

Reading Terminal Headhouse: Heart of the East Market Renewal



**Urban Land
Institute**

Philadelphia

Serving Eastern and Central
Pennsylvania, Southern New
Jersey, and Delaware

An Urban Land Institute
Technical Assistance Panel
May 6–7, 2015

On behalf of Headhouse Retail Associates, LP

Table of Contents

About ULI.....1

Introduction.....1

What Was Asked of the TAP.....3

Key Issues and Observations.....3

Opportunities.....5

Summary.....9

ULI Panelists.....10

Stakeholders.....13

About ULI – the Urban Land Institute

The Urban Land Institute (ULI) was established in 1936 as a nonprofit educational and research institute and is supported by 35,000 members representing all aspects of land use and development disciplines. ULI's mission is to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide.

ULI provides guidance to nonprofits and municipalities seeking solutions to land use challenges. At the regional

level, ULI Philadelphia offers Technical Assistance Panels (TAPs) that bring together objective planners, developers, lenders, architects, and related professionals to evaluate specific needs and make recommendations on implementation in an atmosphere free of politics and preconceptions. ULI member and non-member professionals provide their expertise in a voluntary capacity and each has signed an agreement to avoid current or potential conflicts of interest.

Introduction to the Reading Terminal Headhouse

Background

In 1891, when construction began for the Philadelphia and Reading Railroad's new passenger facility, at 12th Street from Market to Arch, the goal of the railroad's ambitious president was to create a showpiece—a terminal that would outshine that of the Pennsylvania Railroad just west of City Hall. When the complex opened in 1893 it was indeed impressive. The elevated train shed—25 feet above street level—measured 95 feet high and 256 feet wide, wide enough to span 13 tracks. With a length of 559 feet, the shed was long enough that entire trains could pull in and discharge passengers under cover of its enormous roof.

Since the train shed was above street level, the ground floor was built to be a market hall for existing farmers' markets; the building opened in 1892 as the Reading Terminal Market. Attached to the massive train shed, on the Market Street side, the eight-story passenger station and Headhouse, with ticket counters, waiting areas and restaurants, also served as headquarters for the Philadelphia and Reading Railroad. The Headhouse building was designed in the style of Italian Renaissance Revival, its exterior finished with pink granite and brick, and cream-colored terra cotta trim.

A series of operational renovations and improvements to the station were made in the 1930's and 1940's, but by 1971 Reading's core business—transporting anthracite—had collapsed, and the company declared bankruptcy. The Southeastern Pennsylvania Transportation Authority (SEPTA), which had been gradually assuming the Reading's commuter rail service, became the primary regional rail service provider. And in 1984 when a commuter rail tunnel was completed and the Market East Station was opened, the Reading Terminal had become obsolete and the last train departed the station. Two years later, the Headhouse, the train shed and its viaduct were sold to the City of Philadelphia as a key component of the planned Pennsylvania Convention Center project.



The Reading Terminal Station included the ornate Headhouse on Market Street, and the enormous train shed which continued north to Arch Street.

Current Use

Today the Headhouse building serves multiple purposes. The ground floor is identified by signage as an entrance to the Convention Center from Market Street. The ground floor also includes several restaurants, retail establishments, a small information desk, and access to SEPTA's Jefferson Station (formerly Market East Station), the Reading Terminal Market and The Gallery. The lower concourse level of the Headhouse leads to regional rail service and is the westernmost entrance to The Gallery, a multi-level million-square-foot urban mall that is currently undergoing a major renovation. The second floor of the Headhouse includes the train shed as well as function space for the Marriott Hotel (located on the opposite corner of 12th and Market Streets) and access to Marriott Hotel guestrooms on floors two through eight. A skybridge across 12th Street connects the Marriott Hotel with the Headhouse.



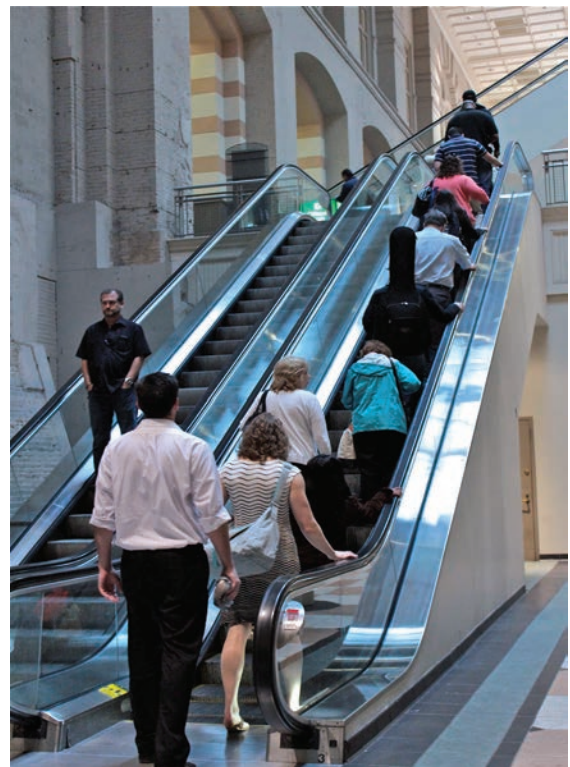
Ground floor of the Headhouse lobby at the Market Street entrance

