

SEPTA 69th Street Transportation Center: A Community Anchor + Gateway



**Urban Land
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An Urban Land Institute
Technical Assistance Panel
January 31–February 1, 2019

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Ticketing at the 69th Street Transportation Center.

About ULI

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.

ULI Staff

Laura Slutsky, Executive Director
Kevin Moran, Senior Manager
Abby Rambo, Manager
Kelly Cary, Associate
Technical Writer:
Elise Vider, Editorial Services LLC



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Introduction

SEPTA requested that ULI Philadelphia conduct a Technical Assistance Panel (“TAP”) at its 69th Street Transportation Center, (the “Transportation Center”) a multi-modal and active transit hub in downtown Upper Darby, Pennsylvania, just beyond the City of Philadelphia boundary. The TAP was charged with these questions:

- How can internal spaces be reprogrammed to improve the customer experience?
- How can communication (signage, etc.) be enhanced to improve the customer experience?
- How can the 69th Street Transportation Center better connect (both visually and physically) with the Upper Darby community?

On January 31 and February 1, 2019, the TAP, comprised of design and real estate professionals, urban planners and other experts, conducted an on-site visit and interviewed stakeholders.



Panelists touring the 69th Street Transportation Center.

The TAP’s findings and recommendations are underscored by a determination that the Transportation Center has significant, yet unrealized, potential to serve as both a comfortable and attractive transit hub and as a community anchor and regional gateway.

The TAP identified the following themes as essential for improving the customer experience at and near the Transportation Center for both transit users and the Upper Darby community:

- User Experience and Atmosphere;
- Wayfinding and Identity;
- Retail;
- Reconfiguration; and
- Community and Programming.

Following these themes, the panel summarized several key recommendations with further details contained below, all of which improve the customer experience and effectively enhance the “ticket price” for a SEPTA user:

- Assign an on-site Transportation Center manager.
- Create a central, customer-service kiosk in the Great Hall.
- Install usable, real-time transit information throughout.
- Identify a third-party firm to plan and manage an appropriate retail mix.
- Activate terminal spaces to improve overall atmosphere and the perception of safety.

Some of the TAP’s recommendations are intended to be long-term (requiring six months or more) and may require significant capital outlays; others are short-term, low-cost items that can be completed or initiated within six months. Many of these quick-action recommendations can have an immediate and positive impact. The TAP strongly recommends that SEPTA expedite these steps to build momentum and show progress, even if long-term actions may continue to impact these areas.

The TAP findings and recommendations for the Transportation Center are also intended to serve SEPTA as a model and means for boosting the customer experience systemwide and better positioning SEPTA to be a competitive mode of choice to customers whose transit options may include competitors such as Uber and Lyft rideshare services.

Overview

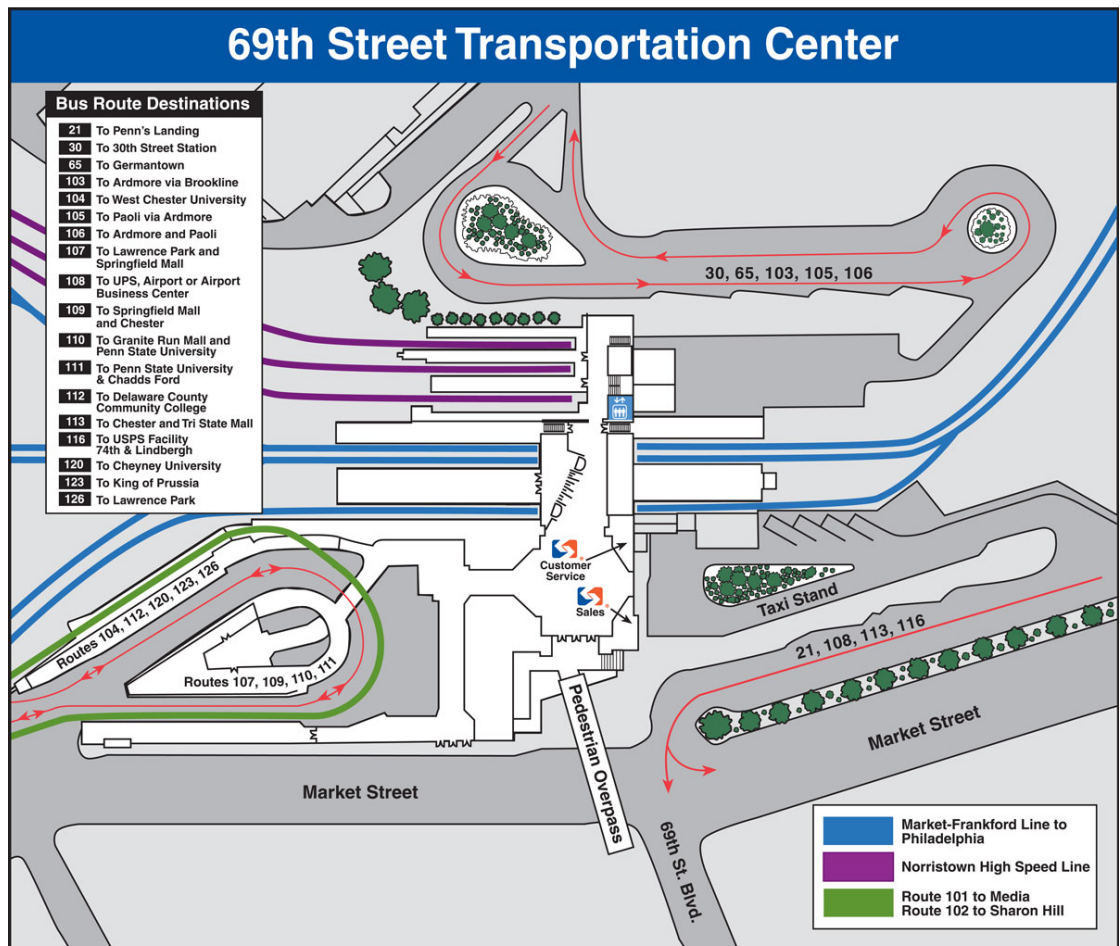
Upper Darby, located in Delaware County, is a culturally diverse, large township of about 83,000 – a melting pot of native born and immigrant residents from South Eastern Asia, West Africa and South Central Asia, among other places. More than 60 languages are spoken at Upper Darby High School. The downtown is widely regarded as a dense and walkable central business district with great potential. It is home to a large variety of ethnic eateries, several large, national retailers, many small shops and regional destinations such as the Tower Theater, all within easy walking distance of the Transportation Center.

