

North Station District: Potential for Progress



**Urban Land
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Philadelphia

Serving Eastern and Central
Pennsylvania, Southern New
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An Urban Land Institute
Technical Assistance Panel
January 25 – 26, 2018

On behalf of
North Station District LLC
The City of Philadelphia

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The Urban Land Institute (ULI) was established in 1936 as a nonprofit educational and research institute and is supported by more than 40,000 members in 82 countries and representing all aspects of land use and development disciplines. ULI’s mission is to provide leadership in the responsible use of land 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.



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Introduction and Background

The subject of this report, the North Station District, falls within North Philadelphia, or, the North District of Philadelphia, an 8.65 square mile area within the city that is one of 18 planning districts drawn by the Philadelphia City Planning Commission (PCPC) in 2011 as part of the *Philadelphia2035* comprehensive plan for development and growth. The North District encompasses what had long been a hub for manufacturing with companies such as Tasty Baking, Atwater Kent, Budd Manufacturing and Botany 500 providing employment for its residents. As manufacturing relocated or scaled back, jobs were lost and industrial buildings were abandoned.

With the job losses, the North District's population declined. In particular, the district's population west of 5th Street fell by 28 percent from 1980 to 2010. Today the North District is a predominantly African American and Latino community with the city's largest population under 20 years of age. The district is also young and has the city's largest population of residents under 20 years of age.

Financial security is challenging for most of the district's residents. Household income is \$22,000 compared with a citywide average of \$37,000. Fully one-half of homeowners are cost-burdened, spending more than 30 percent of their income on housing. Although the district's

homeownership rate of 52 percent compares favorably to the rest of Philadelphia, most homes were built before 1959 and are costly to maintain, placing an additional burden on homeowners.

Today the district's economy is driven by healthcare and education rather than manufacturing, with neighboring Temple University Health System providing more than 25 percent of the district's jobs. But with only 5 percent of residents over 24 holding a bachelor's degree or higher, most residents don't qualify for Temple's high-skill/high-wage jobs. And because 46 percent of district residents do not have access to a car for their personal use, they are limited to jobs within walking distance or accessible via public transit. The lack of appropriate education or training, a shortage of low-skill jobs in the district and the confines of available transportation contribute to the district's high unemployment rate and low household income.

In addition to its industrial legacy the North District had thrived as a transit hub. Amtrak's North Philadelphia Station is located within the North District and is part of the vital Northeast Corridor that connects Boston, New York, Philadelphia, Baltimore and Washington, DC. The Station is also a stop for several of SEPTA's Regional Rail lines. Intersecting the district is the Broad Street Line (BSL),

subway service that connects users to the Fern Rock Transportation Center to the north and the Sports and Entertainment Complex in South Philadelphia. In addition, frequent bus service makes the area one of the most transit-rich in the entire city.



The TAP's Study Area: The North Station District

The North Station District, the study area for this TAP, is a convergence of the aforementioned transit stations and associated parking lots, a commercial strip mall, a vacant 180,000 square foot industrial building, the historic North Philadelphia Rail Station building, and a vacant commercial space that once housed a supermarket. The North Station District, located at 2900 N. Broad Street, is anchored by Temple University one mile to the south and Temple University Hospital on mile to the north.

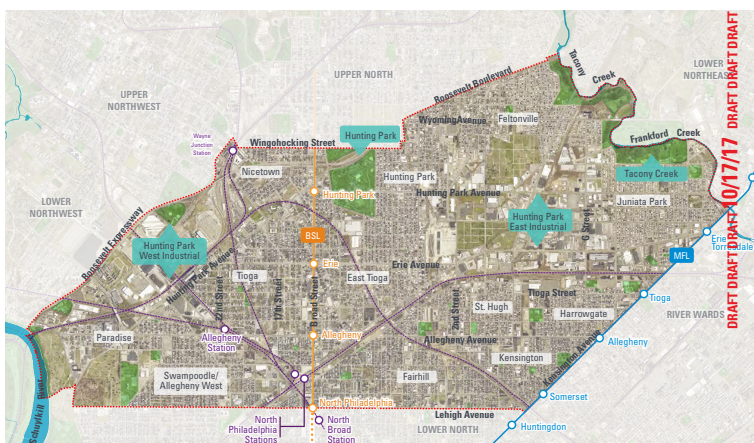
Although the North Station District is a transit rich commercial site, it is heavily underutilized with numerous vacancies. Much of the retail around the site and in the immediate community is neighborhood-serving with convenient retail that includes fast food, discount/dollar stores, and laundromats. There are several destination tenants currently at the North Philadelphia station – AZ Budget - discount furniture, Ashley Stewart Plus Woman, Cricket Wireless, and a Game Stop store. A key disappointment is the former supermarket; the Pathmark was a strong anchor for the site and the neighborhood but closed in 2015.

Current retail space is poorly maintained and has limited street appeal with poor signage as well as haphazard merchandising and window displays. Despite that there is traffic at the North Station District site, primary from the neighborhood and commuters passing by the site.

Much of the residential housing stock surrounding the North Station District is aging, in disrepair and blighted with a vacancy rate of 12 percent. The City of Philadelphia as a whole experiences a vacancy rate of 13.2 percent. Although the site is within a mile of both Temple University and its Hospital, university and medical students don't choose the immediate area.