- Escalators in the center of the ground floor provide access to the second floor and to the Convention Center via the historic train shed. Escalators to the right of the Market Street entrance provide access to the lower concourse level and regional rail service via Jefferson Station. Directly north of the Headhouse, across Filbert Street, **the Reading Terminal Market continues to operate and has become Philadelphia's most popular destination**—for tourists and residents alike.

Condominium Association and Management Structure

Ownership of the Headhouse is a condominium form of ownership; the property is known as the 12th and Market Headhouse Condominium. Philadelphia Market Street Marriott Hotel II LP owns 83 percent of the condominium and controls two of the three votes on the condo board; Headhouse Retail Associates, LP owns 17 percent and controls the remaining vote. Floorplans of the property designate Unit 1 areas as hotel area and Unit 2 areas as retail; Unit 3 has been granted an easement and is the designation for public areas. Certain areas, such as the mechanical room on the ground floor, are not part of the condominium. The condominium documents can be changed by simple majority vote of the board.

The Marriott Hotel manages and maintains the rooms, hotel areas and function spaces of Unit 1 areas. Leasing, management and maintenance of the retail portion (Unit 2) are the responsibility of Metro Commercial Management Services, Inc., engaged by the Philadelphia Redevelopment Authority. Maintenance and security for the public areas (Unit 3), including staffing the small information desk, is within the domain of the Convention Center.



Lower concourse level looking up to the ground floor of the Headhouse

What Was Asked of the TAP

In 2009, prior to the expansion of the Convention Center and before plans were formulated for the redevelopment of The Gallery, a **strategic plan** was developed for the Market East District by the Philadelphia City Planning Commission. The plan proposed giving the Reading Terminal Market a presence on Market Street by expanding the market into the underutilized Headhouse and creating more food-oriented programming for the lower concourse level. To date, the market has not been expanded. But given that the Convention Center expansion is complete and that The Gallery

redevelopment is underway, **the TAP Panel was asked to evaluate:**

- **Opportunities to link** the Reading Terminal Market to Market Street.
- Options for **reprogramming/repurposing** the ground floor (retail offerings and tenants), as well as the lower concourse level, as an entry to The Gallery.
- **Access** through the Headhouse and the Market East Filbert Street entrance with respect to The Gallery renovations and pedestrian flow.



Key Issues and Observations

The Panel found the revitalization of the Headhouse challenging because of its multiple and diverse purposes, its physical layout, and because several of its most successful tenants—the popular Dunkin’ Donuts and the heavily used Wine and Spirits shop, for example—do not necessarily reflect the “highest and best use” of the property. At the same time, the purpose prescribed for the Headhouse in the 1980s, to be a grand entrance to the Convention Center, is now of lesser importance. Additionally there are entities with an interest in the building that are not part of the condominium structure, namely SEPTA, the Pennsylvania Convention Center, PREIT (developer of The Gallery), the Reading Terminal Market and Girard Estate, the owner of the adjacent Aramark Tower.

In considering future use for the Headhouse, the Panel evaluated the following attributes and characteristics of the property:

Space utilization, flow and connectivity

- **The building’s former, primary purpose**—entrance to the Convention Center—**is no longer relevant**. Most visitors to the Convention Center are required to use an entrance on Arch Street.
- The **building is not readily recognizable as an entrance** to the regional rail station. Doors are locked from mid-

night to 6:00 a.m., denying access to the station from Market Street.

- From the street, it is not clear that the Headhouse provides access to The Gallery or the Reading Terminal Market.
- **The Reading Terminal Market is not visible** from the inside of the Headhouse, and is accessible only through a narrow corridor.
- The Headhouse is busy during rush hours but for most of the day there is a lack of vitality; space seems wasted.
- The existing **vertical transportation** (escalators to second level, elevator and wrap-around stairwell) **blocks any meaningful connectivity** to the Reading Terminal Market, and makes circulation in the ground floor lobby area confusing.

Interior aesthetics

- Materials and colors used in the common space are muted, dated and don’t reflect the high quality of the building’s exterior.
- Flooring tiles are textured, appear dirty and are reported to be slippery when wet.
- The relatively low-level lighting in the three-story area contributes to the impression of a dull, under-lit space.



