Liberties



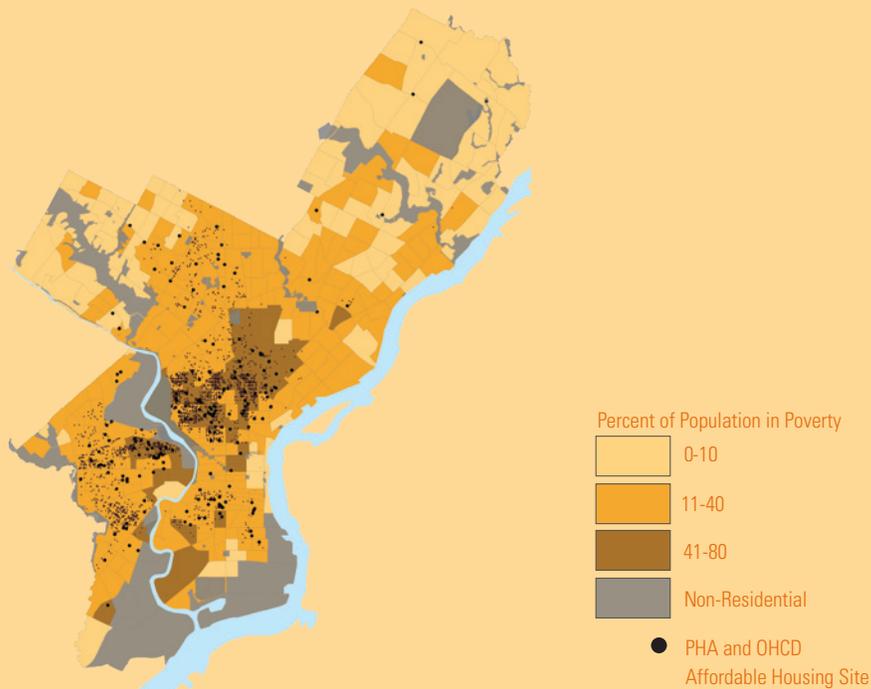
Infill, Manayunk



Infill, 21st Street

1.2.2.b Poverty and Affordable Housing Concentrations

High concentrations of affordable housing are often located in census tracts with high levels of poverty.



> Economic Development

Make
Philadelphia
more
competitive
in the
metropolitan
region

Growth of Philadelphia's job and tax base is critical to the success of both the city and the Greater Philadelphia region. For several decades, the city has experienced erosion in employment and tax ratable properties. Philadelphia's economy has lagged behind surrounding counties and other peer cities as well. But the tides are turning in favor of Philadelphia's economic resurgence: Philadelphia remains a dynamic force in the region's economic market, the population has increased for the first time since 1950, and *Philadelphia2035* forecasts 100,000 new residents and 40,000 additional jobs over the next 25 years.

A key factor in the economic revival of Philadelphia is its central location in the Northeast Megaregion, a globally significant economic superengine stretching from Northern Virginia to Southern Maine. The Northeast Megaregion produces 20 percent of the nation's gross domestic product, with only two percent of the nation's land area, and is expected to add one million new residents over the next generation (*America2050*, 2010). To maximize Philadelphia's share of this growth, *Philadelphia2035* recommends a series of strategies to reinforce the city's many unique urban assets and advance Philadelphia's position as a globally competitive component of the megaregion.

Among the city's unique assets are its existing and emerging employment centers. The Center City/University City area makes up the Metropolitan Center of Philadelphia, and generates jobs in leading education, health care, cultural, professional services, and hospitality sectors. The Navy Yard, Sports Complex, and Philadelphia International Airport comprise one of the region's most dynamic Metropolitan Subcenters. Located across the city are several nationally-renowned universities and hospitals that are both key employers, and sources of entrepreneurial talent and innovation for Philadelphia.

The full realization of our economic potential requires the City to infuse entrepreneurial energy into areas long associated with Philadelphia's rich industrial past. Numerous industrial-legacy areas, weakened by the decline in manufacturing, now present opportunities for redevelopment into modern industrial enterprises, and/or into creative mixes of other land uses, including institutional, commercial, and residential.



2.1 Metropolitan and Regional Centers

Goal: Support the growth of economic centers

National trends suggest a renewed interest in cities and the advantages of urban living. The Center City/University City Metropolitan Center spans the area between the Delaware River and 40th Street and between Girard Avenue and Washington Avenue. With some 150,000 residents, Philadelphia’s clean, safe, and livable downtown area is a national success story. Accessibility to transit, a pedestrian-friendly environment, boundless urban amenities and affordable commercial and residential rents make the Metropolitan Center well-positioned to attract new firms and new talent to Philadelphia’s labor force.

Fifty percent of Philadelphia employment is in Center City and University City and a large majority of jobs in three of Philadelphia’s strongest economic sectors (office, education/health services, and tourism/retail) are in this downtown area. Despite the national economic downturn, the Center City/University City office market has proven to be remarkably resilient and boasts high office occupancy rates in comparison to the Greater Philadelphia region’s submarkets.

Philadelphia2035 also supports the Metropolitan Subcenter comprised of the Philadelphia International Airport, Navy Yard, and Sports Complex. The Philadelphia International Airport is critically important to Philadelphia’s competitive edge. The Philadelphia Navy Yard – the nation’s first naval shipyard – is now a dynamic mixed-use office, research, and industrial park. The Sports Complex proudly houses four national sports teams and has tremendous income-generating potential for Philadelphia. *Philadelphia2035* offers recommendations to diversify Philadelphia’s economy by supporting the complementary growth of the metropolitan subcenter to ensure its long-term stability and advancement.

Other strategies of *Philadelphia2035* focus on existing and emerging regional centers. Regional Centers, such as the shopping and office centers along City Avenue and Roosevelt Boulevard, are significant employment hubs that support a variety of commercial, professional, institutional, and light industrial activities. Just like Philadelphia’s Metropolitan Center and Subcenter, these Regional Centers support Philadelphia’s economy by drawing visitors from beyond the city limits.

2.1 Employment in Selected Centers (and percent of city total)

Metropolitan Center	
Center City and University City	335,000 (50%)
Metropolitan Subcenter	
PHL, Navy Yard, Sports Complex	35,000 (5%)
Regional Center	
Existing	
Far Northeast	45,000 (7%)
City Avenue	30,000 (4%)
Emerging	20,000 (3%)
North Broad	
Total	465,000 (69%)

(Estimated 2010)

2.1.1 Definition | Metropolitan Center

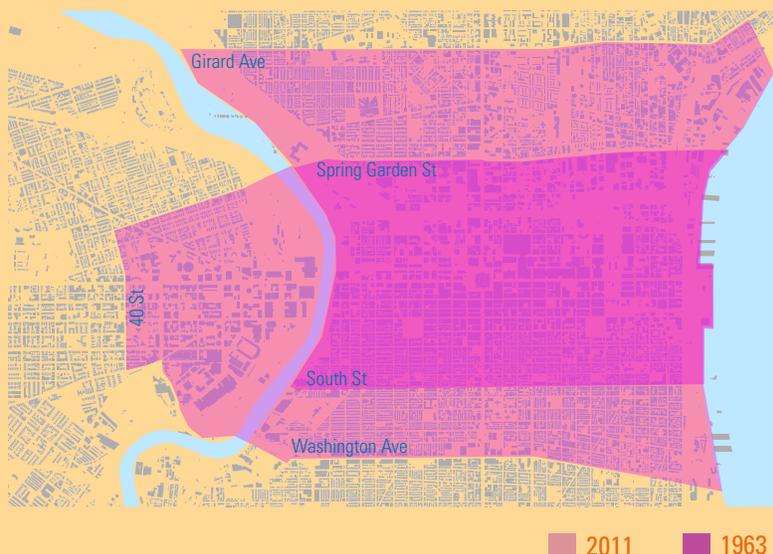
A metropolitan center is the primary focal point of an urban region; a highly dense, compact, mixed-use area that is the primary hub of the region’s economic, educational, and cultural activities and institutions. Center City and University City make up Philadelphia’s Metropolitan Center.

Objectives >

2.1.1 Support and promote Center City/University City as the primary economic center of the region.

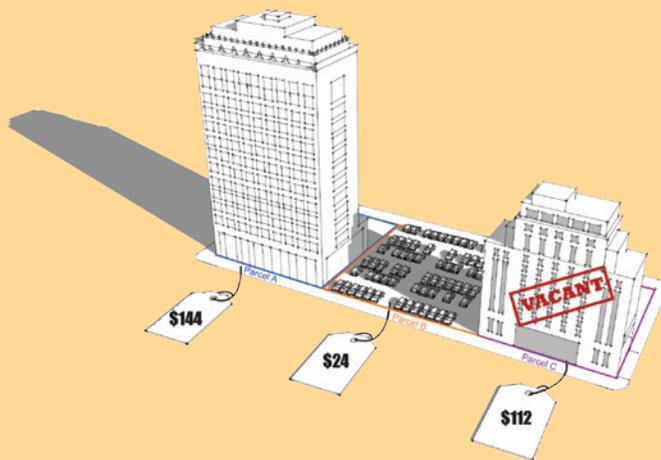
- a Expand the definition of the Metropolitan Center to include both Center City and University City.
See CONNECT 4.1.1.g for more information on 30th Street Station.
- b Focus C-5 (or equivalent in the draft zoning code), the highest commercial mixed-use zoning district, around our transit hubs in Center City and University City.
- c Review business and property tax policies to create a more development-friendly environment.
- d Provide incentives for the attraction and retention of jobs in the Metropolitan Center.
- e Implement plans for the Central Delaware Waterfront to extend neighborhoods to the river, improve waterfront access, and renew obsolete industrial areas with new uses.
See CONNECT 4.1.2 for more information about Delaware Waterfront rapid transit.
See RENEW 6.1.1 for more information about Delaware Waterfront trails.
- f Redevelop Market East to become a more vibrant retail and entertainment destination, a gateway to Chinatown, and an intermodal transit center.
- g Create a transition plan for the Callowhill Industrial Area in northeast Center City to explore how to integrate this area appropriately and seamlessly into surrounding neighborhoods.
- h Discourage developments that feature structured parking as a primary use within the boundaries of the metropolitan center through parking policies, zoning, and other regulatory mechanisms.
 - Undertake a local study to test the prevailing hypothesis that the provision of parking induces demand, worsens congestion, and negates investments in transit and active transportation infrastructure.

2.1.1.a Philadelphia's Expanding Metropolitan Center



2.1.1.c Diagram of Property Tax Land Assessments

Property taxes are determined by assessing two factors: 1) the value of land and 2) the value of the improvements. In Center City, properties on the same block often have widely different assessed land values, even though such differences are neither accurate nor fair. Undervalued land assessments on underutilized parcels, such as surface parking lots and single-story buildings, discourage development. More accurate land assessments would encourage owners to develop or sell their properties.



Example land assessment values by square foot

2.1.1.f Case Study Market East as Main Street

In 2009 the PCPC published a strategic plan for the area surrounding Market Street east of Broad Street to Independence Mall. The Market East Strategic Plan balances comprehensive long-term economic development goals with aggressive short-term strategies addressing existing issues. The vision is to restore Market Street's role as Philadelphia's Main Street by increasing density, promoting a mix of uses, and creating a new intermodal transit center. Increased density includes development of the surface parking lot at 8th and Market and encouraging the redevelopment of single- and two-story blocks. Proposed new uses include hotels, loft housing, and expansion of Chinatown and Thomas Jefferson University and Hospital to Market Street. Tenth Street is envisioned as a new gateway for both Chinatown and Jefferson. A new intermodal transit center would expand the existing bus depot and integrate it into the Market East regional rail station.



(Source: Parsons Brinckerhoff, Market East Strategic Plan, 2009)

2.1.2 Strengthen Metropolitan Subcenters.

- a Support the expansion of Philadelphia International Airport (PHL) as a globally competitive international airport.
 - PHL is one of the largest economic engines in Pennsylvania, generating \$14 billion annually into the local economy. Two hundred businesses linked to the Airport employ 42,000 workers (PHL, 2009).
 - Support the physical growth of the airport and the *Airport Master Plan*. Underutilized land near the airport, such as surface parking lots and undeveloped areas in Eastwick should be developed for airport expansion and supportive use. Airport-related development includes business parks, distribution centers, information technology complexes, and hotels.
 - Airport growth should consider sensitive land concerns and noise mitigation issues.

See CONECT 4.4 for more information about strengthening Philadelphia's global connections.
- b Transform the Sports Complex into a higher-density sports and leisure transit-oriented development.
- c Continue to develop the Navy Yard as a premier location for 21st century industry and mixed-use development.

2.1.2 Definition | Metropolitan Subcenter

Metropolitan Subcenters are major destinations that serve the entire metropolitan area and offer a mix of economic activities. Philadelphia's Metropolitan Subcenter is comprised of:

1. Philadelphia Navy Yard
2. Sports Complex
3. Philadelphia International Airport

2.1.3 Encourage the growth and development of both existing and emerging Regional Centers.

- a Strengthen the City Avenue Regional Center by continuing cooperation with Lower Merion Township to increase use of transit, upgrade walkability, and attract complementary job-creating uses.
- b Reinforce the Far Northeast Regional Center by capturing new industrial, corporate, aviation, and retail demand generated by improvements to I-95, the Pennsylvania Turnpike, and Roosevelt Boulevard.

See CONECT 4.1.2.a for more information about the Roosevelt Boulevard rapid transit.
- c Guide emerging (e.g., Temple University/North Broad Street) and existing Regional Centers to develop job-generating investments, while respecting the character of their surrounding neighborhoods.

2.1.3 Definition | Regional Center

Regional Centers are smaller destinations with significant employment bases that occupy over one million square feet, such as large malls and office complexes. Regional Centers serve multiple municipalities, and, specific to Philadelphia, serve multiple neighborhoods.

2.1.2.c Case Study Urban Outfitters

When Urban Outfitters renovated five derelict Navy Yard buildings as its new corporate headquarters in 2006, it sent a message that the Navy Yard can be much more than a traditional office or industrial park. The architects created a gritty, lived-in atmosphere for over 1,000 Urban Outfitters employees. Interiors have double-height ceilings with exposed brick, concrete, and timber. The mixed-use complex includes dramatic new spaces for a commissary, community hub, restaurant, coffee bar, and fitness center. A 20 percent federal historic tax credit was utilized in this 285,000 sq. ft., \$100 million adaptive reuse project. The unified campus provides individual workshops for the company's brands.



2.1.2.b Urban Design Study | Sports Complex as Transit-Oriented Development Concept



Philadelphia City Planning Commission



(Source: Philadelphia Eagles)

Currently the Sports Complex area has three major attractions: the Wells Fargo Center, Lincoln Financial Field, and Citizens Bank Park. Each stadium operates as an independent, self-contained venue and is surrounded by large surface parking lots. Recognizing the high attendance at events, the existing Broad Street Line subway station, and the large amounts of available land, the Sports Complex area is ideal for redevelopment as a transit-oriented development (TOD) with hotel, retail, residential, and entertainment mixed-use development. New developments using TOD standards including density and pedestrian orientation can make the walk from AT&T Station inviting, safe, and interesting by lining the sidewalks with shops and restaurants and minimizing curb-cuts for parking lots.

2.2 Industrial Land

Goal: Target industrial lands for continued growth and development

Decades of disinvestment in the manufacturing industrial base has stripped away Philadelphia's former status as the "Workshop of the World." However, an industrial land study led by the Philadelphia Industrial Development Corporation (PIDC) shows that the overall decline in Philadelphia's industrial employment base has been tempered by a shift away from traditional manufacturing towards construction, transportation, logistics, and advanced manufacturing. Philadelphia currently has over 100 million square feet of occupied industrial buildings.

Philadelphia2035 prepares the city for a modern industrial economy with a two-pronged approach to industrial land. The first identifies industrial areas that are well-positioned to support modern industry. These areas have superior infrastructure and workforce access and have large, contiguous parcels that enable the agglomeration of many businesses into industrial districts or corridors. The second approach is to transition scattered, obsolete industrial lands to other productive land uses. Together these strategies protect industrial lands where it makes sense, and where it does not, invites the creative reuse of land and buildings.

Objectives >

2.2.1 Ensure an adequate supply and distribution of industrially zoned land.

- a Align industrial zoning to areas with active industrial users and good highway, freight, and labor access.
- b Modernize transportation and utilities to support competitive industry.
See CONNECT 4.3 and 4.4 for more information on highways and ports.
See CONNECT 5.1.3 for more information on utility capacity.
- c Use industrial land management techniques for identified "Industrial Protection Areas."
- d Maintain a citywide inventory of as much as 16,000 acres of industrially zoned land to meet industrial demand and attract new industrial users.
- e Transform the Hunting Park West industrial area into a vibrant commercial center and an industrial mixed-use hub with creative, clean industries and light manufacturing.
- f Create a long-term plan for the lower Schuylkill industrial-legacy area that emphasizes its location between the Navy Yard, the Philadelphia International Airport and the Metropolitan Center and promotes the development of region-serving light industry.
See RENEW 6.1.1 for more information about the Schuylkill River Trail.

2.2 Definition | PIDC Industrial Study

The Philadelphia Industrial Development Corporation (PIDC), a nonprofit, quasi-governmental agency, conducted a comprehensive analysis of Philadelphia's industrial lands. The PIDC's *Industrial Market Analysis and Land Use Strategy* looks at historical trends, today's industrial users and industrially zoned lands, forecasts future industrial needs, and identifies areas for continued industrial use. The study finds that over 100,000 people are employed by public and private enterprises that use industrially zoned land, and that the industrial sector contributes nearly 15 percent of the City's annual tax revenue.

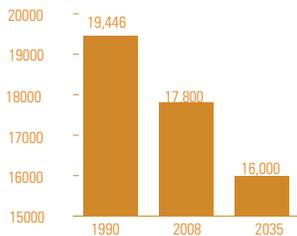


*Philadelphia Brewing Company
(Source: GPTMC)*

2.2.1.c Definition | Industrial Protection Area

An Industrial Protection Area (IPA) is a proposed designation that reinforces industrial use through zoning, infrastructure investment, and special district management. The intent is to preserve the viability of industrial land by reducing market pressures to convert to non-industrial uses, and to ensure the availability of industrial real estate at locations and scales needed to grow industry and related operations.

2.2.2 Acreage of Industrially Zoned Land, Past and Projected



2.2.2.b Definition | *Industrial Mixed-Use Zones*

Two industrial mixed-use zoning districts have been proposed by the Zoning Code Commission. IRMX — Industrial Residential Mixed-Use — accommodates a mix of residences, neighborhood-oriented commercial uses, and low-intensity industrial uses including artists and artisan manufacturing. ICMX — Industrial Commercial Mixed-Use — supports a mix of service, commercial, and industrial uses. The IRMX and ICMX districts provide new opportunities to integrate light industry into mixed-use communities.



Mishkan Shalom, adaptive reuse



Sherman Mills, adaptive reuse

2.2.2 Reposition former industrial sites for new users.

- Develop transition plans for obsolete industrial sites and districts, preserving industrial heritage where appropriate
- Rezone obsolete industrial sites and districts for neighborhood-compatible redevelopment.
See RENEW 8.1.2 for more information on reusing industrial infrastructure for new uses.
- Apply industrial mixed-use zoning in transitioning areas.
- Encourage arts and creative industry live-work activity in new and existing developments where appropriate.
- Provide environmental remediation programs and site assemblage funding for industrial sites.

2.2.1.a Case Study Penn Jersey Paper

Penn Jersey Paper (PJP) selected 30 acres in the Northeast Industrial District adjacent to the Northeast Airport to build its state-of-the-art warehouse/distribution facility in 2010 because of its large size, industrial zoning, and quick access to interstate highways. This well-established paper goods distributor has operated in Philadelphia since the 1960s and is a leader in its industry in the city. The company needed to rapidly address its diversification and expansion requirements, and had a limited number of assembled, large, industrially-zoned sites to choose from. Fortunately, the land surrounding the Northeast Airport was zoned and protected for this type of use, allowing the project to move forward by right. PJP will house around 250 employees, resulting in roughly \$1 million in tax benefits annually for the city.



*Penn Jersey Paper
(Source: PIDC)*

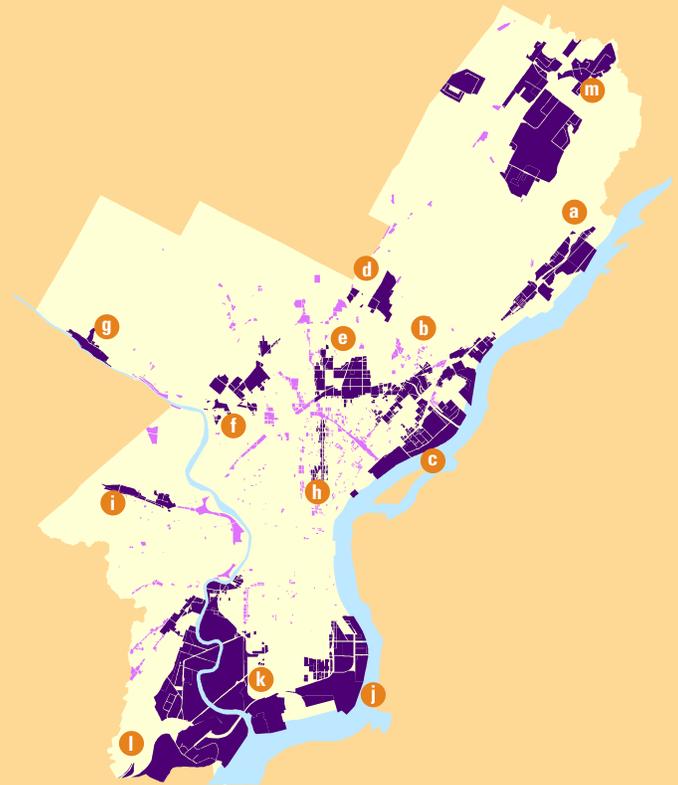
2.2.1.c Illustrative Distribution of Industrially-Zoned Land, 2035

Philadelphia has nearly 17,800 acres of industrially-zoned land. This acreage includes: major transportation, utility, and public service facilities; facilities used actively for production, research, distribution; and repair activities, and properties that are substantially vacant or underutilized.

The majority of current industrially-zoned acreage is concentrated in 13 districts that have long histories of industrial use and supporting infrastructure. These districts have enough size, accessibility, capacity for growth, and consistency of industrial use to warrant special attention to enhance their competitiveness for retention and attraction of modern industry. The PCPC recommends prioritizing these industrial districts as Industrial Protection Areas (IPA) so that appropriate zoning, investment, and economic incentives can be applied in a consistent and comprehensive manner.

Much of the remainder of the city's industrially-zoned acreage, while still viable and beneficial for industrial activity, would not be prioritized as IPA candidates due to discontinuity of industrial use, lack of land for expansion, and/or adjacency to incompatible land uses.

Estimates by the PCPC and PIDC indicate that as much as 16,000 acres of industrially-zoned land will be needed citywide if Philadelphia is to support growth in population and employment to 2035 and beyond. This map illustrates a balanced distribution of 16,000 industrially-zoned acres, including IPA candidates and general industrial parcels. This map provides a reference as District Plans and Zoning Map Revisions are prepared (Source: PCPC 2010; PIDC 2010).



- | | |
|-------------------------|--------------------|
| Industrial Districts | g. Roxborough |
| a. Upper North Delaware | h. American Street |
| b. Aramingo | i. Parkside |
| c. Lower North Delaware | j. South Delaware |
| d. Lawncrest | k. Grays Ferry |
| e. Hunting Park East | l. Southwest |
| f. Hunting Park West | m. Northeast |

- High priority for Industrial Protection Area
- Other industrial land

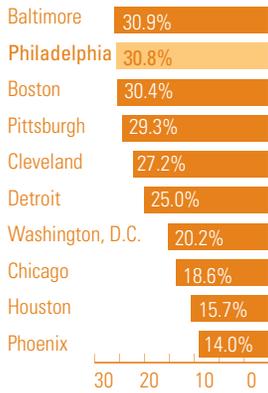
2.3.2.a Case Study Penn Alexander School

Opened in 2001, the Sadie Tanner Mossell Alexander University of Pennsylvania Partnership School (Penn Alexander School) is a public elementary school resulting from a partnership between Penn, the School District of Philadelphia, and the Philadelphia Federation of Teachers. The school's catchment area includes parts of the Spruce Hill, Walnut Hill, Garden Court and Cedar Park neighborhoods of West Philadelphia. Enrollment is just under 500 students. Penn provides a per-student operating subsidy and class sizes are substantially lower than the citywide average. Penn's Graduate School of Education provides student teachers, professional development courses, and enriched curricula in literacy, math, and science.



(Source: Penn Alexander School)

2.3
Percentage of Employed People Working in Education and Medicine in 2008

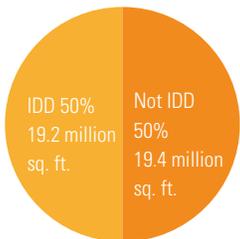


(Source: Census Bureau, 2008 Economic Census)

2.3.1

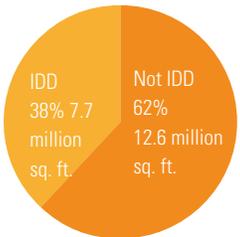
Definition | Institutional Development Districts (IDD)

Current Zoning of Colleges & Universities



Total College & University sq. ft.: 38.6 million

Current Zoning of Hospitals



Total Hospital sq. ft.: 20.3 million

An Institutional Development District (IDD) is a zoning district that allows institutions, such as universities, schools, and hospitals, to have a publicly approved plan of development for future growth and change. IDD zoning provides predictability for both institutions and neighbors through long-range master planning. IDD zoning also enables the City to coordinate resources with institutions.

2.3 **Institutions**

Goal: Grow Philadelphia’s strong institutional job sectors

Philadelphia is home to numerous world-class universities and hospitals, including the University of Pennsylvania, Temple University, Saint Joseph’s University, La Salle University, Thomas Jefferson University and Hospital, Pennsylvania Hospital and Fox Chase / Jeanes Hospital. The Metropolitan Center alone has 13 institutions of higher education with nearly 100,000 students living on campus or in adjacent neighborhoods. The continued growth and expansion of our education and health services industry is a vital part of Philadelphia’s long-term economic development.

“Eds & Meds” institutions serve as our employment and education hubs and consequently have tremendous influence on their surrounding neighborhoods. The steady stream of students and employees traversing their campuses impacts how residents experience their neighborhood. Physical campus development has long-lasting effects on neighborhood character. Irresponsible growth can create tension between institutions and communities. Instead, *Philadelphia2035* recommends that institutions engage surrounding communities as they plan for future growth and proactively seek community-building opportunities. Such neighborhood-institutional collaboration can produce great benefits for communities and enhance the living and working environments for students and employees of the institutions.

Objectives >

2.3.1 Encourage institutional development and expansion through policy and careful consideration of land resources.

- a Require creation of a campus plan for all medical and higher education institutions.
- b Establish a City liaison for institutional relations to identify and pursue opportunities for growth of educational and health-care institutions, and encourage greater cooperation between the City and institutions.

2.3.2 Create cooperative relationships between institutions and neighbors.

- a Encourage medical and higher educational institutions to create neighborhood partnerships for the improvement of K-12 schools, public safety, neighborhood amenities, and housing.
- b Ensure that public schools are good neighborhood partners.
 - Expand partnerships with local elementary and high schools.
 - Local public schools should be seen as community hubs and multi-use centers. Expanding the programming and use offered at public schools will further co-location efforts and cooperative relationships with neighborhoods.
- c Locate new public schools in neighborhood centers and in emerging new communities where projections indicate need.

See *THRIVE 1.1* for more information on neighborhood centers

2.4 Cultural Economy

Goal: **Develop tourism and creative economy into leading economic sectors**

No other American city can match Philadelphia's cultural and historic heritage. Many "firsts" have occurred in Philadelphia: the first capital of the nation, the first zoo to open in the United States, the first art museum in America, and the first computer built in the world. More than two million tourists visit Independence National Historical Park, which includes the Liberty Bell Center, the Independence Visitor Center, and the National Constitution Center, each year.

Philadelphia has many attractions that support a diverse cultural economy and *Philadelphia2035* recognizes the untapped potential of Philadelphia's cultural tourism and hospitality market. With dozens of museums, galleries, and theaters, Philadelphia is a buzzing cultural destination. The Kimmel Center for the Performing Arts alone has over one million annual visitors. Philadelphia also has a flourishing restaurant scene and has more than doubled the number of its fine-dining restaurants since 1992. The expanded Pennsylvania Convention Center is the largest continuous exhibit space in the Northeast, and has the largest convention center ballroom on the East Coast. In addition to providing entertainment and personal enjoyment to our citizens and tourists, these cultural amenities are a key component to creating an atmosphere that attracts successful and innovative businesses and the workers that they employ to the city.



Independence Mall
(Source: GPTMC)



Philadelphia Museum of Art
(Source: GPTMC)

Objectives >

2.4.1 Maintain Philadelphia's strong role in the national and international tourism market.

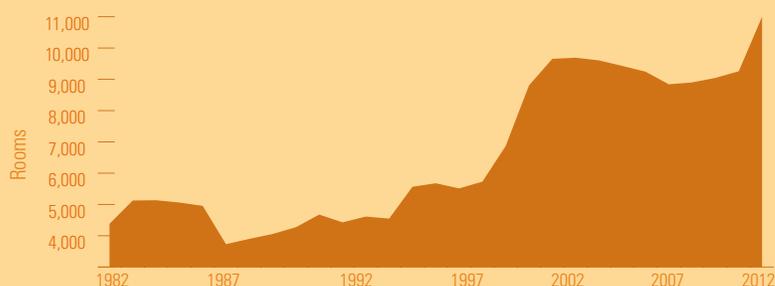
- a Continue to seek and host national and international visitor events.
 - In addition to hosting traditional events such as Welcome America and the Mummers Parade, the City ought to host special events such as the 250th Anniversary of the United States of America, and bid on competitive sports events like the World Cup and the Summer Olympic Games.
- b Encourage development of hotel rooms to support expanding markets.
 - The expanded Pennsylvania Convention Center (PCC), is expected to generate the need for an additional 1,500 to 2,000 hotel rooms.
- c Improve hospitality and visitor facilities and services.
 - Hospitality and visitor facilities include visitor centers, public bathrooms, and visitor-friendly wayfinding and signage.

See *RENEW 8.2* for more information on heritage tourism



The Franklin Institute, "The Heart"
(Source: GPTMC)

2.4.1.b Daily Hotel Room Supply

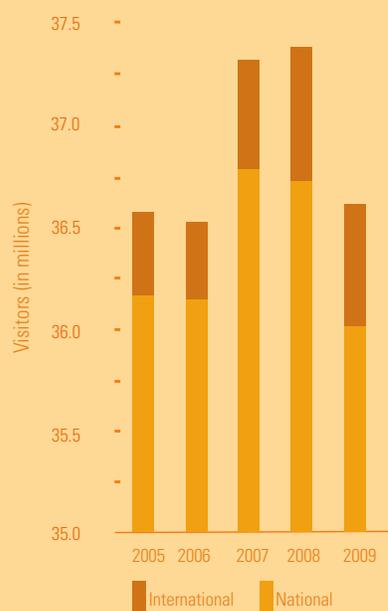


(Source: Greater Philadelphia Hotel Association Annual Report, 2005; 2010)

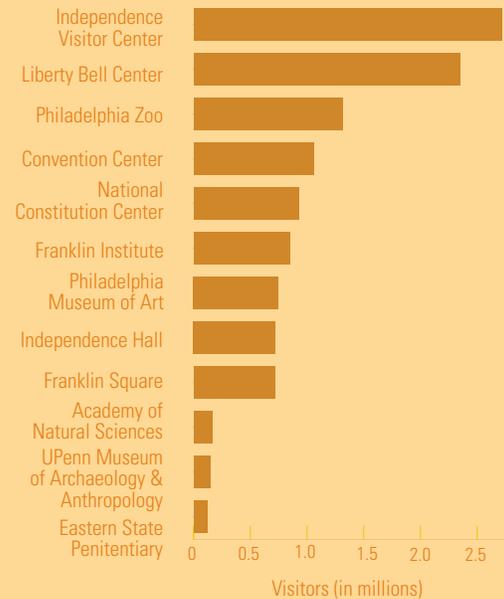
2.4.2 Provide ample resources to cultural institutions to enrich the City's quality of life.

- Encourage mixed-use development on the Avenue of the Arts and the Benjamin Franklin Parkway as cultural mixed-use corridors.
- Identify appropriate sites for future expansion and development of cultural facilities.
- Provide adequate resources and funding to institutions to maintain their facilities and programming (e.g., the Philadelphia Museum of Art, the African American Museum, The Philadelphia History Museum, and the Philadelphia Zoo, among others that receive City capital and/or operating support).
- Expand City support to arts and culture organizations through the City's cultural grant-making body, the Philadelphia Cultural Fund.

2.4.1 Visitors to Philadelphia and Attendance at Top Attractions, 2009



(Source: GPTMC; US Department of Commerce, Office of Travel and Tourism Industries, 2009)

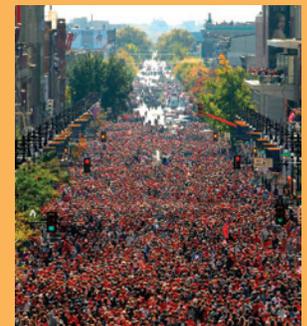


(Source: GPTMC, 2009; Pennsylvania Convention Center Self Reporting, 2009)

2.4.1.a Case Study Phillies Post-Season Celebration

According to the City of Philadelphia's Commerce Department and the Philadelphia Sports Congress, the Philadelphia Phillies participation in the playoffs, including their World Series victory in 2008, generated a total estimated economic impact of more than \$20 million for the Philadelphia region. However, the economic impact of the playoffs is most likely much greater because the impact analysis accounts for visitor spending and direct City-tax revenues, but does not include the additional spending by area residents generated by the Phillies playoff run. In addition to the direct economic impact of the playoffs, Harmelin Media estimated that the television value of the World Series to the City of Philadelphia was more than \$21 million, due to "beauty shots" of Citizens Bank Park and the city at commercial breaks and live on-air mentions by announcers. The playoffs, like other national and international visitor events, have a valuable cultural economic impact on Philadelphia.

(Source: Press release Phillies Crowned World Series Champions: Team, City and Fans, Celebrate Title and Economic Boost Oct 21, 2008)

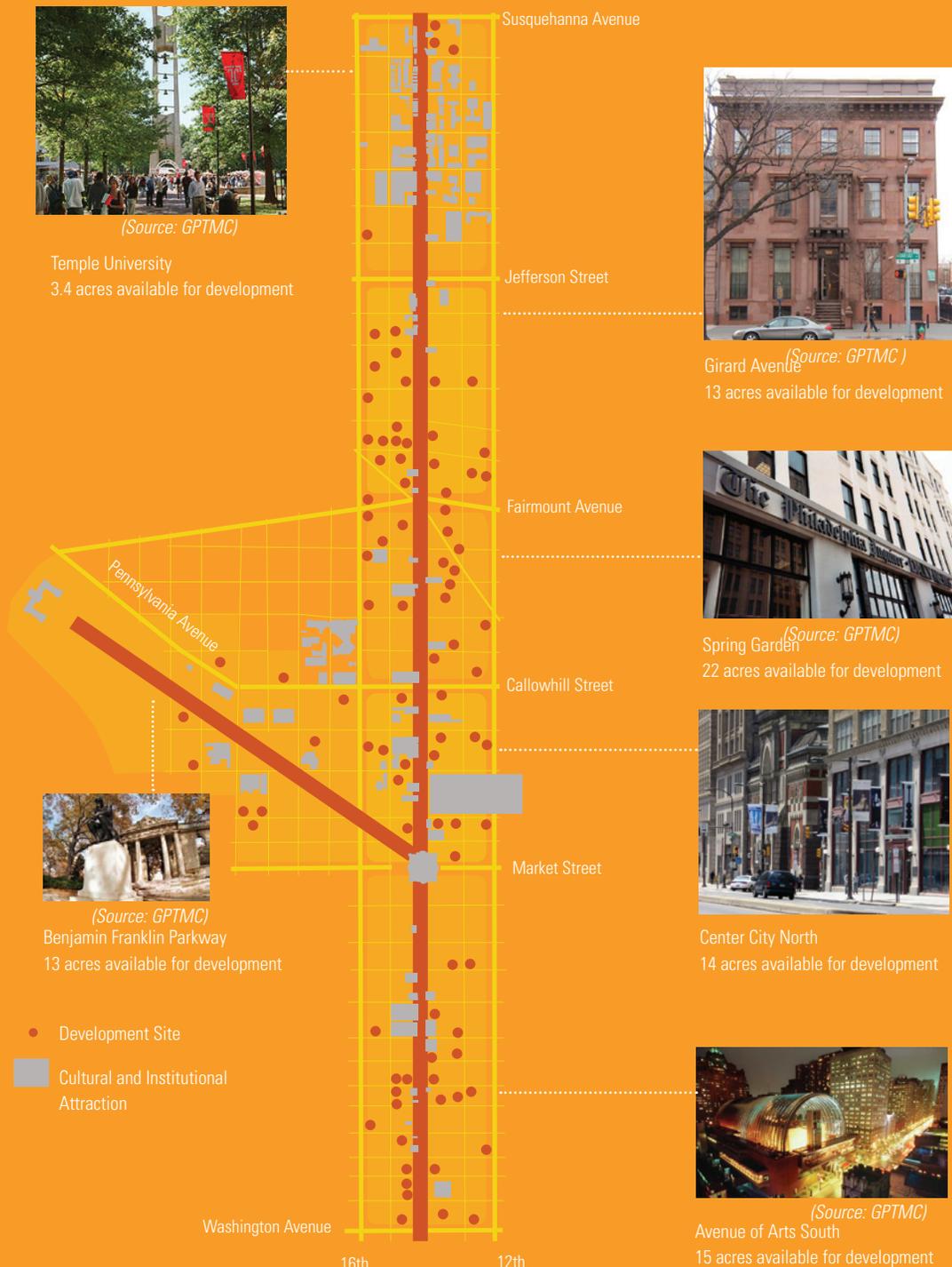


Phillies World Series Championship Parade, 2008
(Source: GPTMC)

2.4.2.a Urban Design Study | Opportunities for Cultural and Institutional Development

The Avenue of the Arts (both North and South Broad Street) and the Benjamin Franklin Parkway are Philadelphia’s arts, entertainment, and cultural spines. On these signature streets there are still many sites available for development as well as opportunities to continue support and growth of existing venues. *Philadelphia2035* recommends that these parcels be prioritized for developments such as new arts and culture attractions, hotels, higher-density residential, restaurants, and shops.

This map shows six distinct sections of Broad Street and Benjamin Franklin Parkway and the available acreage for development in those sections.



> Land Management

Capitalize on land assets

The Land Management element sets forth policies for vacant land and structures, land suitability, and municipal support facilities. Issues related to land use and economic development are key to all of the elements within THRIVE. The topics under Land Management are related to land and how it is used, specifically land that is often overlooked and underutilized. This element also looks at the environmental impacts of development on sensitive lands in the Land Suitability topic.

Currently, policies for the Land Management topics are spread across numerous public agencies and are often uncoordinated. For example, five agencies hold vacant land and structures in Philadelphia and each has multiple ways by which it sells land. Policies for public notification, sales method, appraisal process, and what land is available for sale differ from agency to agency. Similarly, municipal support facilities, like vehicle fuel-pumping stations and maintenance yards, are maintained by various City departments. Often these facilities are not shared and may duplicate functions.

Philadelphia2035 strives for coordinated policies for vacant land and structures, sensitive lands such as steep slopes and floodplains, and municipal support facilities. Implementation of the coordinated policies set forth in the Land Management element will result in: reduced capital and operational costs by lowering the number of City-owned facilities and eliminating duplicative programs and services; promotion of redevelopment and economic development; and protection of sensitive lands.