In the city's comprehensive plan, a portion of the North District--the area comprised of the North Philadelphia Station and surrounding property--is identified as a Focus Area, an area for potential restoration as a vibrant center of jobs, transit, housing and community space. The comprehensive revitalization envisioned will require coordinated planning that addresses poverty, unemployment, high vacancy rates and distressed market conditions.

The City of Philadelphia's Office of Planning and Development asked ULI to conduct the TAP in conjunction with North Station District LLC, (the "Sponsor"), a development group that has control of several parcels of land surrounding the North Philadelphia Station. The development group envisions "an urban mixed-use development offering up to 4M SF of research, medical, innovation, residential and retail space centered around a major intermodal transit hub." As described, the site is important to the City's planning efforts because of its great potential and transit connectivity.



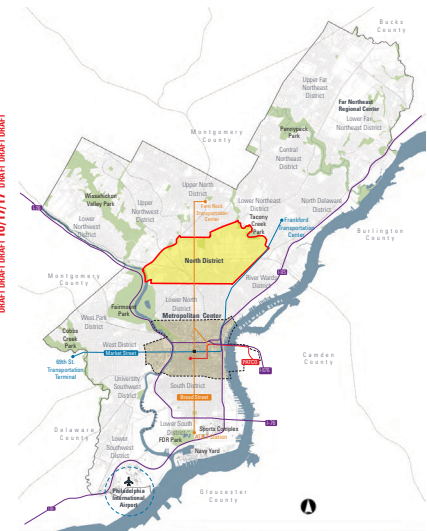
Three Miles and 10 Minutes
Between Lehigh Avenue
and City Hall Station

Four Miles and 15
Minutes Between
Lehigh Avenue and
City Hall Station



NORTH DISTRICT

- SQUARE MILES: 8.65
- RESIDENTS: 137,849 (2010 U.S. CENSUS)
- NEIGHBORHOODS: Paradise, Allegheny West, Swampoodle, Tioga, East Tioga, Nicetown, Fairhill, Hunting Park, St. Hugh, Feltonville, Kensington, Harrowgate, Juniata Park



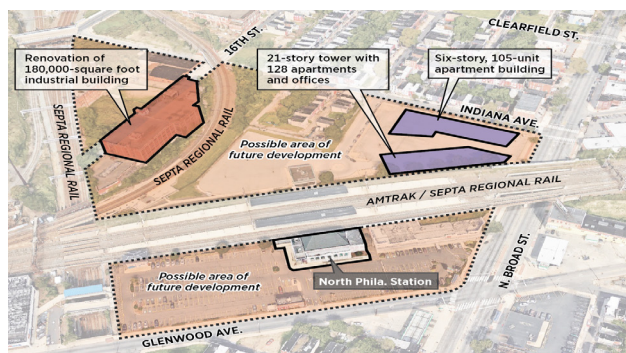
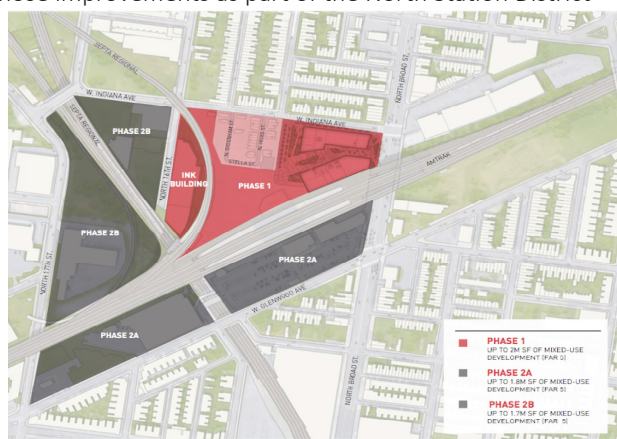
The North District is one of 18 districts identified in Philadelphia2035. A sub-district in the planning document has been called North Philadelphia Station and has been identified as a Focus Area for its potential as a transit hub and employment center.

Project Components

The Sponsor's development of the North Station District site is intended to be in phases. Phase 1 includes construction of a 6-story mixed use residential building (10 North Station), a 21-story tower of apartments and office space (1 North Station), and renovation of an 180,000 SF vacant industrial building (INK Building), for a total of up to 2 million SF of mixed-use development.

In fact, the developer's vision for the North Station site parallels many of the recommendations made by PCPC's *Philadelphia2035*. In that plan "Large vacant parcels near transit stations create the possibility of denser mixed-use development."

Transit and infrastructure improvements are also a major component in *Philadelphia2035* and include studying "the creation of a mixed-use transit building and point of transfer between upper and lower level train lines," renovating the historic North Philadelphia Station and creating a lively transit plaza with retail pavilions and community open space. The Sponsor has shared draft renderings that illustrate those improvements as part of the North Station District



At completion, Phase 1 of the developer's proposed project will offer up to 2M SF of mixed-use space.

environment and is also exploring those improvements in coordination with relevant partners.

The Rail Component

The North Station District comes with a unique set of assets and challenges. It offers excellent access to transit via the Broad Street Line subway service and bus service. But its most visible transit feature is commuter and intercity rail. The district is intersected by Amtrak and several of SEPTA's Regional Rail lines.