Serving 35,000 users each weekday, the 69th Street Transportation Center in Upper Darby is SEPTA's largest multi-modal facility and its second busiest transfer point after City Hall Station. The Transportation Center is SEPTA's only hub connecting four modes of transportation: the Market-Frankford Line (MFL), the Norristown High-Speed Line

(NHSL), the Media and Sharon Hill Trolleys and 18 bus routes connecting Philadelphia and the surrounding counties. It is also the only facility in SEPTA, itself the nation's sixth largest transit system, serving both the City and Suburban divisions.

The Transportation Center is comprised of four terminals: the Main Terminal servicing MFL, the West Terminal servicing seven bus routes and the trolley lines, the South Terminal servicing five bus routes and the North Terminal servicing six bus routes. It also houses spaces for concessions and SEPTA offices and operations.

The Transportation Center has been in continuous use since its original section, the Great Hall, opened in 1907 and spurred nearby development, especially in the 1920s. For many years, the building served as an anchor of a vibrant downtown, widely credited as an early example of transit-oriented development.



Map of the 69th Street Transportation Center.

In more recent years, however, both the downtown and the Transportation Center have faced challenges. In 2016, SEPTA released a 69th Street Transportation Center Master Plan with analysis of existing conditions and recommendations for improvements. The TAP is intended to augment that work and help inform SEPTA as it undertakes a second phase of its master plan focused on implementation.

Also in 2016, SEPTA completed \$19.6 million in major improvements to the Transportation Center's West Terminal. This year, SEPTA plans to break ground on a 431-space parking garage with a new bus service area and accessible pedestrian connections to the Transportation Center. The garage is widely viewed as a potentially important economic development tool for Upper Darby.



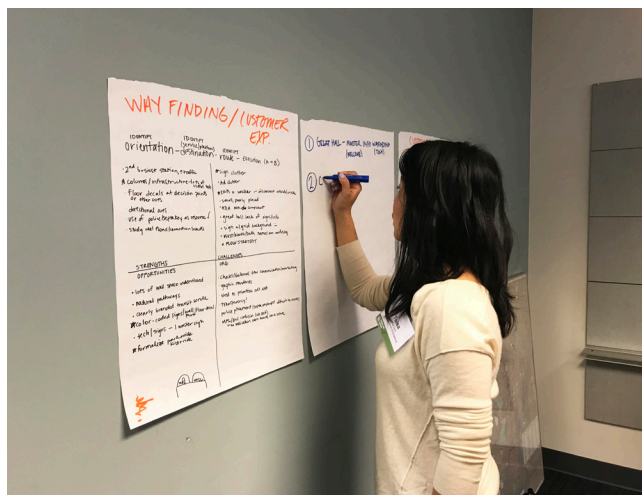
2016 improvements to the Transportation Center's West Terminal.



Panelists hear briefing from the SEPTA sponsor team.

SEPTA is also at work on several projects that will transform its service and significantly impact the Transportation Center:

- The King of Prussia rail project is forecasted to bring 8,000 new passengers to the Transportation Center when it is projected to begin operations in 2024. The Transportation Center will become a critical link, offering a one-seat ride to all three of the region's major employment centers: Center City, University City and King of Prussia.
- Trolley modernization is a wholesale replacement of the trolley fleet with corresponding improvements to the infrastructure, representing a uniquely large capital investment.
- Comprehensive bus network redesign is a holistic evaluation of SEPTA's bus network that, among other impacts, will affect transfers among bus lines and other modes of transportation.
- With MFL ridership up significantly, SEPTA is progressing with improvements to line infrastructure and several stations, including enhanced access, architectural improvements and clearer wayfinding.



Panelist, Telsa Love, explores wayfinding improvements.

User Experience and Atmosphere

Assessment

The Transportation Center has many strengths: its structure and systems are in good shape, it has heavy foot traffic and it is a highly visible and convenient hub for a wide range of transit services. The grandness of the historic Great Hall and the natural light and openness of the modernized West Terminal are architectural assets.

Nevertheless, the Transportation Center is widely viewed as merely a place to quickly pass through and not as a destination, a community asset or even a comfortable place at which to wait for a connection. It lacks the atmosphere and amenities demanded of a 21st century transportation hub, especially for customers with other transit options.