3.1 Vacant Land and Structures

Goal: **Manage and reduce vacancy**

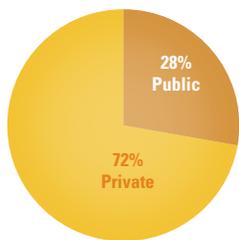
Philadelphia has an estimated 40,000 vacant parcels and 20,000 vacant structures. Significant population loss over the last 50 years and a shift from industrial to service activities have resulted in lowered demand for land in many parts of the city. Decreased real estate demand often results in property abandonment and high vacancy levels.

Most vacant land and structures in the city are privately owned. However, one quarter of vacant properties are owned by five public agencies: the Department of Public Property, the Redevelopment Authority, Philadelphia Housing Authority, Philadelphia Housing Development Corporation, and the Philadelphia Industrial Development Corporation. Some of this publicly owned land was purposefully acquired for affordable housing sites or redevelopment projects. However, the majority of publicly owned vacant land and structures came into municipal ownership by default from private owners who did not pay their property taxes or code-violation fines.

Philadelphia2035 proposes three objectives for tackling the issues of long-term vacancy. First, create a transparent and market-based land disposition policy for the City with a comprehensive vacant property database. This will support improved code enforcement, tracking, and disposition of vacant land and structures. Second, adopt policies which prevent further abandonment. Third, discover creative ways to reuse vacant land and structures. Additionally, other strategies across *Philadelphia2035* promote economic development to strengthen private market real estate demand to meet forecasted population increases. Collectively, these long-term and realistic objectives advance responsible public and private ownership of vacant land and structures in the city.

3.1.1

Ownership of Vacant Land and Buildings



Distribution of Vacant Land and Buildings



(Source: Philadelphia Water Department 2009; Board of Revision of Taxes 2009)

Objectives >

3.1.1 Centralize land management in a single City agency to track and dispose of surplus land and structures and return publicly owned vacant parcels to taxable status.

- a Develop a comprehensive, market-sensitive policy for vacant land management and disposal.
 - Create a city-wide policy of land disposition that looks at a number of factors such as parcel size, market conditions, zoning, and public services and needs to determine land use suitability and pricing.
 - Devise strategies that prevent oversaturating the real estate market with public properties.
 - Set a clear policy that states what entities qualify for nominal consideration (low or no cost sale), such as government subsidized projects, developments that support government subsidized projects, or the side-yard gift program.
- b Create a web-based, user-friendly clearinghouse for all surplus publicly owned vacant property.
 - Start by creating a coordinated in-house comprehensive database to determine what property is owned by public agencies versus owned privately, and what properties are surplus (not necessary for facilities, park and recreation opportunities, etc).

- c Consolidate City management and establish a single point of contact for one-stop shopping.
 - Consolidation will lessen public confusion on how to acquire land and ownership. This will also improve transparency of the land-disposition process.
- d Assemble and consolidate parcels for redevelopment.
 - Sell adjacent vacant properties as packages rather than as single lots. Properties are more valuable and developable as larger assemblages.
 - Acquire private properties that cause gaps in public assemblages to create larger development sites.
 - Dispose of assemblages through competitive bidding.
- e Expand vacant land management strategies in partnership with residents, businesses, and nonprofits
 - Prevent illegal use of lots for short dumping.
 - Include strategies such as community gardening and greening programs.

3.1.1.e

Vacant land management at 4th Street and Cecil B. Moore Avenue



Before
(Source: PHS)

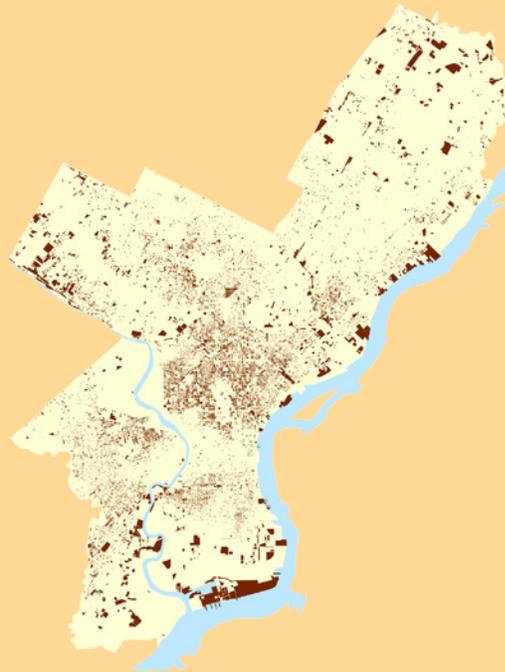


After
(Source: PHS)

3.1.1 Vacant Land and Buildings

PCPC estimates that there are roughly 40,000 vacant parcels and 20,000 vacant structures in Philadelphia. This estimate is based on an analysis of land use and building condition values derived from Philadelphia Water Department parcel data, 2009, and Board of Revision of Taxes, 2009.

-  Vacant Parcel
-  Vacant Structure



3.1.1. Case Study Cost of Vacant Land

Chronically vacant land has a negative impact on the finances of the City and on nearby property owners. In a 2010 study, Vacant Land Management in Philadelphia, prepared by Econsult for the Redevelopment Authority of the City of Philadelphia (RDA) and Philadelphia Association of Community Development Corporations (PACDC), the financial impacts of the over 40,000 vacant lots in the city are: a) \$3.6 billion lost in property values to properties near blighted lots; b) \$20 million/year spent on maintenance by the City (waste cleanup, pest control, fire/police); and c) \$2 million/year lost in uncollected property taxes.

(Source: Econsult, 2010; RDA, 2010)



3.1.2.c

Definition | *Land-Value Tax System (LVT)*

A land-value tax system taxes land at a higher rate than improvements to land such as structures. Property-tax assessments on developments or improvements to land can be seen as a deterrent to development and an incentive to keep land vacant. Pittsburgh and Harrisburg both use a hybrid version of LVT.



Surface parking on vacant lot in Center City



Vacant building in Center City

3.1.2 Prevent abandonment of land and structures.

- a Target outreach to owners of high-visibility vacant properties.
 - Due to the high proportion of privately-owned vacant parcels and structures, not all properties can receive individual outreach by the City. With the help of the community, marquee vacant properties or singular vacancies can be identified. Outreach can include information about market conditions, community plans, redevelopment resources, and enforcement consequences.
- b Increase code enforcement and fines on abandoned land and structures.
 - Increasing fine levels requires state legislation.
- c After full and fair valuation is in place, consider moving to a land-value based tax system to increase the cost of owning vacant land.
- d Use the land database to track and register private vacant property owners for code violation and foreclosure purposes.
- e Foreclose on delinquent private property in bulk.
 - Bulk foreclosures will reduce legal fees for the City and allow for better coordination of vacant property disposal.

3.1.3 Reuse vacant land and structures in innovative ways.

- a Promote adaptation of vacant buildings for creative, mixed-use development; much of Philadelphia's vacant building stock is worthy of preserving through adaptive reuse.
- b Competitively bid out larger vacant property assemblages and give preference to proposals that incorporate high-performance building practices.
- c Support the use of vacant land to expand parks and recreation opportunities and/or stormwater management.
 - Find suitable sites such as vacant land assemblages in areas underserved by parks and recreation facilities.
 - Use vacant land along rail lines and within floodplains to create trail networks.
See RENEW 6.3 for more information on expanding park and recreation opportunities.
- d Identify vacant lots for public art projects, neighborhood gateways, community gardens, agriculture, and energy farms.
 - Suitable lots should be identified, assembled, and zoned appropriately.
 - Simplify lease or transfer process for such uses.

3.1.2.d Case Study Youngstown, Ohio

Youngstown established a land bank in 2004. The bank acquires property through tax foreclosure and gifts from individuals; foreclosure takes up to 18 months, gifting about one month. The organization has over 800 properties worth about \$1.2 million.

The City is also a member of Lien Forward Ohio (LFO), a regional council of governments. Created in 2005, LFO tries to quickly transfer abandoned property to responsible owners by clearing title and providing financing and legal advice. Operating funds come from the City of Youngstown, the Mahoning County Treasurer's office, and tax-lien sales.



(Source: City of Youngstown, Ohio)

3.1.3.a Case Study 1010 - 1011 N. Hancock Street, Northern Liberties

Like many 19th- and early 20th-century multi-story mills and factories, these buildings sat vacant for decades. When the buildings were still abandoned, they were featured in the documentary film "My Architect" as possible influences on famed Philadelphia architect, Louis Kahn. While the former factories could have easily been torn down for new development, Tower Investments instead adaptively reused them in 2006 and 2007. These buildings now help form historical context and create architectural contrast to the innovative mixed-use Piazza at Schmidt's development. The upper floors are apartments and the ground floors are used for office and retail space.



Before

(Source: Brad Maule)



After renovation

3.2.1.a Definition | Steep slope

The draft Zoning Code proposes the expansion of steep-slope protections to all of Philadelphia's perennial and intermittent water courses. The steep slope regulations will prohibit new development on slopes 25 percent or greater and will require protective engineering controls for new development on slopes between 15 and 25 percent. These rules will protect our watersheds and steep-slope habitats, and mitigate stormwater runoff and flooding.



3.2.1.b Definition | Buffer

The draft Zoning Code proposes to expand a 50 foot stream-buffer requirement to all of Philadelphia's water courses. Future development within buffers may not clear any existing native vegetation nor construct any structures or drives within the buffer area.



3.2 Land Suitability

Goal: Protect sensitive lands from over development

Land Suitability deals with the topic of sensitive lands, particularly steep slopes and floodplains. The perception is that Philadelphia is completely built-out and there are no "greenfields" or sensitive lands left to develop. However, along riverfronts and streams land-use changes, market pressures, and the potential affects of sea-level rise related to climate change require the City to look more closely at sensitive lands and how they are protected.

Large portions of the northwest section of the city, particularly Manayunk, Roxborough, and Chestnut Hill, remain undeveloped because of their rolling topography. Strong market demand in these areas has created development pressure for land with steep slopes. Deforested and developed steep slopes become prime areas for erosion and stormwater runoff causing flooding downhill. Additionally, floodplain areas are going through land-use transitions. As the location of port and industrial uses change, and demand for waterfront housing and recreation increases, the creation of strong policies for floodplain areas becomes more important.

Land suitability standards are meant to protect not only natural features, but people and property as well. Creating zoning code regulations that protect sensitive lands, properly mapping zoning districts in sensitive areas, and using stormwater management techniques all help protect the environment, people, and property while directing development to more appropriate sites.

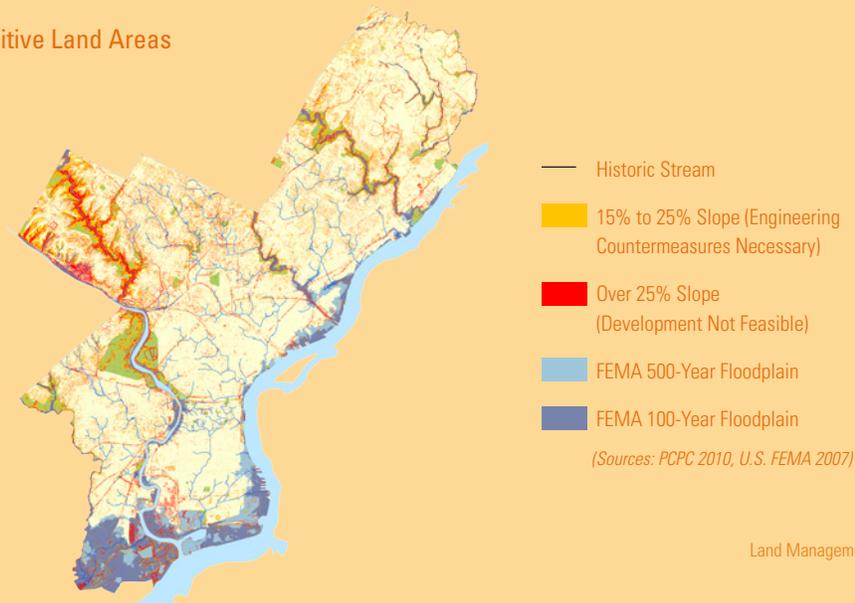
Objectives >

3.2.1 Use topography to direct land development.

- a Create controls to protect steep slopes from development.
- b Review and update codes that limit development in floodplains and near other surface water bodies.
- c Create policies for developments already existing on sensitive lands to lessen impacts on the environment and public safety.
 - The City should identify and work with owners of major developments on existing sensitive lands to reduce impervious coverage, increase setbacks from waterways, and create new stormwater-management interventions on site.

See [RENEW 7.2.3](#) for more information on stormwater management.

3.2.1.a Sensitive Land Areas



3.3 Municipal Support Facilities

Goal: Locate and manage all municipal support facilities efficiently

There are 381 municipal support facilities in Philadelphia including fuel-pumping stations, parking lots, administrative buildings, automotive garages, and maintenance shops. Municipal support facilities differ from the other public facilities discussed in the Neighborhoods element since they do not provide services directly to the public as libraries and recreation centers do. These facilities support the day-to-day operations of City agencies.

Because municipal support facilities do not provide direct services to the public, they are often overlooked both in terms of capital and operating costs and also their location. By co-locating and consolidating municipal support facilities, the City can reduce the number of facilities and costs by allowing facilities to be multi-user. For example, fewer automotive garage and maintenance shops could be used for Police, Parks and Recreation, and Water Department vehicles especially as the City strives to reduce the size of its fleet. Municipal support facilities typically house “back of the operation” activities that are often industrial by nature, and as a result, siting is important. Not only should these facilities be easy to access and rationally distributed for municipal use, but they should be appropriately located away from residences, parks, and commercial corridors. The municipal support strategies of *Philadelphia2035* highlight an overlooked opportunity to reduce duplication of facilities and services and to lower capital and operating costs.

3.3.1 Definition | Municipal Support Facilities

City facilities that serve municipal operations and are generally not used by the public.



Belmont Pumping Station



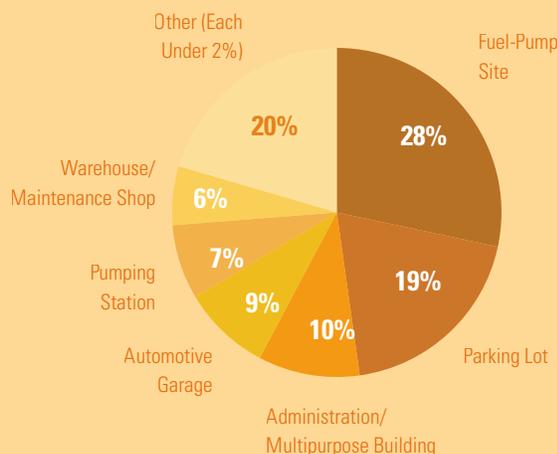
Reed Street Radio and Fleet Maintenance

Objectives >

3.3.1 Reduce expenditures for municipal support facilities.

- a Co-locate, consolidate, and modernize municipal support facilities.
- b Align the location of municipal support facilities with compatible land uses.
 - Appropriate locations for municipal support facilities should be based on compatibility with adjacent land uses, zoning, roadway connections, and rationalized service areas. Industrial uses, such as storage or repair work, should be located away from parks, commercial corridors and residential areas.
- c Maintain municipal support facilities in an energy-efficient state of good repair.

3.3.1.a Municipal Support Facilities (381 Citywide)



CONNECT

Philadelphians CONNECT
seamlessly to the region
and the world.



Transportation 102

Transit 4.1

Complete Streets 4.2

Streets and Highways 4.3

Airports, Seaports, and Freight Rail 4.4



Utilities 122

Consumption, Capacity, and Condition 5.1

Broadband Infrastructure 5.2

CONNECT

In 2035, people, goods, and ideas move effortlessly between neighborhoods, the region, and the world, driving economic prosperity. Reliable and efficient transportation serve a population that is more energy conscious than ever before.



30th Street Station Gateway



Provide a **safe and efficient road network** that supports planned land uses



Transportation

Improve transportation safety, efficiency, and convenience



Utilities

Adapt utility services to changing technology and consumption patterns

Upgrade Transit Service to Airport



PHL Expansion

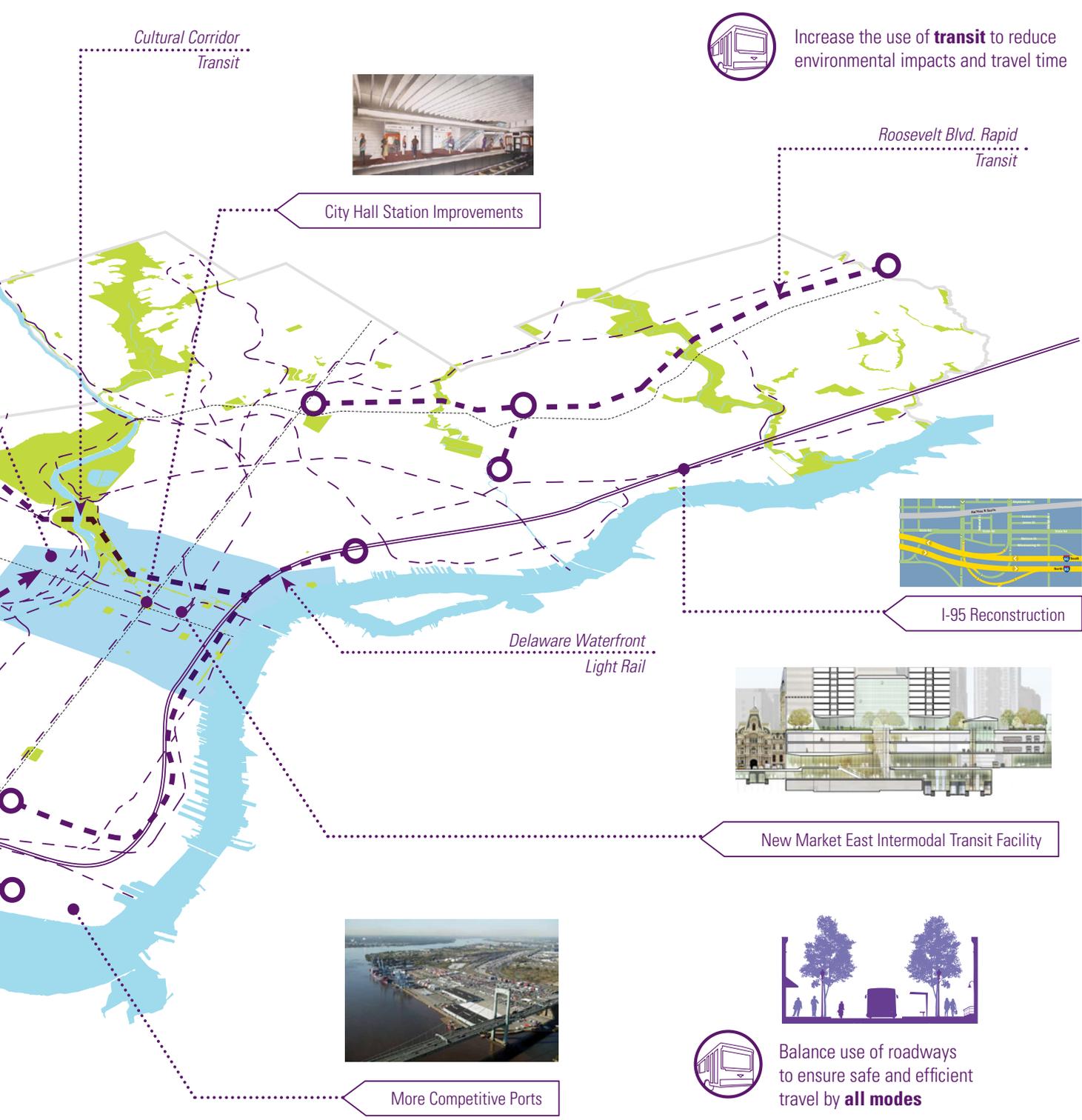
Broad Street Extension to Navy Yard



Reinforce access to and use of **broadband** telecommunications infrastructure as a vital public utility



Provide environmentally supportive, affordable, and reliable **utility services** to all customers



Increase the use of **transit** to reduce environmental impacts and travel time



City Hall Station Improvements

Roosevelt Blvd. Rapid Transit



I-95 Reconstruction

Delaware Waterfront Light Rail



New Market East Intermodal Transit Facility



More Competitive Ports



Balance use of roadways to ensure safe and efficient travel by **all modes**



Enhance the city and regional economy by reinforcing **airports, seaports, and freight rail**

- Existing Rail (freight and passenger)
- - Proposed Transit

> Transportation

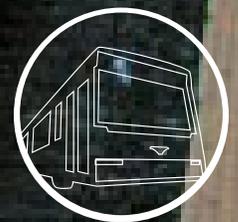
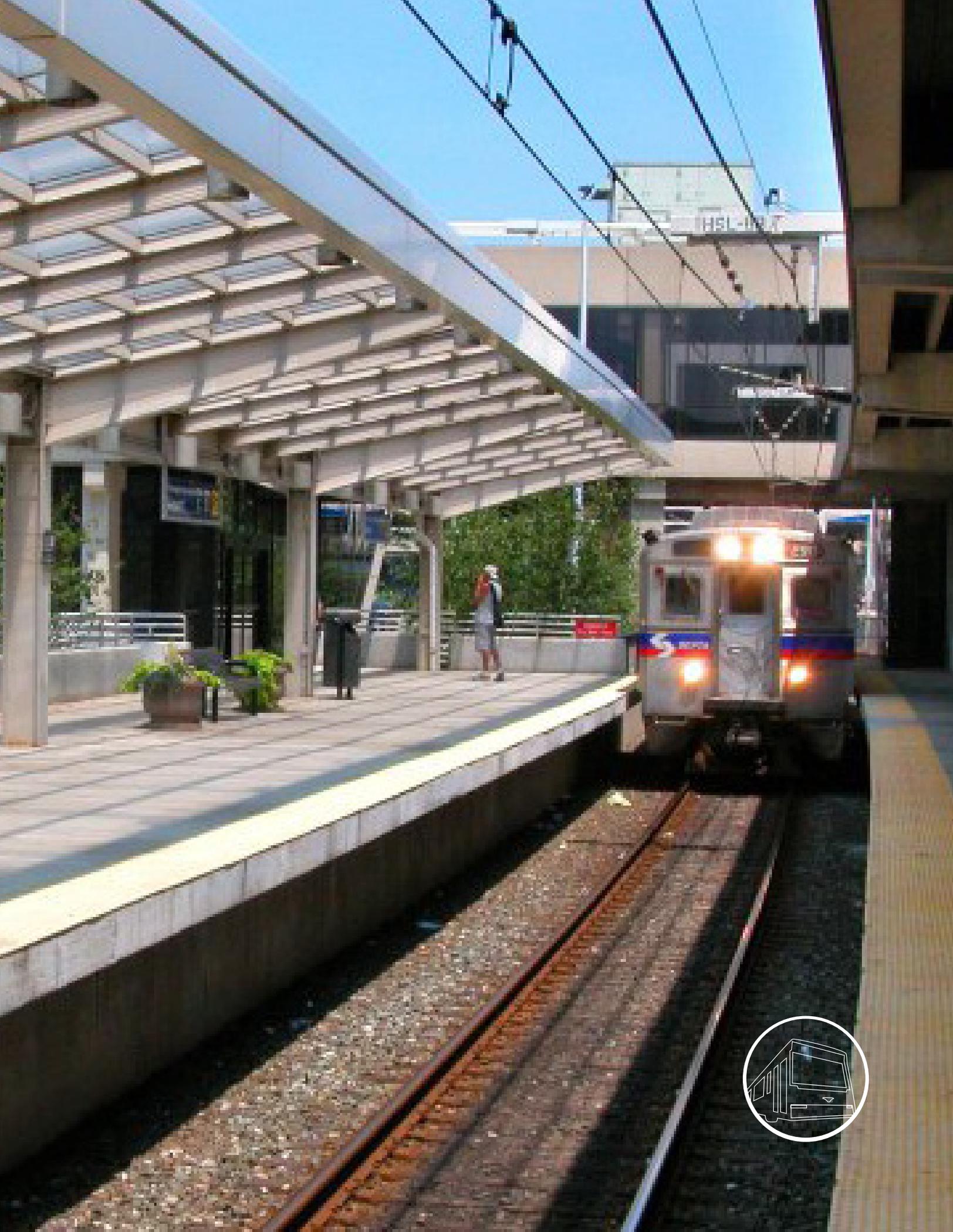
Improve
transportation
safety,
efficiency, and
convenience

Transportation plays a vital role in our daily lives and in the economy of our city and region. Our transportation system determines our options for how we get from our homes to our places of work, and how we travel to schools and libraries, places of worship, restaurants and shopping, medical and business appointments, parks and playgrounds, museums and movies, and to visit friends and family.

Transportation is critical to the economy because it delivers workers to jobs, and products and customers to markets. Transportation brings tourists to Philadelphia to enjoy the many attractions of the city. Philadelphia International Airport is one of the busiest airports in the world and among the fastest growing in the United States, while Amtrak's Northeast Corridor is the busiest passenger rail corridor in the U.S. Freight-related employment in the region totals over half a million jobs (U.S. Bureau of Economic Analysis, 2008).

Historically, transportation infrastructure has been a major determinant of urban form. William Penn's grid system now extends through much of the city and provides a well-connected network that offers drivers, bicyclists, and pedestrians many alternative routes. Buses, trolleys, and trackless trolleys also use the street network to transport thousands of transit passengers, many of whom have no alternative (e.g., no-car households, the elderly, students). The larger transportation facilities—major railways and highways built in the 19th and 20th centuries, as well as rivers, seaports, and airports—provide regional and national mobility, yet may be barriers to movement between bordering neighborhoods.

Because our transit network is a regional system, and because many transportation projects receive federal funds, planning for transportation requires coordination with many agencies outside City government, including the Delaware Valley Regional Planning Commission, the Pennsylvania Department of Transportation, the Southeastern Pennsylvania Transportation Authority, the Delaware River Port Authority, the Philadelphia Regional Port Authority, and Amtrak.



4.1 Transit

Goal: Increase the use of transit to reduce environmental impacts and travel time

Philadelphians benefit from an extensive network of light and heavy rail, trolleys, trackless trolleys, and bus service. These systems have been in place for decades and are becoming more important as fossil-fuel resources diminish and gas prices fluctuate sharply, and as more people move to urban environments. In addition to its convenience and service options, the advantages of transit ridership include its ability to relieve automobile congestion and to reduce air pollution.

Though Philadelphia has great transit “bones,” there is room for improvement. As transit options are enhanced, ridership will increase, and fare structure and service options can be adjusted to encourage even greater service and use. The transit strategies that follow lay out a plan to capitalize on existing transit assets, enhance service options, and address important gaps in service that should be bridged over the next 25 years.

Objectives >

4.1.1 Invest in existing infrastructure to improve service and attract riders.

- a Install a system-wide, seamless, unified fare structure with modern electronic fare collection.
 - Make transfers free or nominally priced.
- b Continue implementation of Transit First policy at the rate of 1-3 routes per year, pending successful results of pilot enhancement project
 - Prioritize routes with a high rate of delay and data demonstrating the benefits of stop consolidation, such as the Route 34 trolley.
- c Support ongoing efforts to improve real time information and wayfinding.
- d Maintain a state of good repair, improve security, and continue to make stations clean, accessible, and safe.
- e Improve transit stops and stations using universal design principles wherever possible.
- f Provide and/or expand secure park-and-ride facilities at regional rail stations where appropriate.
- g Expand the intermodal transit center at 30th Street Station to connect bus, regional rail, high speed rail, and pedestrian and bicycle networks.
- h Rehabilitate City Hall and 15th Street Subway Stations.
- i Expand the intermodal transit center at Market East to connect intra- and inter-city systems and consolidate inter-city buses.
- j Utilize existing regional rail infrastructure to create “City Rail”, an enhanced regional transit network with frequent service and extended hours.
- k Support restoration of regional-rail service to points outside the city.
- l Transform existing trolley infrastructure into a modern network with new ADA-compliant vehicles, level boarding, off-board fare collection, and other operational improvements.
- m Maintain existing transportation infrastructure in districts and corridors where transit can support future land development; remove abandoned infrastructure where no longer needed.

See [THRIVE 1.1.3](#) for more information on transit-oriented development.

4.1.1.d

Definition | State of Good Repair

An important goal for the City to achieve is to maintain its built infrastructure in a “state of good repair.” With a constrained budget and aging systems, this is not a small feat, but one that is necessary to keep our roads safe, our transit efficient and functional, our water and sewers flowing, and to ensure that the City continues to provide services to all citizens. In 2009, Greenworks Philadelphia set a goal to bring 80 percent of all City infrastructure into a state of good repair by 2015. This includes modernizing and adapting infrastructure to meet stricter energy efficiency requirements and to ensure that it meets the needs of both current and future users.



Queen Lane Station

4.1.1.h

Rehabilitate City Hall and 15th Street Stations

City Hall and 15th Street Stations are gateways that serve nearly 60,000 subway passengers daily. They also are important junction points with regional rail lines. Heavy usage underscores the need to improve these stations and keep them clean and safe.



15th Street Station Rendering
(Source: SEPTA Capital Program, 2010)

4.1.1.i Case Study Market East Intermodal Center

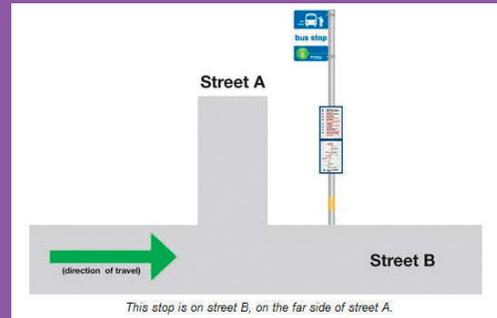
The 2009 strategic plan for Market Street East by the PCPC envisions the district as Philadelphia's Main Street with focused improvements on intermodal transportation. Among many recommendations, the plan calls for replacement of the existing Greyhound Bus facility with an intermodal transit center.



The new center would be physically connected to a redesigned Gallery Mall permitting regional rail and subway passengers to access inter-city buses more easily, thereby improving ridership. Bus traffic to the center would be reoriented, with several blocks of the Filbert and Arch Streets converted to two-way traffic to accommodate local and regional commuter buses. This has the added benefit of reducing bus congestion by two-thirds during peak hours on Market Street, improving air quality and reducing traffic noise along Market Street. Improved signage would direct passengers between the modes of transportation.

4.1.1.b Case Study Transit First

The City's Transit First policy is defined as, "the prioritization of the safe, comfortable, reliable, and efficient movement of transit vehicles and riders." The City and SEPTA are collaborating on implementing Transit First through a variety of methods that have the potential to positively impact all components of the city's transit network. As part of the concept, the City is considering strategies such as modifying and consolidating bus stops and reallocating parking spaces. One pilot route under evaluation calls for the use of far side stops where there is high bus ridership and frequent scheduling delays. In a far-side stop, the bus passes through the intersection to stop on the far-side of the traffic light, making it easier for it to pull back into traffic, and reducing the chances of the bus blocking vehicles while stopped. The resulting benefits are decreased travel times for both bus passengers and drivers sharing the roadway, improved schedule reliability, and reduced roadway congestion.



(Source: <http://www.translink.com.au/travel-information/how-to/how-to-find-your-bus-stop>)

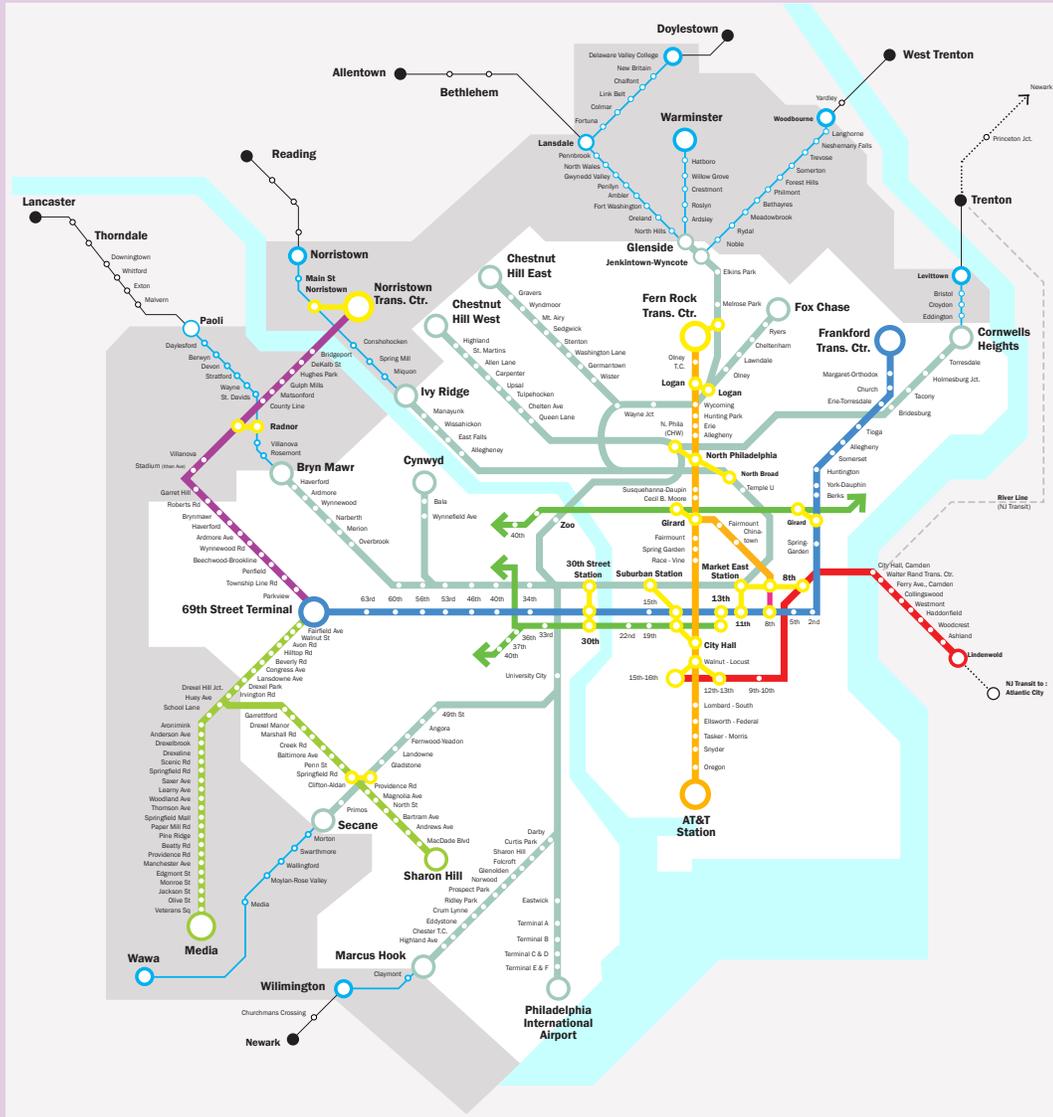
4.1.1.g Case Study 30th Street Station Gateway

The 2900 block of Market Street comprises a monumental gateway into the city and a key segment of the Market Street corridor. The segment connects Center City to the University City section of West Philadelphia, and its adjacency to 30th Street Station provides a key arrival point to visitors of the city. Currently, the area is dominated by automobile traffic, offering few amenities that would suggest a desirable destination for other travelers. Planned improvements to this area, coined "Station Square," intend to create a grand public space that will signify the ceremonial arrival and departure functions of the train station and mark a transition between Center City and West Philadelphia.



30th Street Station looking east on Market Street
(Source: Station Square Urban Design Study, 2008)

4.1.1.j City Rail Concept

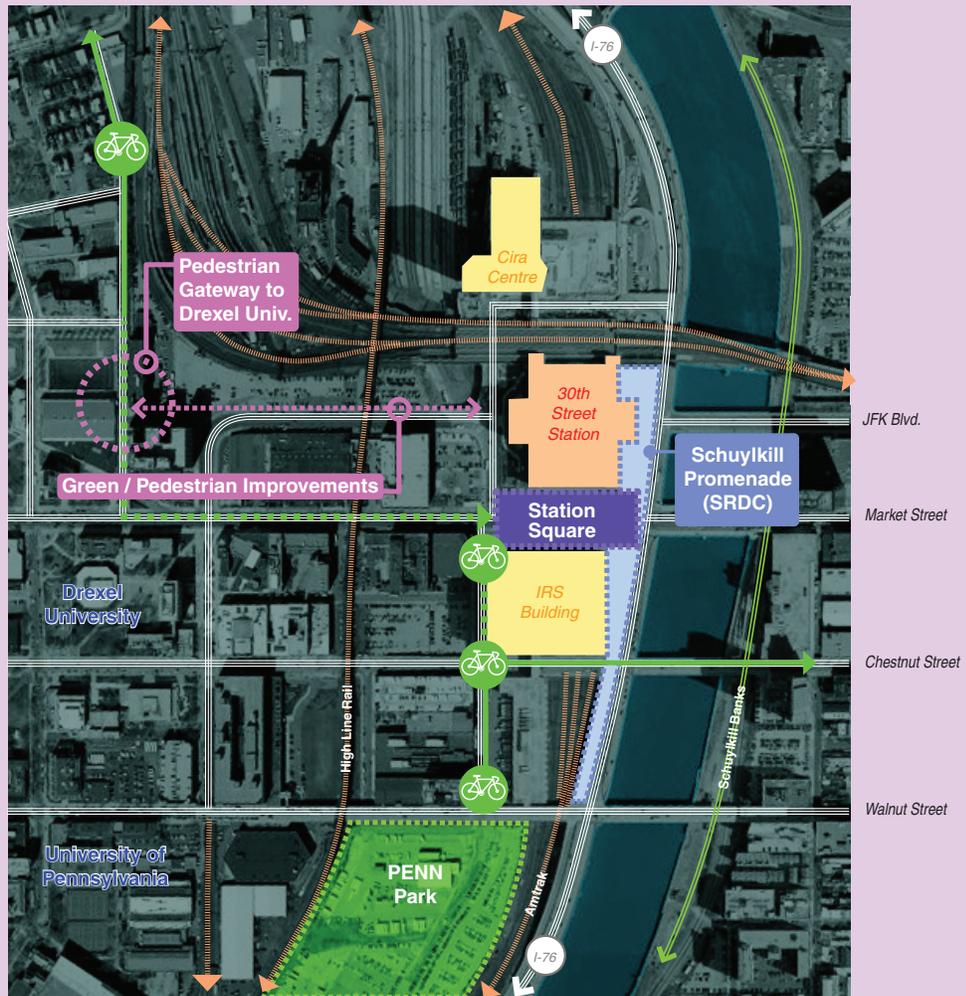


(Source: SEPTA with revisions by PCPC)

Philadelphia has a wealth of regional rail infrastructure that could be leveraged to improve service and to attract potential riders who are currently bypassed by rail transit. The City Rail concept is a proposal for a new two-tiered service arrangement with (1) additional stations in a core area to offer more frequent and extended service to local travelers and (2) a more traditional express and limited schedule outside of the core area that would accommodate longer distance commuters. The system could be rebranded and the fare structure streamlined to increase ridership and improve overall regional mobility. On the above graphic, the two shaded areas represent the two-tiered structure and inner-and outer-ring rail areas. Potential implementation steps include:

- Continue to install high-level platforms at all Regional Rail stations to facilitate faster turnaround and ADA accessibility
- Identify locations where the re-opening of shuttered Regional Rail stations would increase ridership
- Identify locations within city limits where new Regional Rail stations can open to provide rail service to neighborhoods presently served only by bus
- Expand the “central zone” of Regional Rail fare to include all stations within Philadelphia County to increase transit equity for all residents
- Pilot higher-frequency service on one Regional Rail line between Center City and an intermediate point with high ridership
- Expand this higher-frequency City Rail line to multiple lines pending success of pilot
- Rebrand select Regional Rail lines as part of the rapid-transit system

4.1.1.g 30th Street Station: Critical Transit Hub



30th Street Station is a key gateway connecting 3.7 million passengers per year with extended locations and 20,000 commuters per day within the city and region. It is among the busiest Amtrak Stations in the U.S. Its location along the Schuylkill waterfront and proximity to major institutions provide a unique opportunity to combine planning efforts and improve access to the local community as 30th Street renovations are underway.

