

LOWER SCHUYLKILL DISTRICT

Creating a World Class Life Sciences District at the Lower Schuylkill



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ON THE COVER: ULI Philadelphia



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About the Urban Land Institute

The Urban Land Institute (ULI) was established in 1936 as a nonprofit educational and research institute. It is supported by 45,000 members in 82 countries representing all aspects of land use and development disciplines. ULI's mission is to shape the future of the built environment for transformative impact in communities worldwide

ULI has more than 900 members in the Philadelphia District Council, which includes the Philadelphia metropolitan area, Central Pennsylvania, Delaware, the Lehigh Valley, and Southern New Jersey. ULI Philadelphia's interdisciplinary membership is comprised of planners, developers, lenders, architects and related professionals.

ULI provides guidance to nonprofits and municipalities seeking solutions to land use challenges. Its Technical Assistance Panels objectively 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 prevent current and potential conflicts of interest.

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The 36 trolley travels down Grays Avenue.



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Panelists survey the Bartram's North site.



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INTRODUCTION

The Philadelphia Industrial Development Corporation (PIDC) engaged ULI Philadelphia to convene a Technical Assistance Panel (TAP) to help PIDC find practical strategies for developing a life sciences manufacturing hub in Philadelphia's Lower Schuylkill district.

PIDC has identified publicly-owned parcels of waterfront land adjacent to Bartram's Garden and to the east of Lindbergh Boulevard as opportunities to deepen the life sciences ecosystem. PIDC hopes to develop cell and gene therapy production and distribution facilities on these parcels and connect the development with the Pennovation Works Campus and University City District to the advantage of all three areas. Maximizing connectivity with the research centers and bringing employment and infrastructure improvements to the surrounding community are PIDC's primary goals.

On December 2-4, 2020, the ULI volunteer panelists, comprised of architects, developers, planners, manufacturers and related professionals, toured the study area with PIDC representatives¹, and interviewed a broad range of stakeholders in online group meetings. On the final day, the TAP presented its findings and recommendations.

The panel's suggestions focus on positioning the two PIDC sites to appeal to investors; improving access routes from the sites to Pennovation and UCity; and strengthening social and community infrastructure in the southwest Philadelphia neighborhood.

This TAP is part of a larger series of projects that ULI Philadelphia has engaged in concerning life sciences and the region's built environment. In conjunction with PennPraxis and Pennovation, ULI led a Healthy Corridors Study of Grays Ferry in 2017; along with PIDC, convened a Future of Work Initiative in 2019; highlighted life sciences in the Annual Real Estate Forecast 2020; held a webinar on Philadelphia's Life Sciences sector's resiliency in response to COVID in 2020², and supports an ongoing Health and Life Sciences Product Council.

The Lower Schuylkill District is located just south of University City District, and includes public, private and institutional land uses.



PIDC

OVERVIEW

The Lower Schuylkill, Philadelphia's southern gateway, was used for petroleum refining and heavy industrial operations for more than 150 years. When the Sunoco Oil refinery was shuttered in 2012, attempts to remediate the brownfields and insert mixed-use development began in earnest. Southwest Philadelphia is now in the midst of a planning resurgence.

Since Philadelphia's adoption of the Lower Schuylkill Master Plan in 2013³, acres of contaminated land have been cleaned up, a new riverfront trail and greenspace have been created, and more than \$100 million of public and private resources have been invested. The area west of the Schuylkill has been designated a Qualified Opportunity Zone.

Bartram's Garden, a 45-acre, National Historic Landmark house museum and botanical garden on the Schuylkill River, is in the center of the developable area,

linking the two parcels under consideration. Four miles south is Philadelphia International Airport.

Adjacent to the parcels and the Garden is Bartram Village, a 22-acre public housing site that is home to approximately 1,050 residents. The Philadelphia Housing Authority (PHA) has received a Choice Neighborhoods Initiative grant from the Department of Housing and Urban Development to replace Bartram Village's distressed housing, assist residents with employment, healthcare and education, and attract community investment. Armed with PHA's strategic plan, Blossom at Bartram, the Village and the Kingsessing neighborhood are poised to become a vibrant, self-sufficient community with quality, affordable housing and enhanced economic opportunities.



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Bartram's Plaza sits adjacent to Bartram's Garden and connects with the rest of the Bartram's Mile trail.

These recommendations are built on strategic plans for the area that were reviewed by the TAP. The plans include the Grays Avenue Corridor Innovation District Gateway study (2015), Market Assessment of Life Sciences Laboratory Space in Philadelphia (2019), 56th Street Gateway 2nd Community Task Force Presentation (2020), PIDC's Bartram's North & Bartram's South Development Concept (2018), ULI's Envisioning Health Corridors (2019), PIDC's Capital Access and Equitable Economic Development in Southwest Philadelphia and Blossom at Bartram (2020).

PIDC believes that the responsible development of the Bartram's North and South parcels could create jobs for neighborhood residents, spur equitable revitalization, and position Philadelphia as a major player in life sciences product manufacturing nationwide.

¹ Participants complied with CDC guidelines for social distancing and the wearing of personal protective gear during the site tour.

² See online library at <https://philadelphia.uli.org/resources/>

³ See master plan at https://www.pidcphila.com/images/uploads/resource_library/LSMP_ExecSummary.pdf

SCOPE

The sponsor of the TAP is PIDC, a non-profit, economic development group founded in 1958 by the City of Philadelphia and the Chamber of Commerce for Greater Philadelphia. PIDC asked the panel to consider the following:

- How can PIDC, the City, and their partners position this area as an emerging part of a cohesive life sciences district, with University City's R&D hub to the north and the Lower Schuylkill sites to the south, to address the space needs for life sciences lab and manufacturing uses while bringing new employment opportunities for residents and supply chain opportunities for neighborhood businesses? What best practices from other cities can inform Philadelphia's efforts?
- What strategies can be implemented to improve and activate transition areas [between districts] to create a more positive first impression for visitors, provide an attractive and safe route for residents, and encourage potential investors, developers, and tenants to evaluate the Lower Schuylkill development opportunities?