The TAP's site visit and stakeholder interviews reinforced the view that the Transportation Center is unwelcoming, difficult to navigate, confusing to users, lacks retail offerings and is perceived as dirty, unsafe and noisy. Signs and announcements are predominantly in English, making the Transportation Center especially challenging for Upper Darby's diverse population of non-English speakers. The ambient noise level from the public address and HVAC systems is excessive in some locations. On its January 31 visit, the panel estimated noise levels as much as four times louder than comfortable.

Underlying these challenges is the fragmented nature of the facility's management. Under SEPTA's current system, there is no central authority responsible for customer service, planning and implementing improvements at the Transportation Center, or coordination of day-to-day functions across all transit modes and terminals.

The absence of real-time transit information, across all modes at the Transportation Center, is a serious shortcoming. Currently, there is no consistent or centralized mechanism to alert passengers to delays, closures and schedule changes. Communication among the different transit modes, each with its own dispatchers, is uncoordinated and inconsistent and even frontline SEPTA staff and SEPTA police are often unaware of developments. SEPTA Key ambassadors, contracted personnel currently on-site at the Transportation Center, and fare-booth employees, are limited in their capacity to direct users.



Underutilized retail presents opportunity for new amenities.

Announcements made on the Transportation Center's public address system are erratic and difficult to hear. SEPTA staff will often physically direct passengers to re-route or alert them; sometimes, printed notices are distributed on platforms. Due to a lack of available Wi-Fi, even passengers with smartphones may be unable to access SEPTA apps or other Internet sites to get real-time transit information.

The wayfinding system needs improvement to make it more consistent, legible and of better use to customers who need direction within the labyrinthine Transportation Center, out to the downtown and points of interest in Upper Darby, and to non-English speakers. The Transportation Center's multiple entry/exit points, many poorly or unmarked, are another source of confusion. The exterior of the Transportation Center is characterized by large expanses of blank walls and inadequate identifying signage.

Much of the existing retail space at the Transportation Center is poorly configured, vacant or underutilized. The six current vendors (Philly Pretzel; Remington News and

Service; Donut Shop; Green Mountain Coffee; Pizza Shop and a convenience store) have limited offerings and most of the storefronts appear cramped and uninviting.

The remodeled West Terminal, with its abundant natural light and updated interior finishes, is an excellent template for further improvements at the Transportation Center and stands in vivid contrast to other spaces that are dark, unkempt and unappealing. Inconsistent color palettes, finishes, materials and lighting rob the Transportation Center of a unified identity and are confusing and disorienting. Obstructed storefront windows further detract from the customer experience.

The historic and grand Great Hall, in particular, is another major architectural asset: a well-maintained and underutilized space that has tremendous potential as a public-facing location for retail, events and displays, a welcoming/information/sales center, and as a warm and accessible central waiting area, another critical need at the Transportation Center.

But overall, poor visibility down corridors and around corners, drab colors, poor lighting, exposed utilities and ubiquitous bird deterrents contribute to the perception that the Transportation Center is dirty, dangerous and unwelcoming.

Though it may not always be the case, the Transportation Center is perceived as dirty and unsafe, which deters further users in its present state. The building has a dedicated cleaning crew. SEPTA Police have an onsite station and a good working relationship with Upper Darby police who are called in to make arrests for loitering, drug dealing and other crimes.

About 30 homeless individuals are known to congregate in and around the Transportation Center. Upper Darby churches and social service organizations do an excellent job of providing shelter and other assistance to the homeless. The experience at the Transportation Center is not unlike other cities with transient populations, where homeless populations often congregate at transit terminals, as well as other public spaces.



The historic Great Hall, opened 1907.

Recommendations

Key Short-term Recommendations:

Foundational to all of its further recommendations, the TAP encourages SEPTA to institute an **on-site, dedicated general manager** to facilitate and coordinate every aspect of planning, implementation and activities at the Transportation Center. Having a centralized authority and “champion” working out of the complex, with day-to-day responsibility and accountability for everything from cleaning to improvement projects to communications and more, would immeasurably improve the customer experience and atmosphere at the Transportation Center.

Solid data based on users’ opinions and suggestions – how do they use the Transportation Center, what retail and programming offerings would they value and much more – is essential to effectively plan for an enhanced customer experience at the Transportation Center. The panel recommends that SEPTA conduct an on-site **customer survey** and reach out to a citywide audience online and via social media. One possible resource is Temple University’s BeHeardPhilly, www.beheardphilly.com. The panel also suggests that SEPTA **consider comparable transit complexes** in Portland, Oregon, Chicago, Montreal and New York City as case studies of successful models.

Introduction of **real-time transit information** throughout the Transportation Center is a priority. Electronic signs or kiosks that aggregate delays, closures and schedule changes on all transit modes should be installed at high-visibility locations. In addition, **better connectivity** through facility-wide Wi-Fi and improved cellphone service is essential for those relying on electronic devices, apps and text messages for transit information. The Transportation Center’s **public address system** should be repaired and updated so that it can be used to make clear, audible and multi-lingual announcements of information impacting all transit modes.

Uniformed **customer service ambassadors** should be stationed throughout the Transportation Center to greet, direct and orient users and answer questions.

Comfortable waiting areas should be provided at each terminal. Concerns about congregations of homeless

individuals, which prompted removal of benches at the Great Hall, and perceptions that the Center is unsafe could both be allayed by enlivening the Transportation Center with **programming** such as licensed buskers, music and entertainment, holiday and children’s events, traveling exhibits, retail kiosks and “pop-ups.” SEPTA should actively market the Transportation Center as well as Upper Darby’s downtown as part of its overall **marketing and programming** initiatives. Longer-term, a systemwide art coordinator position could introduce rotating art installations at the Transportation Center and throughout the SEPTA transit system.