Station	Total Annual Ridership (2009)
New York (Penn Station)	7,832,874
Washington, D.C. (Union Station)	4,278,930
Philadelphia (30th Street)	3,675,761
Chicago	3,080,564
Los Angeles	1,475,920
Boston (South Station)	1,287,615
Baltimore (Penn Station)	932,827

(Amtrak National Fact Sheet, 2009)

4.1.2 Extend and introduce new technological advances to the transit network to serve new markets.

- a Build a new transit extension along Roosevelt Boulevard corridor through Northeast Philadelphia.
- b Build a new subway station on West Market Street between 15th and 30th Street Stations.
- c Study and implement a transit connection between Center City and cultural attractions on the Benjamin Franklin Parkway and in the Centennial District, choosing the most appropriate mode relative to demand, cost, urban design, and transit-equity considerations.
 - Commission a feasibility study of potential alignments and appropriate modes for service connecting to the Waterfront Line at a proposed Convention Center stop, including options along and parallel to the Parkway.
 - Examine the possibility of a light rail or bus rapid transit network building off the proposed Waterfront Line, utilizing the existing Route 15 right of way, the to-be-determined Centennial service alignment, as well as previously proposed extensions from Pier 70 to AT&T Station.
 - Consider proposed changes in land use along these lines when modeling projected ridership, including transit-oriented development at the Sports Complex and the Girard Avenue El Station, and higher density development along the Central Delaware as proposed in DRWC's Plan for the Central Delaware.
 - Examine intermodal opportunities at 52nd Street and Lancaster Avenue with reopening of the Regional Rail station.
- d Build Delaware waterfront light rail transit with direct connections to existing lines.
 - Consider utilizing Arch and Race Streets for the Center City alignment, studying the long-term possibility of a transfer station in the 13th Street underpass of the Convention Center.
- e Extend the Route 36 light rail to the Eastwick Transportation Center.
- f Extend the Broad Street Subway south to the Navy Yard.
- g Link proposed Delaware waterfront light rail to the Broad Street Subway at AT&T Station.
- h Support continued investment in existing and updated rail infrastructure in the Northeast and Keystone rail corridors to link Philadelphia to Washington, D.C., Boston, Pittsburgh, and intermediate points by high speed rail.
 - Encourage increased investment in high speed rail to decrease travel times between major metropolitan areas and increase the connections between Philadelphia and other east-coast cities.

4.1.2.c Case Study Cultural Corridor Transit

Philadelphia boasts an exceptional collection of cultural, recreational, and entertainment opportunities stretching north and west from Center City along the Benjamin Franklin Parkway and across the Schuylkill River into the southern reaches of West Fairmount Park. These popular institutions, including the Philadelphia Museum of Art, Philadelphia Zoo, Please Touch Museum, and Mann Center draw thousands of locals and tourists alike, but sometimes severe congestion and indirect transit service make access difficult. The 2005 Fairmount Park Centennial District Master Plan envisioned a new transit connection stretching from 52nd Street and Lancaster Avenue to Center City, linking these major visitor destinations and the surrounding neighborhoods while taking advantage of existing roads, bridges and rights-of-way. The 52nd Street/Center City (City Branch) Corridor Alternatives Analysis, undertaken by SEPTA and the City in the same year, identified and evaluated alternative modes and alignments to improve transit service and access in this vitally important corridor.



4.1.2.d Case Study Delaware Waterfront Light Rail

The Central Delaware Waterfront is perhaps one of the most valuable city assets that can be transformed in the near future. There are several plans to revitalize the waterfront, many of which include improved means of public access through transit. In a 2010 study, Delaware Waterfront Transit Alternatives Analysis, DRPA/PATCO projects that by 2030 about 33,700 jobs will exist within a half-mile of the waterfront. A proposal to establish a new light rail line along Delaware Avenue would improve access to these jobs from around the city and the greater Philadelphia region and



(Source: Delaware Waterfront Transit Alternatives Analysis, 2010)

promote smart development of the waterfront amenities. Three service routes are being studied: (1) Waterfront Route (Girard Avenue Market-Frankford Station to Pier 70); (2) South Route (City Hall/Convention Center to Pier 70); and (3) North Route (City Hall/Convention Center to Girard Avenue Market-Frankford Station).

4.1.2.f Case Study Broad Street Subway Extension to Navy Yard

The Navy Yard is emerging as an important employment center for Philadelphia. More than 100 companies are located on the one-thousand-acre site generating over 7,000 jobs. In the 2004 Master Plan for the Navy Yard, Philadelphia Industrial Development Corporation (PIDC) projected future growth of up to 25,000 jobs. That plan presents a vision of the Navy Yard as a 24/7 urban mixed-use center with commercial, industrial, and limited residential uses predicated on energy efficiency and sustainable practices with less dependency on automobiles. To achieve this vision, a reliable mode of rapid transit to the Navy Yard is needed. The site is currently accessible only by car and by SEPTA shuttles connecting to the AT&T Station on a limited service schedule.

A 2008 study by Parsons Brinckerhoff determined a 1.5-mile extension of the Broad Street Subway from its terminus at AT&T Station to the Navy Yard as feasible. As proposed, the extension would be built with two new stations at the Navy Yard: one at the Corporate Center and the second at a marina district proposed in the 2004 master plan. The two stations would support the full build-out of the Navy Yard Master Plan and generate ridership of approximately 8,000 daily boardings by 2035. The cost of the extension is estimated at approximately \$350 - \$375 million. PIDC is exploring funding for the extension, including federal, state, local, and private sources.



(Source: Broad Street Line Extension Feasibility Study, 2008)

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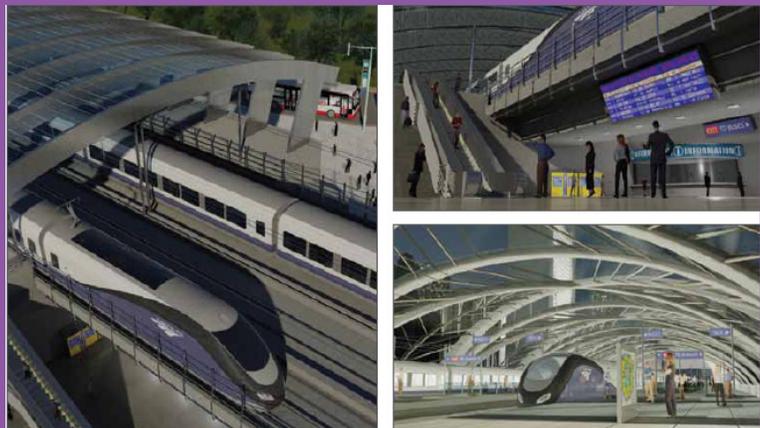
4.1.2 Major Transit Improvement Proposals

Philadelphia's mass transit network serves much of the city, but some areas remain unconnected. The major transit proposals indicated here would extend quality, high-speed transit service to major new markets across the city. This would help reduce auto dependence and congestion, and improve connections between residences, employment, and recreation for city and regional riders.



4.1.2.h Case Study High Speed Rail in Philadelphia

Philadelphia is ideally positioned in the center of the Northeast Megaregion and would greatly benefit from high-speed rail service (HSR). The Northeast Corridor route has a culture of rail ridership, population growth, and a demand for inter-city travel that cannot be met by current transportation modes. The Amtrak Northeast Corridor route has historically been the most popular route in the national passenger operation system. Recent national momentum is building towards true high-speed rail, which could reach speeds of up to 220 mi/hour and travel the entire distance of Boston to Washington, D.C., in less than 3.5 hours. In 2010, Amtrak created



(Source: Amtrak)

a high-speed rail department in Philadelphia and, in early 2011, requested proposals for financing a new high-speed corridor from Boston to Washington, D.C. Projects in Philadelphia as a result of a high-speed rail system could include a seven-mile tunnel beneath the city connecting the International Airport and Market East Station and new tracks and station infrastructure to accommodate the system. The proposed HSR system would bring 10.5 million additional people within one hour of Philadelphia, which will enable Philadelphia businesses to draw from a larger workforce and allow for new levels of collaboration across industries.

High Speed Rail in the Northeast Megaregion: From Vision to Reality (Source: PennDesign 2011)

4.1.3 Coordinate land use decisions with existing and planned transit assets to increase transportation choices, decrease reliance on automobiles, increase access to jobs, goods, and services, and maximize the economic, environmental, and public health benefits of transit.

- a Assist transit operators in drafting an official transit-oriented development (TOD) policy to clarify roles in the process.
- b Assess and digitally catalog locations and status of fixed transit infrastructure to create a database to enable the City, transit operators, communities, and developers to make informed decisions regarding everything from site layout to ingress/egress configurations to placement and design of transit stop locations and amenities.
 - Identify funding for consultants or new staff to complete fixed transit infrastructure disposition and database.
- c Assess and digitally catalog current transit operator's and the City's current property holdings to create an accurate record of entitlements to enable development of a database of TOD opportunities and best understand options for disposition.
 - Identify funding for consultants or new staff to complete property entitlement assessment and database.
 - Establish several TOD priority sites within the City and take steps to ensure timely and successful development.
- d Encourage collaboration across the Mayor's Office of Transportation and Utilities (MOTU), PCPC, and transit operators to draft transit-oriented (or transit-friendly) development guidelines to assist the development community in crafting appropriate proposals for different types of TOD nodes.
- e Engage MOTU, transit operators, and communities throughout the district planning process as TOD nodes are identified and classified, and surrounding land use and zoning recommendations are developed.
- f Investigate seed funding for a Transit Revitalization Investment District (TRID) fund that developers could access to offset the cost of initial infrastructure investments for TOD projects.
- g Improve inter-modality at TOD nodes by improving bicycle and pedestrians facilities at stations (bicycle parking, signage, crosswalks, etc.).
- h Facilitate active transportation by establishing safe, marked walking and biking routes between stations and other key destinations such as schools, recreation centers, waterfronts, and neighborhood centers.
- i Maximize mobility for seniors, children, and other transit-dependent and vulnerable populations by mixing residential and commercial uses around stations where feasible.
 - The proposed Zoning Code provides a bonus for developments that incorporate mixed-income housing within TOD nodes on parcels zoned CMX-3, which allows mixed-use development.

4.1.2.a Urban Design Study Roosevelt Boulevard Transit Proposals

Northeast Philadelphia still remains one of the least connected areas of the city in terms of transit access. Although 25 percent of residents depend on public transportation, long travel times and the need for multiple transfers greatly hinder the use of transit. Many residents of Philadelphia support a transit extension to Northeast Philadelphia.

The 2003 Roosevelt Boulevard Corridor Transportation Investment Study examined ways to enhance the livability of Northeast Philadelphia by improving the transportation system. The study investigated a variety of transportation alternatives including options for heavy-rail and light-rail transit, highway improvements, and express-bus transit. The preferred alternative that emerged proposed a new heavy subway/elevated line along Roosevelt Boulevard that connected directly into the Broad Street Line's express tracks, for rapid travel to Center City. In addition, that recommendation includes construction of a one-mile extension of the Market-Frankford Line connecting the Frankford Transportation Center to the Roosevelt Boulevard Line. A transfer between the two extensions would be provided at a new Bustleton Avenue Station.

A new heavy-rail transportation option on Roosevelt Boulevard could attract an estimated 124,500 daily boardings and also divert about 83,300 daily trips from automobiles to transit, reducing traffic on Roosevelt Boulevard and I-95. The ridership numbers are comparable to the patronage on SEPTA's two other heavy rail lines.

Since 2003, funding opportunities for major new heavy-rail type projects have diminished significantly. As such, further study is being conducted to determine alternative forms of transit along Roosevelt Boulevard that would be more cost-effective and have the ability to be phased — or built incrementally over time.



The *Roosevelt Boulevard Corridor Transportation Investment Study* (2003) proposed a subway and elevated line in the center median.

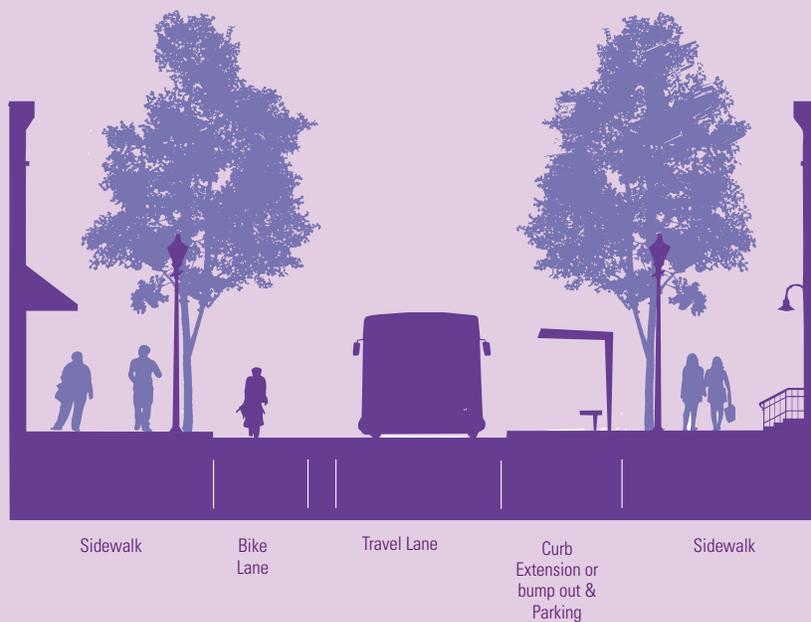
4.2 Complete Streets

Goal: Balance use of roadways to ensure safe and efficient travel by all modes.

Pedestrian and bicycle modes of travel are vital to Philadelphians. Trips on foot, transit, or by bike make up 44 percent of total trips, and walking accounts for over one quarter of all trips. In 2010, Philadelphia was rated the fourth most walkable city in the U.S. according to Walk Score. Bicycle use is also growing rapidly, with 2.2 percent of workers commuting by bicycle in 2009 (U.S. Census Bureau). Walking and biking are affordable and active modes of transportation that contribute to a healthy population and improved air quality. Commuting via active modes, as a primary mode or in tandem with public transit, helps residents achieve recommended levels of physical activity by integrating it into daily routines. Bicycle, transit, and pedestrian commuting also lower household costs associated with car ownership and emissions from private automobiles.

Because walkers and bicyclists are the most vulnerable users of the street system, the City adopted a “complete streets” policy to focus attention on making streets safe and comfortable for all user types. Much of the city was developed before the automobile, with narrow streets that are overwhelmed by modern-day demands of traffic and parking. Full accommodation of all modes in these narrow streets is challenging, and not every street can accommodate every mode. However, the adoption and implementation of a complete streets policy will reallocate street space, “calm” traffic, and create a more balanced roadway network for all users.

4.2 One-Way Complete Street



4.2 Definition | Complete Street

Complete streets are roadways designed to provide safe and comfortable travel and designated right-of-way for all users. On June 4, 2009, Mayor Nutter signed an executive order that established Philadelphia as the first city in Pennsylvania to have a complete streets policy. The policy decrees that every city agency should adopt complete streets strategies to balance the needs of multiple users on city streets, with particular attention to the health and safety of the most vulnerable users.

4.2.1 Examples of Complete Streets



Sidewalk standards ensure adequate space for pedestrians to walk comfortably



Spruce Street Bike Lane

4.2.2 Definition | Bike Parking Ordinance

In 2009, City Council passed a bill that requires bicycle parking in various types of development for every 10,000 sq. ft. of floor area; every three dwelling units for a residential building of more than 12 units; every 20 employees in a low-occupancy facility; or every 10 car spaces in public parking lots. In addition, minimum parking requirements for new development can be reduced by up to 40 percent by including car-share spots and up to 10 percent by including bike parking spaces.

Objectives >

4.2.1 Implement a complete streets policy to ensure that the right-of-way will provide safe access for all users.

- a Prepare a complete streets manual as a guide for City agencies and developers.
- b Reconsider width standards for new streets; ensure that there is adequate space for pedestrians, bikes, parking, buses, and cars.
- c Adopt a context-sensitive design classification system for streets to accommodate multiple user groups.
- d As streets are programmed for reconstruction, redesign and rebuild them as complete streets with integrated transit and pedestrian, bicycle, and vehicular safety measures, while minimizing visual clutter.

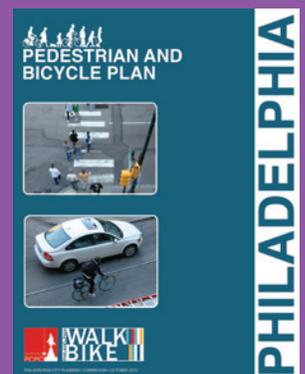
4.2.2 Expand on- and off-street networks serving pedestrians and bicyclists.

- a As recommended in the *Pedestrian and Bicycle Plan for Philadelphia* (2010), build the planned network of bikeways on city streets, including bike lanes, marked shared lanes, and bicycle-friendly streets, supplemented by shared-use sidepaths where appropriate, and connected to the off-street trail network.
- b Fill in key gaps in the sidewalk network and improve the overall surface quality.
- c Add bike racks and bike stations citywide.
- d Require that bicycle parking be included with transportation facilities.
- e Implement a bike sharing program.
- f Identify funding to implement a complete streets and transit furniture system, including covered transit stops, benches, trash cans, and real-time travel information.
 - Consider the city's growing population of residents age 55 and older in prioritizing street furniture improvement.

4.2.2.a Case Study | Pedestrian and Bicycle Plan for the City of Philadelphia

The Philadelphia City Planning Commission released Phase I of the Pedestrian and Bicycle Plan for the City of Philadelphia in 2010, which covers Center City, North Philadelphia, Northwest Philadelphia, and South Philadelphia, and includes citywide policy recommendations. Phase II of the plan will be completed in winter 2012.

The plan analyzed bicycle and pedestrian demand in the study area and established eleven street types in Philadelphia. Pedestrian recommendations include design standards by street type, increased pedestrian signalization, decreasing pedestrian crossing distances, upgraded pedestrian lighting, and sidewalk zone and width standards. Key bicycle recommendations from the plan include bicycle network recommendations by type on major streets in the city, including marked shared lanes, bike lanes, contra-flow facilities, and bicycle friendly streets.



(Source: Pedestrian and Bicycle Plan for the City of Philadelphia, 2010)

4.2.3 Improve safety for pedestrians and bicyclists and reduce pedestrian and bicycle crashes.

- a Adopt new sidewalk standards, tied to a street classification system that reflects land use and the levels of pedestrian activity.
See RENEW 9.1.1 for more information on preserving the walkable scale of the city.
- b Revise and enforce the City Code to better protect pedestrian space from sidewalk encroachments and construction disruption.
- c Limit driveways and lay-by lanes in order to protect sidewalks and minimize points of conflict between pedestrians and motor vehicles.
- d Prohibit front-loaded parking in dense residential zoning districts to reduce conflicts with pedestrians, improve streetscape, and preserve on-street parking options where appropriate.
- e Assure that intersections are designed so that traffic operations maximize pedestrian and bicyclist safety and comfort.
 - Create standards for marking crosswalks at mid-block and uncontrolled intersection crossings.
 - Discourage jaywalking by keeping signal cycles short and providing frequent crossing opportunities.
- f Develop a safety education campaign that explains the rules of the road and stresses courtesy for all road users combined with improved enforcement of traffic and parking laws that affect pedestrians and bicyclists.
- g Expand the use of traffic-calming devices to slow traffic and increase safety for all roadway users; Examples include ADA curb ramps, curb extensions, safety signage, median islands, and speed cameras.
- h Launch a pedestrian plaza program, modeled after programs in New York City and San Francisco, that identifies locations to re-allocate excess automobile right-of-way for pedestrian use to improve safety and create attractive open spaces for pedestrians.
 - Build capacity between the Streets Department, the Mayor’s Office of Transportation and Utilities, the Commerce Department, the Philadelphia City Planning Commission, and the Department of Public Health to review, approve, implement, and maintain plazas.

4.2.2.e Definition | Bike Sharing

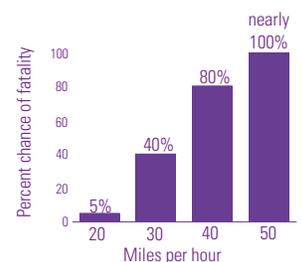
Bike sharing is a system of short-term bicycle rentals where users can access bikes conveniently located at stations and return the bikes to other stations in the system. Bike sharing is currently successful in Montreal, Mexico City, and several European cities. The Philadelphia Bikeshare Concept Study (2010) estimates the cost of a bike sharing system in Philadelphia at \$4.4 million for 1,750 bicycles in and near Center City.



Trial bike share kiosk, Philadelphia

4.2.3 Transportation Fatality Rates

Pedestrian fatalities in vehicle crashes are directly linked to the speed of traffic. This underscores the need to reduce speed by calming traffic on city streets.



(Source: Helsinki Planning Department, 1992)

4.3 Streets and Highways

Goal: Provide a safe and efficient road network that supports planned land uses

Streets and highways connect us to jobs, homes, shopping, recreation, and each other, both locally and outside the region. They provide a convenient and flexible transportation option, and add economic vitality to businesses that thrive on vehicular access.

Since Philadelphia is largely built-out, the City must make upgrades, while striving to bring the roadway system into a state of good repair. In order to keep traffic moving and minimize the negative impacts of idling, the City also needs to limit automobile use in areas that are already congested.

Despite the connectivity that streets and highways bring, they can sometimes act as barriers, especially for people on foot and bicycle. Potential solutions range from identifying highway sections that can be capped to allow direct crossings, to making underpasses safe and comfortable places for pedestrians and bicyclists. The strategies below will help improve access for both passengers and freight and keep everyone traveling safely, comfortably, and efficiently.

Many of these strategies will increase opportunities for physical activity by encouraging people to integrate walking and cycling into their everyday routines, thereby improving public-health outcomes.

Objectives >

4.3.1 Upgrade and modernize existing streets, bridges, and traffic control infrastructure to ensure a high level of reliability and safety.

- a Prepare and implement a long-term infrastructure plan for the street and highway system.
- b Incorporate green streets infrastructure into street and highway improvements wherever practicable, including curb extensions, stormwater planters, and street tree plantings that are compatible with adequate clear width for pedestrians.
- c Rebuild deteriorating sections of I-95 in conjunction with other city and regional transportation improvements to ensure a high level of passenger and freight mobility along the Northeast Corridor and to correct the disconnect between residents and the waterfront.

4.3.1

Highway Network

Philadelphia's interstates create important connections to the region and beyond.



4.3.2 Control automobile congestion through traffic management and planning.

- a Add parking maximums to the zoning code and rent or sell parking separately from housing units in new residential-development projects.
- b Require traffic and parking studies for rezoning requests and new development over certain thresholds.
- c Adjust on-street pricing at meters and kiosks to keep occupancy at 85 percent of capacity, so that one or two spaces per block are always available.
- d Discourage the creation and provision of surface parking lots along pedestrian-friendly and transit-accessible corridors to encourage non-automotive transportation in neighborhood centers.

4.3.2.c Parking Kiosk

Parking kiosks typically add several parking spaces per block and allow flexibility in parking pricing.



4.3.3 Improve highway access for goods movement.

- a Improve signage and infrastructure (e.g., highway ramps) to improve access to local multi-modal facilities.

4.3.4 Improve pedestrian connections across major rights-of-way.

- a Work with PennDOT to improve existing right-of-way crossings, and add crosswalks, pedestrian and vehicle signals, lighting, and sidewalks where right-of-ways intersect with neighborhoods.
- b Work with PennDOT as highway segments, such as I-95 Interchanges, are rebuilt to identify design solutions that will improve pedestrian crossings and access between neighborhoods and park and waterfront amenities
- c Hold design competitions to produce creative solutions for improving pedestrians' experience on pedestrian highway crossings; make Philadelphia known for its approach to this issue (see Race Street Connector case study).

4.3.4.b Case Study | I-95 Interchange Improvements

The I-95 Corridor through Pennsylvania, parts of which were completed 50 years ago, faces a long and expensive period of reconstruction and modernization. Due to physical deterioration and outdated design features, I-95 between Race Street in Center City and Bleigh Avenue in Holmesburg was selected by PennDOT in 1999 as the first segment of the corridor to be rebuilt. This segment incorporates five interchanges and total estimated construction costs of \$2 billion. PennDOT is designing projects within this segment to ensure high levels of highway reliability and safety, improve traffic flow, and reduce environmental impacts on adjoining neighborhoods. For example, the 1.4 mile long Cottman-Princeton (CPR) section of the project features: new exit and entrance ramps; four continuous thru-lanes in each direction; reconstruction of bridge structures supporting the main highway; improved connections between neighborhoods west of I-95 and the Delaware River to the east; storm water management; and traffic signal upgrades and improved pedestrian crossings on surrounding streets. Completion of Section CPR is expected by 2017.



4.4 Airports, Seaports, and Freight Rail

Goal: Enhance the city and regional economy by reinforcing airports, seaports, and freight rail

Airports, seaports, and freight rail facilities are responsible for a great deal of the economic activity in the city and region. These facilities act as gateways to the world, providing versatile options for travel, goods movement, and communication. As air and shipping traffic increases, the City will compete to maintain and expand its share of international and domestic goods and passenger traffic.

Major plans are underway to accommodate increased air, marine, and freight rail traffic. The Philadelphia International Airport (PHL) has an expansion plan, the Capacity Enhancement Program (CEP), to reduce delays in air travel and enhance capacity of the airport. The plan includes strengthening current ground connections to PHL and making use of neighboring land for compatible uses. The CEP will increase the sizable impact that PHL has on the regional economy and transportation infrastructure and reinforce the role of PHL as a major Philadelphia gateway for goods and visitors alike. The Philadelphia Regional Port Authority is dredging the Delaware River, is planning to add a large new port facility, and is improving intermodal connections. The Delaware Valley Regional Planning Commission (DVRPC) and Pennsylvania Department of Transportation (PennDOT) maintain long-range visions for freight that involve modernizing rail assets in the city. Implementation of these rail plans in partnership with rail operators will ensure that Philadelphia's port and rail system work together to provide efficient goods and passenger movement.

4.3.4.b Case Study | Race Street Connector

This is an early action project of the Delaware River Waterfront Corporation (DRWC) and will be one of the first major public improvements completed as part of the Master Plan for the Central Delaware Waterfront. The Race Street Connector links the Race Street Pier with Old City through lighting, artwork, signage, a new bike lane, and an improved sidewalk. Public and private foundation money was secured to fund design and implementation, and a competition for public artwork was critical to the collaborative nature of the process. This proactive and coordinated approach to design and implementation serves as a model for future connectors. Both public and private investment is needed to make future connections successful between neighborhoods and waterfront recreation, open space, and entertainment.



(Source: Delaware River Waterfront Corporation)

Objectives >

4.4.1 Strengthen the airports' global and local connections.

- a Enhance the capacity of Philadelphia International Airport (PHL) to reduce delay by implementing the Capacity Enhancement Program.
 - Implement airfield improvements.
 - Embark on longer-term land-side improvements beyond current PHL footprint.
- b Integrate PHL more fully with the region's bus system.
- c Upgrade transit service between PHL and the Metropolitan Center, particularly at 30th Street.

See [THRIVE 2.1.2](#) for more information on strengthening PHL as a part of metropolitan subcenter.
- d Support continued enhancement of Philadelphia Northeast Airport (PNE) as a key reliever for PHL and as a corporate airport serving Philadelphia and surrounding counties.

4.4.1.a Case Study PHL Capacity Enhancement Program

The Philadelphia International Airport is a major transportation asset connecting over 30 million people annually to the nation and the world. In 2009, PHL was the 11th-busiest airport in the world, but also the 6th-most delayed large-hub U.S. airport. The Capacity Enhancement Program (CEP) will reduce this problem through improvements to the airfield, terminals, and other property, as well as to the roadways on or near the airport.



Philadelphia International Airport

4.4.2 Elevate the competitive position of Philadelphia ports on the Eastern Seaboard.

- a Implement the Philadelphia Regional Port Authority *Southport Master Plan*.
- b Preserve and enhance the multi-modal capacity serving the port to move goods faster between destinations.
 - Implement better signage and ensure reliable access for trucks.
 - Maintain and repair multi-modal infrastructure.
- c Complete dredging and maintain the Delaware River channel depth at a minimum of 45 feet to allow the passage of large ships.

4.4.3 Modernize freight rail assets to ensure efficient goods movement to and through Philadelphia.

- a Support recommendations in DVRPC and PennDOT's long-range vision plans for freight.
 - Reinstate freight rail access on 60th Street industrial track.
 - Accommodate double-stacked containers.
- b Coordinate with planned improvements to passenger rail.

4.4.2 Major Mid-Atlantic Seaports



The Greater Philadelphia port system is a major competitive center of maritime industrial commerce on the East Coast.

Port Volumes (short tons, 2008)

New York/New Jersey	153,480,226
Baltimore	43,412,662
Paulsboro	36,351,709
Philadelphia	32,282,853
Marcus Hook	26,670,971
New Castle	6,867,709
Camden-Gloucester	6,262,945
Chester	4,121,776
Wilmington	3,979,109
Trenton	1,384,119
Greater Philadelphia	115,921,191

(Source: American Association of Port Authorities, 2008)

4.4.2.a Case Study Philadelphia Regional Port Authority (PRPA) Southport

Port activity in Philadelphia contributes to over 5,000 jobs, generates at least \$1 billion worth of economic output to the region, and adds \$12 million in tax revenues to city coffers annually. The Philadelphia port system remains competitive due to its proximity to a dense population base, a strong labor force, an expansive network of road and rail infrastructure, and its specialization in the “perishables” market. The City supports the efforts of PRPA to dredge the Delaware River to a minimum of 45 feet and to build the Southport Marine Terminal with new terminals, berths, and cranes to capitalize on a growing international shipping market.



(Source: Philadelphia Regional Port Authority)

> Utilities

Adapt utility services to changing technology and consumption patterns

Public and private utility companies and City agencies process and distribute energy, information, water, heating and cooling, and handle the disposal and recycling of wastewater and solid waste for Philadelphia's residents and businesses. This is accomplished through a vast infrastructure of cables, conduits, pipes, sanitary- and storm-sewer lines, transmitters, signals, vehicles, buildings, tanks, and wireless infrastructure. Some of these systems rely on infrastructure that is literally hundreds of years old (e.g., some sewer and water lines), whereas other infrastructure is new and changing rapidly (e.g., best management practices for stormwater and technology innovations).

How society consumes and conserves energy and nonrenewable resources is a topic of much concern. Cities, by design, are both significant and efficient consumers. The consumer base is large, but there is potential for efficient utility networks because of density of development. Like many older cities that experienced their greatest growth during the late-19th and early-20th centuries, Philadelphia has a dense core surrounded by less-dense, more recent development. The denser areas offer opportunity for efficient delivery of services, but are typically where older infrastructure exists. Conversely, newer infrastructure is located in places where the development is more sprawling. As the objectives in this section demonstrate, utility users in Philadelphia will benefit greatly from utility efficiency measures, reduction and reuse of resources, investment in emerging energy-reduction innovations, and strategic investment in utility infrastructure upgrade and expansion.



5.1 Consumption, Capacity, and Condition

Goal: Provide environmentally supportive, affordable, and reliable utility service to all customers

Most residential, business, and institutional consumers are concerned with utility cost, availability, and quality. For utility providers, these concerns translate directly into responsibilities that address consumption patterns, system capacities, and the condition of existing and planned infrastructure.

Regardless of the utility, increased consumption generally means increased monetary and environmental costs. The City aspires not only to comply with, but exceed state and federal environmental regulations while becoming a model for efficiency in the management of energy, water, and waste.

Utility capacity, roughly defined as the ability to provide adequate, reliable, and efficient service to meet demand, is a core function of cities. For Philadelphia, this includes efforts to accommodate a growing demand for cleaner energy alternatives and to advance innovation in the fields of cogeneration and waste capture.

Perhaps most importantly, the City and utility providers need to address the condition of an aging utility infrastructure. Achieving a state of good repair for all infrastructure is essential to the proper functioning of the city.

Objectives >

5.1.1 Reduce electricity, natural gas, and water consumption to reduce financial and environmental costs.

a Implement energy and water conservation measures.

See RENEW 7.1 and 7.2 for more information on improving air and water quality.

- Focus on buildings: retrofit existing buildings and change building and zoning codes to encourage energy efficiency in new development.
- Implement energy-efficiency programs developed by the utility companies and/or identified in *Greenworks Philadelphia*.

b Continue innovative ways to reduce and control stormwater runoff to reduce burden on existing sewer system.

See RENEW 7.2.3 for more information on stormwater management.

5.1.2 Achieve reductions in waste through reuse, recycling, and composting of solid-waste materials.

a Ensure adequate recycling bin/receptacle distribution to homes and apartment buildings to improve recycling participation rates.

- Increase oversight by City agencies to enforce waste reduction and recycling

b Encourage food and organic waste composting on a commercial scale to achieve greater waste reduction rates and environment benefits for compost use.

5.1.1.a

Greenworks Philadelphia

Greenworks Philadelphia (2009) is an ambitious plan that sets 15 sustainability targets in the areas of energy, environment, equity, economy, and engagement to make Philadelphia the greenest city in America by 2015.

Released by the Mayor's Office of Sustainability in the spring of 2009, many facets of the plan have already been initiated, such as adding bicycle lanes to reduce vehicle miles travelled and increasing the number of green roofs to reduce stormwater impacts and keep the city cooler.

5.1.3 Ensure adequate utility capacity to serve customers.

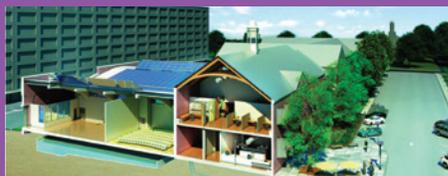
- a Support cleaner energy alternatives by ensuring sufficient land and infrastructure and reducing regulatory barriers.
 - Accommodate future energy distribution and generation needs with appropriate locations and amounts of land zoned for utilities.
 - Support market innovations for powering of alternatively fueled vehicles.
 - Ensure that development regulations allow for solar, wind, geothermal, biogas, and hydro-electric energy production.
- b Increase amount of energy produced by cogeneration and waste capture.
- c Preserve land for water and wastewater facilities and potential expansion.
- d Incorporate appropriate information technology infrastructure in all city projects.
- e Reduce peak demands and the associated need for expensive peak capacity.

5.1.4 Modernize and bring the condition of existing utility infrastructure to a state of good repair.

- a Strategically and systematically replace obsolete water, sewer, natural gas, and communications infrastructure.
 - Use new technologies to better monitor the condition of infrastructure.
- b Continue to coordinate improvements between utility and streets projects.

5.1.1.a Case Study | Focus on Buildings: Energy Innovation

Philadelphia strives to be a leader in green industry, sustainability, and energy conservation in the United States. This is not a small task for a city that is already built, with many buildings dating back 100 or even 200 years. In order to address the role that buildings play in energy consumption, the Greater Philadelphia Innovation Cluster has secured up to \$130 million in federal grants from the Department of Energy to build a national center for energy-efficient building research, education, policy, and commercialization at the city's innovative Navy Yard. Among the planned projects is one to develop the tools, methods, and policies necessary to transform the building industry into a model of energy efficiency and independence, and another using the Navy Yard's utility network as a test bed for new "smart grid" technologies.



(Source: Philadelphia Industrial Development Corporation)

5.1.2 Reduction of Solid Waste Entering Landfills

One of the biggest differences Philadelphians can make to their environment is through the reduction and recycling of waste. The City aims to divert 70 percent of solid waste from landfills by the year 2015 by encouraging reduction and recycling programs and investigating the potential for energy-from-waste capture. At \$65 per ton of waste, the City currently spends \$47 million annually. These fees, combined with the City's collection expenses, cost the City a total of \$100 million annually. A 70-percent reduction would reduce the City's annual solid waste disposal expenses dramatically.



(Source: Philadelphia Streets Department, 2010)

5.1.1.b Case Study | Philadelphia's Stormwater Management Program

The Philadelphia Water Department (PWD), working collectively with other City agencies, has made great strides in bringing the city's stormwater-management system into the 21st century with award-winning, sustainable practices. Over the next two decades, PWD plans to convert one-third of existing impervious cover in combined sewer areas to pervious cover, to filter rainfall, reduce the burden on infrastructure, reduce overflow to our waterways, and provide citizens with places to play, fish, relax, and reconnect with nature.



(Source: Philadelphia Water Department)

5.2 Broadband Infrastructure

Goal: Reinforce access to and use of broadband telecommunications infrastructure as a vital public utility.

Broadband is loosely defined as a permanent high-speed network connection for transmitting data and telecommunications. The technology has proliferated since the rise of personal computing at the turn of the century and is as vital to commerce and the flow of information as roads and rail. There is virtually no industry or institution not impacted by the power of this new utility to efficiently transfer ideas, images, and data. In an information-oriented economy and culture, innovation is ignited by access to broadband Internet and innovation is a key economic driver. Individuals, businesses, and institutions located in Philadelphia are well positioned to produce technological innovations through a built-out system of fiber, cable, and wireless infrastructure. To foster the economic potential of this infrastructure, the City would benefit from a long-term plan on how best to maintain and utilize broadband in order to attract and retain businesses and citizens, and to reduce the operational costs of government and improve services.

Despite the nearly ubiquitous commercial availability of broadband in Philadelphia, there is a risk of a widening “digital divide” between those who use and benefit from broadband and those who do not. In a city of 1.5 million people, nearly half of Philadelphia residents cannot afford broadband Internet access in their own homes or lack stable housing, and therefore, a dedicated place to access the Internet (Knight Center for Digital Access, 2010). These individuals are likely to be the most economically disadvantaged in Philadelphia and live in neighborhoods with highest rates of unemployment and lowest rates of educational attainment. As the mechanisms by which individuals find and apply for jobs, obtain information about their community, continue their education, and access public services increasingly migrate to the Internet, it is important for the City to recognize that a digital world presents another set of challenges for economically disadvantaged residents of Philadelphia.

Objectives >

5.2.1 Prepare a long-term plan for maintenance and use of City-owned broadband infrastructure and wireless assets.

- a Create and maintain a GIS inventory of broadband services, wireless access points, and public computing centers in Philadelphia including National Telecommunications and Information Administration (NTIA) Community Anchor Institutions.
- b Build upon City government initiatives to maximize use of fiber and wireless assets to reduce the cost of the data and voice communications and to catalog, track, and improve management and delivery of City services.
- c Increase capacity for next-generation broadband connectivity, starting with Gigabit technology and looking beyond to future connectivity innovations.
- d Use existing City-owned wireless assets to enhance public safety and productivity of city employees and to generate revenue from utilities adopting wireless meter systems using the City’s network.

5.2.2 Expand affordable access to broadband and promote digital literacy programs among low-income populations of the city.

- a Support the Freedom Rings Partnership to increase the availability and adoption of broadband by economically disadvantaged residents by expanding collaborations with service providers and community service organizations.
- b Support the Free Library System's Wi-Fi hotspot initiatives and digital literacy programs targeting underserved areas of the city.
- c Create wireless hotspots in the Fairmount Park system and at key public locations using the City's Wi-Fi assets.

5.2.3 Encourage technical innovation and recruitment of high-tech businesses.

- a Strategically deploy advanced digital infrastructure at designated "technology clusters" to attract and retain high-tech business and research and development jobs.
- b Install Wi-Fi services in all public transit systems including city buses and regional trains to ensure uninterrupted telecommunications and productivity during commutes.