The developer's rendering illustrates the south side of the proposed 1 North Station building, with an expanded train platform and active public space.

- Amtrak's North Philadelphia Station, known by its landmark building above grade, is part of the study area's south site and serves Amtrak and SEPTA's Trenton line.
- There is also a small North Philadelphia SEPTA station on the north site that serves the Chestnut Hill West line; a pedestrian tunnel connects the north site to the south site.
- There is a North Broad Station at Lehigh Avenue and Broad Street (two blocks from the North Philadelphia Station) that primarily serves the Manayunk-Norristown line and the Lansdale-Doylestown line at grade.
- Below grade, the SEPTA Broad Street Subway stops at the North Philadelphia Subway Station.

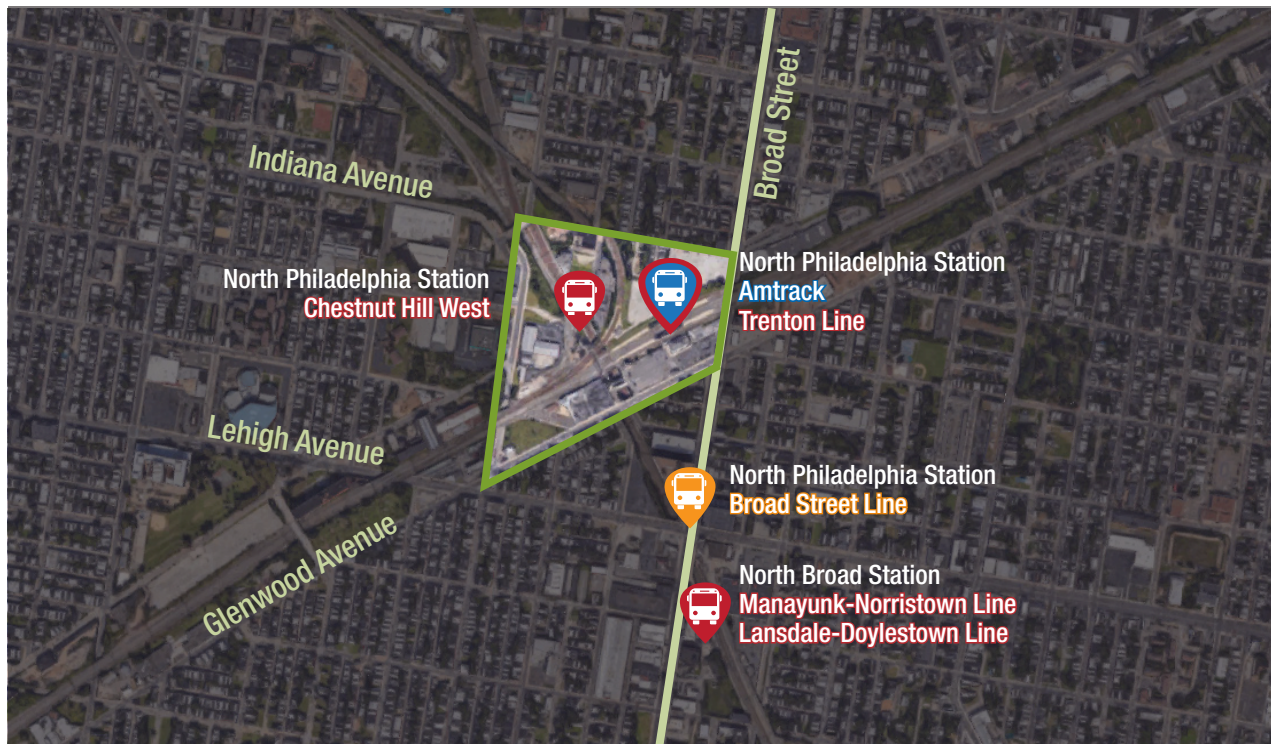
Although **the potential to create a true multi-modal transit hub** for today's passengers is enormous, the existing infrastructure is aging, ill-equipped, and underutilized.

This site, with all of its transit richness, also lacks pedestrian connectivity as there is not a direct connection between all of these rail lines. **Relocating the North Broad Station to provide a more direct connection** to the lines served by the North Philadelphia Station has been suggested as an improvement. Properly designed, it would create a more dynamic transit hub, particularly if done as part of a track reconfiguration and capacity improvement project. Such a project would allow additional Regional Rail lines




(Chestnut Hill East, Fox Chase, Warminster, and West Trenton) to stop at the consolidated North Philadelphia/ North Broad station.

In addition, SEPTA has studied **merging the Chestnut Hill West line** with its Main Line trunk via the Manayunk-Norristown line. Currently the Chestnut Hill West curves into the north site of the study area and features a junction with the Northeast Corridor, a route that affects its schedule. This reconfigured “Swampoodle Connection” (named for the adjacent Swampoodle Neighborhood) would improve operating flexibility for SEPTA, mitigate the need for a separate Chestnut Hill West station, and allow the existing station and connecting track area to be repurposed for development or other use.

Each of these improvements to SEPTA’s Regional Rail infrastructure carries a substantial investment and is considered a long-term improvement. The improvements would need to be implemented as part of a comprehensive plan for the site, the station and appropriate service improvements by Amtrak.