A number of **low-cost, quick-action steps**, such as repainting with bright and/or light colors, updating lighting fixtures for better illumination, acoustic remediation, adding indoor plants and rotating art installations and even removing the bird spikes that encircle the interior roof of the Great Hall, would go far to improve the immediate user experience and atmosphere. **Consistent design elements** such as colors, lighting and plants throughout the Center would reinforce a unified sense of identity. The panel recommends that these items be addressed, even if they are only interim steps while longer-term improvements are planned. For example, repainting a wall, even if it is later removed, is an immediate action with worthwhile positive impact.

A **centralized plan for advertising** should address disorganized advertisements and could enhance revenue potential by identifying optimum locations. Colorful, in-house SEPTA ads, promotion for local attractions and rotating art exhibits would add vibrancy.

On the exterior, the panel recommends a **façade study** to consider short-term interventions, such as painting and murals, lighting and exterior signs, and longer-term architectural and landscape solutions.

Station improvements should include easy-to-clean surfaces and the **cleaning and maintenance** schedule should be evaluated with the goal of increased efficiency and frequency.

Key Long-term Recommendations:

As the “front door” to the Transportation Center, the Great Hall should be outfitted with a **central welcome, information and sales kiosk**. This highly visible kiosk in the center of the Great Hall would be a place for SEPTA staff to greet users, answer questions, provide directions and assist with ticket and Key sales as well as to provide a sense of place and character, drawing on the history of the building. It should feature a prominent, digital, real-time-transit information sign.

The TAP recommends **lighting and acoustical design studies**. These are especially critical as the Great Hall is enlivened with the recommended central kiosk, improved retail and programming.

Project Home’s the **Hub of Hope**, a walk-in center that provides daytime services to the homeless at SEPTA’s Suburban Station, is a model that should be considered at the Transportation Center.

The **SEPTA Police Station** should be relocated to a higher-visibility and more prominent location, possibly at the former Post Office location. Bringing more SEPTA staff or contractors into the Transportation Center as uniformed, roving, **customer-service “ambassadors”** would further enhance the perception of safety. SEPTA may consider the Key Card ambassador program as a model.

Wayfinding and Identity

Assessment

SEPTA has made some strides in improving its wayfinding system at the Transportation Center, but the TAP found that directional signs remain fragmented, graphically inconsistent and, in many locations, missing or out of the line-of-sight. Especially confusing to many, the facility’s four terminals are identified as “Main Terminal,” and by direction (“West,” “South” and “North” terminals). Signs are almost entirely in English. Multiple exit doors to downtown Upper Darby are poorly marked and signage and information for those seeking SEPTA route information is equally poor.

These deficiencies are a serious impediment to both the customer experience and to forging a coherent identity for the Transportation Center.



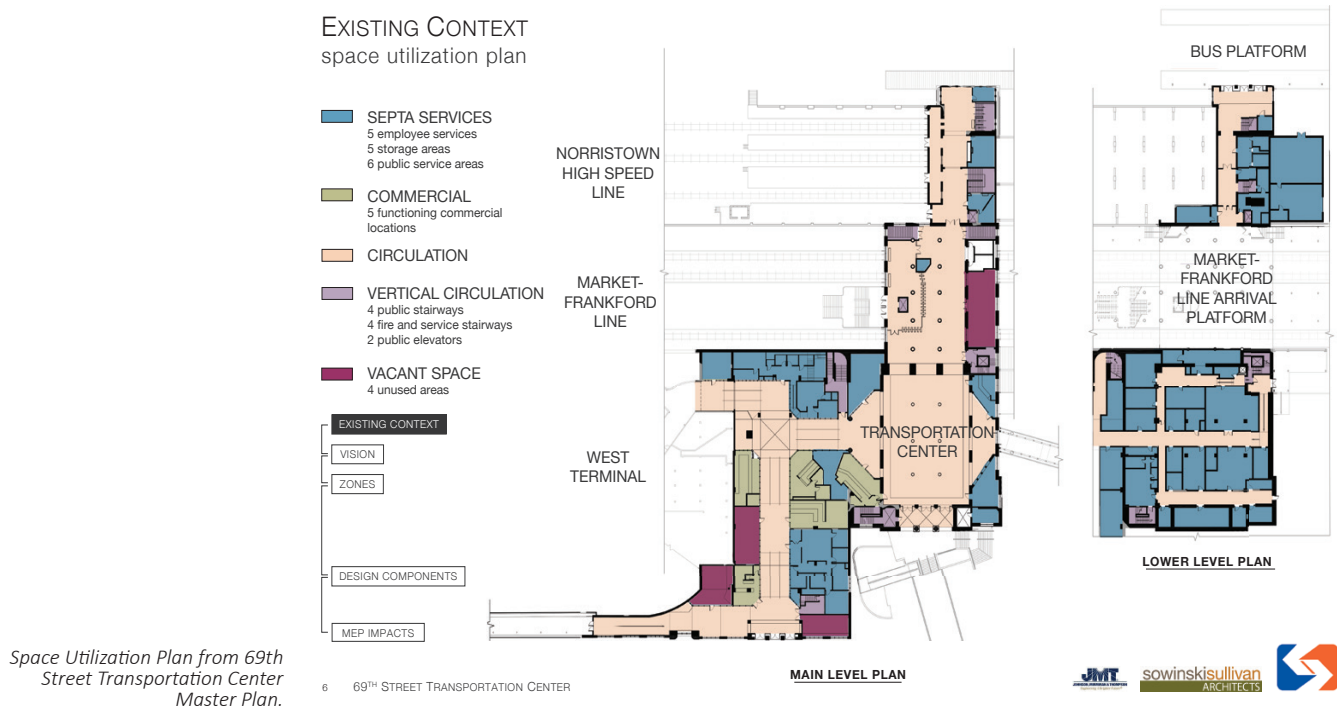
Inconsistent and confusing wayfinding signage.