5.2.2.a Case Study | Freedom Rings Partnership's Public Computing Centers

The Freedom Rings Partnership is a collaboration of grassroots organizations, City government, and universities that brings Internet access, training and technology to low-income communities across Philadelphia. Initiated by the City's Division of Technology (DOT), the Partnership secured \$6.4 million in funding from the American Recovery and Reinvestment Act's (ARRA) Broadband Technology Opportunity Program in 2010 to

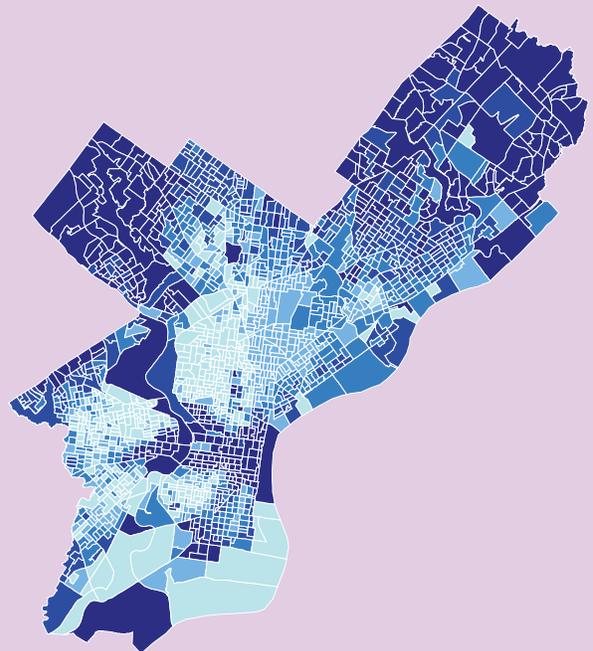
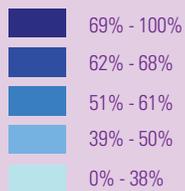
provide free Internet access and hands-on training at 77 computing sites around the city. The sites are a combination of new facilities and expanded, existing computer centers at libraries, community-based organizations, and City recreation centers. Locations were targeted for neighborhoods with high unemployment and poverty rates, and low educational attainment rates. The goal of the Partnership is to encourage in-home broadband adoption rates among low-income Philadelphians. Without broadband access, low-income residents face the challenges of accessing information, consumer services, and job applications now almost exclusively available online in addition to developing skills necessary to obtain and retain jobs in a wired economy. The Partnership has set targets of reaching over 100,000 Philadelphians with information about the relevance of broadband to their daily lives and providing hands-on training and open access to 15,000 people. Partnership members are equally matched in their ability to support the computing sites and their missions are equally served by advancing digital literacy among underserved populations.



5.2.2 Household Broadband Adoption Rates Across Philadelphia

This map illustrates the percentage of households, by Census Block Group, that use some type of broadband service in the home. The data was prepared by the Knight Foundation (2010) as part of a study for the Philadelphia Division of Technology.

Percentage of Households Adopting Broadband Internet Services



Knight Foundation, 2010. U.S. Census Block Groups, 2000. Map prepared by Charles Kaylor, Department of Geography and Urban Studies, Temple University.

RENEW

Philadelphians RENEW
valuable resources to
sustain a bright future.



Open Space 134

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RENEW

In 2035, Philadelphia preserves and renews its environmental and historic resources. The city showcases centuries of growth and change, treasured parks and rivers, valued culture and architecture, and clean air and water.



Open Space

Increase equitable access to our open-space resources



Environmental Resources

Fulfill city obligations to meet ambitious federal environmental standards



Historic Preservation

Preserve and reuse historic resources



Public Realm

Achieve excellence in the design and quality of Philadelphia's built environment



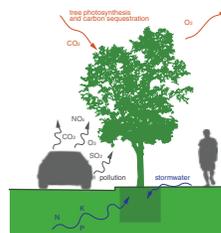
Enhance and improve the walkable form with **buildings and spaces** that have appropriately scaled heights, massing, and setbacks



Expand tourism programs to highlight Philadelphia's **cultural and historic heritage** and to increase spending on heritage tourism



Centennial District Master Plan



Increase **tree coverage** equitably across the city



Support sensitive development that **preserves** and enhances Philadelphia's multi-faceted past



Dilworth Plaza



Reading Viaduct



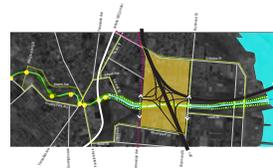
Expand access to **neighborhood parks** and recreation



Improve **air quality** within the city and the region



Improve the quality and management of our **water and wetland resources**



Frankford Creek



Elevate public demand for **good design** in the public realm



Create improved access to our **waterfronts**



Delaware Waterfront



Complete, expand, and connect **watershed parks and trails** in the city and the region

--- Primary Trail Network

● Gateway Improvement

> Open Space

Increase
equitable
access to our
open space
resources

Open space in Philadelphia assumes many forms from watershed parks to urban plazas, recreation fields to riverfronts, community gardens to playgrounds. Open space offers many benefits in a dense, urban environment. Well-maintained open spaces can improve the quality of the immediate and regional environment, the health of the neighbors who frequent the spaces, and the local economy by raising the value of nearby properties.

Philadelphia has extensive park resources including the Fairmount Park system, recreation properties, and national and state parks. The largest parks in the Fairmount Park system were created as protective watersheds for the city's seven principal waterways — the Delaware and Schuylkill Rivers, and the Pennypack, Tacony-Frankford, Wissahickon, Cobbs and Poquessing Creeks. Recreation trails and park destinations have developed within these watershed parks. In addition, 142 neighborhood parks and 160 recreation centers and playgrounds serve Philadelphia residents across the city. Together, park and natural resources account for over 10,000 acres, or 12 percent of Philadelphia's land resources.

The Philadelphia Parks and Recreation (PPR) Department is responsible for the provision and maintenance of City park and recreation facilities in Philadelphia, with support from local advocacy groups and community development corporations, ensuring accessibility to and connectivity within our natural systems.

Many of the recommendations in *Philadelphia2035* are related to improving and creating connections between our watershed parks with new or improved trails. In some cases, park-based trails need gaps filled to create a complete system. New greenways offer potential to transform the way Philadelphians recreate and move across the city, from river to river, park to park. Our riverfronts will continue to develop into thriving places with various uses and increasing access to them. Neighborhood parks and recreation facilities are emphasized as important resources to be located within a comfortable walking distance for each Philadelphian.



6.1 Watershed Parks and Trails

Goal: Complete, expand, and connect watershed parks and trails in the city and the region

The first public use of Fairmount Park began on the grounds of Lemon Hill mansion after being dedicated for public use in 1855. The park system in Philadelphia began in 1867 when the Commonwealth of Pennsylvania created the Commissioners of Fairmount Park. To ensure clean water for the city, the park acquired land on the east and west banks of the Schuylkill River. Its purpose was to protect and preserve the river as a source of clean drinking water for the rapidly expanding industrial city of Philadelphia by preventing development and protecting natural resources. Fed by a vast source of natural springs, the verdant banks of Fairmount Park served as the city's green lung and became its primary park.

This act of creating watershed parks was replicated along many principal waterways. Today, Philadelphians have significant choices for park and trail recreation along creeks and rivers. However, quite a number of trails both within the watershed parks and those that connect to them are unfinished due to funding restrictions or development impediments; rarely is it because of lack of vision. Citywide trails and greenways create recreational and social connections between parks and waterways. *Philadelphia2035* recommends completing all envisioned and planned trails in the city and the park system.

6.1.1

Definition | Watershed Park

Watershed parks offer the widest range of activities on their expansive and connective acreage. These parks are typically measured in hundreds of acres, provide city and regional attractions, and are organically organized around our creeks and rivers. For example, Wissahickon Park surrounds Wissahickon Creek, East and West Fairmount Park protect the Schuylkill River and Pennypack Park is named for the Pennypack Creek.

Objectives >

6.1.1 Create a citywide trails master plan to coordinate the planning and construction of trail systems within Philadelphia.

- Construct the waterfront trail as described in the *North Delaware Riverfront Plan (2001)* and the *Central Delaware Waterfront Master Plan (2011)*.
- Complete the portion of the East Coast Greenway urban trail system that runs through Philadelphia.
- Complete the tidal Schuylkill River trail from South Street to Fort Mifflin.

6.1 Existing Open Space and Natural Systems



6.1.1. Trail Gaps to be Completed



- d Eliminate all existing trail gaps in the upper Schuylkill River trail within city boundaries.
- e Complete the Fairmount Park watershed park trail system in all unfinished locations.
- f Coordinate efforts to provide trail access and improve waterway conditions along the Tacony-Frankford Creek.

See RENEW 7.2.2.c for more information on improving the Tacony-Frankford Creek.

6.1.3 Connect citywide parks to the existing protected natural areas of the regional greenspace network.

- a Advocate for an unbroken system of naturally vegetated open space across county boundaries at the Wissahickon, Darby, Cobbs, Tacony, Pennypack, and Poquessing Creeks, and the Delaware and Schuylkill Rivers.

6.1.2 Create a trail corridor network that connects parks, neighborhoods, and trails citywide.

- a Designate primary and secondary streets that can serve as multi-modal connections across the city.
- b Transform appropriate rail corridors to accommodate recreation trails on abandoned lines or adjacent to active lines.
- c Create neighborhood walks that follow paths of historic streams allowing for interpretive experiences in the corridor network.
- d Ensure all river and creek trails in watershed parks are completed and connect to the corridor network.

See CONNECT 4.2.2.a for more information on bicycle and pedestrian networks.

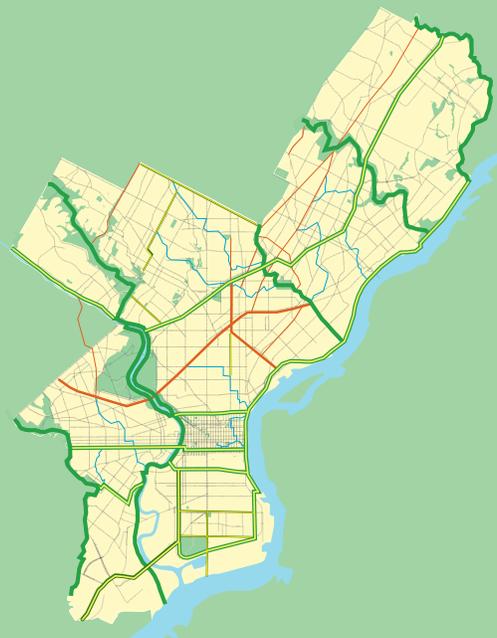
6.1.3 Definition | Greenspace Network

A protected and connected system of naturally vegetated open space spanning political boundaries that improves ecological health, enhances recreation opportunities, and improves quality of life in the region's communities.



(Source: Delaware Valley Regional Planning Commission 2009)

6.1.2 Green2015 Trail Corridor Network



- Neighborhood Creek Walk - small-scale trail corridor following the course of a historic stream
 - River or Creek Trail - trail that follows the alignment of a river or creek
 - Rail - trail on abandoned line or adjacent to active line
 - Primary
 - Secondary
 - Street - on-grade bike and pedestrian route
 - Primary
 - Secondary
- Some alignments are approximate*

(Source: PCPC in partnership with Green2015, 2010)

6.2 Waterfronts

Goal: Create improved access to our waterfronts

Philadelphia is a river city. With eight regional watersheds serving Philadelphia, the city is diagonally bisected by waterways and fronted by water along its entire eastern border. Many of the waterways have thriving watershed parks, and offer various recreation opportunities. The goals of *Philadelphia2035* promote improved physical and recreational access to the water. The two principal waterways, the Delaware and Schuylkill Rivers, both have active master plans that will accommodate multiple uses and will inform recreation and development activities to 2035 and beyond.

However, not all Philadelphia waterways are in equal health and vibrancy. Cobbs Creek on the western border of Philadelphia and the Tacony-Frankford Creek in the lower Northeast suffer from inadequate attention and burden of infrastructure, respectively. Strategies to address these inadequacies are recommended in this Citywide Vision.

Waterfront access also includes recreational boating and tourist transportation. The upper Schuylkill has long been regarded as the iconic river for recreational kayaking and sculling. The Delaware River has strong tour boating operations and there is potential to expand its recreational boating opportunities. Both rivers might support water-taxi and ferry services used to connect waterfront cultural and recreational activities.

Objectives >

6.2.1 Improve and increase waterfront recreation opportunities.

- a Support further development of the *North Delaware Riverfront Plan (2001)*, *Tidal Schuylkill River Trail Master Plan (2003)*, and *Central Delaware River Waterfront Master Plan (2011)* to transform land uses along waterfronts and increase recreational access.
- b Support transit access along the Delaware River Waterfront.
See CONNECT 4.1.2 for more information on transit to new market areas.
- c Create pedestrian-friendly streetscapes to connect adjacent neighborhoods to the Delaware and Schuylkill Rivers (e.g., using public art and greening strategies).



Pennypack Creek

6.2.2 Expand use of rivers for passenger transportation.

- a Establish water-taxi and ferry service connecting waterfront activity centers.
- b Prepare a feasibility study for the proposed ferry service in the *Centennial District Master Plan (2005)* that connects the Fairmount Water Works to the Philadelphia Zoo's southern entrance.
- c Provide for new and maintain existing public boat launch locations along recreational areas of the Delaware and Schuylkill Rivers.

6.2.1.a Case Study *Tidal Schuylkill River Master Plan (2003)*

In 2003 the design firm, EDAW, prepared the Tidal Schuylkill River Master Plan for the Schuylkill River Development Corporation (SRDC). The master plan supports SRDC's mission to "achieve positive change on the Schuylkill River." The study area is approximately eight miles along both land banks of the river from the Fairmount Water Works to the Delaware River. Industrial yards, freight lines, and major road corridors intermingle with attractions such as historic Fort Mifflin, Bartram's Gardens, and the Fairmount Water Works. The master planning process included community engagement and created a framework for short- and long-term redevelopment of the tidal Schuylkill River. Implementing the Master Plan's recommendations to complete the tidal Schuylkill River trail would significantly expand and connect the existing citywide trail network.



Schuylkill Banks
(Source: www.schuylkillbanks.org)

6.2.1.a Case Study *Central Delaware River Waterfront Master Plan*



(Image by WRT
Source: Penn Praxis from
A Civic Vision for the Central Delaware, 2007)

In 2006-2007, 4,000 Philadelphians worked with PennPraxis to create a Civic Vision for the Central Delaware (2007). That vision called for a vibrant, open, green, and connected central Delaware riverfront. In addition, many of the riverfront neighborhoods have completed neighborhood plans that seek to create new connections to the river. The *Delaware River Waterfront Master Plan* is the next step for each of these individual planning processes. The master plan will incorporate the tenets and principles of each of these planning initiatives in order to create a detailed physical development plan for the riverfront. The master plan will also identify policy changes and investment strategies for economic development, community development, and open space along the waterfront. Upon completion in 2011, the master plan will provide the Delaware River Waterfront Corporation (DRWC) and the City with the tools necessary to make Philadelphia's original waterfront a treasured public amenity.

6.3.1

Definition | Neighborhood Park

Neighborhood parks typically range in size from 1 to 25 acres and provide recreational uses such as fields and playgrounds. Clark Park at 43rd Street and Baltimore Avenue in West Philadelphia is a good example of a neighborhood park.



Clark Park



"The Bowl" at Clark Park

Park Acreage Comparison

1 acre = recommended minimum size of a neighborhood park



City Hall Courtyard is about 1 acre



Rittenhouse Square is about 6 acres

6.3 Neighborhood Parks and Recreation

Goal: Expand access to neighborhood parks and recreation

Neighborhood parks and recreation centers meet the daily open space and social needs of a community. Philadelphia has a number of thriving neighborhood parks, modeled in part after the original five squares in William Penn's plan. These neighborhood parks are located in primarily residential areas of the city, such as Clark Park in West Philadelphia, Palmer Park in Fishtown, and Marconi Plaza in South Philadelphia, and serve crucial neighborhood needs for open space and recreation.

While it is important to maintain and improve our existing inventory of parkland, *Philadelphia2035* recommends expanding access to open space so that all Philadelphians live within a half-mile (10-minute walk) of a neighborhood park or a recreation center. New sites for neighborhood parks can come from public vacant land, recreation centers, and school yards that could be made more accessible, better programmed, and significantly landscaped.

Objectives >

6.3.1 Ensure that all Philadelphians live within a 10-minute walk of a neighborhood park or a recreation center.

- Convert opportunity sites such as schoolyards and recreation centers into neighborhood green space accessible to the public outside of normal school operating hours.
 - Establish a standardized process and project model for the greening of school campuses and recreation centers.
- By 2015 create 500 acres of publicly beneficial green space as identified in *Green2015* (2010) plan commissioned by PPR.
 - Green2015* requires greenspace to be a minimum of 1/4 acre.
- Encourage institutional and private open space to be more accessible to neighborhood users.
- Prioritize the creation of neighborhood parks in underserved areas.

6.3.1.b Case Study *Green2015 (2010)*

Green2015 is an action plan prepared by PennPraxis for Philadelphia Parks and Recreation Department (PPR) to help the department meet the goal of Greenworks Philadelphia to transform 500 acres of empty or underutilized land into public green space by 2015. PennPraxis found that 202,000 Philadelphians do not live within a 10-minute walk from an open space of any size and that areas most lacking access are concentrated in the dense residential neighborhoods of South, West, and North Philadelphia; Lower Northeast; and Oak Lane. Parks would be created in these areas by greening opportunity sites through collaborative partnerships between PPR and nonprofits, institutions, private land-owners, and developers, and neighborhood groups. *Green2015* identifies opportunity sites as: vacant publicly-owned or privately-owned land greater than a quarter acre; PPR recreational facilities and underused sites; and public school yards. Greening just underused PPR land would serve an average of 1,100 residents per new acre of park.



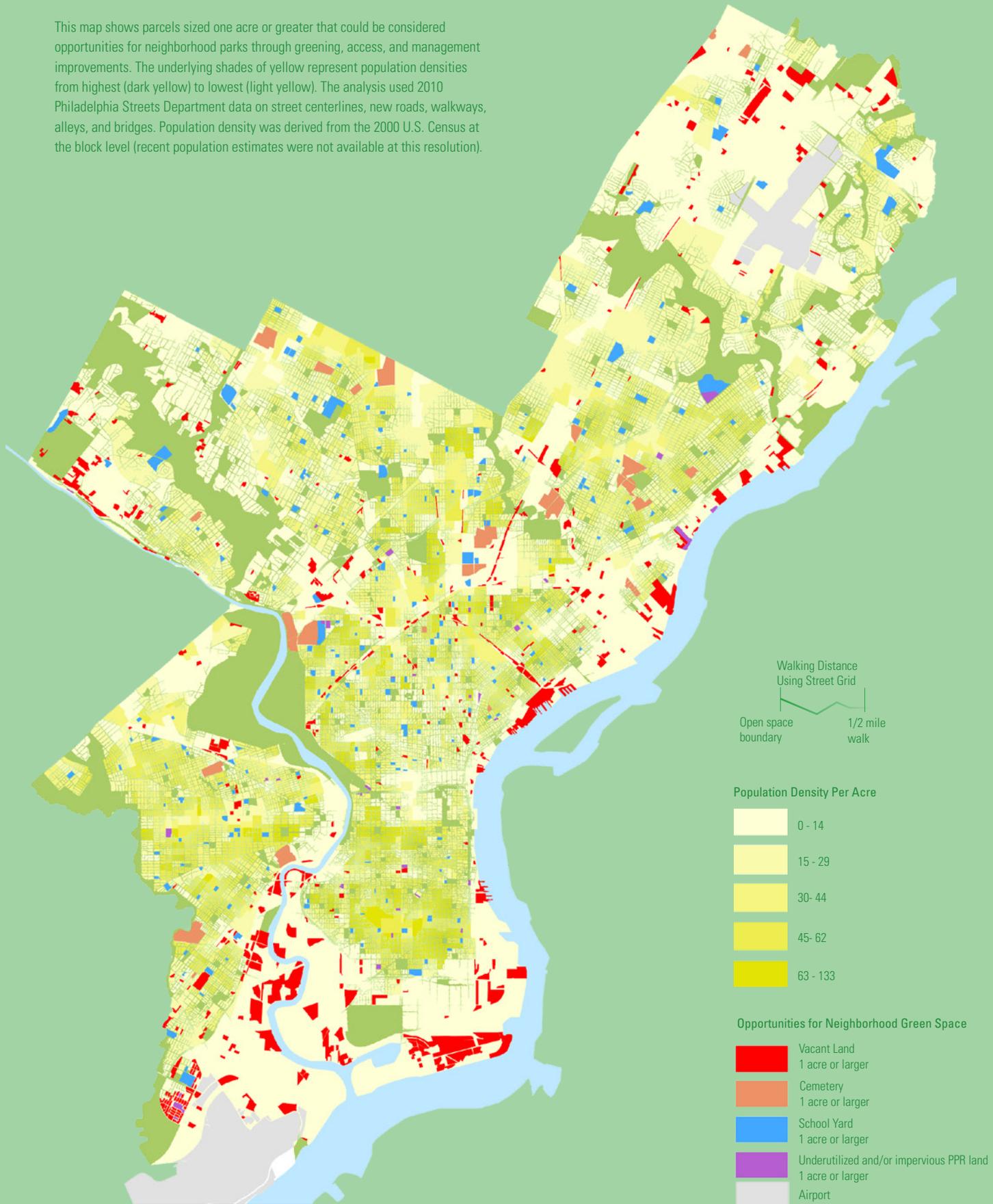
Underutilized public land transformed into multi-modal street
(Source: *Green2015, 2010*)



Neighborhood street transformed into historic creek walk
(Source: *Green2015, 2010*)

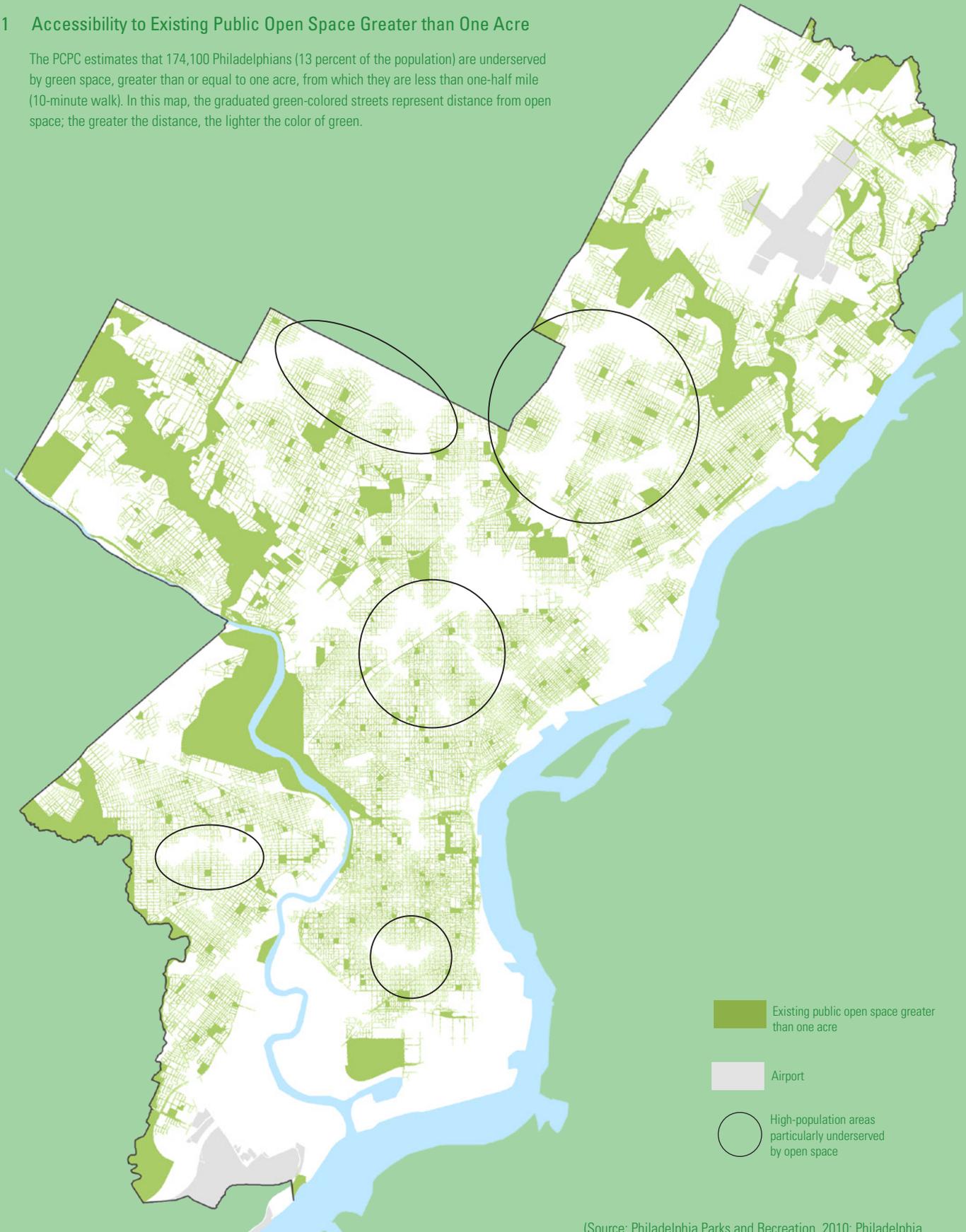
6.3.1 Opportunity Sites for Neighborhood Green Space

This map shows parcels sized one acre or greater that could be considered opportunities for neighborhood parks through greening, access, and management improvements. The underlying shades of yellow represent population densities from highest (dark yellow) to lowest (light yellow). The analysis used 2010 Philadelphia Streets Department data on street centerlines, new roads, walkways, alleys, and bridges. Population density was derived from the 2000 U.S. Census at the block level (recent population estimates were not available at this resolution).



6.3.1 Accessibility to Existing Public Open Space Greater than One Acre

The PCPC estimates that 174,100 Philadelphians (13 percent of the population) are underserved by green space, greater than or equal to one acre, from which they are less than one-half mile (10-minute walk). In this map, the graduated green-colored streets represent distance from open space; the greater the distance, the lighter the color of green.



(Source: Philadelphia Parks and Recreation, 2010; Philadelphia Streets Department, 2010; U. S. Census Bureau 2000)

6.3.2 Connect neighborhood parks and trails to neighborhood centers and major public facilities.

- a Ensure that parks and trails are in close proximity to neighborhood centers.
See THRIVE 1.1 for more information on neighborhood centers.
- b Ensure walking or cycling are viable options to reach major public facilities.
- c Ensure that all trails and trail heads have clear signage to guide users to connecting trails and major destinations.

6.3.3 Ensure proper maintenance and vibrancy of park and recreation facilities.

- a Enhance and diversify sources of funding to support capital operating and program needs.
- b Co-locate recreation centers and other public facilities to conserve resources and maximize use.
See THRIVE 1.1.1 for more information on co-locating community services.
- c Promote density of mixed uses along major park edges to ensure close constituency for park land.
- d Promote programming in various parks to encourage users.
- e Provide signage and promote alternative modes of transportation throughout the park system.

6.3.1 Case Study | Greenfield School

The Albert M. Greenfield School had a typical asphalt school yard, but since 2007 it has been transformed into an environmentally friendly green oasis for the community and school children to enjoy. Native trees and plants, a rain garden, and a permeable, recycled play surface are a few of the improvements completed thus far.



*Greenfield School open space
(Source: Greenfield School)*

6.3.3 Park and Recreation Funding per Capita in 2010, Select Cities

City	Population	Total Expenditure	Expenditure per Resident
Washington, D.C.	591,833	\$154,324,830	\$259
New York	8,363,710	\$1,313,767,386	\$157
Chicago	2,853,114	\$354,558,960	\$124
Boston	620,535	\$69,620,456	\$112
Philadelphia	1,547,297*	\$99,574,400	\$64

*2009 county population estimate from the U.S. Census Bureau for Philadelphia.
(Source: City Park Facts, The Trust for Public Land, 2010)

> Environmental Resources

Fulfill city obligations to meet ambitious federal environmental standards

Renewing our environmental resources is essential to the health of our city and region. In today's world we can be called to do no less. The recommendations in *Philadelphia2035* build upon the environmental goals set in Greenworks Philadelphia (2009) established by the Mayor's Office of Sustainability and anticipate meeting even more ambitious goals by 2035.

During the 19th century, Philadelphia's ability to harness water on the Schuylkill River and at the Fairmount Water Works, and access to Pennsylvania's coal and oil enabled the city to grow to an industrial powerhouse. Today, however, with increased uncertainty about energy prices, supply, and impacts, Philadelphia can compete for new residents and investment by reducing our energy consumption and diversifying our energy supply.

Philadelphia's environmental challenges reflect the city's history, more stringent environmental standards, and future uncertainties about resource supplies. The city's industrial-era stormwater infrastructure allows too much untreated waste water into our rivers during heavy storms, and the growing prevalence of highway-oriented lifestyles and employment centers contributes to excessive ground-level ozone and particulate matter in the air. In recent decades, the Federal government has held cities and regions increasingly accountable to address the environmental impacts of human activity on human health and ecosystems. Going forward, Philadelphia and its regional partners face questions about how to manage air, energy, and water resources in light of volatile markets and climate change.

Philadelphia2035 embraces strong environmental stewardship to help the city and region compete for new residents and investment. Initiatives to improve environmental performance should help create new economic opportunities. Increased energy efficiency, and the diversification and protection of energy and water resources, should ensure affordable and reliable supplies. And compliance with air and water standards should improve quality of life and help Philadelphia distinguish itself as a world-class location in which to live, work, and visit.



7.1 Air Quality

Goal: Improve air quality within the city and the region

The built environment is the number one contributor to the degradation of air quality. Most urban environments have poor air quality when compared to less developed areas, even though urban per capita contributions to air pollution are typically less than suburban and rural per capita contributions. A recommendation of *Philadelphia2035* is to reduce the overall and per capita contributions to air pollution in the city. This can be achieved by employing strategies that target transportation emissions, building-energy use, and construction processes. Over the last few decades, air quality has been improving, but the City still does not meet federal guidelines. Ultimately, improving air quality is a regional issue and Philadelphia will be doing its part from now until 2035 and beyond to lead the Greater Philadelphia region toward compliance with federal standards.

Objectives >

7.1.1 Reduce overall and per capita contributions to air pollution.

- a Employ various strategies to improve air quality related to transportation.
 - Reduce vehicle miles traveled through transportation and land-use policies.
See [THRIVE 1.1.3](#) and [2.1.1](#) for more information on transit oriented development.
See [CONNECT 4.1](#) and [4.2](#) for more information on transit strategies and complete streets.
 - Increase percentage of trips by transit, bicycle, and walking.
 - Locate jobs closer to residents.
 - Increase mixed-use and density.
 - Reduce congestion on regional highways and local streets.
See [CONNECT 4.2](#) for more information on complete streets.
 - Make the city's Metropolitan Center, Metropolitan Subcenters, and regional centers transit and pedestrian friendly.
 - Expand infrastructure for alternative-fuel vehicles and bicycles.
- b Employ various strategies to improve air quality related to buildings.
 - Steadily reduce energy use in existing commercial, residential, institutional and industrial buildings.
 - Ensure steady progress toward new public building compliance with the energy consumption reduction targets of the *2030 Challenge*.
 - Support national, state, and city adoption of building codes on a timeline consistent with the *2030 Challenge*.
 - Increase percentage of building energy from clean renewable sources.
 - Pursue federal, state, and private funding to support building energy upgrades.
- c Employ various strategies to improve air quality related to industry, including construction and waste management.
 - Enforce emissions regulations for construction equipment and vehicles.

7.1.1.b Definition | *2030 Challenge (2005)*

The 2030 Challenge is an initiative developed by the nonprofit Architecture 2030 to dramatically reduce greenhouse gas (GHG) emissions from buildings. The burning of fossil fuels to provide energy for buildings produces GHG as well as other air pollutants. The 2030 Challenge calls for: all new buildings to be designed to consume only 50 percent of the average fossil fuel energy used by comparable buildings; existing buildings to be retrofitted to reduce by half the amount of fossil fuels currently consumed; steady reductions in fossil fuel consumption standards so that new buildings are carbon neutral by the year 2030. The 2030 Challenge has been adopted by the U.S. Conference of Mayors and is an ongoing foundation for development of energy-efficiency standards for buildings.

7.1.2 Reduce overall and per capita greenhouse gas (GHG) emissions by 45 percent by 2035.

- a Reduce GHG emissions by 20 percent below 1990 levels by 2015 and 45 percent by 2035.
- b Strongly support regional, state, and national efforts to improve air quality.
 - See [RENEW 7.1.1](#) for more information on air pollution.
 - See [CONNECT 5.1.1](#) for more information on energy efficiency in buildings.
- c Take advantage of potential future funding opportunities to promote cost-effective GHG reductions.
- d Support efforts to reduce, reuse, and recycle waste in Philadelphia.
 - See [CONNECT 5.1.2](#) for more information on reducing solid waste.
- e Encourage white and green roofs to reduce GHG production from heating and cooling buildings.

7.1.3 Reduce air temperature during the warm season in the city.

- a Encourage public and private property owners to use cool surfaces (reflective and vegetated) to reduce the urban heat-island effect.
- b Encourage private and public land owners to plant more trees.
 - See [RENEW 7.3](#) for more information on increasing the city's tree canopy.

7.1.1.b Case Study | Free Library Green Roof

In September 2008 the main branch of the Free Library of Philadelphia unveiled its green roof, the first green roof on a City-owned building in Philadelphia. Funded by the Lenfest Foundation, this green roof demonstration project is part of Mayor Michael A. Nutter's initiative to transform Philadelphia into one of the nation's greenest cities, and therefore represents the first of many such projects. The 5,000 sq. ft. green roof is located on the south side of the building and includes 100 cu. ft. of soil and 5,400 plants.

Green roofs in general offer environmental benefits as well as cost savings. Green roofs keep buildings cooler in the summer and warmer in the winter, naturally reducing energy consumption. Additionally, the plantings reduce stormwater runoff and improve air quality.



*The main branch of the Free Library's planted roof.
(Source: Mayor's Office of Sustainability)*

7.2 Water Quality

Goal: Improve the quality and management of our water and wetland resources.

Eight regional watersheds serve Philadelphia. The principal river and eastern municipal boundary, the Delaware River, has a regional watershed that extends all the way to central New York state. Maintaining the cleanliness and health of that water and its related ecosystems requires significant coordination with upstream state and regional entities. The same attention must also be paid to other waterways in the city.

As development occurs in a growing city, sensitive lands such as wetlands are often filled in with the channelization of waters. There is significant value to maintaining wetlands as they protect shores and banks from storm surges, in addition to filtering runoff and providing habitat. Advancing preservation of wetlands, and recreation opportunities along shorelines, helps to develop buffers that are beneficial to adjacent physical development and to the waterways.

The Philadelphia Water Department (PWD) is currently a national leader in the management of stormwater in an urban location. Philadelphia has an extensive combined sewer system that is too often overburdened during heavy rains. Certain streets, properties, and waterways are regularly flooded after major storms. *Philadelphia2035* supports PWD's efforts as outlined in *Green City, Clean Waters* (2009) to enforce the required amount of pervious surfaces and infiltration systems across existing and new development in Philadelphia.

7.2.1.a

Definition | *Clean Water Act (1972)*

The Clean Water Act, officially termed the Federal Water Pollution Control Act, "Limits the release of high volumes of toxic chemicals into the nation's water and ensures that surface waters meet standards for sports and recreational use." It is enforced by the U.S. Environmental Protection Agency (EPA).

7.2.2

Definition | *Wetlands and Riparian Buffers*

Healthy wetlands and riparian ecosystems are vegetated lands containing native grasses, plants and trees that help prevent erosion and filter pollutants. They also provide habitat and travel corridors for wildlife. Further, these areas slow down floodwaters and rainwater runoff from developed areas, thereby allowing water to soak into the ground and recharge the groundwater.

(Source: Philadelphia Water Department, Office of Watersheds, Watershed Information Center)



Tinicum

Objectives >

7.2.1 Improve the quality of city and regional water sources.

- a Strongly support national, state, and regional efforts to strengthen and enforce the *Clean Water Act (1972)*.
- b Promote continued inter-municipal partnerships with land-use regulations.
- c Prevent upstream water sources from being impaired by mining, agriculture, sprawl development, and inadequate sewage treatment.

7.2.2 Restore and create urban stream banks and tidal wetlands along watersheds.

- a Restore wetland candidate sites on the Delaware River included in the *Philadelphia International Airport (PHL) Capacity Enhancement Program Wetland Mitigation Plan (2009)*.
- b Maintain the Philadelphia Wetland and Stream Project Registry that identifies specific locations for ecological restoration projects.
- c Improve water quality, habitat conditions, and recreation opportunities along all waterways, such as the Tacony-Frankford Creek.
- d Implement development controls that will protect streams and rivers.

7.2.2.c Urban Design Study Frankford Creek

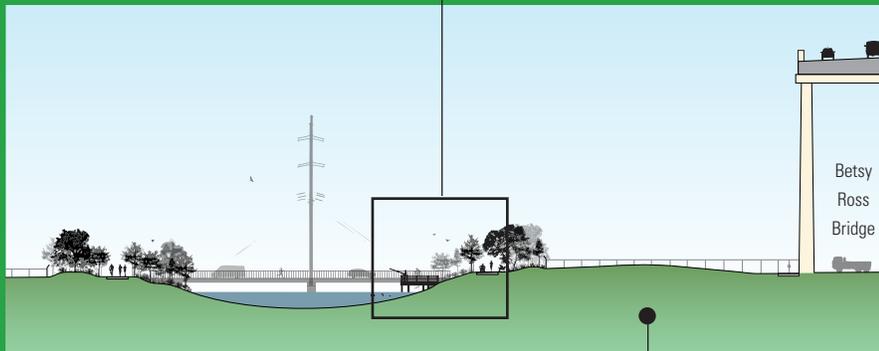
The Tacony-Frankford Creek headwaters begin in Montgomery County north of the Philadelphia limits. The northern portion of the creek flows naturally within the park system until it reaches the Juniata Golf Course. In 1956 nearly three miles of the lower Frankford Creek from the golf course to the Delaware River were redirected into a man-made channel in an effort to mitigate flooding.

Past industrial activities along the creek have degraded the creek's environmental quality. Access to the water is nearly impossible along significant lengths of the creek due to low-lying street, and rail and highway bridges that cross the creek more than a dozen times in the course of three miles.

As a short-term action to stimulate recreation activity, an on-street trail network will be established that parallels the creek. Further, the creation of a riparian buffer on both sides of the creek will lay the foundation for design and construction of a trail along sections of the creek leading to the Delaware River.



Section through rehabilitated riparian buffer and trail



Section through Frankford Creek looking west

Map of study area



- Bridge Crossing
- ⋯⋯⋯ On-Street Trail Network
- ⋯⋯⋯ Recreational Trail
- No Access
- East Coast Greenway
- Existing Parkland

7.2.3 Support stormwater regulations set by the Philadelphia Water Department to capture stormwater on site and reduce flooding damage.

7.2.3.a

Definition | Green Street

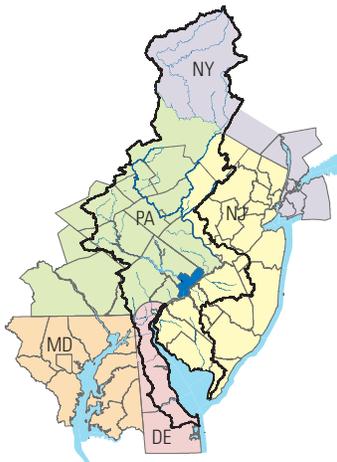
A green street acts as a natural stormwater-management system, capturing rain or melting snow (runoff), allowing it to soak into soil, filtering it and at the same time, reducing the amount of stormwater that would otherwise make its way into Philadelphia's sewer pipes. Green streets typically employ permeable asphalt or pavers, rainwater gardens, and street trees.