An aerial of the TAP’s study area shows the convergence of Amtrak and SEPTA Regional Rail lines as well as stations.

-  SEPTA Regional Rail
-  SEPTA Broad Street Line
-  Amtrak

Scope of the TAP

ULI Philadelphia assembled eight of its members with a range of relevant expertise for the Technical Assistance Panel. At the City's request, Arete Strategic Development, part of North District Station, LLC, worked with representatives from various city entities, notably the Philadelphia City Planning Commission, as co-sponsors of the TAP.

ULI's panelists reviewed plans and relevant public documents beforehand and convened on January 25, 2018. The day began with a briefing by PCPC and a tour of the site led by the developer. Following the tour, panelists broke into small groups and interviewed 28 stakeholders representing community groups, Amtrak, SEPTA, various agencies in City of Philadelphia, Temple Health System and others. On January 26, the panelists reconvened to share what they had learned and formulate recommendations. Their recommendations were presented to stakeholders and the public at the end of the day and form the basis for this TAP report.

In the formal application the scope of the TAP had been narrowed to an achievable set of tasks within the panel's timeframe. Co-sponsors asked the panel to:

- Review the market—what kind of uses, or combination of uses, will the market support at North Station?
- Assess the community impact—
 - o how will the market-supported uses, proposed changes to transit nodes, programming and design impact the surrounding community?
 - o how will North Station serve as a resource for area residents, a catalyst for community development, and connect to the existing neighborhood?
 - o how can the project maximize benefits to the existing residents?

While the developer's specific proposal was considered for the TAP, the study area in general was examined with a long-term perspective for community development and the goal of contributing to the city's growth and economic vitality.

Major Considerations

As one panelist said, the Sponsor's development plan for North Station District "has many moving parts." For example, plans show 10 North Station rendered as a six-story building, but the developer suggested it might be built as a seven- or eight-story building. Other development proposals were mentioned as part of Phase 1 but were not represented in the materials. Various ideas and partnerships were discussed for the INK Building but no specific plans are in place. It remains to be seen if, or when, any significant infrastructure improvements will be made.

The panel identified the following key considerations.

- Financial Viability – Is there a market that makes the project financially viable?
- Transit Access – Is there sufficient transit access? What near-term improvements would increase connectivity while being mindful of long-term infrastructure upgrades?
- Design – Is the project's design appropriate?
- Community and Institutional Engagement – Is there sufficient community and institutional engagement?



The developer's proposal for Phase 1 includes a 6-story mixed use residential building (10 North Station), a 21-story tower of apartments and office space (1 North Station).

Initial Assessments

The Market

- **Uncertain demand.** With the Temple Health System campus just north of the study area and the main Temple University campus to the south, there is some density. For medical residents of Temple Hospital, new apartments at North Station District might be appealing. Their proximity would be convenient to the hospital, but for those with families there are likely not enough services or green space. In general, market demand for research and commercial space, residential and retail, is questionable within the study area. Although over 200,000 square feet of new retail space is in the pipeline along North Broad Street north of the 500 block, there has not been a market study for the area surrounding the North Station District site.
- **High vacancy rates.** *Philadelphia2035* cites a residential vacancy rate for the North District at

16 percent with the City as a whole at 13 percent, and overall vacancy for commercial corridors at 22 percent. Many of the vacant buildings in the district are uninhabitable; the area is perceived to be unsafe.

- **Subsidies.** The development group's construction calculations require rent per square foot that is significantly higher than the average for the study area. For example, much of North Broad Street's new or planned retail is part of the tenant mix in recent projects such as the Divine Lorraine Hotel, the Studebaker Building and the Metropolitan Opera House. Moving further north there is an additional 75,000+ SF of space, a good portion of which is re-let space. Rents drop dramatically the further north you travel along North Broad Street. In 2018, asking rents for listings in the 300 block begin at \$35/SF; asking rents for active listings in the 600 – 800 blocks range from \$5/SF to just over \$12/SF. Retail properties located at 2000 – 2900 North Broad can range from \$1/SF to just over \$6/SF. The large variation in price per square foot along the corridor is due to proximity to the core of Center City, age and size of the space and quality of the space. New construction in the North Station District will certainly command a steeper price than retail space around it. Additional subsidies would be necessary to enable the project to be more competitive and have been the key to the success of other similar projects.
- **Strong institutional support.** Projects that have succeeded in similarly distressed areas have done so with strong and tangible institutional and public support. As an example, Camden, New Jersey has benefited from abundant state funding as well as the support of Rutgers University. Although Temple Health System is a near neighbor, one of the district's major employers, and is generally supportive of the project, it is unclear whether Temple will provide any significant institutional support.



The north side of the Ink Building has become a dump site for construction materials and tires. Such sites are not uncommon in the study area.