Although the exterior sign marks the building as “Pennsylvania Convention Center,” visitors to the Center are often directed to use another entrance.

- There is **no exterior signage for the Marriott Hotel**, the Headhouse’s largest user in square footage.
- The lobby of the Headhouse is not the primary entrance for any of the Headhouse retailers; each can be entered from the street.
- There is no clear signage directing visitors up the escalators to view the historic train shed.

Filbert Street

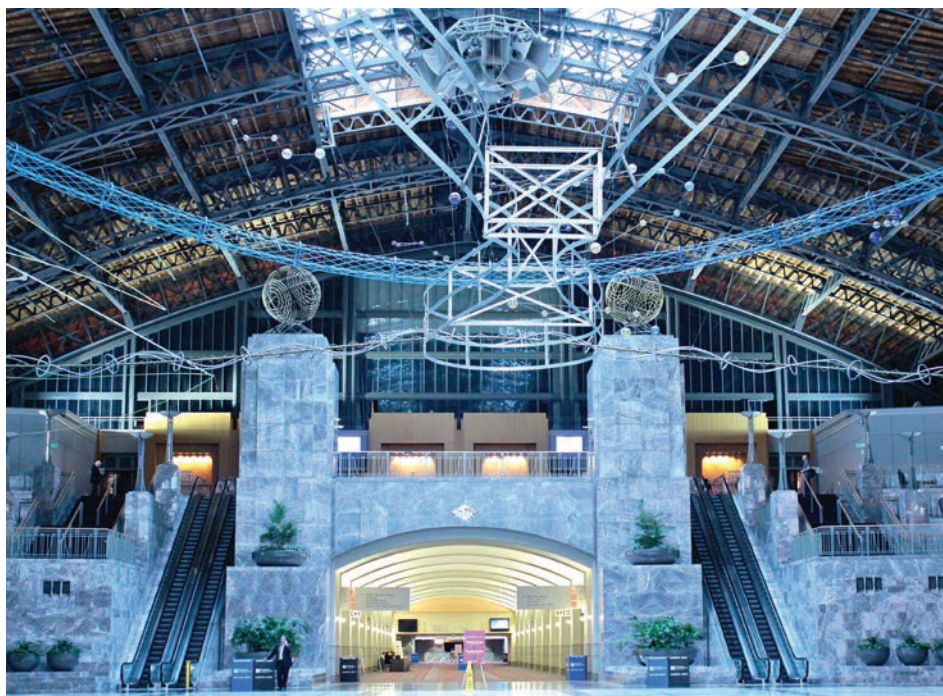
- Fundamentally, **the street is a barrier** and an impediment to achieving the goal of connecting the Headhouse to the Reading Terminal Market.
- With parking permitted on both sides, the street is congested.
- **Sidewalks are narrow and prohibit other functions.**
- The portion of the block under the train shed is dark and seems unsafe.
- The Filbert Street entrance to SEPTA’s Jefferson Station (one of the few direct entrances) is not well marked or maintained.
- The corridor that links the Headhouse to Filbert Street and Reading Terminal Market exits in the middle of the block, encouraging visitors to step between parked vehicles and jaywalk across Filbert.

Identity and wayfinding

- At the Market Street entrance, the building features a marquee sign for the Convention Center but in reality, the Center is accessible only on the second level via the train shed. And the Center’s entrance policy to the train shed is inconsistent; **visitors who use the Headhouse to reach the Convention Center often find themselves turned away** by the guards. Most Convention Center users enter and exit at either 12th and Arch Streets, or Broad and Cherry Streets.
- The Market Street entrance also says “Jefferson Station” but there is **no clear transit signage** or SEPTA logo that brands the building as a transit station.
- There is no clear signage on the property’s exterior that indicates access to The Gallery.

Environment and behavior, inside and outside

- Poor lighting on Filbert Street creates a threatening atmosphere and attracts vagrants; poor sanitary conditions are also an issue.
- Vagrants often take shelter inside the building, under the escalators on the lower concourse level.
- There are no security cameras; security personnel aren’t immediately evident.
- During non-peak hours, the Headhouse is sparsely populated and can seem insecure, particularly to out-of-town visitors who are unfamiliar with the area.



The enormous, historic train shed on the second floor is infrequently used for convention events. The corridor at the far end leads to the Convention Center's more traditional spaces.

Opportunities

Redevelopment and rebranding of The Gallery. New residential construction in the area now referred to as East Market. **Increased popularity of transit.** A robust convention business. And an increased demand for the locally sourced produce, artisanal products and ethnic ingredients that the Reading Terminal Market is known for. These factors and market conditions have created the **perfect storm for re-thinking the Reading Terminal Headhouse and its role** on Market Street.