- a Create and sustain a citywide network of green streets and sidewalks that manage storm water effectively and provide a comfortable pedestrian experience.
- b Promote the use of pervious surfaces, vegetation, and infiltration to manage stormwater runoff wherever possible.
- c Introduce green stormwater infrastructure in districts with combined storm and sanitary sewer systems to mitigate combined sewer over flows.
- d Encourage sustainable building practices for private and public buildings relative to water management.
 - Promote use of sustainable building elements such as green roofs, green walls, pervious pavement and cisterns.
 - Promote recycling and reuse of gray water in public and private buildings and sites.
- e Support initiatives for green stormwater infrastructure on private land.
- f Support alternative transportation to reduce polluted run-off from streets.

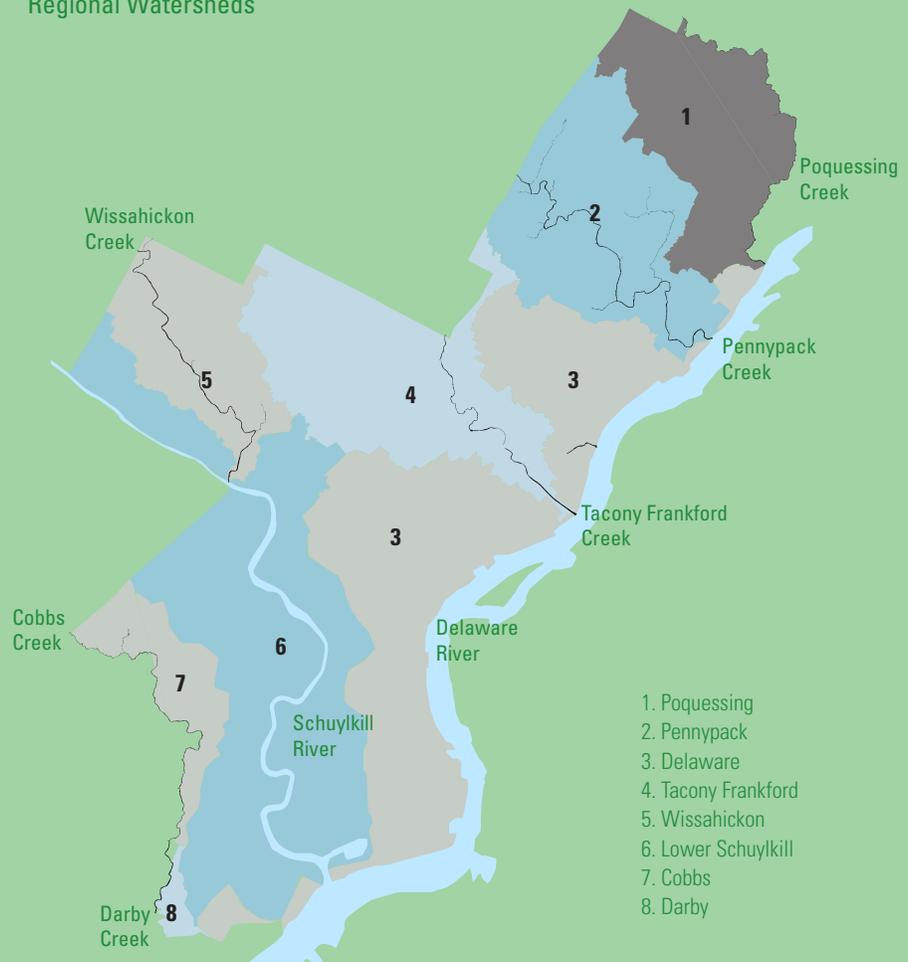
7.2.3

Definition | The Delaware River Basin

The Delaware River Basin covers portions of four states.



7.2.3 Regional Watersheds



Watershed	Number of Combined Sewer Outfalls that discharge to creeks/ivers	Percent of Watershed Served by CSS's
Delaware River	54	71
Schuylkill River	40	40
Cobbs Creek	34	80
TaconyCreek/Frankford Creek	31	80
Pennypack Creek	5	(Included in Delaware Watershed)

Type of System	Square Miles	Percent of Sewered Area	Percent of City Area
Combined	65.3	62.5	48.5
Sanitary	38.4	36.8	28.5
Storm Only	0.8	0.7	0.6
Non-Contributing	30.3		22.5
Total Sewered	104.5		
TOTAL CITY	134.7		

(Source: PWD, 2010)

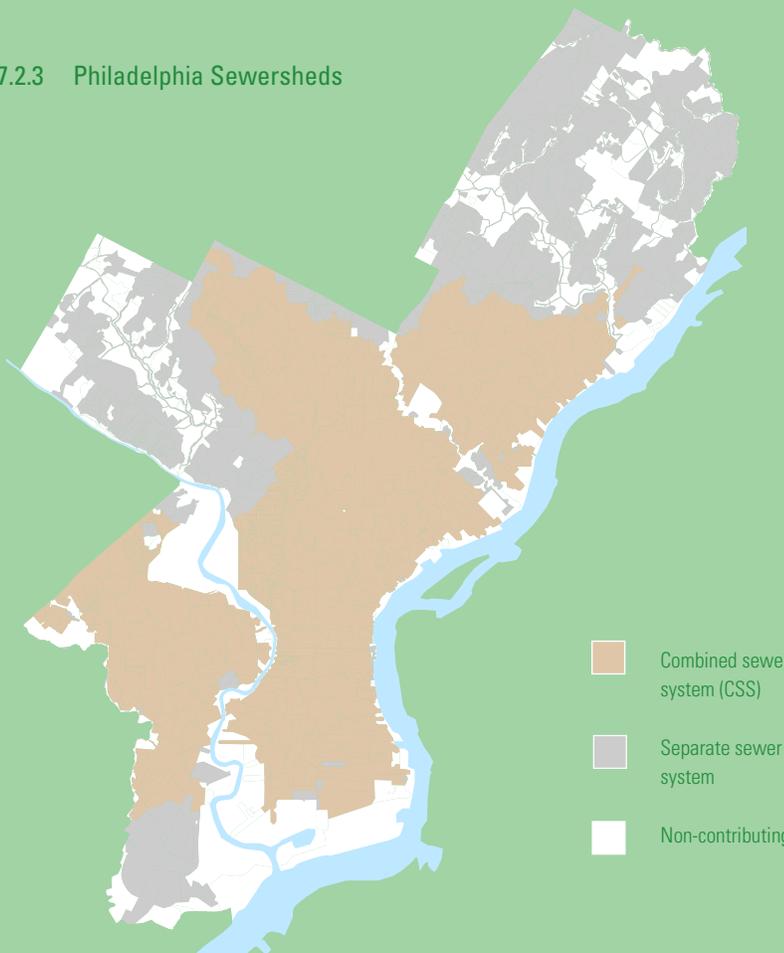
Combined Sewer Systems (CSS's)

In combined sewer systems water from both stormwater and wastewater travel to treatment plants where it is treated prior to being discharged into the rivers and creeks. However, during the heaviest storms, stormwater and wastewater are collected at a rate beyond the capacity of either the interceptor sewers or the treatment plants and thus cause overflows. These overflows, termed combined sewer overflows (CSO), cause untreated water to be released into nearby streams via combined sewer outfalls.

Separate Sewer Systems

In separate sewer systems there are two different pipes. One is the sanitary sewer pipe and the other is the stormwater sewer pipe. The sanitary sewer pipe transports the sanitary sewage to treatment plants while the stormwater sewer pipe carries stormwater flow to nearby receiving streams. The water is discharged into the streams through stormwater outfalls. It is rare that the sanitary components of such systems overflow during storms.

7.2.3 Philadelphia Sewersheds



7.2.3 Definition | Stormwater Outfall

A stormwater outfall is the point at which stormwater collected in underground pipes is released into a river or creek. Below is the recently completed Dobson's Run Outfall. A scenic overlook with benches was built over the outfall, providing an amenity to users of the bike path along the Schuylkill River.



Dobson's Run Outfall
(Source: PWD)

7.2.3 Definition | Non-contributing Areas to Sewer System

Non-contributing areas are unsewered areas, therefore their water does not contribute to Philadelphia's sewer system. Areas marked as non-contributing are generally parkland, the land directly adjacent to streams, and the streams themselves. Philadelphia's airports are considered non-contributing because they manage their own stormwater and are not part of the City's sewer system.

7.3 Tree Cover

Goal: Increase tree coverage equitably across the city

Some parts of Philadelphia are extremely lush and dense with trees (e.g., the Northeast and Wissahickon Valley). Many neighborhoods, such as Spruce Hill, Powelton Village, and Cedar Park, have grand street trees that create wonderful streetscapes in residential areas. However, the majority of the city is lacking adequate tree canopy. The Philadelphia Parks and Recreation Department, in collaboration with the University of Vermont, found that only 11 percent of Philadelphia has tree cover greater than 30 percent, a nationally-accepted canopy minimum for urban areas (American Forests, 2003; University of Vermont, 2010). It is not surprising that in the same areas where trees are lacking, the incidence of high impervious surfaces also exist. In these areas, stormwater run-off is a greater problem than in greener areas of the city. *Philadelphia2035* recommends that tree canopy be equitably increased across the entire city, targeting the areas with the lowest tree cover first. Tree planting improves the quality of environmental resources in addition to providing social and economic benefits.



Recreation fields with tree cover

7.3

Definition | Impervious Surface

Impervious surfaces, such as roads, sidewalks, and driveways, are typically made of artificial materials. These surfaces prohibit natural groundwater recharge, directing water into the sewer system instead of letting natural systems absorb it. The greater the amount of impervious surfaces, the greater the amount of stormwater the City's infrastructure must manage.

7.3

Definition | Pervious Surface

Pervious, or permeable, surfaces allow water and air to percolate through to the soil. These surfaces allow stormwater to be absorbed on-site where it falls naturally, reducing the volume of water in the sewer system. Paving materials that are pervious and also provide a resilient driving surface are becoming more common.



Schuylkill River Park newly planted trees



West Philadelphia street trees

Objectives >

7.3.1 Increase the overall tree canopy across the city to 30 percent.

- a Utilize vacant, city-owned land as nurseries for future Philadelphia trees.
- b Revamp regulations about street tree responsibilities to encourage more tree planting.
- c Maintain a digital street tree inventory and management system.
- d Support tree planting as part of the Philadelphia Water Department's stormwater management plan.

7.3.2 Enhance the city's forests to create a total of 7,200 acres.

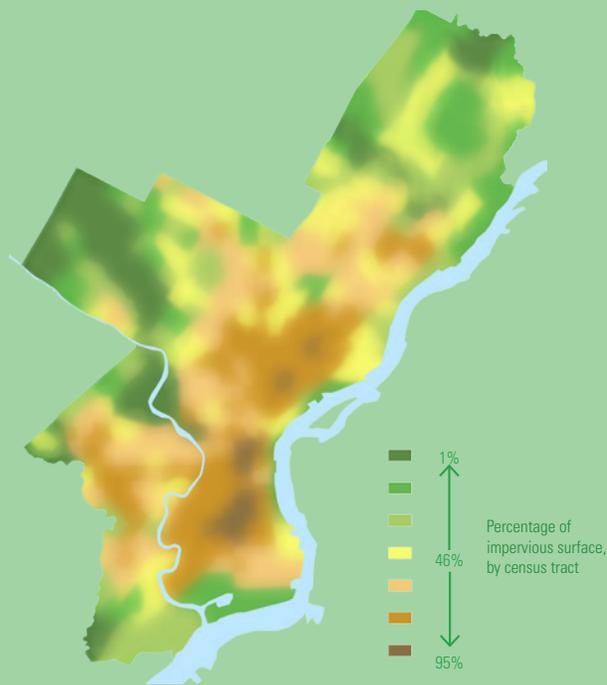
- a Increase average planting density to reach 300 trees per acre.
 - Remove invasive species and replant with natives.
 - Preserve existing mature trees.
 - Plant additional trees to close the gaps in the canopy.
- b Maintain the location-based natural resource management system managed by Philadelphia Parks and Recreation Department.

7.3.3 Support tree planting and stewardship within the city.

- a Increase and sustain the number of partnerships related to tree planting and educational programs as described in *Greenworks Philadelphia (2009)*.
- b Support incentives to encourage street-tree planting by private property owners.

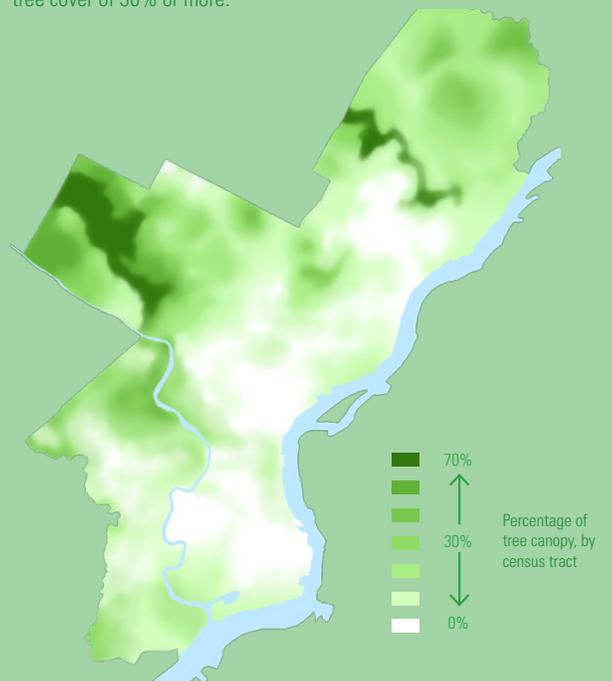
7.3.1 Impervious Surfaces and Tree Cover

52% of Philadelphia is covered by impervious surfaces.



(Source: TreeVitalize, 2001; PPR, 2010; University of Vermont, 2010)

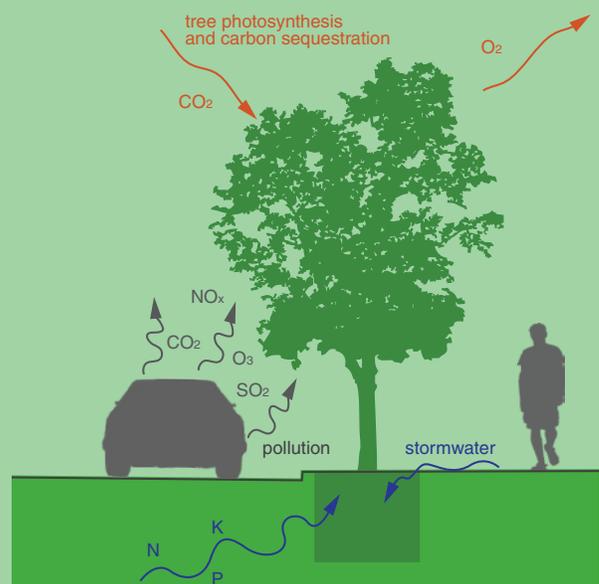
While tree canopy covers 19.6% of the City's land area, only 11% of Philadelphia's census tracts have a tree cover of 30% or more.



(Source: TreeVitalize, 2001; PPR, 2010; University of Vermont, 2010)

7.3.3 Benefits of Tree Planting

- Improved Air Quality
- Increased Energy Savings
- Improved Traffic Safety
- Increased Real Estate Values
- Increased Sociological Benefits



> Historic Preservation

Preserve and reuse historic resources

Historic preservation is a valuable planning tool to protect Philadelphia's important resources. The various architectural, historic and cultural resources reflect our multi-faceted past and their protection helps us honor our ancestors' achievements and daily lives. The products of our collective history foster our sense of well-being and contribute to our creative health. Preservation also offers a sustainable way to approach development.

As we become more conscious of our natural and historic resources, the preservation of our built environment allows us to adapt and reuse existing buildings. Encouraging development in the areas that have been built already helps preserve the open space and natural areas of the region. Reusing existing buildings saves tons of construction debris from landfills while also ensuring that neighborhoods retain a sense of history.

Neighborhoods want to preserve their identity and the elements that make them desirable places to live and work. Investment in our communities' rich architectural heritage results in unique neighborhoods that have more stable property values and more diverse populations. As neighborhoods recognize their historic assets, they attract more residents and experience better overall maintenance. Historic preservation also allows the City to guide new development, ensuring that it respects and enhances the existing urban fabric. This layering of development over time creates a sense of place that helps define Philadelphia and shapes the experiences that we share.

There are several methods to preserve the City's historic and architectural heritage. Listing a building, structure or district on the Philadelphia Register of Historic Places ensures that it is protected from inappropriate alterations or demolition. The National Register offers income-producing properties a twenty percent (20%) tax credit on rehabilitation projects. Programs that help homeowners maintain and preserve their properties encourage positive investment in the city.

Philadelphia has a rich history reflected in our buildings, neighborhoods, and culture. *Philadelphia2035* puts forth recommendations to recognize and protect our historic and cultural sites, and thereby invest in our city's future.



8.1 Cultural, Historical, and Architectural Resources

Goal: Support sensitive development that preserves and enhances Philadelphia's multi-faceted past

In a city of almost 650,000 properties, knowing what is historic or needs to be preserved is very difficult. A strategic survey of all the neighborhoods in the city would allow the Historical Commission to systematically designate resources that should be on the Philadelphia Register. New development is necessary to accommodate a growing and changing city. By knowing where new construction is appropriate and where historic resources need to be preserved, a preservation plan will help guide future investment.

Philadelphia's Colonial and early Federal history is well known. However, very little has been documented or preserved from the city's industrial history. As factories closed or relocated, much of the city's industrial infrastructure became vacant and unused. The preservation and reuse of these industrial buildings and structures along with their surrounding communities, will help to reinvigorate neighborhoods and return dormant properties to productive use.

As the recent dig of the President's House shows, archaeology can reveal much information otherwise not known about the past. Currently, there is no law that protects archaeological resources if they are found during construction and there is little incentive for a developer to respect and protect these sites. A survey of potential archaeological sites and a systematic process for their protection are keys to ensure that these unseen, important resources are not lost.

Neighborhoods consist of not just houses, but also commercial corridors, schools, cemeteries, houses of worship, and parks and open space. All of these elements reflect the area's history and culture and provide important services to each community. Identifying and preserving historic districts helps to tell a more comprehensive story of a neighborhood's history. Various anchor buildings also provide opportunities for different types of development and reuse, further enhancing the preservation of our communities. Neighborhoods developed incrementally, each one representing a stage in the city's physical growth. Therefore, preservation at the neighborhood level is necessary to complete Philadelphia's architectural narration.

Cultural and ethnic traditions contribute greatly to Philadelphia's sense of history and identity. Activities such as parades, sporting events, and festivals add interest and vitality to city life. However, preserving these traditions is difficult, especially since many are not location-based. Investing in them will help ensure their continued existence by encouraging participation and private investment.

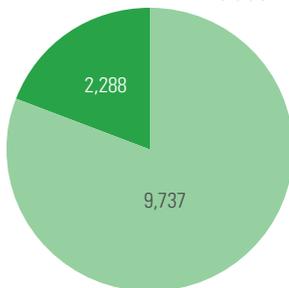
8.1.1

Definition | Philadelphia Register of Historic Places

Created by City Council in 1955, the Philadelphia Register is a list of resources that have cultural, architectural, archaeological or historical importance to the City of Philadelphia. These resources may be buildings, structures, sites, objects, public interiors or districts. The Philadelphia Historical Commission (PHC) determines the listing of any resource to the Register.

8.1.1

Number of Properties on the Philadelphia Register of Historic Places



Number of properties within Philadelphia's Registered historic districts

Individually designated properties, not in historic districts

Note: Numbers include individual condo units

(Source: Philadelphia Historical Commission, 2010)

Objectives >

8.1.1 Preserve culturally, historically, and architecturally significant buildings, sites, structures, and districts.

- a Create and maintain a preservation plan to identify and designate resources.
- b Revamp the Neighborhood Conservation District program to be based on preservation principles and to include commercial properties.
- c Promote tax incentives for rehabilitation of locally designated resources.
- d Create a public source for information on how to rehabilitate and retrofit older homes for energy efficiency.

See **THRIVE 1.2.1** for more information on housing.

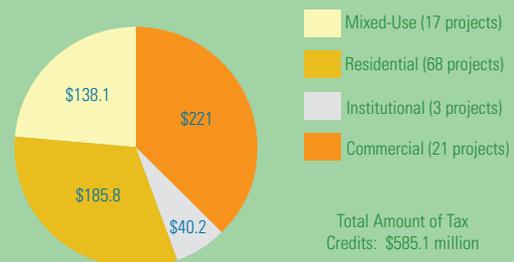
- e Ensure new development is compatible with historic districts.
- f Ensure adequate funding for City-owned historic properties to provide proper maintenance and preservation.
- g Adopt guidelines to ensure preservation of historic properties that are sold by the City for private development.

8.1 Historic Rehabilitation Investment Tax Credit Projects

Estimated Total Economic Impact Resulting from Investment in Projects in Philadelphia that Benefited from Federal Rehabilitation Tax Credits, 1999-2009 (in 2010 dollars)

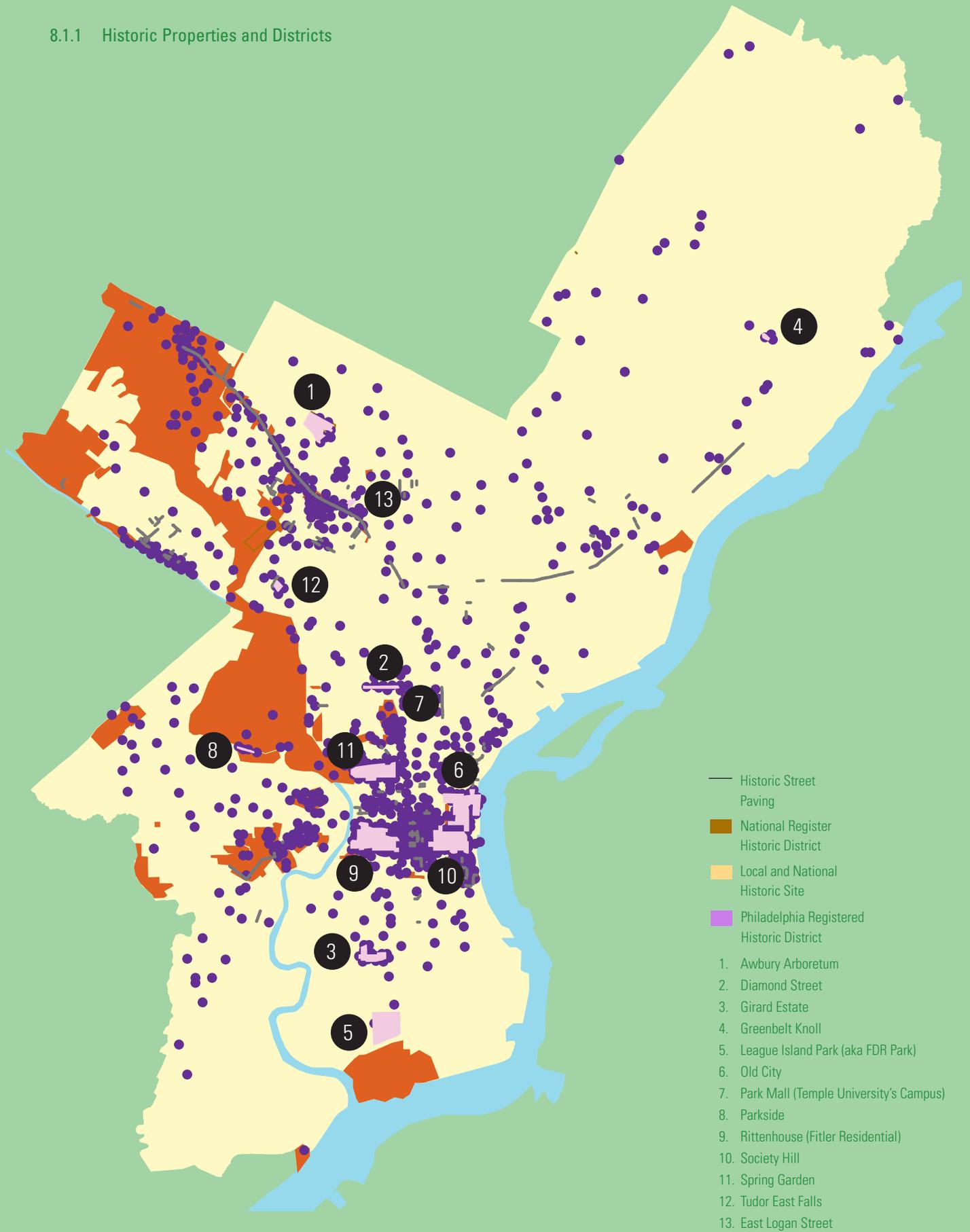
Direct Expenditures	\$1.5 Billion
Total Expenditures	\$2.2 Billion
Total Employment	9,600
Total Earnings	\$360 Million
Total Local Tax Revenues	\$22 Million

Total investment that received tax credits in Philadelphia by Use (from 2004 - 2009, in millions)



(Source: Econsult Corporation, *The Statewide Economic Impact of Federal Historic Preservation Investment Tax Credit Projects in Southeastern Pennsylvania 2010*)

8.1.1 Historic Properties and Districts



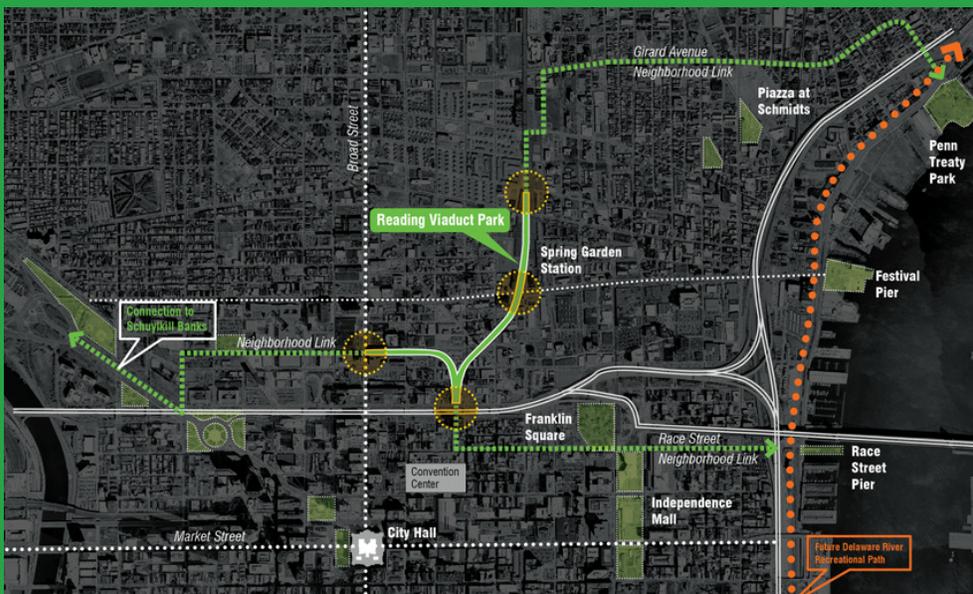
8.1.2.b Urban Design Study Reading Viaduct Park

The abandoned elevated railway lines that comprise the Reading Viaduct extend from Vine Street at 11th Street to Fairmount Avenue at 9th Street, with an east-west spur that connects the southern terminus of the viaduct to Broad Street. The railway viaduct began operating in the 1890s and ceased operation in 1984 upon opening of the Center City commuter rail connection. What is left of the viaduct is a section of elevated track atop a dramatic stone abutment that has been awkwardly severed at its southern and northern ends

At just over one mile in length, the viaduct park as envisioned will: connect a larger recreation network that includes the Schuylkill Banks, East Coast Greenway, and Delaware River Trail; fill a void in a neighborhood that is significantly underserved by existing park or green space; link the neighborhood to the existing and planned network of on-street bikeways; and reuse a remnant of the city's industrial past. Comparable projects, such as the High Line in New York City and Promenade Plantée in Paris, have yielded a tremendous positive economic impact on surrounding land values and neighborhood investment.



View looking south down the elevated viaduct platform envisioned as recreational space.



Larger recreation network that the Reading Viaduct connects.

8.1.2 Rehabilitate abandoned industrial infrastructure for new uses and reuse industrial buildings to create new neighborhood anchors.

- a Survey and designate historically significant industrial buildings, complexes, and infrastructure.
- b Promote reuse of industrial infrastructure for new uses, such as the Reading Viaduct, swing bridge over the Schuylkill River, and the Manayunk canal.
- c Promote the conversion of historic industrial buildings to new uses.
- d Promote reuse of industrial complexes as neighborhood centers, such as the Frankford Arsenal, Budd Plant site, and Disston Saw Works.
- e Create an inventory of industrial buildings to market for new uses.
- f Encourage the reuse of industrial buildings for arts and creative industry use.

8.1.2.c Case Study *Conversion of Industrial Buildings*

As manufacturing has left many of the neighborhoods in Philadelphia, the massive factory and industrial buildings that remain often sit empty. Rehabilitation of these building for new uses preserves these neighborhood icons and promotes investment. Examples of adaptive reuse of industrial buildings exist throughout Philadelphia. Urban Outfitters revamped an historic building in the Navy Yard for its national headquarters. Temple University converted a building from the old Budd Manufacturing Company to its Health System's corporate offices.



(Source: Preservation Alliance)

8.1.3.d Case Study *Reuse of School Buildings*

As the Philadelphia School District decides to dispose of surplus schools, these large, historic buildings can be adapted to new development. Many can be utilized by the growing charter-school community, like the Independence Charter School that rehabilitated the former Durham School building. In West Philadelphia, the adaptation of the defunct Brooks School to housing shows that these buildings can accommodate new uses.



8.1.5.b Case Study *Conversion of Religious Properties*

Many religious properties throughout Philadelphia no longer serve as houses of worship and an abundant number sit vacant. These properties, though challenging, can be converted to new uses. The former Church of New Jerusalem on the corner of 22nd and Chestnut Streets has been converted to corporate offices, preserving the church buildings and stained-glass windows. The Baptist Temple on Temple University's campus has been adapted as a performing arts center. A private developer converted the former Christ Evangelical and Reformed Church on Green Street to condominiums.



(Source: Preservation Alliance)

8.1.3 Preserve and reuse all “at risk” historic anchor buildings, commercial corridor buildings, and districts’ elements.

- a Identify historic commercial corridors and anchor buildings, including churches, schools, banks, and theatres.
- b Ensure all neighborhood commercial centers are vibrant and use historic storefronts as assets.
- c Support incentives to improve conditions and promote reuse of anchor buildings, such as the Beury Building at Broad Street and Erie Avenue, Divine Lorraine at Broad Street and Fairmount Avenue, and Sedgwick Theatre on Germantown Avenue.
- d Promote reuse of surplus school buildings for housing and other compatible uses.
- e Ensure funding and maintenance for historic sidewalks and streets.

8.1.4 Protect archaeological sites.

- a Survey, identify, and protect archaeological resources through legislation and other means.
- b Streamline system of recovery for archaeological artifacts to minimize cost to developers.
- c Support projects that educate the public about archaeology and important Philadelphia sites.

8.1.5 Ensure maintenance and management of cemeteries and religious properties.

- a Promote grants and other incentives for long-term maintenance of cemeteries and religious properties at risk.
- b Support conversion of vacant religious properties to new uses, including community and cultural reuse.
- c Invest in physical improvements to guarantee public access to cemeteries as open space.

8.1.6 Preserve historically significant viewsheds and landscapes.

- a Protect historic landscapes from development and invasive plants.
- b Identify and preserve public viewpoints, scenic sites, and scenic corridors.
- c Protect the viewsheds of important buildings and structures such as City Hall, Christ Church, Lemon Hill, and the Benjamin Franklin Bridge.
- d Strive to make the Schuylkill and Delaware Rivers part of the state Scenic Rivers Program.

8.1.7 Preserve cultural and ethnic traditions, places and resources.

- a Survey, and, where possible, designate cultural resources and thematic districts based on cultural and ethnic themes.
- b Promote cultural activities that foster life-long cultural exploration and learning.
- c Promote local participation and fund tourism campaigns for historically important traditions, such as the Mummers Day parade, the Holiday lightshow at the historic Wanamaker Building, and the Dad Vail Regatta.

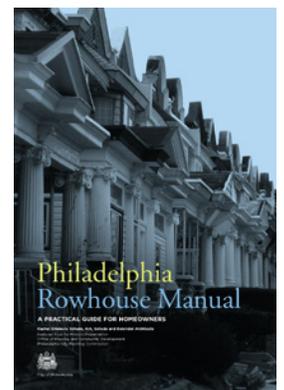
8.1.6 Definition | *Viewshed*

A vista of a landscape, waterway, or landmark that has cultural, historic, or scenic value, and is considered worthy of preservation. Philadelphia protects several viewsheds including those of City Hall and the Philadelphia Museum of Art.



8.1.1.d Philadelphia Rowhouse Manual

Published by the Philadelphia City Planning Commission, the Philadelphia Rowhouse Manual offers homeowners tips and advice on maintaining and restoring their houses. This is a good example of a method to educate property owners on how to invest in the City’s housing stock.



8.2 Heritage Tourism

Goal: Expand tourism programs to highlight Philadelphia’s cultural and historic heritage and to increase spending on heritage tourism

Philadelphia’s unique past is not only interesting to Philadelphia but also to a wider audience. Heritage tourism has grown into a multi-million dollar industry. Locations like Philadelphia appeal to travelers in search of history, architecture and distinctive experiences. Much of the current tourism programming focuses on the city’s Colonial history, with Independence Hall drawing over two million visitors each year, but Philadelphia is so much more than that (Greater Philadelphia Tourism and Marketing Corporation, 2010).

Programs that focus on other aspects of Philadelphia’s history and development would help keep visitors in Philadelphia for a longer time, lure new visitors, and give tourists a more complete picture of Philadelphia life. New tours and programs that highlight unusual or non-traditional aspects of Philadelphia’s culture can help with this goal. Philadelphia is a “foodie” town, and should have a formal culinary tourism program that highlights the urban farms, farmers’ markets, and restaurants in various neighborhoods. Signage and information along “heritage trails” can inspire tourists to take self-guided walking tours through many historic districts. These and other programs will emphasize that Philadelphia is more than just the Liberty Bell.

In addition to the many events on the Benjamin Franklin Parkway, Philadelphia has a number of venues that can host the city’s many events and parades, including Independence Mall, the Centennial District, Franklin Delano Roosevelt Park, and along the Schuylkill River Trail. Rotating events at these locations will maintain healthy environmental conditions at each venue.

8.2.1.c Reading Terminal



Reading Terminal Market

8.2.1 Definition | *Sister City Program*

The goal of the Sister City program is to promote the City of Philadelphia abroad through business, cultural, and educational exchanges. The program focuses on promoting economic ties while strengthening cultural understanding. Philadelphia’s Sister Cities are: Douala, Cameroon; Florence, Italy; Incheon, Korea; Nizhny Novgorod, Russia; Tel Aviv, Israel; Tianjin, China; and Torun, Poland.

Objectives >

8.2.1 Create new and enhance existing tourism programs based on various cultural experiences unique to Philadelphia.

- a Coordinate and promote tours and programs in and about various neighborhoods, highlighting those that are not typically seen as tourist attractions, such as Mount Airy and Germantown.
 - Celebrate cultural assets and events in all neighborhoods such as Bastille Day at Eastern State Penitentiary in Fairmount, Shadfest in Fishtown, and West Oak Lane Jazz and Arts Festival.
- b Create and maintain heritage trails in various historic districts to provide informational walking tours highlighting architectural and social history.
- c Formalize a new culinary tourism program highlighting neighborhood cuisines, breweries, and destination food markets.
- d Emphasize the 19th- and 20th-century history of the city - “Workshop of the World” and “the Modern era.”
 - Make the Centennial District a regional family entertainment destination.
- e Promote initiatives and events through the Philadelphia Sister City Program.
- f Create and promote public-art tours.

8.2.2 Demonstrate sustainable practices in visitor activities and facilities.

- a Encourage activities in various locations that protect environmental resources and showcase the city.
- b Encourage participants and spectators to use shuttles, non-motorized transportation, and public transportation.
- c Promote recycling programs, especially for water bottles during events and races.
- d Encourage “Do Not Litter” campaigns during events to limit trash left in the parks and along city streets.
- e Promote high standards of environmental and energy-efficient design of visitor facilities.

8.2.1.d Case Study | *Centennial District Master Plan*

The Centennial District Master Plan (2005) proposes the transformation of 730 acres of west Fairmount Park into a family-oriented recreation and cultural district. Phased over 20 years and located on the 1876 Centennial Exhibition grounds, the master plan proposes new venues, recreation and landscape improvements, and infrastructure and management strategies to create a regional, city and neighborhood amenity. Recent transformations such as the addition of the Please Touch Museum, an expanded Mann Center for the Performing Arts, Philadelphia Zoo improvements, and a 5K recreation trail have started the momentum of transformation in West Fairmount Park. (Fairmount Park Commission, 2005)



(Source: MGA Partners)

> Public Realm

Achieve
excellence
in the design
and quality of
Philadelphia's
built
environment

The public realm consists of all of the spaces and places where Philadelphians have shared encounters each day. Sidewalks, streets, parks, and plazas are the areas where we can come together, socialize, intermingle and experience the city. The physical surroundings that define our public realm contribute to creating a sense of place and a quality of life that is unique to Philadelphia.

The grid plan that William Penn created for Philadelphia set a pattern of development that we treasure today. The neat rows of streets creating small blocks for development were first imagined when walking was the primary mode of transportation. This rhythm of blocks allowed Philadelphia to grow in a regulated way that facilitated construction and circulation through the city. It was not until the advent of the automobile that street design began to change. In the mid-20th century, cul-de-sacs and curvilinear streets became fashionable to reflect a more garden-like setting. This suburban model of development, however, often removes the walkable scale and limits our means of transportation to reach various amenities and destinations.

Penn's original plan also offered a balance between private property and public lands. The five original squares afforded residents open space to escape the dense surrounding development and to come together to play, celebrate, and commune in a natural setting. Well-designed parks and recreation spaces offer Philadelphians locations to have shared neighborhood interactions that foster greater community and better overall health.

Many elements affect the public realm: height and massing of buildings along the street; length and width of the street and sidewalks; landscaping and natural features; lighting; and, of course, the overall condition of these elements. Although each of these elements has a great impact on the quality of the public realm, only a small portion is actually in public ownership. The City uses various mechanisms to help ensure that these elements contribute to our shared environment, including the Street Code, Zoning Code, and reviews by the Planning Commission, Art Commission, Historical Commission, and the Percent for Art program.



9.1 Development Patterns

Goal: Enhance and improve the walkable form with buildings and spaces that have appropriately scaled heights, massing, and setbacks

Even as technology allows everyone to move faster and farther, Philadelphia's grid pattern remains a solid framework on which to develop and redevelop the city. Many American cities that developed in the midst of the automobile era are now trying to recreate the comfortable, pedestrian-scale streetscapes that Philadelphians know so well. Along the waterfront and in many neighborhoods, very large former industrial sites now lie vacant. These present a great opportunity to reestablish the grid plan, to knit neighborhoods together, and connect communities with amenities. Improving the existing streetscape enhances the walkability of neighborhoods and reinforces the sense of security that the pedestrian-scale offers.

The public realm is greatly influenced by not just the size and scale of the city's blocks, but also the buildings on either side of the street. Regulating the size and scale of new buildings will reinforce the desirable urban features found within existing communities. The zoning code plays a key role in regulating new construction and its relationship with the surrounding context.

9.1.1.c Definition | Walkability Index

A rating system or checklist comprised of measures to evaluate the pedestrian-friendliness of a corridor, district, or specific site.