Transit Access And Infrastructure

- **Transit connectivity.** The project qualifies as a Transit Oriented Development with strong, existing multi-modal transit connectivity. The Broad Street Line and major bus routes—both heavily utilized by community residents—are a 5-minute walk from the site. Although service is limited and underutilized, Regional Rail lines that stop at the North Philadelphia Station offer access to suburban jobs; currently about 90 percent of SEPTA’s weekday rail users from the station are reverse commuters.
- **Station consolidation is not critical.** *Philadelphia2035* suggests relocating SEPTA’s North Broad Station (Regional Rail) to allow a more direct connection to Amtrak’s North Philadelphia Station. Although certainly optimal for the overall transit system and to create a regional hub, the most beneficial version of such a consolidation would not just relocate current North Broad service by two Regional Rail lines, but also permit service by four other lines that currently bypass the study area for operational reasons; such a consolidation would be a costly, complicated, long-term improvement. The panel does not believe the move is critical to the success of Phase 1 of the development proposal as the site in its current form has robust transit connectivity. Even if updates and consolidation were to take place, there is no guarantee that market demand in the area would support new construction.
- **Smaller improvements.** The study area is in need of streetscape improvements, relatively inexpensive improvements that would benefit the project, better connect and serve the community and improve pedestrian safety.

Design

- **Strong urban design.** Panelists agreed that the project design, as presented in the draft renderings provided by the sponsors, represents a solid foundation and sophisticated understanding of the urban context. In particular the design endeavors to create a gateway to the neighborhood and district through a civic intervention. The first two buildings, 10 North Station and 1 North Station, address Broad Street by creating an urban plaza that serves as an

armature connection to the station itself. These concepts are critical elements associated with “connecting” and “renewing” as outlined in the *Philadelphia2035* Plan.

- **Surface parking.** Controls should be set so that surface parking doesn’t face Broad Street. More specifically, if surface parking is proposed during any phase of build-out, it should be hidden within the interior of the parcel, away from public rights of way and spaces. These controls should be adhered to as a best practice, even in the event that only Phase 1 is completed.
- **Building height.** The developer mentioned increasing the height of 10 North Station from what is currently envisioned as a six story structure to perhaps seven or eight stories. This may be a concern and should be studied more carefully as building codes dictate more stringent life safety requirements once a building’s highest finished floor exceeds 75 feet above grade. Doing so adds substantial cost to construction, which in Philadelphia often requires several additional stories to amortize the differential. A mixed-use building such as 10 North Station, with commercial ground floors and residential above will generally breach this height in feet, once it passes six stories. This is an added layer of difficulty in a city where construction costs are high compared to rents.
- **Zoning.** As proposed the project is broadly consistent with its existing zoning classification of CMX-3 and will require no obvious variances.

Community

- **Jobs.** As proposed the project appears to have limited job opportunities for local residents, most of whom do not have college degrees. Although Temple Hospital has many jobs that do not require a college degree, community members noted that having a criminal record is a barrier to employment for many district residents. Job training and job creation was voiced as a priority for residents in the North District.
- **Safety.** High vacancy rates, dangerous traffic, poor lighting and trash and tire dumping on broad swaths of vacant land create the impression of an unsafe area—a concern to current residents and a

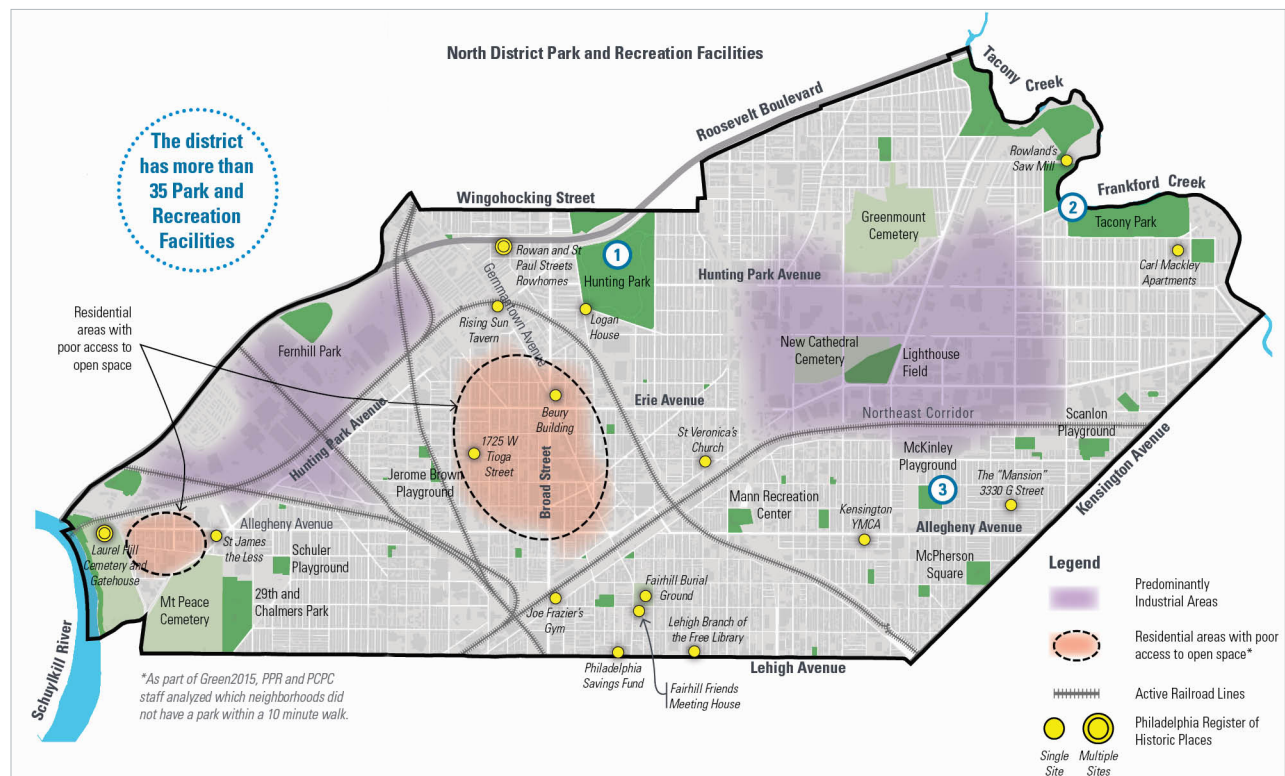
challenge in attracting prospective tenants and new residents. There are real safety issues as well as perception issues to be addressed.