At the same time, the Panel believes there is an opportunity to re-organize the management structure of the Headhouse, and that more efficient organization will be key to the property's success. A more strategic approach to the

retail space, centralized and accountable management and maintenance, and collaborative planning by all the prominent stakeholders—condominium owners and non-owners—should result in a property that is well-maintained, functional, vibrant, attractive and safe.

The Condominium Association may also want to investigate available tax incentives and credits—for example, funding that may be available through the Redevelopment Assistance Capital Program (RACP), historic tax credits and eased façade easements, among many others.

The Panel saw **many opportunities**, some long-term and some immediate, for improving the functionality of the Headhouse.

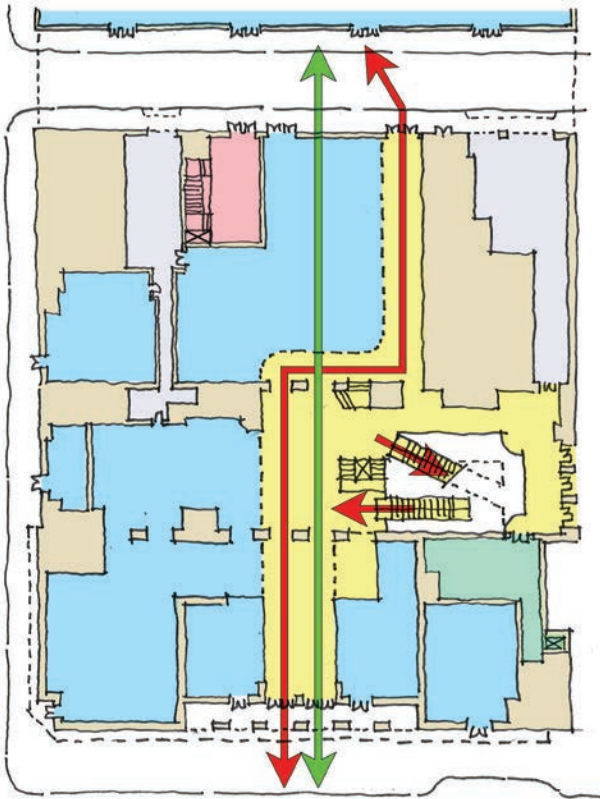
Space utilization, flow and connectivity

- Panelists agreed that **vertical transportation, primarily the escalators leading up to the train shed, is a major impediment** to achieving any goal of connecting the Headhouse to the Reading Terminal Market. During an informal charrette, several Panelists offered suggestions for reconfiguring the ground floor space:

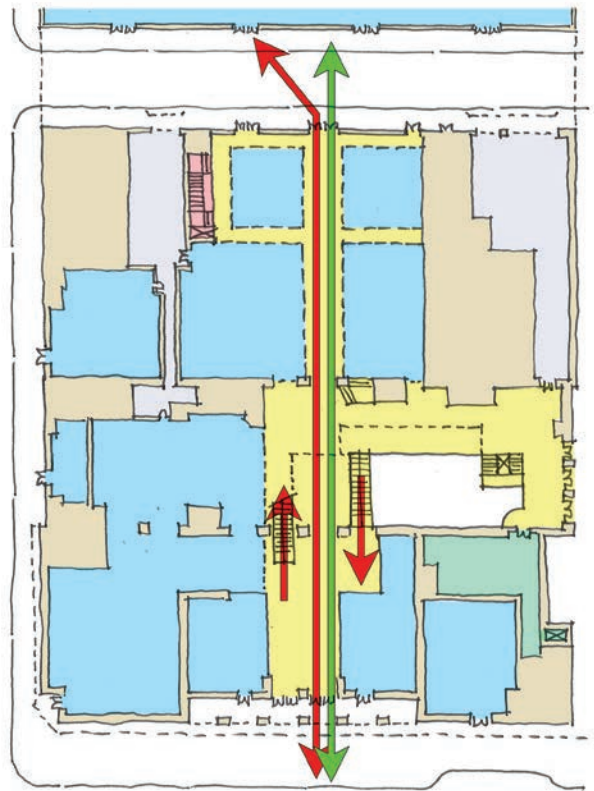
1. Move escalators for the train shed to the right (roughly parallel to the escalators serving the lower concourse level) to open the central space and create a better line of vision to the Field House and beyond to the Market. Widen the existing corridor leading to the Market.
2. Move the escalators for the train shed to the left, creating a broad path through the central space. Align the corridor to the market with the new broader path, and bisect or reconfigure the Field House as needed.

3. The most dramatic suggestion placed all up and down escalators parallel to each other and created a broad central path between them, effectively linking Market Street to the Market. In this scenario the path to the Market would be flanked with vendors and restaurants that support the Market's food-oriented mission.