Recommendations

The panel recommends that SEPTA establish – and enforce – **consistent graphic wayfinding standards** that are clear and accessible to all users. A system of colors, icons and other symbols should be established that is intuitive and comprehensible to speakers of all languages. Directional signs should be thoughtfully located and easy to see from a distance. A first step should be a **survey and audit** of current inventory to evaluate the disparate and multiple directional signs at the Transportation Center and their locations. These graphic standards should be applicable throughout the SEPTA transit system.

SEPTA should **rename the four terminals** at the Center – currently identified as “Main,” “West,” “South” and “North” – in a manner that is easy-to-understand for all users, including non-English speakers.

Other elements of an improved wayfinding system should include **directions with more specificity** closer to the destination. **Directional floor decals** at logical “decision points” would direct passengers. **SEPTA system maps and digital wayfinding kiosks** – outfitted with Google maps or



similar – would assist passengers seeking route information. In addition, **“You Are Here”** indications on all Transportation Center and system maps would quickly orient users.

There are numerous exit points from the building, but no signage indicating what is beyond. As Upper Darby has some significant destinations, such as the Tower Theater and shopping area, **clearly marked exit points and downtown maps** would improve access and linkages to nearby Upper Darby points of interest and help promote the central business district.

Retail

Assessment

Despite the 35,000 people moving every weekday through the Transportation Center, much of the existing retail space is underutilized and there are many vacant storefronts. The current retail mix of six vendors (Philly Pretzel; Remington News and Service; Donut Shop; Green Mountain Coffee; Pizza Shop and a convenience store) is limited and storefronts are often perceived as cramped and dated.

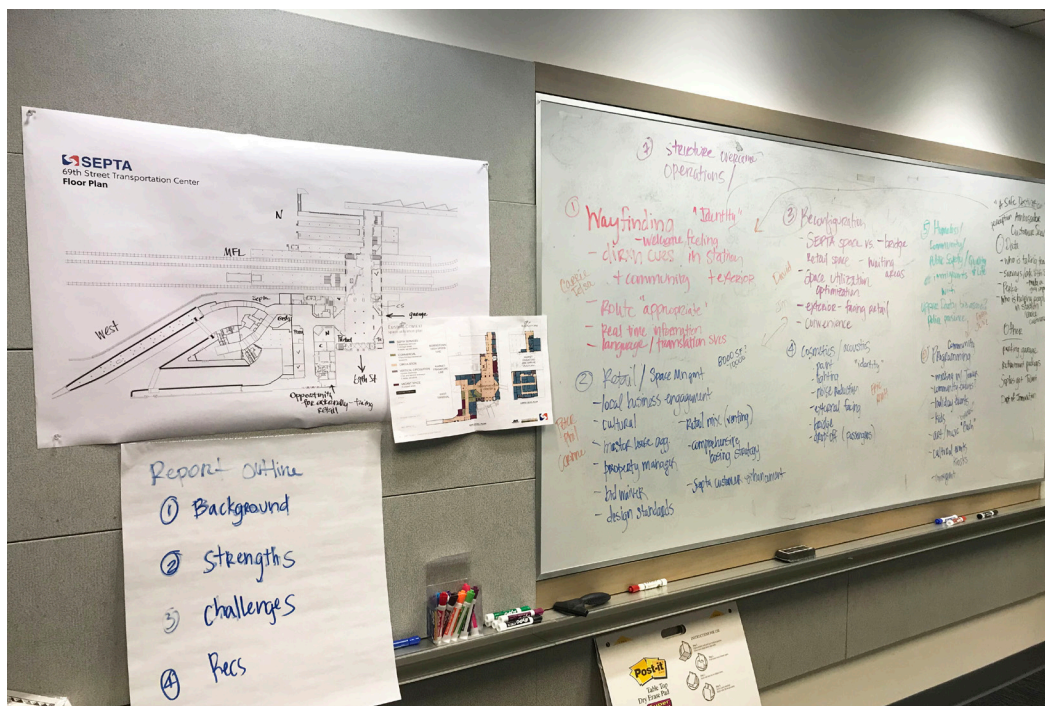
Improved retail would be a significant amenity, enhancing the customer-service experience for both Transportation

Center users and Upper Darby residents and adding value to the cost of a SEPTA fare. The TAP panelists calculated that fully utilized retail at the Center could generate an estimated \$100,000 in monthly rental revenue (about 10,000 square feet at \$10 per month).

Under law, SEPTA’s leasing process is complicated and requires public bidding and awards to the highest bidder. However, the highest bidder is not necessarily the highest and best use to serve the users of the Transportation Center.

Recommendations

The TAP recommends that SEPTA **outsource Transportation Center leasing operations** to an experienced, third-party retail broker. That broker should initially be charged with conducting a **comprehensive leasing survey** to determine market strategies. The broker should also consider the use of established workarounds such as a **master lease agreement** (currently in use at Suburban Station), licenses or waivers to optimize the retail uses and revenue potential at the Transportation Center. The master lease should be structured so that it can help beautify and activate adjoining non-retail and non-transit areas, using New York City as a model.