- **Communication and engagement.** The North District has several active community groups and Registered Community Organizations (RCOs) as well as other community development organizations but there has been little communication between the developer and the community.
- **Community retail.** A Pathmark supermarket was located in the study area but closed in 2015 and remains vacant. Local residents yearn for more retail in the community. A good quality grocery store, shoe repair shop, a local butcher, bike repair shop and casual restaurants that aren't fast food would be welcome additions to the neighborhood.

Another grocery store at this site would be a strong asset to the community and serve as an anchor for attracting other retail uses. A traditional grocer with a solid mix of prepared food would meet demand of the residents in the area as well as students and workers commuting to the neighborhood.

And although Temple Hospital is a near neighbor, there is a dearth of small practice medical services such as dentists, optometrists or even an urgent care center.

- **Community spaces.** The North District has few green spaces, sports fields or community spaces. Even the local libraries are considered to be outside the neighborhood. Residents also think the area's firehouse is too small and questioned whether the existing city services in the area can safely support considerable population growth.



There are few locations or opportunities for after-school sports or recreation in the study area.

Recommendations

The panel made recommendations for the proposed project as well as recommendations related to transit and infrastructure improvements. Such improvements may require the developer to partner with the community, local institutions, the City and transit agencies to advocate for the improvements necessary to restore the district's vitality and relevance.

The Market

- First and foremost, **conduct a market study**. Without better understanding the current conditions, commercial and residential demand, competition, need for various uses, and tolerance for pricing, a successful project with appropriate return on investment will be a challenge.
- **Identify and pursue additional subsidies**. Without such, there is a danger the project will price itself out of the market and rent will not justify construction.
- **Obtain a stronger commitment** from possible institutional partners to support planned residential and commercial development. An agreement from Temple Health System to lease space, serve as a tenant or make a financial commitment would signal support.
- **Consider interim uses** for the former Pathmark and surrounding parcels in order to activate the space, test the market and begin to create connectivity with the community through partnerships with local nonprofits. Various ideas were mentioned, such as community-serving facilities, art and creative uses or seasonal farmers' markets that may align well with the community's successful Stretch & Grow gardening program. Additionally, many landlords are finding creative uses for their vacated big box stores—for example, dividing the existing space to create a smaller market and perhaps a recreational use.

Transit

- **Don't link the North Station District project to the large-scale rail consolidation and relocation component**. The panel, transit officials and the PCPC are in agreement that major improvements would

create a dynamic transit hub and enhance operations and connectivity but there are currently constraints in ridership and resources. However, the success of the developer's proposed project does not need to be linked to major transit improvements.

- **Upgrade existing transit facilities and wayfinding**. Because regional accessibility by transit within a five-minute walk is almost unparalleled, the panel recommends improvements to enhance safe walking and biking on the streets that connect these existing transit facilities. Such streetscape investments are in line with the City's Vision Zero Initiative and might qualify for state resources related to transportation. Consider:
 - o installation of better lighting at stations, on platforms and in their vicinity
 - o enhancements to existing pathways for subway/bus
 - o cleaning initiatives, such as those managed by North Broad Renaissance
 - o installation of better way-finding signage
 - o installation of a bike-share option that could be used by community members and tenants of the proposed project
- **Consider reopening the pedestrian tunnel** that links the Amtrak North Philadelphia station to the Broad Street Line North Philadelphia station.



The Clean & Safe North Broad Project, an initiative of the North Broad Renaissance organization, aims to improve the perception of safety along North Broad Street through unified cleaning and beautification efforts by local residents, businesses and institutions.

- **Consider renaming the Broad Street Line North Philadelphia station.** The similarity in many of the transit station/stop names is confusing. Engage the community in any name-changing initiatives; consider names in the context of legacy and branding.
- **Consider reinstating express service** on the Broad Street Line to the North Philadelphia station when demand requires it.