Objectives >

9.1.1 Preserve the walkable scale of the city.

- a Preserve and extend the city's street grid, especially through mega-blocks and large parcels of land and to connect to the waterfronts.
- b Reconfigure large-scale sites to have visual and/or functional pathways.
- c Create Walkability Assessment tools for use in preparing District Plans and in review of proposed urban projects.

See [CONNECT 4.2.3](#) for more information on street and sidewalk design standards.

- d Launch a Pedestrian Plaza Program to improve the quality and safety of key intersections and street segments.

9.1.2 Ensure that new development reinforces the urban scale

- a Support preservation of the existing building stock to maintain existing urban form.
- b Preserve access to public light and air by managing and shaping the mass, height, and bulk of new development.
- c Promote context-sensitive design along the city's streets.

9.1.1.a Case Study Philadelphia Coke Site

The Philadelphia Coke Site is a prime example of a large parcel that is out of scale with its surrounding neighborhood. The Philadelphia Coke Company ceased operation on the 68-acre site in 1982. Redevelopment of the site should extend the original street grid and reconnect the Bridesburg neighborhood to the Delaware River. Other improvements include the extension of Delaware Avenue, which is currently under design, and the North Delaware Greenway, which will run along the waterfront between the site and the Delaware River.



9.2 Urban Design

Goal: Elevate public demand for good design in the public realm

Since the 18th century, many buildings and locations in Philadelphia have influenced design and style throughout the world. Well-designed spaces enhance the public realm and contribute to our sense of identity. They facilitate interaction and promote the image of Philadelphia as a world-class city. Philadelphians should demand high-quality spaces, not just in the dense urban core of Center City, but in all neighborhoods to experience interesting, safe, and nurturing interactions with the built environment.

As the saying goes, “You only get one chance to make a good first impression.” The gateways into Philadelphia need to be clean and welcoming. Public art and signage play leading roles in beautifying these spaces. Corridors along railroads and highways must be free of litter, graffiti and blight. Service streets or alleys can be places with green stormwater management systems to hide their utilitarian purpose. Investment should be made in these public spaces to show everyone that Philadelphians care about their surroundings.

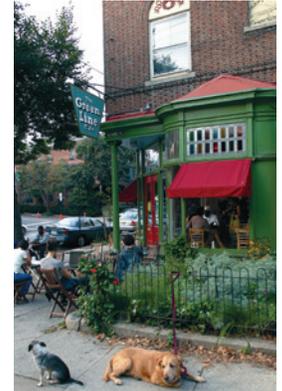
Philadelphia2035 recommends that, as new buildings are built and existing infrastructure is rehabilitated, the quality of the designs can be elevated to match the workmanship and variety that already exists in our neighborhoods. New construction typically uses a very different palette of building materials than older structures; therefore, attention to contextual design elements, such as façade composition, the proportions of an enclosed area, and the spaces between buildings, is crucial for maintaining the city’s sophisticated urban design. Review of new construction to guarantee that the public realm is protected, the installation of new works of public art, and maintenance systems to protect existing infrastructure will all contribute to a vibrant and inviting public realm for all to enjoy.

Objectives >

9.2.1 Apply sound design principles to guide development across the city.

- a Implement the Civic Design Review process as proposed in the draft zoning code.
- b Develop design standards for public streets and spaces based on neighborhood contexts.
- c Reuse existing building stock and integrate vacant older buildings into new developments when possible.

9.2 Examples of positive Urban Design



Sidewalks, West Philadelphia



Suburban-style residences, Cobbs Creek



New mixed-use development, Northern Liberties



Greenway, Society Hill

9.2.2
Definition | Landmark Gateway

A landmark gateway is a prominent entrance into the city or a passage between two regions within the city that has a distinguishing physical or visual feature.

9.2.2 Create welcoming, well-designed public spaces, gateways, and corridors.

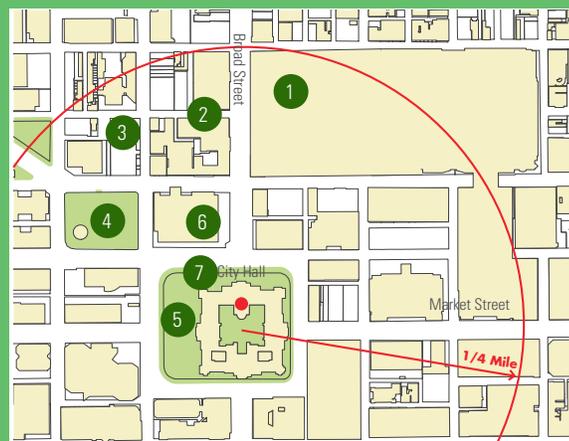
- a Transform Center Square into a destination park, including a rehabilitated City Hall station
 - Encourage private development on available adjacent sites.
- b Create standards for greening and cleaning, signage and advertising, and design for all major gateways, especially highways and along utility and rail corridors.
 - Establish rail corridor maintenance agreements that document standards, align responsibilities, and establish procedures for site access and risk management.
- c Bury new utilities underground where possible to promote more visually pleasing neighborhoods.
- d Beautify alleyways and service streets with green stormwater management infrastructure.

See [THRIVE 7.2.3.a](#) for more information on green streets.
- e Invest in street furniture, including benches, bus shelters, meter and sewer covers, and street signs, that reflects the architectural character of various neighborhoods.
- f Utilize public art to enhance public spaces throughout the city.
- g Enliven public spaces with programmed events, fairs, and markets.
- h Ensure that public spaces are linked together and easily accessible.

9.2.2.a Case Study | Projects and Proposals within a quarter mile of City Hall

Within a quarter mile of City Hall’s Center Square, seven ongoing projects or development proposals will transform the core of Philadelphia’s Metropolitan Center. Together they could greatly enhance the visual experience of some of the city’s most important viewsheds. These projects vary greatly in their scope, scheduling, and feasibility. But all of these project ideas work towards a common vision of a cohesive and vibrant cityscape around Center Square that engages residents and visitors alike.

- Pennsylvania Convention Center expansion - 1
- Lenfest Plaza - 2
- Family Court Building - 3
- JFK Plaza - 4
- Dilworth Plaza - 5
- Paine Plaza - 6
- City Hall North Apron - 7



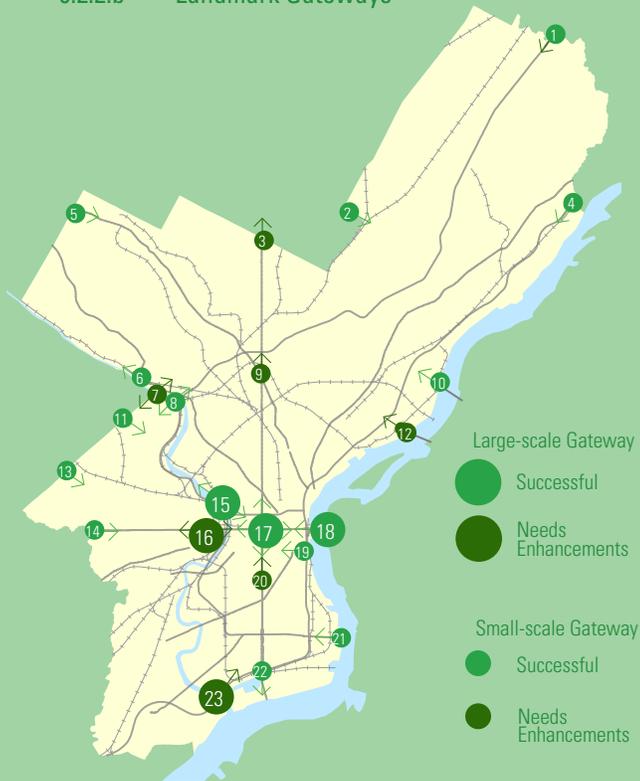
9.2.3 Link public art with major capital initiatives.

- a Revamp the “Percent for Art” Program to maximize art budgets of various capital facilities and improve the public experience.
- b Advocate for the inclusion of significant works of public art where there is a confluence of public projects.
- c Support the installation of public art in parks, plazas, and other sections of the public realm--especially pieces that reflect neighborhood identity.

9.2.4 Ensure maintenance and protection of public works of art.

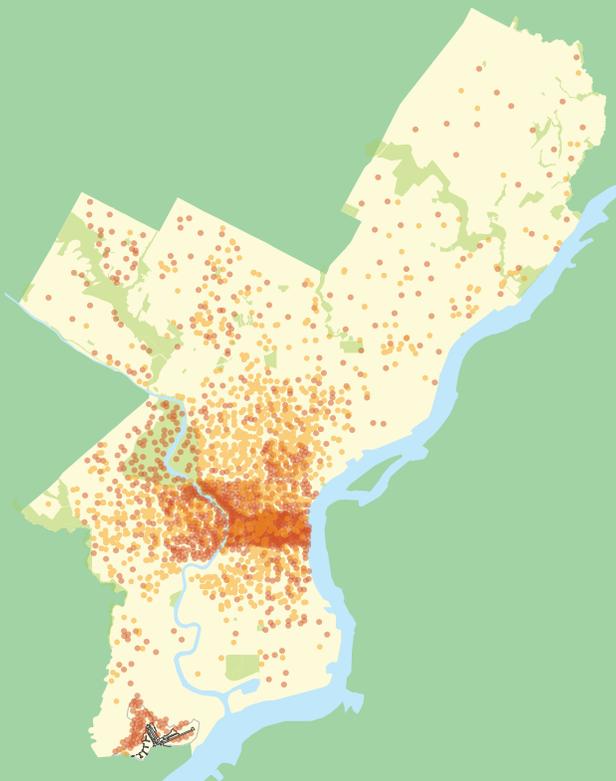
- a Ensure funding for conservation efforts to preserve public art.
- b Promote public art collection through various programs, such as walking and audio tours.
- c Create stewardship programs in various neighborhoods to help maintain public works of art.

9.2.2.b Landmark Gateways



1. Route 1
2. Burholme Park
3. North Broad Street & City limit
4. Poquessing Bridge
5. Chestnut Hill Bridge
6. Manayunk Welcome Sign at Ridge Avenue
7. City Line Ave and Highway Interchange
8. Falls Bridge in East Falls
9. North Broad Street and Erie Avenue
10. Tacony Palmyra Bridge
11. Belmont Avenue and City Avenue
12. Betsy Ross Bridge
13. Lancaster Avenue and City Avenue
14. Market Street and 63rd Street
15. Benjamin Franklin Parkway
16. Station Square
17. City Hall
18. Ben Franklin Bridge
19. Headhouse Square
20. Avenue of the Arts at Washington Avenue
21. Walt Whitman Bridge
22. Navy Yard
23. Philadelphia International Airport

9.2.3 Outdoor Sculptures and Murals



- Outdoor Sculpture
Total: 1,346
- Mural
Total: 1,550

Philadelphia has one of the largest collections of outdoor public art – both sculptures and murals. The Fairmount Park Art Association commissions and maintains many of the sculptures around Philadelphia and most murals are the work of the City's Mural Arts Program.

(Source: Fairmount Park Art Association and Mural Arts Program, 2010)

9.2.3

Definition | Percent For Art Program

Created by City Council in 1959, the Percent for Art Program requires that any project built by the City of Philadelphia or any that receives funding from the City must set aside one percent of the total project budget to create a permanent work of art to be displayed to the public. The Program strives to commission artwork that enriches the public environment and possesses significant enduring qualities.



Acconci
(Source: Office of Arts, Culture, and the Creative Economy)



Carlson
(Source: Office of Arts, Culture, and the Creative Economy)



Clothespin
(Source: Office of Arts, Culture, and the Creative Economy)



**MAKING IT
HAPPEN**

> Implementation: The Next Steps

In the preceding chapters, physical development recommendations are laid out on a broad citywide scale. These recommendations constitute a significant portion of, but complete only the first phase of *Philadelphia2035*. The second phase is the preparation of 18 District Plans. The district planning process will take five years and result in development and land-use recommendations at neighborhood scales. The District Plans will provide the PCPC and the City with a level of detail that greatly informs land-use decision-making and helps to refine recommendations for City capital investment that otherwise would not have been achieved by solely completing the Citywide Vision.

Important steps conducted in parallel with the preparation of *Philadelphia2035* are zoning code reform and the Citizens Planning Institute. In particular, as recommended land-use plans are produced for each district, this information will be used as the basis for the subsequent process of recommending zoning map revisions. Revisions to the zoning map is a legislative process that will closely involve citizens, City Council, and other stakeholders. The Citizens Planning Institute, launched in the fall of 2010, is designed to function as an educational forum and venue for outreach for ongoing planning and zoning activities.

Most importantly, the PCPC will coordinate with City departments and related agencies to achieve the overarching objectives of the entire *Philadelphia2035* Comprehensive Plan.

> Completing the Integrated Planning and Zoning and Process

The “integrated planning and zoning process” is a way of framing interrelated activities that collectively support the preparation and implementation of *Philadelphia2035*. The integrated planning and zoning process includes the development of a two-phased Comprehensive Plan, the creation of a Citizens Planning Institute and the rewriting and remapping of the Zoning Code.

Citywide Vision

This Citywide Vision represents the first phase in the development of *Philadelphia2035*. Its scope is broad, holistic and visionary. It addresses issues at a citywide scale and establishes a sustainable, 25-year framework for growth, preservation, economic development, public investment, and the overall physical form of the city.

District Plans

The second phase of *Philadelphia2035* will be the preparation of District Plans for 18 geographic areas covering all of Philadelphia. Each district is larger than an individual neighborhood, but is smaller than whole quadrants of the city. These District Plans will be strategic in nature and will recommend specific actions to realize the future envisioned in the Citywide Vision. Each District Plan will concentrate on such issues as major development opportunities, redevelopment of vacant land and buildings, areas in transition, transit-oriented development, neighborhood centers, community facilities, and community needs, all in relation to specific character and growth patterns. A key product will be a recommended land-use plan for each district. This will be used as the basis for recommending zoning map revisions in a subsequent phase. Recommendations for public investments that will become part of the City's six-year Capital Program. For each District Plan, PCPC will continue its outreach efforts and citizens and community groups will be asked to participate throughout the process.

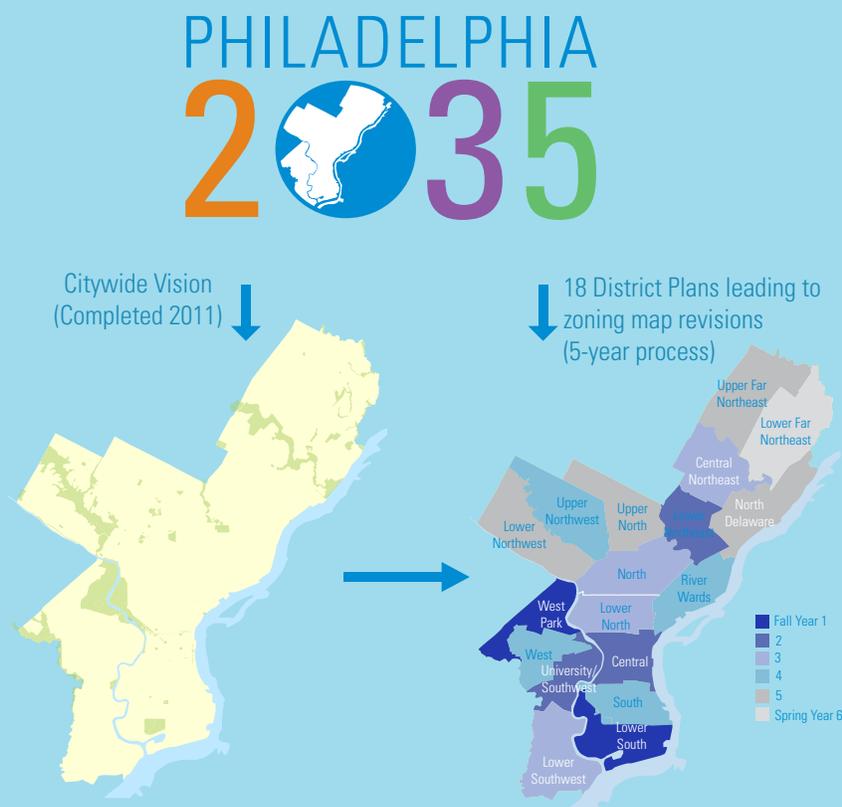
Extensive outreach will continue beyond completion of each District Plan, as a means of recommending zoning map revisions.

The PCPC will prepare four District Plans per year in the sequence shown on the illustration below. At this pace, plans for the entire city will be completed in five years. At the end of the cycle, the District Plan process will begin again, to update each plan to correspond with a five-year update of the Citywide Vision.

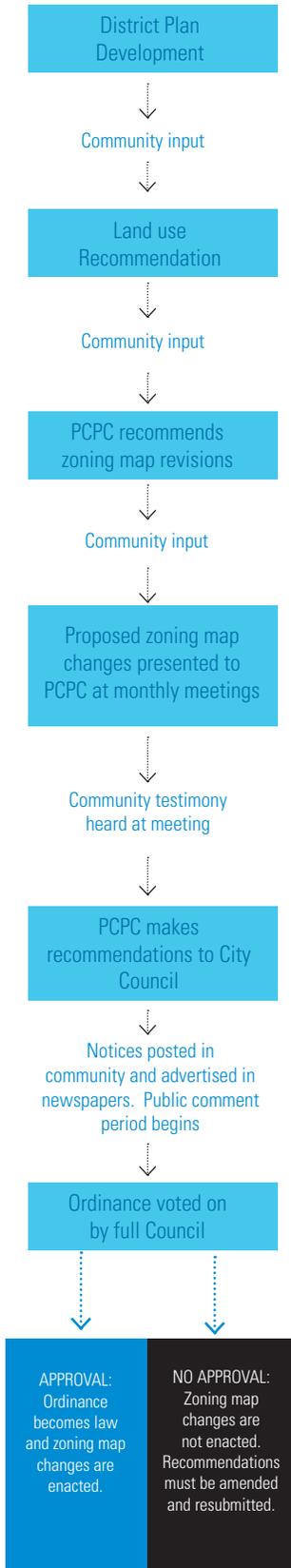
Citizens Planning Institute

The Citizens Planning Institute (CPI) is a new organization through which government can engage with and inform citizens about planning principles, provide a common language to discuss planning issues, and increase the capacity of citizens and civic organizations to participate in planning their communities.

The CPI encourages citizens to engage at the front end of the planning process, and is intended to do so not only as part of the comprehensive planning



Zoning Map Revision Process



process and zoning code map revisions, but in other future neighborhood planning and development matters.

CPI course offerings will be timed to correspond with the outreach efforts of *Philadelphia2035* and the Zoning Code reform process. The CPI curriculum consists of core courses and several elective courses on various planning topics ranging from community organizing to zoning to urban design. Participants will become “citizen planners” upon completion of a prescribed number of courses. The CPI will target its outreach efforts toward communities with less capacity, to help ensure that all neighborhoods are fairly represented in shaping the future of Philadelphia.

The Zoning Code Rewrite

Philadelphia’s first zoning code was enacted in 1933. The last major revision of the code was completed in 1962. Since then, over 1,000 piecemeal amendments have made the zoning code an overly complex and burdensome regulatory document. The result is development outcomes that are unpredictable and a zoning map out-of-sync with the land-use needs of present day Philadelphia. Population changes, a shift away from heavy manufacturing toward a more diverse employment base, a boom in residential development in the mid-1990s, and changing lifestyles called for a new, modernized zoning code.

Philadelphians answered that call in 2007, when nearly 80 percent of voters said “yes” to a referendum that created the Zoning Code Commission (ZCC) and charged it with the task of rewriting the zoning code. One of the goals of zoning reform is to reduce the number of requested variances, by preparing a new code that more accurately reflects the needs of property owners, business owners and community residents.

After three years of hard work and collaboration among city administrators, developers, architects,

planners, attorneys, business representatives and residents, the ZCC produced a draft zoning code that is designed to be easy to understand, yield predictable development results, encourage high quality and positive development, preserve the character of neighborhoods, and involve the public in development decisions.

Zoning Map Revisions

The ZCC presented the draft zoning code to City Council in May 2011 for consideration. The ZCC also completed a Zoning Map Revision Plan outlining a two-step remapping process that will be implemented by the PCPC.

Step 1 is the preparation of a City Council ordinance with a “conversion map” that (a) renames existing zoning districts across the city with the corresponding zoning district name in the new zoning code and (b) identifies newly-created zoning districts. Step 1 will be completed concurrently with the adoption of the new zoning code.

Step 2 is the preparation of City Council ordinances that revise the zoning map where needed within each of the 18 districts based on the land-use changes recommended by the District Plans. The PCPC will manage a collaborative process to recommend map revisions within each district following preparation of each District Plan, over a five-year period beginning in late 2011.

Changes to the zoning maps will only occur where needed, and will include considerable community input. Districts will have varying needs for map revisions, depending on several factors such as development pressure, extent of vacant or underutilized land, changing socio-economic patterns and extent of the mismatch between existing land use and zoning maps. Like the District Plans’ schedule, the PCPC would like to revise zoning maps for four districts per year, so that all revisions to the City’s zoning map are completed within the year following completion of the last District Plan.

> Responsible Agencies

Philadelphia2035 will be implemented by dozens of stakeholders. As the facilitator of the inter-agency collaboration that resulted in the production of the Citywide Vision, the PCPC is positioned to take on a continuing role in coordinating plan implementation. This responsibility will involve working closely with members of the *Philadelphia2035* Advisory Board and Working Group to follow through on recommendations. A full list of the Advisory Board and Working Group and a table of responsible City agencies are included in the Appendix.

Stakeholders and responsible agencies for implementation may extend beyond City agencies depending on the nature and scope of the physical planning strategy. Regional, state and federal government agencies and quasi-governmental organizations may be directly involved in project coordination, funding and execution. An example of a project involving numerous stakeholders at multiple levels of government is the proposed development of public transit along Roosevelt Boulevard. The accompanying illustration shows a simplified description of the roles of various stake holders and the interplay among agencies required to implement a project of this scale. This example underscores the necessity of cooperation that will be required among stakeholders to achieve successful implementation of the objectives and strategies outlined in *Philadelphia2035*.

The PCPC expects that government priorities will change over the life of the Comprehensive Plan, affecting funding and other opportunities or challenges to implementation. For this reason, the PCPC will review and revise the Vision and District Plans every five years to ensure alignment with changing priorities and conditions.



> Partner Organizations

Although many of the strategies and objectives outlined in *Philadelphia2035* can only be fully implemented by government agencies, nonprofit and community organizations can carry out many activities that help make the vision of *Philadelphia2035* a reality. Various nonprofits' missions coincide with objectives in the Citywide Vision and many of the programs, activities, and events that these nonprofits sponsor further the goals outlined in this document.

Community-based organizations and civic associations can also perform activities and support programs that help implement the Citywide Vision, as outlined in the list below.

THRIVE

- Create/support "Friends" groups for schools, local libraries and recreation centers
- Support local businesses in commercial corridors
- Participate in "Clean-up Days" and organize maintenance of public spaces and vacant lots
- Work with local business association or BID to help beautify commercial area
- Work with the Department of Licenses and Inspections to ensure compliance with various codes
- Partner with nonprofits to support a neighborhood Farmer's Market and establish and maintain community gardens
- Work with local institutions (hospitals, universities, etc) to create programs for the community
- Patronize Philadelphia's many cultural attractions
- Partner with cultural organizations to create neighborhood programs
- Report incidents of short-dumping
- Encourage sound interim and long-term management of vacant land

CONNECT

- Promote the use of public transit
- Work with SEPTA to implement Transit First policies
- Promote Complete Streets, and help educate drivers, cyclists and pedestrians about the rules of the road
- Promote the use of bicycles and healthy recreation through partnerships with neighborhood biking groups
- Work with the PWD to implement and maintain stormwater management infrastructure
- Promote participation in the City's EnergyWorks program to reduce energy usage and costs
- Promote recycling in the neighborhood and the City's Recycle Rewards program

RENEW

- Encourage the use of neighborhood parks and trails
- Work with nonprofits and Philadelphia Parks and Recreation Department to build and maintain park trails
- Create/support a "Friends" group for the neighborhood park
- Work with the School District to landscape and "green" neighborhood schools
- Create a Tree-Tenders committee to help plant and maintain street trees
- Partner with nonprofits to sponsor homeowner workshops on maintenance and preservation
- Nominate and support the designation of historic resources in the neighborhood
- Help clean and maintain neighborhood cemeteries
- Promote participation in cultural activities for the neighborhood
- Partner with the Office of Arts & Culture and Mural Arts Program to sponsor and maintain works of public art and cultural programs

- Work with developers of large projects to ensure good public realm design and maintenance
- Work with the City's Graffiti Abatement Team to clean graffiti

It is only through the strong partnership of the private and public sectors that the goals of *Philadelphia2035* will truly be met.

> Updating and Amending the Comprehensive Plan

Results from the United States 2010 decennial census will be released in phases during 2011, with much of the information not yet available as *Philadelphia2035* goes to press. This forthcoming demographic and socio-economic information has the potential to impact basic assumptions and recommendations. Because of this timing, as well as the general need to maintain an up-to-date plan for the future of Philadelphia, the comprehensive plan process will repeat every five years. In 2015 an updated Citywide Vision will be completed, using more-accurate and timely data about Philadelphia's population, socio-economic trends, housing, etc.

U.S. Census data for 2010 will also be available to inform the 18 District Plans as they are prepared beginning in 2011, as will more geographically detailed data from the Census' American Community Survey. Like the Citywide Vision, each District Plan

will be updated on a five- to ten-year cycle, reflecting changes in assumptions, goals and recommendations contained in the Citywide Vision.

Another important reason to keep *Philadelphia2035* up to date at both the citywide and district scales is to ensure alignment with the Delaware Valley Regional Planning Commission's long-range plan. The current version of that plan is known as "Connections." In large part, the regional plan serves as a framework for the DVRPC's Transportation Improvement Program (TIP), which in turn is the strategic blueprint for major infrastructure investment and land-use recommendations throughout the DVRPC region.

> Benefits and Measures Matrix

The themes of THRIVE, CONNECT and RENEW are at the heart of *Philadelphia2035*. This physical development plan is defined by highly detailed goals and objectives, many of which reinforce one another. This crossing of ideas means that a single objective may have multiple benefits that extend beyond its immediate focus and across domains. Also, a single benefit may be achieved through multiple objectives originating from all three themes.

> Objectives Tracking Matrix: Individual Measures, Overarching Benefits

In drafting *Philadelphia2035*, the Philadelphia City Planning Commission (PCPC) committed to charting a measurable and accountable course for physical development over the next 25 years. The plan's structure encourages tracking by crafting objectives that can be mapped, measured, and otherwise analyzed, either by the PCPC staff or partner agencies and organizations. Focusing on these objectives operationally will help the City make measurable progress towards the specific goals of the plan, as well as the overarching benefits to our economy, health and well-being, and environment.

The matrix on the next several pages outlines: 1) the data measures that we will use to determine progress towards individual objectives and 2) the overarching benefits to which the objective contributes.

In many cases, the individual objective measures use data that city agencies and partner organizations already track, whereas in others additional data collection will be necessary. As described earlier in the Citywide Vision, benefits can be achieved in three areas as described below:



Economic Benefits: Improvements in economic and fiscal vitality are needed to generate jobs, income, wealth, taxes, and competitive services.

- **Increased Tax Base**

A growing amount of taxable property and economic activity, coupled with sound fiscal stewardship, spreads tax burdens and supports needed, citywide public services and capital investment.

Measures: tax rates, bond ratings

- **Increased Property Values**

Rising real estate values, supported by fair assessments and safeguards, provide property owners and lenders with confidence to maintain and improve neighborhoods and business districts.

Measure: total market value

- **Improved Land Utilization**

More intensive use of urban land makes more efficient use of existing infrastructure, reduces blight, decreases the need for “greenfield” development, and places jobs closer to City residents.

Measures: vacancy amounts and rates

- **Improved State of Repair**

Public facilities with no backlog of need, or components beyond their useful life, provide better service to consumers and more productive and safe workplaces for employees.

Measures: percent of assets in good repair

- **Reduced Travel Times**

Efficient multi-modal transportation, combined with reduced distances between origins and destinations, creates value for residents and businesses while reducing environmental impacts.

Measures: commute times, travel delays

- **Reduced Poverty**

Broader prosperity, through the attraction and retention of appropriate job-producing enterprises, boosts local incomes and reduces demands on public services.

Measure: percent of people in poverty



Health and Well-being Benefits: Philadelphia's built environment must encourage active living and support equitable access to the resources and amenities necessary for residents of all ages to improve their physical, mental, and social well-being.

- **Increased Access & Opportunity**

More convenient clustering of key public facilities such as schools, recreation centers, libraries, and sources of fresh food lowers barriers to higher educational attainment, healthier lifestyles, and better quality of life.

Measures: percent of Philadelphians within adequate distance of public facilities, healthy food sources, open space amenities and transportation infrastructure as determined by established levels of service

- **Improved Transportation Safety**

Implementing a Complete Streets policy, investing in better on- and off-road pedestrian and bicycle infrastructure, and improving roadway maintenance and repair encourage a more balanced mode share between transportation alternatives and helps lower the number of injuries and fatalities associated with different transportation alternatives.

Measure: annual number of traffic-related injuries and fatalities

- **Improved Affordability**

Decreasing the need for private vehicle ownership and encouraging a range of housing options in close proximity to employment centers lowers combined housing and transportation costs and improves access to jobs, reduces overall

household stress, and increases the percentage of income available to spend on healthy activities and food.

Measures: housing and transportation costs as percentage of income

- **Lower rates of chronic disease**

Decreased traffic volume and congestion, improved siting of residential uses away from truck routes and emissions-intensive activities, and a full tree canopy and network of parks and trails will improve air quality and help lower instances of asthma, lung disease, and the associated medical and social costs. Improved access to fresh foods and recreational spaces can help stem the rise of cardiovascular diseases associated with poor diet and exercise.

Measure: percent of Philadelphians self-reporting asthma, hypertension, and other chronic diseases

- **Lower Rate of Obesity**

Overweight and obesity are strongly associated with chronic conditions such as hypertension, type II diabetes, and heart disease. Providing conditions that encourage city residents to stay active and achieve recommended levels of physical activity will reduce the public health burden.

Measure: percent of Philadelphians who are obese



Environmental Benefits: Natural and man-made systems are needed to provide safe and healthful conditions for the current and future population.

- **Improved Air Quality**

Continued progress toward attainment of air quality standards makes communities more attractive and maintains regional eligibility for Federal transportation funding.

Measures: ground level ozone, particulate matter, air quality index

- **Improved Water Quality**

Continued provision of high quality drinking water and treated wastewater, and more effective stewardship of source and storm water, all protect the environment, human health, and the City's development capacity.

Measures: multiple EPA standards

- **Increased Resilience to Natural Hazards**

Responsible adaptations to environmental risks minimize service disruptions and long-term liabilities, and reduce loss of life, property, productivity, and natural habitat.

Measures: hazard incidence and impacts, changing risks over time

- **Reduced Consumption of Non-Renewable Energy**

Decreased use of carbon-based energy, through increased efficiency and expanded use of clean renewables, lowers combustion-related pollution while reducing vulnerability to uncertain supplies.

Measures: consumption by source and end use

OBJECTIVE		ECONOMIC BENEFITS						HEALTH AND WELL-BEING BENEFITS				
		↑	↑	↑	↑	↓	↓	↑	↑	↑	↓	↓
		Tax Base	Property Value	Land Utilization	State of Repair	Travel Times	Poverty	Access to Opportunities	Safety	Affordability	Chronic Disease	Obesity Rate
 Neighborhoods	1.1.1 Strengthen neighborhood centers by clustering community-serving public facilities.			●	●	●		●	●		●	●
	1.1.2 Strengthen neighborhood centers by developing viable commercial corridors.	●	●	●		●	●	●	●	●		
	1.1.3 Strengthen neighborhood centers by promoting transit-oriented development around stations.	●	●	●		●		●	●	●	●	●
	1.1.4 Provide convenient access to healthy food for all residents.							●		●	●	●
	1.2.1 Stabilize and upgrade existing housing stock.	●	●	●	●	●	●	●	●	●		
	1.2.2 Ensure a wide mix of housing is available to residents of all income levels.	●	●	●			●	●		●		
	1.2.3 Promote new affordable housing developments to strengthen existing neighborhood assets.	●	●	●		●	●	●		●		
 Economic Development	2.1.1 Support and promote Center City/University City as the primary economic center of the region.	●	●	●		●	●	●				
	2.1.2 Strengthen Metropolitan Subcenters.	●	●	●		●	●	●				
	2.1.3 Encourage the growth and development of both existing and emerging Regional Centers.	●	●	●				●				
	2.2.1 Ensure an adequate supply and distribution of industrially zoned land.	●		●			●					
	2.2.2 Reposition former industrial sites for new users.	●	●	●				●			●	●
	2.3.1 Encourage institutional development and expansion through policy and careful consideration of land resources.											
	2.3.2 Create cooperative relationships between institutions and neighbors.	●	●	●		●	●					
	2.4.1 Maintain Philadelphia's strong role in the national and international tourism market.	●		●			●					
	2.4.2 Provide ample resources to cultural institutions to enrich the city's quality of life.	●	●	●				●				

ENVIRONMENTAL BENEFITS				MEASURES AND INDICATORS
↑	↑	↑	↓	
Air Quality	Water Quality	Resilience to Natural Hazards	Nonrenewable Energy Consumption	
●			●	<ul style="list-style-type: none"> Number of public facilities located within neighborhood center Number of neighborhood services within 1/4 mile of one another Number of households within 1/2 mile of public service facility Number of capital facilities Percent in state of good repair Percent energy efficient
●			●	<ul style="list-style-type: none"> Number of SSDs and BIDs Number of net retail births within commercial corridors
●			●	<ul style="list-style-type: none"> Number of development projects within 1/4 mile of fixed rail stations Population density within 1/4 mile of fixed rail station Percentage of population within designated TOD areas
			●	<ul style="list-style-type: none"> Number of healthy corner stores, farmers' markets, full service grocery stores, produce carts, community gardens, CSAs Proportion of population within given distance of healthy food sources Density of fast food outlets
				<ul style="list-style-type: none"> Percentage of housing units that are vacant Number of households benefited from housing preservation and rehabilitation programs Percentage of public funds used for rehabilitation versus new construction
				<ul style="list-style-type: none"> Number of accessible units, number of senior housing units Proportion of renter/owner-occupied units Number of affordable units constructed
				<ul style="list-style-type: none"> Number of infill projects Number of non-contiguous vacant properties Percentage of publically funded units within 1/4 mile of transit station/viable commercial corridor
●			●	<ul style="list-style-type: none"> Percentage of regional job base within Center City/University City Number of soft sites Office vacancy
●			●	<ul style="list-style-type: none"> Percent of jobs in metropolitan subcenters Square feet of new construction in subcenters Traffic/transit volumes at metropolitan subcenters
				<ul style="list-style-type: none"> Proportion of development within identified regional centers Proportion of public funding allocated to projects within regional centers
				<ul style="list-style-type: none"> Percentage of land used for industry Number of industrial jobs Percentage of occupied land in industrial protection areas
				<ul style="list-style-type: none"> Money spent on remediation/feasibility studies for reuse of sites Number of scattered vacant industrial sites Acreage of land zoned industrial mixed use
				<ul style="list-style-type: none"> Percentage of campuses located within IDD Square feet of institutional uses Number of institutional jobs
				<ul style="list-style-type: none"> Number of institution-sponsored SSDs Number of multi-use public schools Percentage of public schools with 1/4 mile of neighborhood centers
				<ul style="list-style-type: none"> Percentage of job base related to tourism/hospitality Number of visitors Number of hotel rooms
				<ul style="list-style-type: none"> City budget allocations to cultural institutions Percentage of square feet of new construction on Benjamin Franklin Parkway and Avenue of the Arts Square feet of cultural facilities

OBJECTIVE		ECONOMIC BENEFITS						HEALTH AND WELL-BEING BENEFITS				
		↑	↑	↑	↑	↓	↓	↑	↑	↑	↓	↓
		Tax Base	Property Value	Land Utilization	State of Repair	Travel Times	Poverty	Access to Opportunities	Safety	Affordability	Chronic Disease	Obesity Rate
Land Management	3.1.1 Centralize land management in a single City agency to track and dispose of surplus land and structures and return publicly owned vacant parcels to taxable status.	●	●	●	●		●					
	3.1.2 Prevent abandonment of land and structures.	●	●	●	●		●					
	3.1.3 Reuse vacant land and structures in innovative ways.	●	●	●	●		●					
	3.2.1 Use topography to direct land development.			●								
	3.3.1 Reduce expenditures for municipal support facilities.	●	●	●	●							
Transportation	4.1.1 Invest in existing infrastructure to improve service and attract riders	●	●	●	●	●	●	●		●		
	4.1.2 Extend and introduce new technological advances to the transit network to serve new markets.	●	●	●		●	●	●		●	●	●
	4.1.3 Coordinate land-use decisions with existing and planned transit assets to increase transportation choices, decrease reliance on automobiles, increase access to jobs, goods, and services, and maximize the economic, environmental, and public health benefits of transit.	●		●		●		●			●	●
	4.2.1 Implement a complete streets policy to ensure that the right-of-way will provide safe access for all users.					●		●	●		●	●
	4.2.2 Expand on- and off-street networks serving pedestrians and bicyclists.							●	●	●		●
	4.2.3 Improve safety for pedestrians and bicyclists and reduce pedestrian and bicycle crashes.							●	●	●	●	●
	4.3.1 Upgrade and modernize existing streets, bridges, and traffic-control infrastructure to ensure a high level of reliability and safety.	●	●	●	●	●	●	●	●			
	4.3.2 Control automobile congestion through traffic management and planning.			●		●			●			
	4.3.3 Improve highway access for goods movement.	●		●		●	●	●	●			
	4.3.4 Improve pedestrian connections across major rights-of-way.							●	●			
	4.4.1 Strengthen the airports' global and local connections.	●		●	●	●	●	●				
	4.4.2 Elevate the competitive position of Philadelphia ports on the Eastern Seaboard.	●		●	●	●	●	●				
	4.4.3 Modernize freight rail assets to ensure efficient goods movement to and through Philadelphia.	●		●	●	●	●	●				

ENVIRONMENTAL BENEFITS				MEASURES AND INDICATORS
↑	↑	↑	↓	
Air Quality	Water Quality	Resilience to Natural Hazards	Nonrenewable Energy Consumption	
				<ul style="list-style-type: none"> Total vacant land acreage or # of parcels/structures Number of ways to purchase City land Number of vacant properties sold by city annually
				<ul style="list-style-type: none"> Number of property foreclosures Number of vacant properties registered Amount collected in taxes and fees for vacant properties
				<ul style="list-style-type: none"> acreage of vacant land used for parks/stormwater Money spent on remediation/feasibility studies for reuse of sites
	●	●		<ul style="list-style-type: none"> Square feet of impervious surface in flood plains Number stormwater mitigation projects Square feet impervious surface steep slopes
			●	<ul style="list-style-type: none"> Number of facilities consolidated/co-located Number of state of good repair Building energy cost reduction from efficiency projects
●		●	●	<ul style="list-style-type: none"> Percent of system in state of good repair Money spent/committed to projects to improve existing transit system System ridership and percent of mode share captured
●			●	<ul style="list-style-type: none"> Linear miles of net new track/total route miles Money received through New Starts, EDA/HUD/DOT and other funding sources to expand system Number of feasibility studies, engineering, and design activities for projects identified in comprehensive plan
●			●	<ul style="list-style-type: none"> Number of developments within identified TOD boundaries Density of development within TOD boundaries Ridership on TOD-serving transit lines
●			●	<ul style="list-style-type: none"> Number of miles of Complete Streets as defined by Complete Streets Manual
●			●	<ul style="list-style-type: none"> Number of improvements implemented as recommended in the City's Pedestrian and Bicycle Plan Linear miles of dedicated on-street bike lanes Number of ped/bike injuries/fatalities
●			●	<ul style="list-style-type: none"> Linear miles of on- and off-street trails, sidepaths, waterfront trails constructed/planned Linear footage of new sidewalks added Proportion of commute trips made by bicycle or on foot
●		●	●	<ul style="list-style-type: none"> Number of vehicular accidents and fatalities Percentage of system in state of good repair Travel times
●			●	<ul style="list-style-type: none"> Street meter occupancy Traffic volume Proportion of commute trips made by car
●				<ul style="list-style-type: none"> Number of missing/unsafe/constrained movements improved vs. need
				<ul style="list-style-type: none"> Number of bike/ped connections Money received for planned improvements
		●		<ul style="list-style-type: none"> Percent of on time arrivals Number of operations at both airports Number of direct international destinations served
		●		<ul style="list-style-type: none"> Number of ship calls Value and tonnage of imports/exports Percentage of twenty-foot equivalent units (TEUs) captured within mid-Atlantic
				<ul style="list-style-type: none"> Number of travelers/rail car/month passing through City. Decrease time through City