Panelists consider opportunities for enhanced retail locations.

Leasing should be proactive with an emphasis on **commuter-oriented retail**. Suggested uses include banks, “grab-and-go” food vendors, flower shops, farmers’ markets, dry cleaners, shoemakers, newsstands, bookstores, an Amazon pick-up locker and coffee shops.

Besides permanent retail, the Great Hall should be used for carts, kiosks, “pop ups” and other forms of **short-term, innovative retail**, especially temporary satellites for local retail and restaurants in Upper Darby. Vacant retail space should be similarly programmed.

Design guidelines for retail spaces should address retail and window displays with the goal of streamlining aesthetics, improving visibility and the perception of cleanliness and safety. Temporary art or merchandise displays and attractive signs should be used to **enliven vacant storefronts**.

Reconfiguration

Assessment

The complex layout of the Transportation Center is inefficient and confusing. During peak travel times, users attempting to move in opposite directions are confronted with bottlenecks and collision points. Visibility is often poor

around corners, and other corridors are tight and/or lead to dead ends.

A number of functions, such as some SEPTA offices, employee and storage areas, the SEPTA Police Station and public bathrooms, are either poorly situated or do not represent the highest and best use for their location. For example, opportunities exist for a new external-facing retail use, or for enhanced retail offerings in the four corners of the Great Hall, currently being used as administrative offices. Outside, the automobile drop off/pick up location is chaotic, congested and poorly signed. Consequently, taxis and ride services often drop off passengers on Market Street, creating traffic bottlenecks.

Recommendations

Short-term:

A flow study is needed to observe and evaluate how users move through the Transportation Center, how exit/entry points function and how best to alleviate choke points.

A safe and clearly designed pick-up/drop-off point for automobiles, taxis and ride services and accessibly located, safe **bicycle infrastructure** such as bike racks or lockers, are needed. The new garage, once completed, will be a logical location for these functions.

Long-term:

In conjunction with the comprehensive leasing strategy recommended earlier, **SEPTA-occupied offices** at prime locations **should be reallocated for retail**. On the other hand, the **SEPTA Police Station** could be moved to more central, high-visibility location to enhance perceptions of safety.

Awkward retail spaces should be made larger and more desirable by squaring off angled walls and combining some adjoining spaces. Adding **exterior-facing retail** where feasible would bring in light and new customers.

Community and Programming

Assessment

The Transportation Center holds great potential to serve as a gateway to Upper Darby, an economic development catalyst and a community asset and hub. At present, the facility is not functioning as such; rather it offers poor connections to its surroundings and many users never venture beyond its doors.

The downtown is characterized by assorted businesses and attractions, including many ethnic restaurants, prime retail anchors (H&M, The Gap), regional attractions (The Tower Theater, the Studio Movie Grill) and many small shops, all within easy walking distance of the Transportation Center.

Despite these assets, the downtown faces challenges. There is a need for streetscape enhancements, notably lighting, landscaping and signage. Many storefronts and building facades require maintenance improvements or upgrades. The Transportation Center's own façades are characterized by large expanses of blank concrete wall that lack dimension or life.

The bridge spanning Market Street is actually more of a barrier than a connector to the Transportation Center. While it is under the jurisdiction of Upper Darby, not SEPTA, it is non-ADA compliant and widely viewed as an eyesore that obstructs the view of the original, historic façade of the Transportation Center. Many pedestrians avoid it and instead cross at the dangerous intersection below.

Recommendations

Short-term:

As previously recommended, the Transportation Center should incorporate symbols that are comprehensible to non-

English speakers throughout its **wayfinding system**. Public address announcements should be multi-lingual. Longer term, translation services for the top languages spoken in Upper Darby should be readily available.

The Transportation Center should help **promote the downtown**. Maps and signs directing users to nearby businesses and attractions should be positioned throughout the building. The recommended leasing strategy should offer discounted advertising and short-term tenancy through carts, kiosks and pop-ups to local businesses and restaurants. SEPTA should pro-actively seek to partner with Upper Darby businesses and attractions through its marketing programs, such as SEPTA Perks. The Tower Theater, in particular, brings 70,000 concertgoers to Upper Darby every year and is a ripe opportunity for cross-promotion.

Upper Darby's **community, ethnic, cultural and other organizations** should be engaged to offer programming and activities in the Transportation Center such as music, theatrical performances, holiday and children's events and art displays.

Long-term:

Though outside of the SEPTA portfolio, the creation of a **downtown business improvement district or business association** may be considered, providing numerous opportunities to partner with the Transportation Center if it were to form. A central management authority could coordinate and expedite marketing, streetscape improvements, business recruitment and other steps necessary to invigorate the downtown and connect better with the Transportation Center.

As previously recommended, the **Transportation Center's façades** should be improved with cosmetic enhancements including lighting, painting, murals and awnings and, longer term, with architectural and permanent landscape improvements. Better exterior signage is needed to identify the sprawling building complex.

Removal of the Market Street bridge is an option to be considered, along with re-configuration and traffic calming steps, to create a safe, at-grade intersection. Shorter-term, improved signage, maintenance and ADA compliance are needed.

Summary

The TAP concludes that 69th Street Transportation Center, at the heart of Upper Darby's downtown, has the potential to serve as an appealing, 21st century transportation hub serving both transit users and the surrounding community, as an anchor for a revitalized Upper Darby central business district and as a regional gateway. It could stand, too, as a model of innovative new ideas for SEPTA systemwide.