- Currently there is significant unused space on the second floor and street level that could be used for hotel functions. Incorporating any of the above plans could open up more space that might be used as a health club or coffee bar, for example.
- The Panel also discussed the **possibility of the Headhouse functioning as a separate boutique hotel** with its own amenities—while maintaining key access points and uses on the ground floor and lower concourse level.



Version 1--The least costly option would re-locate two escalators and widen the corridor to the Market.



Version 3--Creating a broad path between re-located escalators and bisecting the sports bar would open up the Headhouse lobby and connect Market Street to the popular Reading Terminal Market.

Interior aesthetics

- **Improve both the natural and artificial light.**
- **Improve the sightlines** by relocating some vertical elements (escalators, columns) and emphasize visual connections.
- Incorporate illuminated displays, banners, event signage and lighting that will form connections, enhance details and clearly mark destinations such as the historic train shed.
- **Refresh vertical surfaces;** consider using transparent materials and multimedia elements.
- Improve the quality of signage and graphics.
- Update the Headhouse Design Criteria document.



Currently a narrow, poorly-marked hallway leads from the Headhouse to Philadelphia's most popular attraction – the Reading Terminal Market.

Identity and wayfinding

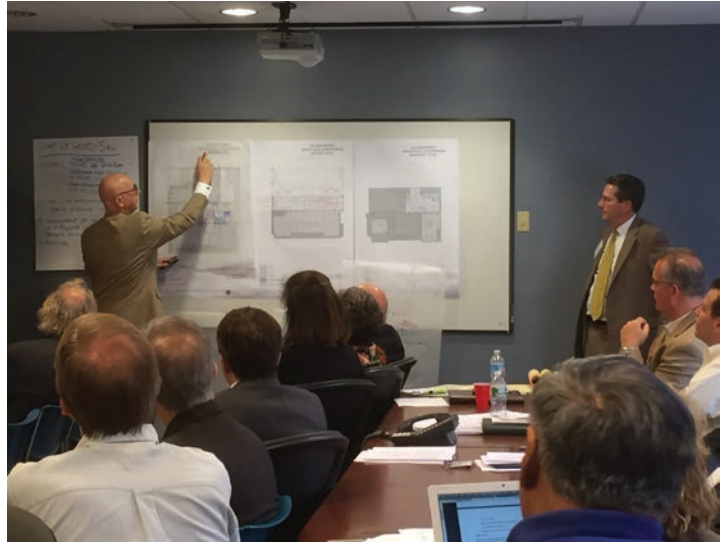
- **Better signage is needed.**
 - o Directional signage should be more prominent.
 - o More effective interpretative signage would help visitors place the Headhouse and the train shed in proper historic context, and make the connection to the Reading Terminal Market.
 - o An attractive and coherent signage package would also brighten the space.
- Information booth/concierge station should be more visible; perhaps it could be a satellite of the visitor information center.
- On the ground floor, an arrival/departure board for SEPTA's Regional Rail would be helpful for commuters and would reinforce the Headhouse's function as an entry point to Jefferson Station.

Filbert Street

- Implement a **traffic-calming plan** to slow vehicular traffic; for example, create sidewalk bumpouts and limit parking.
- Define and create a safe, legal pedestrian crosswalk mid-block; **align the pedestrian crosswalk** with the Headhouse entrance and Reading Terminal Market entrance.
- Upgrade Filbert Street façades of Headhouse and Market.
- Design Headhouse and Market entrances to be bright, inviting and to complement each other.
- **Improve lighting**, maintain cleanliness and police the block to create a less threatening environment.
- Consider closing the street periodically for special programming.
- Study and rethink service functions, such as loading docks on Filbert Street, and consider moving them to a less-frequented area.

Environment and behavior, inside and outside

- The area around the Headhouse is **undergoing an exciting transformation** and the new residential population and pedestrian traffic will enliven the area and create a friendlier streetscape. However, the interior environment of the Headhouse requires attention. In particular, coordinated management is needed to eliminate the vagrancy and panhandling in the public areas of the Headhouse and on Filbert Street.
- **Programmed public activities** in the vicinity, coordinated with Headhouse tenants, would energize the area.



TAP Panelists present initial findings.



The mural, on the lower concourse level, was designed to reference the original function of the historic train shed.

Summary

Listed on the National Register of Historic Places, both the Reading Terminal Market and train shed have found new life and relevancy. But the **beautiful and iconic Headhouse building hasn't lived up to its potential**. Conventioneers often don't know the Headhouse offers an alternative entrance. SEPTA users can find the Headhouse entrance closed at night. There's no exterior signage for The Gallery entrance. And Marriott Hotel guests at the Headhouse must cross 12th Street to enjoy the hotel's amenities. Even as a simple lobby, the layout of the ground floor can be confusing and problematic, "a little like a pinball machine," one Panelist said.