Design

- **Minimize surface parking,** especially along Broad Street. Create and retain a streetscape that ties into the neighborhood. Adhere to this goal even if subsequent phases of development are delayed.
- **Preserve and renovate the existing Amtrak North Philadelphia Station.** The North Philadelphia Station was listed on the National Register of Historic Places in 1999 and should be revitalized. Consider community uses for the space; for example, a partnership with a local nonprofit such as YouthBuild would serve district residents and potential tenants of the development project.
- **Encourage additional development on the south site.** While there were renderings that highlighted the design concepts for the area north of the Amtrak Station, it was less clear what the intent was for the parcels to the south. Currently, the station and adjacent structures are configured as a suburban-style mini strip mall. All efforts should



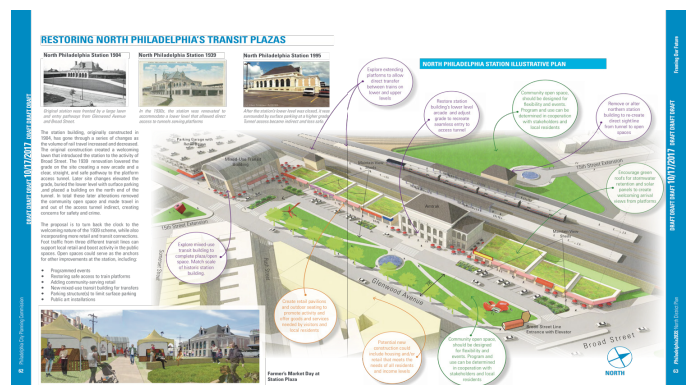
The North Philadelphia Station now functions as a strip shopping center; renovating the station and creating passive community space would incorporate urban design principles and connections to the neighborhood.

be made to incorporate the urban design principles that are governing the north side on the southern side of the tracks.

- **Retain the positive urban design aspects** of the current renderings; if the project is developed in phases, maintain a commitment to urbanism throughout the process. Consider overall project scale as it relates to financing, design, neighborhood and historic context.
- **Ensure that all development projects anticipate future infrastructure improvements.** Near-term development and eventual build-out should not encroach on existing infrastructure or impede future transit improvements. Work closely with appropriate agencies to incorporate appropriate allowances.

Community

- **Develop and implement a community engagement strategy.**
 - o identify community associations, RCOs and CDCs and develop a timeline to engage key stakeholders and residents
 - o integrate job and skills training programs and appropriate partners into the proposed project and its programming
- **Work with city agencies** to develop and implement streetscape upgrades and safety improvements on Broad Street in the vicinity of study area.
- **Be proactive** and promote improvements and opportunities within the community.



Philadelphia2035's recommendations for a community open space adjacent to the North Philadelphia Station.

Summary

As presented the North Station District project has great potential and could be a catalyst for broader community development in North Philadelphia. The much-discussed infrastructure improvements are also exciting but are long-term items. Panelists don't believe the infrastructure improvements are necessary for success or that the developer should be inhibited from proceeding. The study area already has excellent connectivity with bus, subway and limited rail service. The lack of a comprehensive market study and/or strong institutional support are concerns. The

proposed development might be appropriate and attractive as maker spaces, innovation and research labs, but the concepts are untested and support is questionable. Finally, the panelists believe that the project must incorporate a thorough engagement strategy and that the development team position themselves as a strong community partner. A thoughtful and engaged strategy that leverages the transit and historic assets has the potential to lead to a truly transformational project for both the community and the City of Philadelphia.



The public plaza proposed as part of Phase 1 exemplifies a dynamic space for the community, commuters and commercial activity.



North Station District TAP public presentation of recommendations at the City of Philadelphia Innovation Lab on January 26, 2018.

Panelists

Peter Angelides, Ph.D., AICP, TAP Co-Chair **Principal, Econsult Solutions, Inc.**

Dr. Peter Angelides is principal of Econsult Solutions, Inc. (ESI) and a member of the teaching faculty at the University of Pennsylvania. Dr. Angelides, who is trained in both economics and city planning, helps clients in the worlds of real estate, economic development, transportation, tax policy, valuation and litigation. He assists private developers, public entities, non-profits and attorneys, and his clients have included the Carlyle Group, Dranoff Properties, SEPTA, Washington, DC, and Ballard Spahr. Prior to joining Econsult, Dr. Angelides a director in the Philadelphia office of PricewaterhouseCoopers and an economist at Charles River Associates and Putnam Hayes & Bartlett in Washington, D.C. Dr. Angelides teaches courses in the areas of urban economics, public finance and infrastructure investment at the University of Pennsylvania in the Department of City and Regional Planning and at the Fels Institute of Government.

Seth A. Shapiro, TAP Co-Chair **Principal and Director of Urban Design, BartonPartners Architects Planners, Inc.**

Seth A. Shapiro is a Principal and serves as the Director of Urban Design for BartonPartners in Norristown, PA. Trained as both an architect and an urban designer, Mr. Shapiro's broad range of professional experience includes residential (both affordable and market rate) and mixed-use development, as well as expertise in public outreach and land entitlement. He has worked with both private developers and public-sector entities throughout the country, including Brandywine Realty Trust, BPG/ Equus Capital Partners, LTD, Toll Brothers Commercial, and multiple housing and redevelopment authorities. In the private sector, his most recent focus has been on multi-family and mixed-use land planning, with a specific concentration on the repositioning of properties previously entitled for other uses. Mr. Shapiro is a regular guest lecturer at the Villanova University School of Business where he leads discussions in modern day land use and zoning concepts.