OBJECTIVE		ECONOMIC BENEFITS						HEALTH AND WELL-BEING BENEFITS				
		↑ Tax Base	↑ Property Value	↑ Land Utilization	↑ State of Repair	↓ Travel Times	↓ Poverty	↑ Access to Opportunities	↑ Safety	↑ Affordability	↓ Chronic Disease	↓ Obesity Rate
Utilities	5.1.1 Reduce electric, gas, and water consumption to reduce financial and environmental costs.	●	●				●		●			
	5.1.2 Ensure adequate utility capacity to serve customers.	●	●		●				●			
	5.1.3 Modernize and bring the condition of existing utility infrastructure to a state of good repair.	●	●		●		●					
	5.2.1 Prepare a long-term plan for maintenance and use of City-owned broadband infrastructure and wireless assets.	●						●				
	5.2.2 Expand affordable access to broadband and promote digital literacy programs among low-income populations of the city.					●	●	●	●			
	5.2.3 Encourage technical innovation and recruitment of high-tech businesses.	●						●				
Open Space	6.1.1 Create a citywide trails master plan to coordinate the planning and construction of trail systems within Philadelphia.	●	●	●				●			●	
	6.1.2 Create a corridor network that connects parks, neighborhoods, and trails citywide.	●	●	●		●		●	●	●	●	
	6.1.3 Connect citywide parks to the existing protected natural areas of the regional green-space network.		●	●				●				
	6.2.1 Improve and increase waterfront recreation opportunities.	●	●	●				●	●	●		
	6.2.2 Expand use of rivers for passenger transportation.					●		●			●	
	6.3.1 Ensure that all Philadelphians live within a 10-minute walk of a neighborhood park or a recreation center.	●	●	●				●		●	●	
	6.3.2 Connect neighborhood parks and trails to neighborhood centers and major public facilities.				●			●		●	●	
	6.3.3 Ensure proper maintenance and vibrancy of parks and recreation facilities.	●	●									
Environmental Resources	7.1.1 Reduce overall and per-capita contributions to air pollution.		●	●					●	●		
	7.1.2 Reduce overall and per-capita greenhouse gas emissions by 45 percent by 2035.		●	●					●	●		
	7.1.3 Reduce air temperature during the warm season in the city.									●		
	7.2.1 Improve the quality of city and regional water sources.									●		
	7.2.2 Restore and create urban stream banks and tidal wetlands along our watersheds.		●	●								
	7.2.3 Support stormwater regulations set by the Philadelphia Water Department to capture stormwater on site and reduce flooding damage.		●						●			
	7.3.1 Increase the overall tree canopy across the city to 30 percent.		●									
	7.3.2 Enhance the city's forests to create a total of 7,200 acres.											
	7.3.3 Support tree planting and stewardship within the city.		●									

ENVIRONMENTAL BENEFITS 				MEASURES AND INDICATORS
↑	↑	↑	↓	
Air Quality	Water Quality	Resilience to Natural Hazards	Nonrenewable Energy Consumption	
●	●		●	Solid waste diverted from landfills Amount of single stream recycling Demand/usage of water, power, waste generation
	●	●		Number of combined sewer overflow events Capacity of system vs. demand Percentage of demand met by alternate sources
	●	●		Number of failures Percentage of system in state of good repair Efficiency
				Completion of plan
				Number of low-income households subscribing to a broadband service Number of participants in Freedom Rings and similar digital-literacy programs
				Number of public wifi hotspots Number and extent of technology-cluster locations Number of high-tech businesses
●				Completion of underdeveloped or planned projects Percentage of City Capital Budget spent on parks facilities
●			●	Number of miles of new park trails
				Number of trail heads that intersect
				Money spent on transit infrastructure that improves waterfront access Linear feet of greenways/greenstreets constructed to riverfront access points
				Linear miles of accessible riverfront Number of waterfront gateways Number of on-water access points (docks, 'put-in points)
●				Proportion of citywide population within 1/4 mile walking distance of facilities
				Number of new trails connecting parks to neighborhood centers
				Dollars per capita of park and recreation funding
●		●	●	Vehicle miles traveled, travel mode, etc. Number of days that the Air Quality Index is "unhealthy," City's ozone and fine particulate matter levels
●		●	●	Total and per capita GHG emissions
●				Average air temperature
	●	●		Quality of water and expanded marine habitat
	●	●		Number of acres of urban stream banks and tidal wetlands
	●	●		Number of CSO events per year
●			●	Number of new trees planted annually Net number of trees
●				Total acreage of city forest
				Number of friends groups, tree planting groups and events per year

OBJECTIVE		ECONOMIC BENEFITS						HEALTH AND WELL-BEING BENEFITS				
		↑ Tax Base	↑ Property Value	↑ Land Utilization	↑ State of Repair	↓ Travel Times	↓ Poverty	↑ Access to Opportunities	↑ Safety	↑ Affordability	↓ Chronic Disease	↓ Obesity Rate
 Cultural, Architectural and Historic Resources	8.1.1 Preserve culturally, historically, and architecturally significant buildings, sites, structures and districts.	●	●	●	●		●					
	8.1.2 Rehabilitate abandoned industrial infrastructure for new uses and reuse industrial buildings to create new neighborhood anchors.	●	●	●			●	●	●			
	8.1.3 Preserve and reuse all "at risk" historic anchor buildings, commercial corridor buildings, and districts' elements.	●	●	●								
	8.1.4 Protect archaeological sites.											
	8.1.5 Ensure maintenance and management of cemeteries and religious properties.		●	●	●			●				
	8.1.6 Preserve historically significant viewsheds and landscapes.		●									
	8.1.7 Preserve cultural and ethnic traditions, places and resources.	●					●	●				
	8.2.1 Create new and enhance existing tourism programs based on various cultural experiences unique to Philadelphia.	●	●				●					
8.2.2 Demonstrate sustainability practices in visitor activities and facilities.		●		●								
 Public Realm	9.1.1 Preserve the walkable scale of the city.		●						●	●	●	
	9.1.2 Ensure that new development reinforces the urban scale.		●	●					●			
	9.2.1 Apply sound design principles to guide development across the city.		●	●				●	●			
	9.2.2 Create welcoming, well-designed public spaces, gateways, and corridors.		●						●			
	9.2.3 Link public art with major capital initiatives.							●				
	9.2.4 Ensure maintenance and protection of public works of art.				●							

ENVIRONMENTAL BENEFITS				MEASURES AND INDICATORS
↑	↑	↑	↓	
Air Quality	Water Quality	Resilience to Natural Hazards	Nonrenewable Energy Consumption	
				Number of historic districts and resources designated Number of historically registered buildings reused/renovated
			●	Square feet of structures returned to productive use Number formerly industrial buildings reused
			●	Public money spent on corridor revitalization/façade improvements
				Number of artifacts collected to study
				Number of cemeteries open to the public and in good condition; Number of religious properties in good condition and in use
				Number of landscapes and viewsheds designated
				Increased number of cultural resources and thematic districts created
				Number of visitors to Philadelphia Average length of stay for visitors to Philadelphia
●	●		●	Amount of waste generated by activities Number of facilities meeting high performance criteria
●			●	Number of pedestrians observed at key intersections and along key corridors
●			●	Number of zoning variances granted
				Number of design reviews by PCPC Proportion of city land re-zoned
				Increased attendance or use of public spaces and gateways
				Number of public art installations
				Money allocated to public art maintenance and repair Number of pieces conserved each year

> Priorities and Cost Estimates

Recommendations in *Philadelphia2035* are prepared with the intention of phased implementation over a 25-year horizon. This approach quickly advances those projects that are relatively easy and less costly to accomplish, and schedules projects that need a long lead time to plan, design and fund for implementation later in the 25-year period.

Implementation of the strategies of *Philadelphia2035* is an expensive proposition. The City will need to target its own capital and operating funds wisely through the years and work creatively with relevant government agencies, at the state and federal levels, and with private sector and institutional partners to secure necessary funding.

> Phased Implementation of Strategies

The recommendations of *Philadelphia2035* are organized and presented in the Strategies Cost Matrix according to the time frame or phase of implementation: short, medium, and long term. Recommendations slated to be implemented within five years are categorized as short term (S). They are generally projects that are already “in the pipeline” or policy oriented, requiring a one-time policy change. The City intends to align short-term projects that have capital and/or operating budget implications with its six-year Capital Program and/or Five-Year Plan, respectively. An example of a short-term strategy for Housing is to prioritize public investments towards housing reuse and rehabilitation.

Medium-term (M) projects are those that are scheduled to be implemented in the six- to 15-year time frame. These projects need significant momentum to get started, in terms of planning, design, and assemblage of funding and other resources to implement. An example of a medium-term project for Water Quality is to create and sustain a citywide network of green streets and sidewalks that manage stormwater effectively and provide a comfortable pedestrian experience.

Long-term (L) projects will be implemented in the 16- to 25-year time frame, and beyond. These are typically infrastructure-heavy, expensive capital projects that

utilize funding from multiple sources and levels of government. In some cases, long-term projects rely on successful implementation of short- or medium-term projects to proceed. An example of a long-term project for Transit is to build a new transit extension along the Roosevelt Boulevard corridor through Northeast Philadelphia.

Many strategies are not simply one-time investments, but require ongoing attention for continued operation. For example, a short-term strategy for Industrial Land is to rezone obsolete industrial sites and districts for neighborhood-compatible redevelopment, but that activity will need to continue indefinitely as the city grows and changes over time. Also, many strategies call for programs that require additional staffing. These on-going (O) operating costs reflect the costs of hiring and maintaining those staff positions.

Spread over 25 years and among numerous funding sources, implementation of *Philadelphia2035* recommendations becomes a manageable and complementary guide for the City’s Capital Program.

> Making Proactive Investments with the City's Capital Program

The Capital Program is the City's six-year investment strategy for its infrastructure and facilities. The first year of the six-year program is the City's Capital Budget. Both the Capital Budget and Capital Program are ordinances enabling the City to spend funds on improvements to public facilities and infrastructure.

The Capital Program plays an important role in strategic planning for City government. It can be an effective tool for aligning scarce resources with the needs of City facilities, and can allow for making advanced decisions about the future of those facilities. In recent years, however, without the benefit of an up-to-date comprehensive plan, the Capital Program has served as a reactive mechanism for dealing with deferred maintenance, with little regard for the efficacy of, and measured need for, City facilities and services.

With the Citywide Vision completed and the District Plans underway, the City now has a tool for making proactive investment decisions. The Philadelphia City Planning Commission, Department of Public Property, and the Department of Finance—the agencies most involved in preparing the Capital Budget and Program—can use the recommendations of *Philadelphia2035* as a framework for future capital projects.

Specifically, the District Plans will look at opportunities for improved delivery of city services through new, renovated, and/or consolidated public facilities. With the City's last comprehensive look at public facilities in the early 1960s—and the considerable drop in population over several decades followed by recent modest growth—*Philadelphia2035* offers a great opportunity to align municipal facilities with current and future population needs.

Strategies Cost Matrix

The Strategies Cost Matrix breaks down the cost estimates of all recommendations of *Philadelphia2035* according to implementation phase: short-, medium-, long-term or on-going. Strategies are grouped under

the nine elements contained within the themes THRIVE, CONNECT and RENEW. For each element, cost estimates are subtotaled by phase and totaled for the entire element. The costs shown are up-front costs to implement the proposed strategies. Many of these strategies, however, provide long-term cost savings to the City. For example, the co-location and consolidation of community-serving public facilities will save operating and maintenance costs over the long-term, despite an initial investment in the facilities. The cost-benefit analysis for these recommendations has not been done and is not reflected in the matrix. A total of costs for those strategies that were able to be cost estimated is summarized at the end of the chart.

The dollar values in the cost table are good-faith estimates determined by the PCPC in collaboration with the agencies responsible for implementation. Not all projects lend themselves to hard costs. All costs are in 2010 values and rounded up for estimating purposes. A general overall contingency has not been applied.

STRATEGY

Neighborhood Centers

- 1.1.1.b *Establish level of service standards to prioritize capital improvement funding.*
- 1.1.1.f *Coordinate with educational institutions to understand opportunities and plan for joint-use.*
- 1.1.3.a *Encourage higher density, mixed-use developments at stations through zoning and Transit Revitalization Investment District designation.*
- 1.1.3.b *Focus TOD efforts around nodes and encourage context-sensitive design.*
- 1.1.3.e *Create sustainable parking strategies for commuter transit stations to meet demand for park and rides.*
- 1.1.4.a *Maximize multimodal access to fresh food by encouraging grocery stores, healthy corner stores, and outdoor markets at key transit nodes and within transit-oriented development zones.*
- 1.1.4.b *Support agriculture and food distribution programs at recreation centers, schools, and other public facilities located in key neighborhood centers.*
- 1.1.4.c *Establish farmers' markets along commercial corridors within neighborhood centers.*
- 1.1.4.d *Increase local food production through zoning designations that permit urban agriculture as-of right in strategic locations and allow for roof-top gardening.*
- 1.1.4.e *Develop standards and guidelines for community gardens and urban agriculture on public lands to ensure transparency, continuity of use, and community benefit.*
- 1.1.4.f *Work with supermarket developers to create site designs that respond to neighborhood context and allow for transit-dependent and mobility-limited populations.*

SHORT TERM TOTAL FOR NEIGHBORHOOD CENTERS

- 1.1.1.d *Promote transit-oriented development at transit stations on new or extended routes.*

MEDIUM TERM TOTAL FOR NEIGHBORHOOD CENTERS

- 1.1.1.a *Co-locate, consolidate, and modernize community-serving capital facilities.*
- 1.1.1.c *Locate community-serving public facilities and neighborhood parks on walkable streets.*
- 1.1.1.d *Coordinate public and private investment to create innovative mixed-use developments.*
- 1.1.1e *Maintain community-serving public facilities in a state of good repair and to be energy efficient.*
- 1.1.2.a *Focus commercial zoning on the strongest retail blocks of commercial corridors.*
- 1.1.2.b *Transition non-commercially viable portions of commercial corridors that are in decline to more appropriate land uses.*
- 1.1.2.c *Support commercial infill development and rehabilitation through financial, zoning, and redevelopment incentives.*
- 1.1.2.d *Continue to establish business improvement districts and special service districts and encourage business associations.*
- 1.1.2.e *Limit development of new auto-oriented commercial centers to strategic locations that complement the overall vitality of surrounding neighborhoods.*
- 1.1.3.c *Coordinate transit-oriented development efforts with transit providers.*

ON-GOING TOTAL FOR NEIGHBORHOOD CENTERS

OVERALL TOTAL FOR NEIGHBORHOOD CENTERS



NEIGHBORHOODS

S: Short Term (0-5 years)

M: Medium Term (6-15 years)

L: Long Term (16-25 years)

RESPONSIBLE ORGANIZATION	TIME FRAME	ONGOING STRATEGY	CAPITAL COST	OPERATING COST
<i>PCPC, Budget, City Council</i>	<i>S</i>	<i>0</i>		
<i>PCPC, MOE, SDP</i>	<i>S</i>	<i>0</i>		
<i>PCPC, Commerce</i>	<i>S</i>	<i>0</i>		
<i>PCPC, Commerce, MOTU, SEPTA</i>	<i>S</i>	<i>0</i>		
<i>PCPC, MOTU, SEPTA, DPP</i>	<i>S</i>			
<i>PDPH, PCPC</i>	<i>S</i>	<i>0</i>		
<i>SPD, PPR, DPP</i>	<i>S</i>	<i>0</i>		
<i>PCPC, BIDs & SSDs, PPR, Non-profit organizations</i>	<i>S</i>	<i>0</i>		
<i>Commerce, PCPC</i>	<i>S</i>	<i>0</i>		
<i>PPR, PCPC, DPP</i>	<i>S</i>	<i>0</i>		
<i>PCPC, Commerce, PDPH</i>	<i>S</i>	<i>0</i>		
			<i>\$0</i>	<i>\$1,716,000</i>
	<i>M</i>	<i>0</i>		
			<i>\$0</i>	<i>\$0</i>
<i>City Depts., PCPC, Budget, City Council</i>		<i>0</i>		
<i>City Depts., PCPC, Budget, City Council</i>		<i>0</i>		
<i>City Depts., PCPC, Budget, City Council</i>		<i>0</i>		
		<i>0</i>		
<i>PCPC, City Council, Commerce</i>		<i>0</i>		
<i>PCPC, City Council</i>		<i>0</i>		
<i>Commerce, PCPC</i>		<i>0</i>		
<i>Commerce, City Council</i>		<i>0</i>		
		<i>0</i>		
<i>MOTU, SEPTA, PCPC</i>		<i>0</i>		
			<i>\$1,006,362,500</i>	<i>\$0</i>
			<i>\$1,006,362,500</i>	<i>\$1,716,000</i>

The dollar values in the cost table are good-faith estimates determined by the PCPC in collaboration with the agencies responsible for implementation. Not all projects lend themselves to hard costs. All costs are in 2010 values and rounded up for estimating purposes. A general overall contingency has not been applied.

STRATEGY

Housing

- 1.2.1.b Expand housing preservation and rehabilitation incentive programs.
- 1.2.1.c Retrofit housing to improve energy efficiency.
- 1.2.2.b Reduce concentrations of poverty.
- 1.2.2.c Expand existing property tax programs for low- and moderate-income property owners.
- 1.2.2.d Provide a wider variety of housing options for an aging population such as aging-in place programs and accessory housing options.
- 1.2.2.e Expand accessible housing choices.
- 1.2.2.f Work with developers to create mixed-income developments at transit stations.
- 1.2.3.a Locate new publicly-financed housing near commercial corridors and transit stations.
- 1.2.3.b Prioritize infill development of gap vacancies on otherwise stable blocks over large subdivision developments for publicly-financed housing.

SHORT TERM TOTAL FOR HOUSING

- 1.1.2.f Prohibit parking lots as primary uses along viable, pedestrian-oriented commercial corridors.
- 1.2.1.a Prioritize public investments towards housing reuse and rehabilitation.
- 1.2.2.a Promote mixed-income housing developments and housing choice throughout the city.

ON-GOING TOTAL FOR HOUSING

OVERALL TOTAL FOR HOUSING

Metropolitan Centers

- 2.1.1.a Expand the definition of the Metropolitan Center to include both Center City and University City.
- 2.1.1.b Focus C-5, the highest commercial mixed-use zoning district, around our transit hubs in Center City and University City.
- 2.1.1.c Review business and property tax policies to create a more development-friendly environment.
- 2.1.1.d Provide incentives for attraction and retention of jobs in the metropolitan center.
- 2.1.1.g Create a transition plan for the Callowhill Industrial Area in northeast Center City to explore how to intergrade Callowhill seamlessly into surrounding neighborhoods.
- 2.1.1.h Discourage developments that feature structured parking as a primary use within the boundaries of the Metropolitan Center.
- 2.1.2.a Support expansion of Philadelphia International Airport (PHL) as a globally competitive international airport.

SHORT TERM TOTAL FOR METROPOLITAN CENTERS

- 2.1.1.e Implement plans for the Central Delaware Waterfront to extend neighborhoods to the river, improve waterfront access, and renew obsolete industrial areas with new uses.
- 2.1.1.f Redevelop Market East to become a more vibrant retail and entertainment destination, a gateway to Chinatown, and an intermodal transit center.
- 2.1.2.b Transform the Sports Complex into a high-density sports and leisure transit-oriented development.
- 2.1.2.c Continue to develop the Navy Yard as a premier location in the region for innovative industry and mixed-use development.
- 2.1.3.a Strengthen the City Avenue Regional Center by continuing cooperation with Lower Merion Township to increase use of transit, upgrade walkability, and attract complementary job-creating uses.
- 2.1.3.b Reinforce the Far Northeast regional center by capturing new industrial, corporate, aviation, and retail demand generated by improvements to I-95, the Pennsylvania Turnpike, and the Roosevelt Boulevard.
- 2.1.3.c Guide emerging and existing regional centers to develop job-generating investments, while respecting the character of the surrounding neighborhood.

MEDIUM TERM TOTAL FOR METROPOLITAN CENTERS

TOTAL FOR METROPOLITAN CENTERS

RESPONSIBLE ORGANIZATION	TIME FRAME	ONGOING STRATEGY	CAPITAL COST	OPERATING COST
OHCD, HUD	S	0		
OHCD, HUD, RDA, PHA	S	0		
	S	0		
City Council, Building Industries, L&I	S			
OHCD, RDA, PHA, PHDC, HUD, Commerce, PCPC, City Council, PCA	S	0		
City Council, Revenue	S	0		
PCPC, ZCC, Private developers				
	S			
	S	0		
			\$453,750,000	\$3,300,000
PCPC, ZCC, MOTU, Commerce, City Council	M	0		
OHCD, RDA, PHA, PHDC, HUD, Commerce		0		
OHCD, RDA, PHA, PHDC, HUD, Commerce, City Council		0		
			\$0	\$3,300,000
			\$453,750,000	\$6,600,000
PCPC, OPA, Commerce, P&R, RDA, SEPTA, DPP	S	0		
PCPC, OPA, Commerce, P&R, RDA, SEPTA, DPP				
	S	0		
	S	0		
PCPC, OHCD, Commerce	S			
PCPC, ZCC, PPA, MOTU	S	0		
PHL, Commerce, DRA, MOTU	S	0		
			\$275,000	\$0
DRWC, DRPA, PCPC, Commerce, Streets, PPR	M			
Commerce, PCPC, MOTU, SEPTA	M			
Sports Complex SSD, Philadelphia Sports Congress, Commerce, PCPC, MOTU	M			
PIDC, Commerce	M			
Commerce, SEPTA, PCPC, Lower Merion Township, Montgomery County	M	0		
PIDC, Commerce, PCPC, MOTU, SEPTA, PADOT	M	0		
PCPC, Commerce	M	0		
			\$538,996,700	\$0
			\$539,271,700	\$0

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STRATEGY

Industrial Land

- 2.2.1.a *Align industrial zoning to areas with active industrial users and with good highway, freight, and labor access.*
- 2.2.1.b *Modernize transportation and utilities to support competitive industry.*
- 2.2.1.f *Create a long-term plan for the Lower Schuylkill industrial-legacy area that emphasizes the connection between Philadelphia International Airport and the Metropolitan Center and promotes the development of region-serving light industry.*
- 2.2.2.a *Develop transition plans for obsolete industrial sites and districts.*
- 2.2.2.b *Rezone obsolete industrial sites and districts for neighborhood-compatible redevelopment.*
- 2.2.2.c *Apply industrial mixed-use zoning in transitioning areas.*
- 2.2.2.d *Encourage artists and creative industry live-work activity in new and existing developments.*

SHORT TERM TOTAL FOR INDUSTRIAL LAND

- 2.2.1.e *Transform the Hunting Park West industrial area into a vibrant commercial center and an industrial mixed-use hub with creative, clean industries and light manufacturing.*

MEDIUM TERM TOTAL FOR INDUSTRIAL LAND

- 2.2.1.c *Use industrial land management techniques for identified "Industrial Protection Areas."*
- 2.2.1.d *Maintain a city-wide inventory of as much as 16,000 acres of industrially zoned land to meet industrial demand and attract new industrial users.*
- 2.2.2.e *Provide environmental remediation programs and site assemblage funding for industrial sites.*

ON-GOING TOTAL FOR INDUSTRIAL LAND

TOTAL FOR INDUSTRIAL LAND

Institutions

- 2.3.1.a *Require master planning for all medical and higher educational institutions.*
- 2.3.1.b *Establish a City liaison for institutional relations to identify and pursue opportunities for growth of educational and health care institutions, and encourage greater cooperation between the City and institutions.*
- 2.3.2.c *Locate new public schools in neighborhood centers and in emerging new communities.*

SHORT TERM TOTAL FOR INSTITUTIONS

- 2.3.2.a *Encourage medical and higher education institutions to create neighborhood partnerships for improvement of K-12 schools, public safety, neighborhood amenities, and housing.*
- 2.3.2.b *Ensure that public schools are good neighborhood partners.*

ON-GOING TOTAL FOR INSTITUTIONS

TOTAL FOR INSTITUTIONS

Cultural Economy

- 2.4.2.b *Identify appropriate sites for future expansion and development of cultural facilities.*

SHORT TERM TOTAL FOR CULTURAL ECONOMY

- 2.4.2.a *Encourage mixed-use development on the Avenue of the Arts and the Benjamin Franklin Parkway as cultural mixed-use corridors.*

MEDIUM TERM TOTAL FOR CULTURAL ECONOMY

- 2.4.1.a *Continue to seek and host national and international visitor events.*
- 2.4.1.b *Encourage development of hotel rooms to support expanding markets.*
- 2.4.1.c *Improve hospitality and visitor facilities and services.*
- 2.4.2.c *Provide adequate resources and funding to institutions to maintain their facilities and programming.*
- 2.4.2.d *Expand City support to arts and culture organizations through the Philadelphia Cultural Fund.*

ON-GOING TOTAL FOR CULTURAL ECONOMY

TOTAL FOR CULTURAL ECONOMY



ECONOMIC DEVELOPMENT

RESPONSIBLE ORGANIZATION	TIME FRAME	ONGOING STRATEGY	CAPITAL COST	OPERATING COST
PCPC, PIDC	S	0		
	S	0		
PCPC, PIDC	S			
PICD, PCPC, City Council	S	0		
PCPC, City Council	S	0		
	S	0		
OACCE	S			
			\$3,685,000	\$0
PCPC, Commerce, PIDC,	M	0		
			\$8,107,000	\$0
PIDC		0		
PIDC, PCPC		0		
PADEP, MOS, PIDC, Commerce		0		
			\$55,000,000	\$0
			\$66,792,000	\$0
PCPC, Institutions, City Council	S	0		
PCPC, RDA, Institutions	S	0		
	S	0		
			\$0	\$1,650,000
SDP, MOE, PPD, PPR, Institutions		0		
SPD, P&R, DPP, Institutions, Civic/Community organizations		0		
			\$0	\$0
			\$0	\$1,650,000
Commerce, RDA, DPP, OACCE	S	0		
			\$0	\$1,500,000
Non-profit organizations	M			
			\$0	\$0
Commerce, OACCE, Non-profit organizations		0		
Commerce		0		
PCC, Commerce, Non-profit organizations		0		
Commerce, Budget, PCPC, individual institutions, OACCE		0		
PCF	S	0		
			\$682,440,000	\$8,250,000
			\$682,440,000	\$9,900,000

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STRATEGY

 LAND MANAGEMENT	Vacant Land and Structures	3.1.1.a	<i>Develop a comprehensive, market-sensitive policy for vacant land management and disposal.</i>	
		3.1.1.b	<i>Create a web-based clearinghouse for all surplus publicly-owned vacant property.</i>	
		3.1.1.c	<i>Consolidate City management and establish a single point of contact for one-stop shopping.</i>	
		3.1.1.e	<i>Expand vacant land management strategies in partnership with residents, businesses, and nonprofits.</i>	
		3.1.2.a	<i>Target outreach to owners of high-visibility vacant properties.</i>	
		3.1.2.b	<i>Increase code enforcement and fines on abandoned land and structures.</i>	
		3.1.2.c	<i>Move to a land-value based tax system to increase the cost of owning vacant land.</i>	
		3.1.2.d	<i>Use the land database to track and register private vacant property owners for code violation and foreclosure purposes.</i>	
		3.1.2.e	<i>Foreclose on delinquent private property in bulk.</i>	
		3.1.3.b	<i>Competitively bid out larger vacant property assemblages and give preference to proposals that incorporate high-performance building practices.</i>	
		3.1.3.d	<i>Identify vacant lots for public art projects, neighborhood gateways, community gardens, agriculture, and energy farms.</i>	
		SHORT TERM TOTAL FOR VACANT LAND AND STRUCTURES		
		3.1.1.d	<i>Assemble and consolidate parcels for redevelopment.</i>	
		3.1.3.a	<i>Promote adaptation of vacant buildings for creative mixed-use development.</i>	
		3.1.3.c	<i>Support the use of vacant land to expand parks and recreation opportunities and/or stormwater management.</i>	
ON-GOING TOTAL FOR VACANT LAND AND STRUCTURES				
TOTAL FOR VACANT LAND AND STRUCTURES				
 LAND MANAGEMENT	Land Suitability	3.2.1.a	<i>Create controls to protect steep slopes from development.</i>	
		3.2.1.b	<i>Review and adopt codes that limit development in floodplains and near other surface water bodies.</i>	
		3.2.1.c	<i>Create policies for developments already existing on sensitive lands to lessen impacts on the environment and public safety.</i>	
		SHORT TERM TOTAL FOR LAND SUITABILITY		
		TOTAL FOR LAND SUITABILITY		
 LAND MANAGEMENT	Municipal Support Facilities	3.3.1.a	<i>Co-locate, consolidate, and modernize municipal support facilities.</i>	
		3.3.1.b	<i>Align the location of municipal support facilities with compatible land uses.</i>	
		3.3.1.c	<i>Maintain municipal support facilities in an energy-efficient state of good repair.</i>	
		ON-GOING TOTAL FOR MUNICIPAL SUPPORT FACILITIES		
		TOTAL FOR MUNICIPAL SUPPORT FACILITIES		

RESPONSIBLE ORGANIZATION	TIME FRAME	ONGOING STRATEGY	CAPITAL COST	OPERATING COST
RDA, DPP, PHDC, PHA, PCPC, City Council	S			
RDA, DPP, PHDC, PHA, DOT	S			
RDA, DPP, PHDC, PHA, City Council	S			
L&I, Proposed Land Disposition Agency	S	0		
Proposed Land Disposition Agency, Civic/Community Organizations, PCPC	S	0		
PA Legislature, L&I, City Council	S	0		
City Council, OPA, Revenue	S			
L&I, Proposed Land Disposition Agency	S	0		
PA Legislature, Sheriff, L&I, Proposed Land Disposition	S	0		
	S	0		
Proposed Land Disposition, Civic/Community Organizations, PCPC, PIDC, OACCE	S	0		
			\$55,495,000	\$33,000,000
RDA, PCPC, Proposed Land Disposition		0		
PIDC, Commerce, PCPC, OACCE		0		
Proposed Land Disposition, PPR, PWD		0		
			\$137,500,000	\$0
			\$192,995,000	\$33,000,000
PCPC, City Council, L&I	S			
PCPC, City Council, L&I	S			
PWD, L&I, MOS	S	0		
			\$0	\$3,300,000
			\$0	\$3,300,000
City Depts., PCPC, Budget, City Council		0		
City Depts., PCPC, Budget, City Council		0		
City Depts., PCPC, Budget, City Council		0		
			\$86,707,500	\$0
			\$86,707,500	\$0

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STRATEGY

Transit

- 4.1.1.a *Install a system-wide, seamless, unified fare structure with modern electronic fare collection.*
- 4.1.1.l *Transform existing trolley infrastructure into a modern network with new ADA-compliant vehicles, level boarding, off-board fare collection, and other operational improvements.*
- 4.1.1.g *Expand the intermodal transit center at 30th Street Station to connect bus, regional rail, high speed rail, and pedestrian and bicycle networks.*
- 4.1.1.e *Improve transit stops and stations using universal design principles.*
- 4.1.1.f *Provide and/or expand secure park-and-ride locations at regional rail stations.*
- 4.1.1.i *Expand the intermodal transit center at Market East to connect intra- and inter-city systems and consolidate inter-city buses.*
- 4.1.2.d *Build Delaware waterfront light rail transit with direct connections to existing lines.*

SHORT TERM TOTAL FOR TRANSIT

- 4.1.1.h *Rehabilitate City Hall and 15th Street Subway Stations.*
- 4.1.1.j *Utilize existing regional rail infrastructure to create 'City Rail', an enhanced regional transit network with frequent service and extended hours.*
- 4.1.2.e *Extend the Route 36 light rail to the Eastwick Transportation Center.*

MEDIUM TERM TOTAL FOR TRANSIT

- 4.1.1.k *Support restoration of regional rail service to points outside of the city.*
- 4.1.2.a *Build a new transit extension along Roosevelt Boulevard Corridor through Northeast Philadelphia.*
- 4.1.2.b *Build a new subway station on West Market Street between 15th and 30th Street Stations.*
- 4.1.2.c *Implement a transit connection between Center City and cultural attractions on the Benjamin Franklin Parkway and in the Centennial District.*
- 4.1.2.f *Extend the Broad Street Subway south to the Navy Yard.*

LONG TERM TOTAL FOR TRANSIT

- 4.1.1.c *Support ongoing efforts to improve real time information and wayfinding.*
- 4.1.1.d *Maintain a state of good repair, improve security, and continue to make stations clean, accessible, and safe.*
- 4.1.1.b *Continue implementation of Transit First policy at the rate of 1-3 routes per year.*
- 4.1.1.m *Maintain existing transportation infrastructure in districts and corridors where transit can support future land development and remove abandoned infrastructure where no longer needed.*
- 4.1.2.g *Link proposed Delaware waterfront light rail to the Broad Street Subway at AT&T Station.*
- 4.1.2.h *Support continued investment in existing and updated rail infrastructure in the Northeast and Keystone rail corridors to link Philadelphia to Washington, D.C., Boston, Pittsburgh, and intermediate points by high speed rail.*
- 4.1.3.a *Assist transit operators in drafting an official TOD policy to clarify roles in the process.*
- 4.1.3.b *Assess and digitally catalog locations and status of fixed transit infrastructure to create a database to enable the City, transit operators, communities, and developers to make informed decisions regarding everything from site layout to ingress/egress configurations to placement and design of transit stop locations and amenities.*
- 4.1.3.c *Assess and digitally catalog current transit operator's and the City's current property holdings to create an accurate record of entitlements to enable development of a database of TOD opportunities and best understand options for disposition.*
- 4.1.3.d *Encourage collaboration across MOTU, PCPC, and transit operators to draft transit-oriented (or transit-friendly) development guidelines to assist the development community in crafting appropriate proposals for different types of TOD nodes.*
- 4.1.3.e *Encourage MOTU, transit operators, and communities throughout the district planning process as TOD nodes are identified and classified, and surrounding land use and zoning recommendations are developed.*
- 4.1.3.f *Investigate seed funding for a TRID fund that developers could access to offset the cost of initial infrastructure investments for TOD projects.*
- 4.1.3.g *Improve inter-modality at TOD nodes by improving bicycle and pedestrian facilities at stations (bicycle parking, signage, crosswalks, etc.)*
- 4.1.3.h *Facilitate active transportation by establishing safe, marked walking and biking routes between stations and other key destinations such as schools, recreation centers, waterfronts, and neighborhood centers.*
- 4.1.3.i *Maximize mobility for seniors, children, and other transit-dependent and vulnerable populations by mixing residential and commercial uses around stations where feasible.*

ON-GOING TOTAL FOR TRANSIT

TOTAL FOR TRANSIT

RESPONSIBLE ORGANIZATION	TIME FRAME	ONGING STRATEGY	CAPITAL COSTS	OPERATING COSTS
SEPTA, DRPA, NJT, Amtrak, DPP	S	0		
MOTU, SEPTA	S			
PCPC, Amtrak, Private Developers, SRDC, Institutions	S			
SEPTA, NJT, DRPA, Amtrak	S	0		
SEPTA, DPP, PCPC	S	0		
MOTU, PCPC, NJT, SEPTA, Private Operators	S			
PCPC, MOTU, DRPA, SEPTA, DRWC	S			
			\$1,430,770,000	\$192,500,000
MOTU, SEPTA, DPP, PCPC	M			
MOTU, SEPTA, DRPA, PCPC	M	0		
DPP, SEPTA, MOTU, PHL	M	0		
			\$928,400,000	\$15,070,000
Amtrak, SEPTA, NJT, MPOs	L	0		
MOTU, SEPTA, PennDOT, PCPC, PPR, DVRPC	L			
SEPTA, DPP, MOTU, PCPC	L			
SEPTA, MOTU, PCPC, OACCE	L	0		
PIDC, DPP, SEPTA, MOTU	L			
			\$5,366,570	\$2,246,750,000
MOTU, SEPTA, Amtrak		0		
Amtrak, SEPTA, DRPA, DPP		0		
MOTU, SEPTA, Streets		0		
SEPTA, DPP, PCPC, MOTU		0		
MOTU, SEPTA, DRPA, DPP, DRWC	L			
Amtrak, PennDOT, DVRPC		0		
PCPC, MOTU, Transit Operators	S			
PCPC, MOTU, Transit Operators, DPP	S			
PCPC, MOTU, Transit Operators, DPP	S			
PCPC, MOTU, Transit Operators, ZCC	S			
PCPC, MOTU, Transit Operators, ZCC, City Council	S			
PCPC, MOTU, DVRPC, Transit Operators	S			
PCPC, MOTU, Streets, Transit Operators, PDPH	S			
PCPC, MOTU, Streets, PPR, PDPH	S			
PCPC, DPP, PDPH	M			
			\$3,466,375,000	\$0
			\$11,192,115,000	\$2,454,320,000

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STRATEGY

Complete Streets

- 4.2.1.a Prepare a complete streets manual for use by City agencies and developers.
- 4.2.1.b Reconsider width standards for new streets; ensure that there is adequate space for pedestrians, bikes, parking, buses, and cars.
- 4.2.1.c Adopt a context-sensitive design classification system for streets to accommodate multiple user groups.
- 4.2.2.a Build the planned network of bikeways on city streets, including bike lanes, marked shared lanes, and bicycle-friendly streets, supplemented by shared-use sidepaths where appropriate, and connected to the off-street trail network.
- 4.2.2.b Fill in key gaps in the sidewalk network and improve the overall surface quality.
- 4.2.2.c Add bike racks and bike stations citywide.
- 4.2.2.d Require that bicycle parking be included with transportation facilities.
- 4.2.2.f Identify funding to implement a complete streets and transit furniture system.
- 4.2.3.a Adopt new sidewalk standards, tied to a street classification system that reflects land use and the levels of pedestrian activity.
- 4.2.3.b Revise and enforce the City Code to better protect pedestrian space from sidewalk encroachments and construction disruption.
- 4.2.3.c Limit driveways and lay-by lanes in order to protect sidewalks and minimize points of conflict between pedestrians and motor vehicles.
- 4.2.3.d Prohibit front-loaded parking in dense residential zoning districts to reduce conflicts with pedestrians, improve streetscape, and preserve on-street parking options where appropriate.
- 4.2.3.e Assure that intersections are designed so that traffic operations maximize pedestrian and bicyclist safety and comfort.
- 4.2.3.f Develop a safety education campaign that explains the rules of the road and stresses courtesy for all road users combined with improved enforcement of traffic and parking laws that affect pedestrians and bicyclists.
- 4.2.3.g Expand use of traffic calming devices to slow traffic and increase safety for all roadway users.
- 4.2.3.h Launch a pedestrian plaza program that identifies locations to re-allocate excess automobile right-of-way for pedestrian use.