The beautiful and well-preserved Headhouse could be the heart of the East Market renewal.

Opportunities for the Headhouse are many. In stakeholder interviews and Panelists' discussions, ideas were as innovative as converting the upper floors to a separate boutique hotel, or developing a food emporium that might include a high-concept bring-your-own-ingredients restaurant. But several key points were particularly resonant:

- Stakeholders must collaborate to form a plan that results in a functional, safe and attractive building for all users. **Management must be centralized and accountable** to all parties.
- The interior spaces can be much better utilized; **flow and connectivity to adjacent spaces should be optimized**. If the goal of connecting to the Reading Terminal Market is to be realized, major changes must be made to the ground floor. For example, moving the escalators and elevator tower and bisecting the Field House Sports Bar would create a straight path from the Headhouse's Market Street entrance through to Filbert Street and the Market.

- **The Headhouse interior is in need of an update.** From the lighting to the flooring, current materials and fixtures are dated and insufficient for current uses.
- Identity and wayfinding is inconsistent at best. **Interpretative signage and better directional signage would be helpful** to visitors and residents and would connect the Headhouse to the train shed above, the shops and transit below, and the vibrant Market just north.
- As it currently appears, Filbert Street is a poor link between the Headhouse and the Reading Terminal Market. **Calming traffic, limiting parking, improving the lighting and discouraging vagrants** would be a great start. Longer term, there is an opportunity to create bright, complementary entrances on Filbert, one to the market and the other to the Headhouse.
- The Headhouse should be **the heart of the East Market Street renewal**, a place where visitors and residents intersect when shopping, exploring the city, catching a train or meeting for lunch. Giving this beautiful building new vibrancy and purpose would be a service to all constituents.

Panelists

Jay Appleton, TAP Co-Chair Project Executive/Program Manager, GREYHAWK

Jay Appleton is project executive/program manager with GREYHAWK, an award-winning construction management and consulting firm headquartered in Mount Laurel, NJ. A licensed professional engineer with more than 35 years of national experience, he leads large and diverse project teams in the development of educational and healthcare facilities, commercial buildings, churches, cultural institutions, and mixed-use/residential projects. An advocate for, and a collaborator in support of smart, healthy, economically-viable urban revitalization, Mr. Appleton serves on the boards of non-profit organizations focused on affordable and special needs housing, urban agriculture, and the arts. Mr. Appleton is a ULI Member, Sponsorship Chair for ULI Philadelphia and a member of the ULI Philadelphia Advisory Board.

Anish Kumar, TAP Co-Chair Director, Real Estate Development Facilities Planning, Amtrak

Anish Kumar heads Amtrak's Real Estate Development – Facilities group, which is tasked with supporting development of all Amtrak-used real property. Responsibilities include programming, space planning, and design review of all station development projects (more than 100 currently active); management, development and leasing of nearly one million square feet of corporate office and maintenance support space; development and maintenance of Amtrak's real property inventory management information system; and planning for commercial redeployment of unused and underutilized real property assets. A licensed architect and planner, Mr. Kumar has over 25 years of experience in a wide range of planning and design projects throughout the world. Prior to Amtrak, he was principal and head of tvsdesign's global master planning practice and head of Hillier Architecture's urban design studio. Mr. Kumar is a ULI Member.

Mark T. Celoni Vice President and Philadelphia Office Director, Pennoni Associates

Mr. Celoni is responsible for client service and business development efforts for the Philadelphia office of Pennoni Associates. With a bachelor's degree in Commerce Engineering Sciences and a master's degree in Engineering Management, and as a licensed professional engineer, he has managed some of the region's largest multi-disciplinary projects for Pennoni, including Citizen's Bank Park, Cira Centre, Perelman Center for Advanced Medicine, Comcast Center, Philadelphia Wholesale Produce Market and the Navy Yard Green Infrastructure projects. Mr. Celoni is a board member of the Central Philadelphia Development Corp. and ACE Mentor Program, Eastern Pennsylvania. He is active in the American Society of Civil Engineers, the National Society of Professional Engineers, the Pennsylvania Society of Professional Engineers, the Engineers' Club of Philadelphia, and the Charter High School for Architecture & Design Business Advisory Council. Mr. Celoni is a ULI Member.