The customer experience at the Transportation Center can be significantly and quickly enhanced by low-cost, short-term actions, many of them cosmetic undertakings that can

be achieved or initiated within six months. Other steps will require longer-term planning and implementation. All are intended to inform SEPTA's ongoing plan for implementation of its 2016 master plan for the Transportation Center.

The TAP emphasizes that the appointment of an on-site, dedicated manager, responsible for all aspects of the Transportation Center's functions, is foundational to the successful implementation of its other recommendations and the realization of the 69th Street Transportation Center as a thriving asset for Greater Philadelphia.

Panelists

Julie Donofrio, TAP Co-Chair **Managing Director, PennPraxis**

Julie Donofrio is the Managing Director of PennPraxis, where she oversees Praxis's operations and communications, and leads projects focused on community engagement, capacity building, evaluation, and neighborhood planning. Julie has led many of PennPraxis' projects under the evaluation, community engagement, and planning practice area, including evaluation and community engagement services for Reimagining the Civic Commons, The Oval, Infill Philadelphia for the Community Design Collaborative, and led the multi-year research and engagement project focusing on the creation, management, and evaluation of civic infrastructure, funded by the William Penn Foundation. With ULI Philadelphia, Julie led the Grays Ferry Healthy Corridor planning process, convening local and national stakeholders to create health-driven recommendations for the corridor funded through the ULI National Building Healthy Places initiative.

Patty Elkins, TAP Co-Chair **Director of Planning, DVRPC**

Patty Elkins, PP, AICP, is Director of Planning at the Delaware Valley Regional Planning Commission. She oversees staff in long-range planning; transit, bicycle and pedestrian planning; environmental and smart growth planning; economic and demographic analyses; and marketing and commuter services; as well as DVRPC's initiatives in energy, climate change, food system and healthy communities planning. Patty serves on the boards of the Greater Valley Forge Transportation Management Association, the Association of New Jersey Environmental Commissions, the Lower Merion Township Shade Tree Commission, the Advisory Board of the Philadelphia Chapter of ULI, and as co-chair of ULI's Technical Assistance Panel Initiative. She received her Bachelor of Arts in Anthropology from the University of Pennsylvania, and her Master of City Planning, with a Certificate in Appropriate Technology for Developing Countries, also from Penn.

Corinne Packard Beasley **Professor, NYU Schack Institute of Real Estate /** **University of Pennsylvania**

Corinne Packard Beasley is a Clinical Assistant Professor at the NYU Schack Institute of Real Estate and a Lecturer at the University of Pennsylvania. In addition to teaching, Corinne provides consulting for complex real estate projects, and serves as a Senior Advisor at Econsult Solutions. Corinne is a former Vice President of Development at the Hudson Yards Development Corporation, Vice President at the New York City Economic Development Corporation, Associate at Capital Trust and Associate at Heitman. Ms. Packard graduated from the University of Pennsylvania with a BA in Urban Studies and Real Estate Development and a Masters in City Planning.

Peter Angelides **Principal, Econsult Solutions**

Dr. Peter Angelides is a principal of Econsult Solutions, Inc. (ESI), senior economic advisor and corporate director of ESI ThoughtLab, and a member of the teaching faculty at the University of Pennsylvania. Dr. Angelides has high-level

expertise in both economics and city planning, applying critical economic thinking to projects in real estate, economic development, transportation, tax policy, valuation and litigation. He assists clients in many industries, including real estate development, transportation, local and regional government, affordable housing, gaming, utilities, and insurance.

James Ettelson **Senior Counsel, Royer Cooper Cohen Braunfeld LLC**

James Ettelson is senior counsel with the law firm of Royer Cooper Cohen Braunfeld, LLC where he practices in the areas of real estate, land use and zoning. Jim brings a diverse background in management gained in both the public and private sector, concentrating his practice in the fields of transactional corporate, business and real estate law. His extensive legal experience ranges from business organization and counseling, equity and debt finance negotiation, lease/sale negotiation and agreement preparation to land use and zoning issues. His practice includes representing developers, builders, real estate investors and corporations in both the profit and nonprofit sectors. He is admitted to practice in Pennsylvania and before the U.S. District Court, Eastern District of Pennsylvania, the U.S. Court of Appeals, Third Circuit and the United States Supreme Court.

Matthew Ezold **Principal, Cerami & Associates**

Matthew Ezold joined Cerami & Associates in 2011 with over 10 years of experience as an Audiovisual Consultant. He has previously worked as a theater consultant, served as the Technical Director for The Access Theater in New York City, and has been a freelance sound designer. Matthew has experience as a audiovisual consultant, theater consultant, theatrical sound designer, production manager and facilities manager with a background in entertainment control systems. His design experience includes corporate and educational audiovisual systems, sound reinforcement and recording systems, paging and communication systems, show control systems, closed circuit television and modulated video systems, theatrical lighting systems and theatrical rigging/staging systems.

Eric Goldstein **Executive Director, King of Prussia District**

Eric Goldstein is the founding Executive Director of King of Prussia District. Since 2011, he has helped champion strategic partnerships and initiatives that position King of Prussia as a vibrant, progressive community at the forefront of the suburban transformation movement. An expert in planning and place-making, Eric is a highly successful fundraiser, having raised more than \$6M, in addition to assessment fees, to support King of Prussia District programs and events since 2011. He also proudly serves on the International Downtown Association (IDA) Board as a member of the Executive Committee and as the IDA Awards Committee Chair. Eric was recently named a Change Agent by the Philadelphia Business Journal and added to their Power 100 list in 2017. He was also named the 2016 Best Visionary by Philadelphia Magazine. Eric holds a BS in Environmental Planning and Design from Rutgers University and a MLA degree from Kansas State University.