SHORT TERM TOTAL FOR COMPLETE STREETS

- 4.2.1.d As streets are programmed for reconstruction, redesign and rebuild them as complete streets with rapid integrated transit and pedestrian, bicycle and vehicular safety measures.
- 4.2.2.e Implement a bike sharing program.

ON-GOING TOTAL FOR COMPLETE STREETS

TOTAL FOR COMPLETE STREETS

Streets and Highways

- 4.3.1.a Prepare and implement a long term infrastructure plan for the city street and highway system.
- 4.3.2.a Add parking maximums to zoning code, and rent or sell parking separately from housing units in new residential-development projects.
- 4.3.2.b Require traffic and parking studies for rezonings and new development over certain threshold.
- 4.3.2.c Adjust on-street pricing at meters and kiosks to keep occupancy at 85% of capacity, so that one or two spaces per block are always available.
- 4.3.3.a Improve signage and infrastructure (eg., highway ramps) to improve access to multi-modal facilities.

MEDIUM TERM TOTAL FOR STREETS AND HIGHWAYS

- 4.3.1.c Rebuild deteriorating sections of I-95 in conjunction with other city and regional transportation improvements.

LONG TERM TOTAL FOR STREETS AND HIGHWAYS

- 4.3.1.b Incorporate green streets infrastructure into street and highway improvements wherever practicable, including curb extensions, stormwater planters, and street tree plantings that are compatible with adequate clear width for pedestrians.
- 4.3.4.a Work with PennDOT to improve existing right-of-way crossings.
- 4.3.4.b Work with PennDOT as highway segments are rebuilt to identify design solutions to improve pedestrian crossings and access to waterfront amenities.
- 4.3.4.c Hold design competitions to produce pleasing pedestrian experiences on pedestrian highway crossings that make Philadelphia known for its approach to this issue (see Race Street Connector case study).

ON-GOING TOTAL FOR STREETS AND HIGHWAYS

TOTAL FOR STREETS AND HIGHWAYS

RESPONSIBLE ORGANIZATION	TIME FRAME	ONGOING STRATEGY	CAPITAL COSTS	OPERATING COSTS
MOTU	S			
PCPC, Streets, MOTU	S			
MOTU, Streets, PCPC	S			
PCPC, Streets, MOTU	S	0		
DPP, RDA, PPR	S	0		
MOTU, Streets	S			
	S	0		
MOTU, Streets, PCPC	S			
PCPC, Streets, MOTU	S	0		
City Council, PCPC, Streets, MOTU	S	0		
PCPC, Streets	S	0		
PCPC, City Council	S	0		
Streets, MOTU, PCPC	S	0		
MOTU, PCPC, PDPH	S	0		
Streets, MOTU, PCPC	S	0		
MOTU, PDPH, Streets, PCPC	S			
			\$226,160,000	\$42,350,000
PCPC, Streets, SEPTA, PennDOT, MOTU	M			
MOTU, Institutions, Private Operators	M			
			\$0	\$0
			\$330,000,000	\$60,912,500
MOTU, Streets, PCPC, PennDOT	S	0		
PCPC, City Council	S			
PCPC, L&I	S	0		
MOTU, PPA	S	0		
PennDOT, DRPA, DVRPC, PRPA, Streets	S	0		
			\$1,101,100,000	\$1,650,000
PennDOT, PCPC, DRWC, MOTU, Streets	M			
			\$11,000,000,000	\$0
PennDOT, PCPC, MOTU, Streets, PWD		0		
PCPC, PennDOT, Streets, MOTU		0		
PCPC, PennDOT, Streets, MOTU	S	0		
PCPC, MOTU, OACCE		0		
			\$275,000	\$0
			\$12,101,375,000	\$1,650,000

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STRATEGY

Ports

- 4.4.1.b *Integrate PHL more fully with the region's bus system.*
- 4.4.1.c *Upgrade transit service between PHL and the Metropolitan Center, particularly at 30th Street.*
- 4.4.2.a *Implement the Philadelphia Regional Port Authority Southport Master Plan.*
- 4.4.2.c *Complete dredging and maintain the Delaware River channel depth at a minimum of 45 feet to allow the passage of large ships.*

ON-GOING TOTAL FOR PORTS

- 4.4.1.a *Enhance the capacity of Philadelphia International Airport (PHL) to reduce delay by implementing the Capacity Enhancement Program.*
- 4.4.3.a.i *Reinstate freight rail access on 60th Street Industrial track.*

ON-GOING TOTAL FOR PORTS

- 4.4.1.a.i *Implement 'short-term' airfield improvements.*
- 4.4.1.a.ii *Embark on longer term land-side improvements beyond current PHL footprint.*

ON-GOING TOTAL FOR PORTS

- 4.4.1.d *Support continued enhancement of Philadelphia Northeast Airport (PNE) as a key reliever for PHL and as a corporate airport serving Philadelphia and surrounding counties.*
- 4.4.2.b *Preserve and enhance the multi-modal capacity serving the port to move goods faster between destinations.*
- 4.4.3.a.ii *Accommodate double-stacked containers.*
- 4.4.3.a *Support recommendations in DVRPC and PennDOT's long-range visions for freight.*
- 4.4.2.b.ii *Maintain and repair multi-modal infrastructure.*
- 4.4.3.b *Coordinate with planned improvements to passenger rail.*

ON-GOING TOTAL FOR PORTS

TOTAL FOR PORTS

Consumption, Capacity, and Condition

- 5.1.1.a *Implement energy and water conservation measures.*
- 5.1.1.a.i *Focus on buildings: Retrofit existing buildings and change building and zoning codes to encourage energy efficiency in new development.*
- 5.1.1.a.ii *Implement energy efficiency programs developed by the utility companies and/or identified in Greenworks Philadelphia.*
- 5.1.1.b *Continue innovative ways to reduce and control stormwater runoff to reduce burden to existing sewer system.*
- 5.1.2.a *Ensure adequate recycling bin/receptacle distribution to homes and apartment buildings to improve recycling participation rates.*
- 5.1.2.b *Encourage food and organic waste composting on a commercial scale to achieve greater waste reduction rates and environmental benefits for compost use.*
- 5.1.3.a.ii *Support market innovations for powering of alternatively fueled vehicles.*
- 5.1.3.a.iii *Ensure that regulations allow for solar, wind, geothermal, biogas, and hydro-electric energy production.*

SHORT TERM TOTAL FOR CONSUMPTION, CAPACITY, CONDITION

- 5.1.1.b *Continue innovative ways to reduce and control stormwater runoff to reduce burden on existing sewer system.*
- 5.1.3.a *Support cleaner energy alternatives by ensuring sufficient land and infrastructure and reducing regulatory barriers.*
- 5.1.3.a.i *Accommodate future energy distribution and generation needs with appropriate locations and amounts of land zoned for utilities.*
- 5.1.3.b *Increase amount of energy produced by cogeneration and waste capture.*
- 5.1.3.c *Preserve land for water and wastewater facilities and potential expansion.*
- 5.1.3.d *Incorporate appropriate information technology infrastructure in all City projects.*
- 5.1.3.e *Reduce peak demands and the associated need for expensive peak capacity.*
- 5.1.4.a *Strategically and systematically replace obsolete water, sewer, gas, and communications infrastructure.*

- 5.1.4.a.i *Use new technologies to better monitor the condition of infrastructure.*

- 5.1.4.b *Continue to coordinate improvements between utility and streets projects.*

ON-GOING TERM TOTAL FOR CONSUMPTION, CAPACITY, CONDITION

TOTAL FOR CONSUMPTION, CAPACITY AND CONDITION



UTILITIES



RESPONSIBLE ORGANIZATION	TIME FRAME	ONGOING STRATEGY	CAPITAL COSTS	OPERATING COSTS
SEPTA, MOTU, PHL, Amtrak	S	0		
SEPTA, MOTU, PHL, Amtrak	S			
PRPA, PA Legislature	S			
PRPA, USACE	S	0		
			\$334,057,900	\$0
MOTU, PHL	M			
MOTU, PHL, Commerce, PIDC, USACE	M			
			\$74,338,000	\$0
	L			
MOTU, PHL	L			
			\$5,720,000,000	\$0
		0		
PRPA, DVRPC, PennDOT, Streets, Rail Carriers, PA Legislature		0		
Rail Carriers, PA Legislature		0		
		0		
PRPA, Rail Carriers, Property Owners, DPP		0		
Transit Operators, PCPC, MOS, PRPA, DVRPC, MOTU		0		
			\$163,075,000	\$0
			\$6,291,470,900	unknown
PWD, PGW, MOS, Utilities				
	S	0		
	S	0		
Streets, MOS, PWD	S	0		
Streets, MOS	S	0		
DPP, Streets, MOS, MDO, PPD	S	0		
MOS, Streets, PCPC, L&I, Fleet, PHL	S	0		
MOS, PCPC, L&I, PAPUC	S	0		
			\$537,900,000	\$0
		0		
PWD, PCPC, PPR, Property Owners, Streets, PCPC		0		
MOS, PCPC, PAPUC, L&I		0		
PCPC, PAPUC		0		
MOS, PWD, PGW, Utilities		0		
PWD, PCPC, PPR, Property Owners, Streets, PCPC		0		
		0		
DOT, Library, OHCD, Streets, DPP, Communications Providers, SDP		0		
PGW, PWD, Utilities		0		
PGW, PWD, Streets, Communications Providers, Utilities		0		
			\$6,875,000,000	\$0
			\$7,412,900,000	unknown

The dollar values in the cost table are good-faith estimates determined by the PCPC in collaboration with the agencies responsible for implementation. Not all projects lend themselves to hard costs. All costs are in 2010 values and rounded up for estimating purposes. A general overall contingency has not been applied.

Strategy

Broadband

- 5.2.1.a Create and maintain a GIS inventory of broadband services, wireless access points, and public computing centers in Philadelphia including National Telecommunications and Information Administration (NTIA) Community Anchor Institutions.
- 5.2.1.b Build upon City government initiatives to maximize use of fiber and wireless assets to reduce the cost of the data and voice communications and to catalog, track, and improve management and delivery of City services.
- 5.2.1.c Increase capacity for next-generation broadband connectivity, starting with Gigabit technology and looking beyond to future connectivity innovations.
- 5.2.1.d Use existing City-owned wireless assets to enhance public safety and productivity of city employees and to generate revenue from utilities adopting wireless meter systems using the City's network.
- 5.2.2.a Support the Freedom Rings Partnerships to increase the availability and adoption of broadband by economically disadvantaged residents by expanding collaborations with service providers and community service organizations.
- 5.2.2.b Support the Free Library System's Wi-Fi hotspot initiatives and digital literacy programs targeting underserved areas of the city.
- 5.2.2.c Create wireless hotspots in the Fairmount Park system and at key public locations using the City's Wi-Fi assets.
- 5.2.3.a Strategically deploy advanced digital infrastructure at designated "technology clusters" to attract and retain high-tech business and research and development jobs.
- 5.2.3.b Install Wi-Fi services in all public transit systems including city buses and regional trains to ensure uninterrupted telecommunications and productivity during commutes.

ON-GOING TERM TOTAL FOR BROADBAND

TOTAL FOR BROADBAND

Watersheds, Parks, and Trails

- 6.1.1.d Eliminate all existing trail gaps in the upper Schuylkill River Trail within city boundaries.
- 6.1.2.a Designate primary and secondary streets that can serve as multi-modal connections across the city.
- 6.1.2.b Transform appropriate rail corridors to accommodate recreation trails either on abandoned lines or on adjacent land to support the corridor network.
- 6.1.2.c Create neighborhood walks that follow paths of historic streams allowing for interpretive experiences in the corridor network.

SHORT TERM TOTAL FOR WATERSHED PARKS AND TRAILS

- 6.1.1.a Construct the waterfront trail as described in the North Delaware Riverfront Plan (2001) and the Central Delaware Waterfront Master Plan (2011).
- 6.1.1.b Complete the portion of the East Coast Greenway urban trail system that runs through Philadelphia.
- 6.1.1.c Complete the tidal Schuylkill River trail from South Street to Fort Mifflin.
- 6.1.1.e Complete the Fairmount Park watershed park trail system in all unfinished locations.
- 6.1.1.f Coordinate efforts to provide trail access and improve waterway conditions along the Tacony-Frankford Creek.
- 6.1.2.d Ensure all river and creek trails in watershed parks are completed and connect to the corridor network.

MEDIUM TERM TOTAL FOR WATERSHED PARKS AND TRAILS

- 6.1.3.a Advocate for an unbroken system of naturally vegetated open space across county boundaries at the Wissahickon, Darby, Cobbs, Tacony, Pennypack, and Poquessing Creeks, and Delaware and Schuylkill Rivers.

MEDIUM TERM TOTAL FOR WATERSHED PARKS AND TRAILS

TOTAL FOR WATERSHED PARKS AND TRAILS

Waterfronts

- 6.2.1.c Create pedestrian-friendly streetscapes to connect adjacent neighborhoods to the Delaware and Schuylkill Rivers, e.g. through public art and greening strategies.
- 6.2.2.c Provide for new and maintain existing public boat launch locations along recreational areas of the Delaware and Schuylkill Rivers.
- 6.2.2.b Prepare a feasibility study for the proposed ferry service in the Centennial District Master Plan (2005) that connects the Water Works to the Philadelphia Zoo's southern entrance.

SHORT TERM TOTAL FOR WATERFRONTS

- 6.2.2.a Establish water-taxi and ferry service connecting waterfront activity centers.

MEDIUM TERM TOTAL FOR WATERFRONTS

- 6.2.1.b Support transit access along the Delaware River Waterfront.
- 6.2.1.a Support further development of the North Delaware Riverfront Plan (2001), Tidal Schuylkill River Trail Master Plan (2003), and Central Delaware River Waterfront Master Plan (2011) to transform land uses along waterfronts and increase recreational access.

ON-GOING TERM TOTAL FOR WATERFRONTS

TOTAL FOR WATERFRONTS



OPEN SPACE

<i>Responsible Organization</i>	<i>Time Frame</i>	<i>Ongoing Strategy</i>	<i>Capital Costs</i>	<i>Operating Costs</i>
<i>DOT, MOTU, PCPC</i>	<i>S</i>			
<i>DOT</i>	<i>M</i>			
<i>DOT</i>	<i>L</i>			
<i>DOT</i>	<i>S</i>			
<i>DOT, Community nonprofits</i>	<i>S</i>			
<i>DOT</i>	<i>S</i>			
<i>DOT, MOTU</i>	<i>S</i>			
<i>Commerce</i>	<i>M</i>			
<i>SEPTA, MOTU</i>	<i>M</i>			
			<i>\$unknown</i>	<i>\$unknown</i>
			<i>\$unknown</i>	<i>unknown</i>
<i>PPR</i>				
<i>PCPC, Streets, MOTU, PPR</i>	<i>S</i>			
<i>PCPC, PPR, PECO, SEPTA, Rail Carriers</i>	<i>S</i>			
<i>PWD, PCPC, PPR, MOACCE, Nonprofit Organizations</i>	<i>S</i>		<i>\$2,585,000</i>	<i>\$0</i>
<i>PPR, MOTU, PCPC</i>	<i>M</i>			
<i>PPR, MOTU, Streets, Non-profit Organizations</i>	<i>M</i>			
<i>SRDC, PCPC, MOTU, PPR, PIDC</i>	<i>M</i>			
<i>PPR</i>	<i>M</i>			
	<i>M</i>			
<i>PPR, PWD</i>	<i>M</i>	<i>0</i>	<i>\$170,390,000</i>	<i>\$3,300,000</i>
	<i>M</i>	<i>0</i>		
			<i>\$0</i>	<i>\$1,650,000</i>
			<i>\$172,975,000</i>	<i>\$4,950,000</i>
<i>PCPC, MOTU, PPR, PWD, Streets, Non-Profit Organizations, OACCE</i>			<i>0</i>	
<i>DRWC, PPR, SRDC</i>	<i>S</i>	<i>0</i>		
	<i>S</i>			
			<i>\$5,775,000</i>	<i>\$0</i>
<i>DRPA, DRWC, PRPA, SRDC, Private Operators</i>	<i>M</i>		<i>\$3,300,000</i>	<i>\$19,800,000</i>
			<i>0</i>	
			<i>0</i>	
			<i>\$0</i>	<i>\$0</i>
			<i>\$9,075,000</i>	<i>\$19,800,000</i>

Strategy

Neighborhood Parks and Recreation

6.3.1.a Convert opportunity sites such as schoolyards and recreation centers into neighborhood green space accessible outside of normal school operating hours.

6.3.1.b By 2015, create 500 acres of publicly accessible green space as identified in the Green2015 Plan (2010) commissioned by Philadelphia Parks and Recreation Department (PPR).

SHORT TERM TOTAL FOR NEIGHBORHOOD PARKS AND REC

6.3.1.c Encourage institutional and private open space to be more accessible to neighborhood users.

6.3.1.d Prioritize the creation of neighborhood parks in underserved areas.

6.3.2.a Ensure that parks and trails are in close proximity to neighborhood centers.

6.3.2.b Ensure walking or cycling are viable options to reach major public facilities.

6.3.2.c Ensure that all trails and trail heads have clear signage to guide users to connecting trails and major destinations.

6.3.3.a Enhance and diversify sources of funding to support capital operating and program needs.

6.3.3.b Co-locate recreation centers and other public facilities to conserve resources and maximize use.

6.3.3.c Promote density of mixed uses along major park edges to ensure close constituency for park land.

6.3.3.d Promote programming in various parks to encourage users.

6.3.3.e Provide signage and promote alternative modes of transportation throughout the park system.

ON-GOING TERM TOTAL FOR NEIGH PARKS AND REC

TOTAL FOR NEIGHBORHOOD PARKS AND RECREATION

Air Quality

7.1.1.a Employ various strategies to improve air quality related to transportation.

7.1.1.b Employ various strategies to improve air quality related to buildings.

7.1.2.a Reduce GHG emissions by 20% below 1990 levels by 2015 and 45% by 2035.

7.1.2.b Strongly support regional, state, and national efforts to improve air quality.

7.1.2.c Take advantage of potential future funding opportunities to promote cost-effective GHG reductions.

7.1.2.d Support efforts to promote reduce, reuse, recycle waste in Philadelphia.

7.1.2.e Encourage white and green roofs to reduce GHG production from heating and cooling buildings.

7.1.3.a Encourage public and private owners to use cool surfaces (reflective and vegetated) to improve the urban heat island effect.

7.1.3.b Encourage private and public land owners to plant more trees.

ON-GOING TERM TOTAL FOR AIR QUALITY

TOTAL FOR AIR QUALITY

Water Quality

7.2.3.c Introduce green stormwater infrastructure in districts with combined storm and sewer systems to mitigate combined sewer overflows.

7.2.3.e Support initiatives for green stormwater infrastructure on private land.

7.2.3.f Support alternative transportation to reduce polluted run-off from streets.

7.2.2.d Implement development controls that will protect streams and rivers.

SHORT TERM TOTAL FOR WATER QUALITY

7.2.2.a Restore wetland candidate sites on the Delaware River included in the Philadelphia International Airport (PHL) Capacity Enhancement Program Wetland Mitigation Plan (2009).

7.2.2.c Improve water quality, habitat conditions, and recreation opportunities along all waterways, such as the Tacony-Frankford Creek.

7.2.3.a Create and sustain a citywide network of green streets and sidewalks that manage storm water effectively and provide a comfortable pedestrian experience.

MEDIUM TERM TOTAL FOR WATER QUALITY

7.2.1.a Strongly support national, state, and regional efforts to strengthen and enforce the Clean Water Act (1972).

7.2.1.b Promote continued inter-municipal partnerships with land use regulations.

7.2.1.c Prevent upstream sources from being impaired by mining, agriculture, sprawl development and inadequate sewage treatment.

7.2.2.b Maintain Philadelphia's Wetland and Stream Project Registry that identifies specific locations for ecological restoration projects.

7.2.3.b Promote the use of pervious surfaces, vegetation, and infiltration to manage stormwater runoff wherever possible.

7.2.3.d Encourage sustainable building practices for private and public buildings relative to water management.

ON-GOING TOTAL FOR WATER QUALITY

TOTAL FOR WATER QUALITY



ENVIRONMENTAL RESOURCES

Strategy

Tree Cover

- 7.3.1.b *Revamp regulations about street tree responsibilities to encourage more tree planting.*
- 7.3.1.c *Maintain a digital street tree inventory and management system.*
- 7.3.1.d *Support tree planting as part of the Philadelphia Water Department's stormwater management plan.*
- 7.3.2.b *Maintain the location-based natural resource management system managed by Philadelphia Parks and Recreation Department.*
- 7.3.3.a *Increase and sustain the number of partnerships related to tree planting and educational programs described in Greenworks Philadelphia*
- 7.3.3.b *Support incentives to encourage street tree planting by private property owners.*

SHORT TERM TOTAL FOR TREE COVER

- 7.3.1.a *Utilize vacant, city-owned land as nurseries for future Philadelphia trees.*
- 7.3.2.a *Increase average planting density to reach 300 trees per acre.*

ON-GOING TOTAL FOR TREE COVER

TOTAL FOR TREE COVER

Cultural, Historical, and Architectural Resources

- 8.1.1.a *Create and maintain a preservation plan to identify and designate resources.*
- 8.1.1.b *Revamp the Neighborhood Conservation District program to be based on preservation principles and to include commercial properties.*
- 8.1.1.d *Create a public source for information on how to rehabilitate and energy retrofit older homes.*
- 8.1.1.e *Ensure new development is compatible with historic districts.*
- 8.1.1.f *Ensure adequate funding for city-owned historic properties to provide proper maintenance and preservation.*
- 8.1.1.g *Adopt guidelines to ensure preservation of historic properties that are sold by the City for private development.*
- 8.1.2.a *Survey and designate historically significant industrial buildings, complexes, and infrastructure.*
- 8.1.2.c *Promote the conversion of historic industrial buildings to new uses.*
- 8.1.2.d *Promote reuse of industrial complexes as neighborhood centers, such as the Frankford Arsenal, Budd Plant site, and Disston Saw Works.*
- 8.1.2.e *Create inventory of industrial buildings to market for new uses.*
- 8.1.2.f *Encourage the reuse of industrial buildings for arts and creative industry uses.*
- 8.1.3.a *Identify historic commercial corridors and anchor buildings, including churches, schools, banks, and theatres.*
- 8.1.3.b *Ensure all neighborhood commercial centers are vibrant and use historic storefronts as assets.*
- 8.1.3.c *Support incentives to improve condition and promote reuse of anchor buildings, such as the Beury Building at Broad Street and Erie Avenue, Divine Lorraine at Broad Street and Fairmount Avenue, and Sedgwick Theatre on Germantown Avenue.*
- 8.1.3.d *Promote reuse of surplus school buildings for housing and other compatible uses.*
- 8.1.3.e *Ensure funding and maintenance for historic sidewalks and streets*
- 8.1.4.a *Survey, identify and protect archaeological resources through legislation and other means.*
- 8.1.4.b *Streamline system of recovery for archaeological artifacts to minimize cost to developers.*
- 8.1.4.c *Support projects that educate the public about archaeology and important Philadelphia sites.*
- 8.1.7.c *Promote local participation and fund tourism campaigns for historically important traditions, such as the Mummer's Day parade, the Holiday lightshow at the historic Wanamaker Building and the Dad Vail Regatta.*

SHORT TERM TOTAL FOR CULT, HIST, ARCH RESOURCES



HISTORIC PRESERVATION

<i>Responsible Organization</i>	<i>Time Frame</i>	<i>Ongoing Strategy</i>	<i>Capital Costs</i>	<i>Operating Costs</i>
<i>PPR, SDP, PCPC, Law</i>	<i>S</i>			
<i>PPR</i>	<i>S</i>	<i>0</i>		
<i>PPR</i>	<i>S</i>	<i>0</i>		
<i>PPR, MOS, Non-Profit Organizations</i>	<i>S</i>	<i>0</i>		
<i>PPR, Civic\Community Organizations, Commerce</i>	<i>S</i>	<i>0</i>		
			<i>\$0</i>	<i>\$5,346,000</i>
<i>PCPC, DPP, OHCD, RDA, PPR, Commerce</i>		<i>0</i>		
<i>PPR</i>		<i>0</i>		
			<i>\$136,200,000</i>	<i>\$0</i>
			<i>\$149,820,000</i>	<i>\$5346,000</i>
<i>PHC, nonprofits, PPR, DPP</i>	<i>S</i>	<i>0</i>		
<i>PHC, Nonprofit Organizations, PPR, DPP</i>	<i>S</i>			
<i>PHC, PCPC</i>	<i>S</i>	<i>0</i>		
<i>PCPC</i>	<i>S</i>	<i>0</i>		
<i>PHC, Nonprofit Organizations, OHCD, MOS, OACCE</i>	<i>S</i>	<i>0</i>		
<i>PHC, PCPC</i>	<i>S</i>	<i>0</i>		
<i>PHC, Nonprofit Organizations, PIDC, RDA</i>	<i>S</i>	<i>0</i>		
	<i>S</i>			
	<i>S</i>	<i>0</i>		
<i>Commerce, Nonprofit Organizations</i>	<i>S</i>	<i>0</i>		
<i>Commerce</i>	<i>S</i>	<i>0</i>		
	<i>S</i>	<i>0</i>		
<i>PHC, City Council, Nonprofit Organizations</i>	<i>S</i>			
<i>PHMC, PHC, Commerce, OACCE</i>	<i>S</i>	<i>0</i>		
			<i>\$5,549,500</i>	<i>\$13,728,000</i>

The dollar values in the cost table are good-faith estimates determined by the PCPC in collaboration with the agencies responsible for implementation. Not all projects lend themselves to hard costs. All costs are in 2010 values and rounded up for estimating purposes. A general overall contingency has not been applied.

Strategy

- 8.1.1.c *Promote tax incentives for rehabilitation of locally designated resources.*
- 8.1.2.b *Promote the reuse of industrial infrastructure for new uses, such as the Reading Viaduct, swing bridge over the Schuylkill River, and the Manayunk canal.*
- 8.1.5.a *Promote grants and other incentives for long-term maintenance and reuse for cemeteries and religious properties at risk.*
- 8.1.5.b *Support conversion of vacant religious properties to new uses, including community and cultural uses.*
- 8.1.5.c *Invest in physical improvements to guarantee public access to cemeteries as open space.*
- 8.1.6.b *Identify and preserve public viewpoints, scenic sites, and scenic corridors.*
- 8.1.6.d *Strive to make the Schuylkill and Delaware Rivers part of the State Scenic Rivers Program.*
- 8.1.7.a *Survey and, where possible, designate cultural resources and thematic districts based on cultural and ethnic themes.*

MEDIUM TERM TOTAL FOR CULT, HIST, ARCH RESOURCES

- 8.1.6.a *Protect historic landscapes from development and invasive plants.*
- 8.1.6.c *Protect the viewsheds of important buildings, such as City Hall, Benjamin Franklin Bridge, Christ Church, and Lemon Hill.*
- 8.1.7.b *Promote cultural activities that foster life-long cultural exploration and learning.*

ON-GOING TOTAL FOR CULT, HIST, ARCH RESOURCES

TOTAL FOR CULTURAL, HISTORICAL, ARCHITECTURAL RESOURCES

Heritage Tourism

- 8.2.1.a *Coordinate and promote tours and programs in and about various neighborhoods, highlighting those that are not typically seen as tourist attractions, such as Mount Airy and Germantown.*
- 8.2.1.c *Formalize a new culinary tourism program highlighting neighborhood cuisines, breweries, and destination food markets.*
- 8.2.1.f *Create and promote public-art tours.*
- 8.2.2.a *Encourage activities in various locations to protect environmental resources and showcase the city.*
- 8.2.2.b *Encourage participants and spectators to use shuttles, non-motorized, and public transportation.*
- 8.2.2.c *Promote recycling programs, especially for water bottles during events and races.*
- 8.2.2.d *Encourage "Do Not Litter" campaigns during events to limit trash left in the parks and along city streets.*
- 8.2.2.e *Promote high standards of environmental and energy-efficient design of visitor facilities.*

SHORT TERM TOTAL FOR HERITAGE TOURISM

Heritage Tourism

- 8.2.1.b *Create and maintain heritage trails in various historic districts to provide informational walking tours highlighting architectural, and social history.*
- 8.2.1.d *Emphasize the 19th and 20th century history of the city - "Workshop of the World" and "the Modern Era."*
- 8.2.1.e *Promote initiatives and events through the Philadelphia Sister City Program.*

MEDIUM TERM TOTAL FOR HERITAGE TOURISM

TOTAL FOR HERITAGE TOURISM

Development Patterns

- 9.1.1.a *Preserve and extend the city's street grid, especially through mega-blocks and large parcels of land and to connect to the waterfronts.*
- 9.1.1.c *Create Walkability Assessment tools for the city for use in preparing District Plans and in review of proposed urban projects.*
- 9.1.1.d *Launch a Pedestrian Plaza Program to improve the quality and safety of key intersections and street segments.*

SHORT TERM TOTAL FOR DEVELOPMENT PATTERNS

- 9.1.1.b *Reconfigure large scale sites to have visual and/or functional pathways.*

MEDIUM TERM TOTAL FOR DEVELOPMENT PATTERNS

- 9.1.2.a *Support preservation of the existing building stock to maintain existing urban form.*
- 9.1.2.b *Preserve access to public light and air by managing and shaping the mass, height, and bulk of new development.*
- 9.1.2.c *Promote context-sensitive design along the city's streets.*

TOTAL FOR DEVELOPMENT PATTERNS

<i>Responsible Organization</i>	<i>Time Frame</i>	<i>Ongoing Strategy</i>	<i>Capital Costs</i>	<i>Operating Costs</i>
<i>PHC, Commerce, Mayor, City Council, Revenue</i>	<i>M</i>	<i>0</i>		
<i>PPR, Commerce, Nonprofit Organizations, OACCE</i>	<i>M</i>			
<i>Commerce, Nonprofit Organizations, Revenue</i>	<i>M</i>	<i>0</i>		
<i>PPR, PHMC</i>	<i>M</i>	<i>0</i>		
<i>PHC, PPR, PCPC</i>	<i>M</i>	<i>0</i>		
	<i>M</i>			
<i>PHC, Nonprofit Organizations, OACCE</i>	<i>M</i>	<i>0</i>		
			<i>\$42,157,500</i>	<i>\$5,214,000</i>
<i>PHC, PPR</i>		<i>0</i>		
<i>PCPC, PHC, PPR</i>		<i>0</i>		
<i>OACCE, Nonprofit Organizations</i>		<i>0</i>		
			<i>\$0</i>	<i>\$6,000,000</i>
			<i>\$47,707,000</i>	<i>\$25,542,000</i>
<i>OACCE, Non-profit Organizations</i>	<i>S</i>	<i>0</i>		
<i>OACCE, Non-profit Organizations</i>	<i>S</i>			
<i>OACCE</i>	<i>S</i>	<i>0</i>		
<i>MDO, PPR, STREETS, PPR</i>	<i>S</i>	<i>0</i>		
<i>MDO, SEPTA, STREETS, PATCO</i>	<i>S</i>	<i>0</i>		
<i>MDO, STREETS, PPR</i>	<i>S</i>	<i>0</i>		
	<i>S</i>	<i>0</i>		
	<i>S</i>	<i>0</i>		
			<i>\$0</i>	<i>\$3,564,000</i>
<i>PHC, OACCE, Non-profit Organizations</i>	<i>M</i>	<i>0</i>		
<i>OACCE, Non-profit Organizations</i>	<i>M</i>	<i>0</i>		
<i>IVC</i>	<i>M</i>	<i>0</i>		
			<i>\$16,500,000</i>	<i>\$4,950,000</i>
			<i>\$16,500,000</i>	<i>\$8,514,000</i>
<i>PCPC, MOTU, STREETS, City Council</i>	<i>S</i>	<i>0</i>		
<i>PCPC, MOTU, STREETS</i>	<i>S</i>	<i>0</i>		
<i>PCPC, MOTU, Streets</i>	<i>S</i>			
			<i>\$0</i>	<i>\$3,300,000</i>
<i>PCPC, Streets, Law</i>		<i>0</i>		
			<i>\$0</i>	<i>\$0</i>
<i>PCPC, ZBA, L&I</i>		<i>0</i>		
<i>PCPC, ZBA, L&I, ZCC</i>		<i>0</i>		
		<i>0</i>		
			<i>\$0</i>	<i>\$0</i>
			<i>\$0</i>	<i>\$3,300,000</i>

The dollar values in the cost table are good-faith estimates determined by the PCPC in collaboration with the agencies responsible for implementation. Not all projects lend themselves to hard costs. All costs are in 2010 values and rounded up for estimating purposes. A general overall contingency has not been applied.

Strategy

- 9.2.1.a *Support the Civic Design Review process as proposed in the draft zoning code.*
 - 9.2.1.b *Develop design standards for public streets and spaces based on neighborhood contexts.*
 - 9.2.1.c *Reuse existing building stock and integrate vacant older buildings into new developments when possible.*
 - 9.2.2.b *Create standards for greening and cleaning, signage, and design for all major gateways, especially highways and along utility and rail corridors.*
 - 9.2.2.b.i *Establish rail corridor maintenance agreements that document standards, align responsibilities, and establish procedures for site access and risk management.*
 - 9.2.2.f *Utilize public art to enhance public spaces throughout the city.*
 - 9.2.3.a *Revamp the "Percent for Art" Program to maximize art budgets of various capital facilities and improve the public experience.*
 - 9.2.3.b *Advocate for the inclusion of significant works of public art where there is a confluence of public projects.*
 - 9.2.3.c *Support public art in parks, plazas, and other sections of the public realm, especially places that reflect neighborhood identity.*
 - 9.2.4.a *Ensure funding for conservation efforts to preserve public art.*
 - 9.2.4.b *Promote public art collection through various programs, such as walking and audio tours.*
- SHORT TERM TOTAL FOR URBAN DESIGN**
- 9.2.2.a *Transform Center Square into a destination park, including a rehabilitated City Hall station.*
 - 9.2.2.d *Beautify alleyways and service streets with green stormwater management infrastructure.*
 - 9.2.2.e *Invest in street furniture, including benches, bus shelters, meter and sewer covers and street signs, that reflects the architectural character of various neighborhoods.*
 - 9.2.2.g *Enliven public spaces with programmed events, fairs, and markets.*
 - 9.2.4.c *Create stewardship programs in various neighborhoods to help maintain public works of art.*
- MEDIUM TERM TOTAL FOR URBAN DESIGN**
- 9.2.2.c *Bury all utilities underground to promote more visually pleasing neighborhoods.*
- LONG TERM TOTAL FOR URBAN DESIGN**
- TOTAL FOR URBAN DESIGN**

OVERALL TOTAL, ALL ELEMENTS, ALL PHASES

<i>Responsible Organization</i>	<i>Time Frame</i>	<i>Ongoing Strategy</i>	<i>Capital Costs</i>	<i>Operating Costs</i>
<i>PCPC</i>			<i>0</i>	
<i>PCPC, PWD, MOTU, Streets</i>	<i>S</i>			
<i>PCPC, PHC, Commerce, RDA, PHA, OHCD</i>			<i>0</i>	
<i>MOTU, Amtrak, SEPTA, PennDOT, Streets, Rail Carriers</i>	<i>S</i>			
<i>MOTU, Amtrak, SEPTA, PennDOT, Streets, Rail Carriers</i>	<i>S</i>		<i>0</i>	
<i>OACCE</i>			<i>0</i>	
<i>OACCE, RDA, PCPC</i>	<i>S</i>		<i>0</i>	
<i>PCPC, OACCE</i>	<i>S</i>		<i>0</i>	
<i>OACCE, Nonprofit Organizations</i>	<i>S</i>		<i>0</i>	
<i>OACCE</i>	<i>S</i>		<i>0</i>	
<i>OACCE</i>	<i>S</i>		<i>0</i>	
			<i>\$1,210,000</i>	<i>\$16,120,500</i>
<i>MOTU, Streets, DPP, PCPC, PPR, PWD</i>	<i>M</i>			
<i>MOTU, Streets, PWD, L&I</i>	<i>M</i>		<i>0</i>	
<i>MOTU, Streets, SEPTA</i>	<i>M</i>		<i>0</i>	
	<i>M</i>		<i>0</i>	
<i>OACCE</i>	<i>M</i>		<i>0</i>	
			<i>\$57,640,000</i>	<i>\$1,716,000</i>
<i>MOTU, PAPUC, Streets, PECO</i>	<i>L</i>			
			<i>\$412,500,000</i>	<i>\$0</i>
			<i>\$471,350,000</i>	<i>\$17,836,500</i>
			<i>\$42,763,441,600</i>	<i>\$2,666,587,000</i>

The dollar values in the cost table are good-faith estimates determined by the PCPC in collaboration with the agencies responsible for implementation. Not all projects lend themselves to hard costs. All costs are in 2010 values and rounded up for estimating purposes. A general overall contingency has not been applied.

APPENDIX

> Government Agencies and Abbreviations

As noted in the Implementation Section, the goals and objectives found in *Philadelphia2035* will be accomplished with the partnership of various agencies and organizations. Below is a listing of agencies at the federal, state, regional and local level that will play a role the implementation of the Citywide Vision. The abbreviations correspond with those used in the Cost matrix.

FULL NAME	ABBREVIATION
Federal Agencies	
U.S. Army Corps of Engineers	USACE
U.S. Environmental Protection Agency	USEPA
U.S. Department of Housing and Urban Development	HUD
State Agencies	
Pennsylvania Department of Environmental Protection	PADEP
Pennsylvania Department of Transportation	PennDOT
Pennsylvania Historical and Museum Commission	PHMC
Pennsylvania Public Utility Commission	PAPUC
Regional Agencies	
Delaware Valley Regional Planning Commission	DVRPC
Southeastern Pennsylvania Transportation Authority	SEPTA
City Agencies	
Board of Revision of Taxes	BRT
Department of Public Property	DPP
Free Library of Philadelphia	Library
International Visitors Council of Philadelphia	IVC
Managing Director's Office	MDO
Mayor's Office of Arts, Culture and the Creative Economy	MOACCE
Mayor's Office of Sustainability	MOS
Mayor's Office of Transportation and Utilities	MOTU
Mayor's Office of Education	MOE
Office of Budget and Program Evaluation	Budget

Office of the Director of Finance	Finance
Office of Fleet Management	Fleet
Office of Housing and Community Development	OHCD
Office of Property Assessment	OPA
Office of Supportive Housing	OSH
Philadelphia City Planning Commission	PCPC
Philadelphia Corporation for Aging	PCA
Philadelphia Department of Commerce	Commerce
Philadelphia Department of Licenses and Inspections	L&I
Philadelphia Department of Public Health	PDPH
Philadelphia Department of Records	DOR
Philadelphia Division of Technology	DOT
Philadelphia Gas Works	PGW
Philadelphia Historical Commission	PHC
Philadelphia Housing Authority	PHA
Philadelphia International Airport	PHL
Philadelphia Law Department	Law
Philadelphia Parking Authority	PPA
Philadelphia Parks and Recreation Department	PPR
Philadelphia Police Department	Police
Philadelphia Revenue Department	Revenue
Philadelphia Sherriff's Office	Sherriff
Philadelphia Streets Department	Streets
Philadelphia Water Department	PWD
Redevelopment Authority of Philadelphia	RDA
School District of Philadelphia	SDP
Zoning Board of Adjustment	ZBA
Zoning Code Commission	ZCC

Quasi-Government Agencies

Delaware River City Corporation	DRCC
Delaware River Port Authority	DRPA
Delaware River Waterfront Corporation	DRWC
Philadelphia Cultural Fund	PCF
Philadelphia Industrial Development Corporation	PIDC
Philadelphia Regional Port Authority	PRPA
Schuylkill River Development Corporation	SRDC

Other Agencies

New Jersey Transit	NJT
Port Authority Transit Corporation	PATCO

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