Buck Collins Vice President of Business Development, Kimmel-Bogrette Architecture+Site

Mr. Collins has spent the majority of his career in the architectural, engineering and construction field, in addition to having founded two commercial real estate companies. His early career was in real estate brokerage and finance, later expanding into real estate development, primarily in Philadelphia, Montgomery and Bucks Counties. Beginning in the 1990's with Stout Environmental (now Philips Services), he entered the professional services field. Real estate and environmental engineering, often involving brownfields projects, were his focus until entering the civil engineering field with Bohler Engineering in 2008. He is now with Kimmel-Bogrette Architecture+Site, whose clients can be found throughout the region and in Florida and Texas, and include municipalities, universities, nonprofit organizations, religious institutions, corporations, retailers, private developers, healthcare providers, and private individuals. Mr. Collins is a ULI Member.

Nancy A. Goldenberg

Vice President of Development, Planning and Research, Center City District (CCD)

Ms. Goldenberg leads planning and fundraising efforts for capital and programmatic initiatives for Philadelphia's downtown business improvement district. She also serves as executive director of the CCD Foundation, the philanthropic affiliate. Previously she served as CCD's vice president of strategic planning, responsible for a number of capital and public space improvements, including the planning, fundraising and renovation of Three Parkway Plaza, Sister Cities Park, Collins Park and Dilworth Plaza. Prior to rejoining the CCD in 2015, Ms. Goldenberg was chief of staff at the Pennsylvania Horticultural Society, managing operations for the nation's oldest and largest horticultural society. Between 1997 and 2000, she worked for the Fairmount Park Commission as program administrator for a \$26.6 million initiative to restore the natural areas of Philadelphia's municipal park system and establish a comprehensive system of volunteer stewardship. Ms. Goldenberg is a ULI Member.

Richard Huffman FAIA

Now retired, Mr. Huffman had been a principal of the firm, Wallace Roberts & Todd LLC for over 30 years. He directed major redevelopment projects throughout the United States and abroad including the award-winning Canal Walk in Richmond, Virginia, the Growth Management Plan for downtown, Washington DC, residential redevelopment strategies in Atlantic City, New Jersey, Buffalo, New York and Philadelphia, Pennsylvania, as well as the urban design plan for Liberty Place in Center City, Philadelphia. He received master's degrees in Architecture and City Planning from the University of Pennsylvania. He is a founding member of the ULI Philadelphia District Council, co-chair of ULI Philadelphia's TAP Council and has served on ULI national Advisory Services Panels in Los Angeles, Cleveland, Milwaukee, New Orleans and Washington, DC.

Robert F. Keppel, AIA, LEED-AP

Principal, Cope Linder Architects

Mr. Keppel is a principal with Cope Linder Architects, a Philadelphia-based architectural design and planning firm focusing on commercial and institutional architecture, urban mixed use projects and development planning. Mr. Keppel has extensive experience in urban design, master planning, programming and architecture, and has served as partner-in-charge, project manager, planner and designer on a wide variety of civic and commercial mixed-use projects. He earned his undergraduate degree in Architecture at Carnegie-Mellon University and his Masters' degrees in Architecture and City Planning at the University of Pennsylvania. He is a licensed architect in several states and a former president of the Philadelphia Chapter of the American Institute of Architects. Mr. Keppel is a ULI Member.

Benjamin Kruger

Vice President, Commercial Real Estate, TD Bank

A commercial real estate lender at TD Bank, Mr. Kruger has more than twelve years of experience structuring and providing financing solutions to both public and private real estate companies including REITs and funds, locally and nationally. In particular, he operates in the office, industrial, retail, self-storage, residential homebuilding and multifamily (market rate and affordable) sectors. Mr. Kruger's expertise is in construction and permanent loan products as well as tax credit bridge financing. Mr. Kruger is a ULI Member.

Anthony Naccarato

President, O'Donnell & Naccarato

As president of one of the mid-Atlantic region's oldest and largest structural engineering firms, Mr. Naccarato is responsible for the firm's operational leadership. For the past 26 years he has been integrally involved in the design and management of thousands of projects of all types, sizes, and levels of complexity. In 1988 after earning his civil engineering degree from

Villanova University Mr. Naccarato joined O&N as a project designer. In the decades that followed he grew to take on senior leadership positions, serving as project executive, partner, and vice president before assuming the role of president in 2013. Mr. Naccarato is actively involved in numerous professional and community associations, including: the American Society of Civil Engineers; AIA Philadelphia/New Jersey; the Preservation Alliance of Greater Philadelphia; the ACE Mentor Program; and the National Kidney Foundation. Mr. Naccarato is a ULI Member and serves on ULI Philadelphia's Advisory Board.