Danielle DiLeo Kim, AIA **Owner, Danielle DiLeo Kim LLC**

Danielle DiLeo Kim is a social impact design leader who combines her professional experience as an architect and urban designer with her skills as a strategic facilitator and connector to produce more fully considered, inclusive, and aspirational community revitalization projects for her clients. She consistently exceeds a project's potential by leveraging resources and relationships and identifying clear outcomes. Her commitment to strengthening urban communities is evident throughout her professional career and numerous volunteer contributions. Ms. DiLeo Kim has led the realization of institutional and cultural buildings, citywide and campus master plans, and engagement processes for community and high-level stakeholders in and around the Philadelphia region for over twenty years. Ms. DiLeo Kim has a Master of Architecture in Urban Design from Harvard University and a Bachelor of Architecture from Virginia Tech.

Hercules Grigos **Partner, Obermayer Rebmann Maxwell & Hippel LLP**

Mr. Grigos is a partner at Obermayer and Chair of the Land Use & Zoning Group. He focuses his practice in real estate development with an emphasis on zoning and land use in which he handles permits, zoning approvals, sale acquisitions, financing and entitlement work. Mr. Grigos has distinguished himself as an attorney who gets deals done. Uniquely, he offers his clients the full breadth of legal services needed to get projects approved, constructed and stabilized. Throughout his career, he has secured approvals for multi-million dollar projects including condominiums and apartment buildings, retail chains, educational institutions, car dealerships, national fast food chains, telecommunications facilities and outdoor advertising projects among others. Prior to joining Obermayer, Mr. Grigos served as an assistant city solicitor for the City of Philadelphia Law Department with a focus on code enforcement, finance, contracts and real estate.

Greg Hallquist **Senior Vice President – Development and Construction, Equinox Management and Construction, LLC**

Mr. Hallquist brings over 30 years of experience in the design, construction, and development of projects in the hospitality, residential, educational, retail, process and industrial, and pharmaceutical and biotechnology markets. His knowledge covers the entirety of the development, design, and construction process, from project conception and viability through project implementation. Mr. Hallquist has a substantial resume of development projects in the Philadelphia area, and has played a leadership role in the design and construction of over \$2 billion of projects with blue chip companies, such as Xerox, Boeing, Smith Kline, and Air Products.

Gregory Krykewycz, PP, AICP

Associate Director, Transportation, Delaware Valley Regional Planning Commission

As Associate Director, Transportation at DVRPC, Mr. Krykewycz oversees the agency's transit, bike, and pedestrian planning; corridor planning; and data coordination activities. Since joining DVRPC in 2005, Mr. Krykewycz has led a variety of transit, bike, and pedestrian planning efforts on behalf of member governments, and authored or co-authored five papers published in the Transportation Research Record on topics ranging from bike share planning to innovative methods for community and stakeholder engagement. He has a BA and Masters of City and Regional Planning from the University of Pennsylvania and Rutgers University, respectively.

David Moos, AIA

Principal, Coscia Moos Architecture

David Moos is a professionally registered architect and founding principal of Coscia Moos Architecture with over twenty years of experience in the design, management and execution of projects. He has practiced across the United States and has completed notable projects abroad including the Champalimaud Cancer Centre in Lisbon, Portugal and United States Embassy Housing in Kenya. His diverse portfolio of work is supported by his ability to manage complex projects of many types, including research facilities, commercial, adaptive reuse, mixed-use, multi-family, and work with diversified teams across multiple locations.

Catherine Timko

Founding Principal, The Riddle Company

Ms. Timko is the founding principal of The Riddle Company, a Washington DC-based economic development marketing firm, as well as a senior advisor at Econsult Solutions, Inc. The Riddle Company works with communities and companies across North America and positions them to effectively compete. Under Ms. Timko's leadership the firm helps clients craft strategy and language to advance business development, business attraction and investment. Their work has resulted in over \$75 million of earned media for client communities, influenced the creation of over 4,250 jobs, 3.5 million SF of new retail development, and nearly \$1 billion of investment. With a specialty in attracting retail, Ms. Timko has completed retail marketing and attraction strategies for almost every major market on the East Coast. She is an active member of numerous professional organizations and is the former Dean for Economic Development for ICSC University of Shopping Centers.

Stakeholders Interviewed

Victoria Harris, SEPTA

Byron Comati, Amtrak

Cicek Gercel-Taylor, Harrisburg University

Maria Sourbeer, Shift Capital

Rose Gray, Asociación Puertorriqueños en Marcha (APM)

John Haak, Philadelphia City Planning Commission

Ashley Richards, Philadelphia City Planning Commission

Greg Heller, Philadelphia Redevelopment Authority

Christopher Puchalsky, Philadelphia Managing Director's Office of Transportation and Infrastructure Systems (oTIS)

Alan Rosenberg, Temple University Health System

Tinamarie Russel, North Central Philadelphia Susquehanna Community Development Corporation

Jessel Alexander, North Central Philadelphia Susquehanna Community Development Corporation

Kenneth Walker, Jr., North Central Philadelphia Susquehanna Community Development Corporation

Dawn Summerville, Philadelphia Department of Commerce

Duane Bumb, Philadelphia Department of Commerce

Shalimar Thomas, North Broad Renaissance



Urban Land Institute

Philadelphia

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

Laura Slutsky, Executive Director

Abby Rambo, Manager

Natalia Serejko, Senior Associate

Bridget Donovan, Associate

Susan Young Hemphill, Writer

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