Telsa Love

Director of Design – Interiors, Coscia Moos Architecture

Telsa Love is Design Director for Interiors at Coscia Moos Architecture, working in commercial, multi-family, education, science and technology, and hospitality markets. She has a demonstrated history of working closely with architecture and planning industries to address interior environments. Interested in how the built-environment is continually changing and evolving, Telsa has been constant in seeking opportunities to be involved in organizations like Urban Land Institute. Telsa received her Bachelors of Arts in Interior Design and Masters of Arts in Interior Architecture and Design from Drexel University.

Carrie Sauer

Director, Center for Safe Mobility

Carrie Sauer is a Transportation Planner and Director of the Center for Safe Mobility at the University of Pennsylvania. She oversees research that lies at the intersection of data and design; Her projects use eye-tracking glasses to collect authentic visual experience and provide a new and comprehensive approach to understanding mobility, wayfinding, and safety. Outside of work, Carrie volunteers with the Community Design Collaborative and Women's Transportation Seminar, and sits on the Penn Bicycle Committee and the Central Philadelphia Transportation Management Association.

David Urffer

Principal, JKRP Architects

Dave joined JKRP Architects in 1988, became an Associate in 1993 and has been a Principal since 2000. He enjoys maintaining a diverse management role in the office, and has worked on many retail, theater, institutional, and

residential projects. Dave's retail projects have included the full spectrum of the market: national retail, tenant interiors, landlord improvements, shopping centers, grocery and custom retail. Dave is active in JKRP's mentoring program and enjoys working with younger team members to guide their professional development. Dave is also on the Board of Directors and is an active team leader in the Philadelphia Chapter of the ACE Mentor Program. He is the Chairman of the Media, PA Historic Architectural Review Board (HARB), holds a BA from the University of Pennsylvania, an M Arch from Carnegie Mellon University, and is registered in 21 states.

Philip Voutsakis

Project Manager, AthenianRazak

Philip is managing the redevelopment effort of the 40,000 sf of retail space within SEPTA's Suburban Station Concourse in Center City Philadelphia. Since AthenianRazak secured a 10-year master lease from the Transportation Authority in July 2016, Philip has assisted in project management and leasing duties related to the first phase of redevelopment, as well as asset management and property management for the in-place tenancy. In addition to this project, Philip also supports business development functions by underwriting new opportunities and exploring new ventures for the firm. Prior to joining AthenianRazak, he was an acquisitions analyst at a real estate private equity company focusing on Philadelphia-area office and industrial assets. Within two years in that role, he was substantially involved in six office and industrial acquisitions, totaling \$210 million and seven office dispositions totaling \$200 million.

Stakeholder Participants

Trenton Banks, Manager, Tower Theater

Gino Benedetti, General Counsel, SEPTA

Salim Bengazi, Station Manager (69th Street), SEPTA

William Bisirri, Director, Engineering/Design - Facilities Engineering, SEPTA

Steve Bowman, Owner, Five Points Coffee Owner

Liz Bradford, Director, Marketing and Advertisement, SEPTA

Leo Byrne, Manager, Real Estate Operations, SEPTA

Mario Carchi, Manager, Hmart

Mark Cassel, Director, Suburban Service Planning & Schedules, SEPTA

Michael Chitwood, Police Superintendent, Upper Darby Police

Tamara Crump, Administrator, Office of Community Development, Upper Darby Township

Meghan Curran, Community Relations Coordinator, SEPTA

Jonna DiStefano, County Human Service Administrator for Behavioral Health, Del Co Office of Behavioral Health

David Doler, Supervisor, Property Development, SEPTA

Justin Dula, Ex- Delco Planning Dept Community Planner, Delaware County Planning Dept.

Keith Ellis, General Manager, Studio Movie Grill

Kim Heinle, AGM, Customer Service, SEPTA

Garrett Hincken, Director of Research and Transportation Policy, Center City District

Joe Houston, Ashkenazy Real Estate

Ryan Judge, Senior Long Range Planner, SEPTA

Tom Judge, Chief Administrative Officer, Upper Darby Township

Portia Kamara, Executive Director, Multicultural Community Family Services

Mike Liberi, Chief Surface Transportation Officer, SEPTA

Bob Lund, AGM, Engineering, Maintenance, and Construction, SEPTA

Kirsten Mailler, Community and Regional Planning, Delaware County Planning Dept.

Betsy Mastaglio, Manager of the Office of Transit, Bicycle and Pedestrian Planning, DVRPC

Elizabeth Mintz, Director, Communications, SEPTA

Kate O'Connor, Chief Engineer, SEPTA

Thomas Shaffer, Manager, Transportation Planning, Delaware County Planning Dept.

Liz Smith, Director of Strategic Planning and Analysis, SEPTA

Andrew Stober, Vice President of Planning and Economic Development, University City District

Andrew Svekla, Associate Manager, Office of Smart Growth, DVRPC

Terry Tracy, Upper Darby Economic Development Committee

Darryl Wade, Senior Director of Station Operations (69th Street), SEPTA

Chris Witz, Manager, Consumer Research, SEPTA



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