Jerry Roller Founder, JKR Partners

Beginning as sole practitioner J.K. Roller Architect, Mr. Roller has guided the growth of his firm to its current iteration, JKR Partners, a name recently chosen to reflect the contributions of the many partners who have joined since the firm's founding. Beginning with a 13-year apprenticeship at Wolfgang Rapp & Associates, Mr. Roller developed an expertise in healthcare and senior living projects, experience he continues to utilize today. In addition, he has become well known for high-profile retail projects and prominent multi-family residential projects. Mr. Roller is active in the American Institute of Architects, having served as president of AIA-PA and holding the posts of regional director and vice president on the National AIA Board of Directors. Mr. Roller is a ULI Member and serves on ULI Philadelphia's Advisory Board.

Christophe P. Terlizzi Senior Vice President and Regional Manager for Commercial Real Estate Lending, First Niagara Bank

Mr. Terlizzi is responsible for a portfolio of approximately \$1.5 billion in commercial real estate loans, both permanent and construction loans for First Niagara, a \$38 billion national bank based in Buffalo, NY. Previously, he was a founding principal of PREIT Capital Advisors, a joint venture with Pennsylvania Real Estate Investment Trust, the nation's oldest equity REIT. Concurrently, he founded and managed Laurier Capital Advisors, a consulting practice specializing in project specific debt and equity sourcing. From 2002 to 2007, he directed the commercial real estate lending activities of Citizens Bank of Pennsylvania, a \$34 billion commercial bank with offices in Pennsylvania, New Jersey and Delaware. Mr. Terlizzi is treasurer of the Central Philadelphia Development Corp. and Center City District, secretary of 10,000 Friends of Pennsylvania, and past treasurer of the Preservation Alliance for Greater Philadelphia. He is a ULI Member, past Chair of ULI Philadelphia and serves on ULI Philadelphia's Advisory Board and Management and Governance Committees.

Frank H. Wisniewski Shareholder, Flaster/Greenberg

Mr. Wisniewski concentrates his practice in all aspects of real estate law and litigation involving real estate. He represents clients in matters relating to real estate development, real estate purchasing, selling, leasing, and construction; land use and planning; Planned Real Estate Development Full Disclosure Act registrations; construction, permanent financing, and financial work-outs for lenders and borrowers; liquor licensing, condemnation, and real estate tax appeals; and in counseling commercial and residential condominium and other property owner associations. Mr. Wisniewski has served as special counsel on varied issues and matters for the Builders League of South Jersey, and has been active in the New Jersey Builders Association, New Jersey Federation of Planning Officials, New Jersey State Bar Association, Camden County Bar Association and the Chamber of Commerce Southern New Jersey. Mr. Wisniewski is a ULI Member.

Michael Ytterberg, PhD, AIA, LEED AP Design Principal, BLT Architects

BLT Architects is a 60-person architecture and interiors firm founded in Philadelphia in 1961. As the firm's design principal, Mr. Ytterberg brings over 35 years of experience in the master planning and architectural design of mixed use, residential, hospitality, corporate, and academic related projects. Collaborating on projects as diverse in scale as a private home or a \$4.8 billion casino resort, Mr. Ytterberg has given functional form to clients' collective vision. His work has won numerous awards and has been featured in national publications. Mr. Ytterberg has also been an adjunct associate professor in the Department of Architecture at Drexel University for the past 28 years. Mr. Ytterberg is a ULI Member.

Stakeholders

Tim Adams, *Marketing Director*, Field House Sports Bar

Duane Bumb, *Senior Deputy Director of Commerce*, City of Philadelphia

Mike Chrupcala, *General Manager*, Hard Rock Café

James J. Cuorato, *President/CEO*, Independence Visitor Center

Omar Faurq, *Manager*, Dunkin' Donuts

Ryan Harmon, *General Counsel*, Philadelphia Redevelopment Authority

Kim Heinle, *Assistant General Manager*, SEPTA

Cory Hunnicut, *Architect*, Aramark

Vinnie Iovine, *President*, Reading Terminal Market Merchant Association; *Owner*, Iovine's Produce

Gary Jastrzab, *Executive Director*, Philadelphia City Planning Commission

Nina Kilroy (*Retired*), *President*, Metro Commercial Management Services, Inc.

John Kline, *CEO*, Clearview Hotel Capital, LLC

Richard McClure, *Managing Director*, Kennedy Wilson Properties

Albert Mezzaroba, *President*, Reading Terminal Market Board of Directors

Nelson O'Kelley, *Director of Engineering*, Marriott International

The Honorable Mark Squilla, *Councilman*, First District, City of Philadelphia

David Thomas, *Executive Director*, Philadelphia Redevelopment Authority

Susan Varghese, *General Counsel*, Philadelphia Redevelopment Authority



Urban Land Institute

Philadelphia

Serving Eastern and Central
Pennsylvania, Southern New
Jersey, and Delaware

Susan Baltake, Executive Director

Gerri Lipp, Director

Natalia Serejko, Administrative Assistant

Susan Young Hemphill, Writer