- What strategies can be implemented to enable researchers, scientists, employees, and residents to circulate seamlessly between University City's R&D hub, the Lower Schuylkill sites, and the Pennovation campus?
- What short-term interventions could be deployed to beautify highly visible access routes, activate the riverfront for residents and new businesses, fill amenity gaps for the community, and begin developing a positive profile and awareness of the area?

On the morning of December 2, 2020, the nine-member panel met at the top level of the Drexel Parking Garage. To comply with Covid-19 safeguards, the panel remained in personal vehicles and dialed into a group meeting. After a comprehensive introduction, PIDC representatives led the tour of cars to Bartram's South and Bartram's North – the parcels identified in the scope -- and to the Pennovation campus. The panel toured the areas on foot, noting connections to the Schuylkill River Trail, an under-construction pedestrian bridge over the river, proximity to Bartram's Garden, areas of illegal dumping and difficulties accessing the sites by various transportation modes.

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Panelists approach the Schuylkill River Trail, adjacent to the Bartram’s North site.

The following day, the panel held virtual interviews with twenty-eight stakeholders representing public and private interests (see page 23 for full list of organizations represented). On the morning of December 4th, the panel presented its recommendations to an online audience of sponsors, stakeholders and ULI staff.



ASSESSMENT

The City and PIDC have worked for decades with the University of Pennsylvania Health System and Children's Hospital of Philadelphia to build a world-class center for medical and biotechnology in University City (UCity). Robust institutional and R&D growth have led to a high demand for life sciences laboratory and manufacturing space, creating a flourishing community of science development in UCity and also in the Philadelphia Navy Yard.

But there is a particularly pressing need for cell and gene therapy manufacturing that is closer to UCity and to the Philadelphia International Airport. The panel saw the development of the southwest site as a major opportunity to make Philadelphia a world class life sciences hub. To stakeholders, the opportunity to create a "unified vision" of "equitable industrial development" that offers "living wage jobs" to a local "stable and appropriately skilled workforce" was a critical advantage that the panel championed.

Development of the Pennovation Works in 2016 began to address the need for labs and production space, by adding 40 acres of new development on the riverfront between Grays Ferry Avenue and the 34th Street Bridge. Nevertheless, large-scale manufacturing facilities for cell and gene therapy remain in high demand.

PIDC has identified two parcels totaling 75 acres in the Kingsessing neighborhood of the Lower Schuylkill that can support ground-up construction for life sciences manufacturing. These former petroleum storage and gypsum manufacturing sites are within walking distance to Pennovation, about two miles from UCity

and a ten-minute drive to the Philadelphia International Airport.

Once heavily industrialized, it has been a challenge to procure investment in the area in the recent past. Still the site prospects have benefited from the creation of Bartram's Plaza and other trail and landscape improvements. The head of the Bartram's Mile Trail begins at the South site and continues up to the Grays Ferry Avenue tip of the North Site. The North Site has many older industrial structures, but also thriving stormwater gardens along the Trail with some seating and public art.

The neighborhood to the west of the sites faces challenges resulting from the departure of industry, unemployment, deferred housing maintenance and neglected infrastructure. Illegal dumping along 51st Street, a number of junkyards, and neighborhoods disconnected by the barriers of crisscrossing rail and freight lines are considerable challenges. The Southeastern Pennsylvania Transportation Authority (SEPTA), PHA, Bartram's Garden and formidable community development corporations have projects in the works that will improve the quality of life for nearby residents, and new manufacturing facilities seek to bring opportunities to the local workforce.

Given the strong demand, PIDC believes that this area can be reinvigorated into a modern, industrial locus of life sciences manufacturing while ensuring a pathway to opportunity for local residents. Bartram's North and South can be a campus that offers a different real estate platform for investment and development if social and logistical challenges can be addressed.



RECOMMENDATIONS

After extensive review and discussion, the panel divided its recommendations into three focus areas: improving access routes to the sites, strengthening social and community infrastructure near the sites, and positioning the sites for development and growth.



Improving Access Routes

The Bartram's sites are in the nexus of a region that includes University City, Center City, South and West Philadelphia, the Navy Yard and the Airport. Currently, freight and passenger rail lines cut off the site from the community along the northeast at 49th, 54th and 58th Streets, creating a hurdle to capitalize on these adjacencies, while trolley and bus lines serve as community connections.

The panel saw an opportunity to unlock connectivity at 49th Street because it extends from the Schuylkill River all the way to Baltimore Avenue. Visitors coming from the Grays Ferry Bridge could turn left at Paschall Avenue and then left at 49th to access Bartram's North. A little further on Grays Ferry Avenue is the intersection of 49th and Woodland, significant as a connector to the life sciences campus at UCity and to Bartram's South. To be successful, the streetscape needs to create a more positive impression with enhanced lighting, seating and plantings.

The CSX tracks are a significant obstacle to creating a welcoming front door to the site on 49th Street, and also to giving the neighborhood access to the riverfront and the Schuylkill River Trail. The pedestrian bridge for the Trail will be complete soon, linking it with Bartram's Mile and producing an excellent recreational amenity. The tracks, however, prevent residents from easily accessing this amenity that exists in their own backyard. The panel agreed with PIDC that development should include a means to connect the neighborhood with the river to ensure that this amenity, and transportation route, is accessible to residents.



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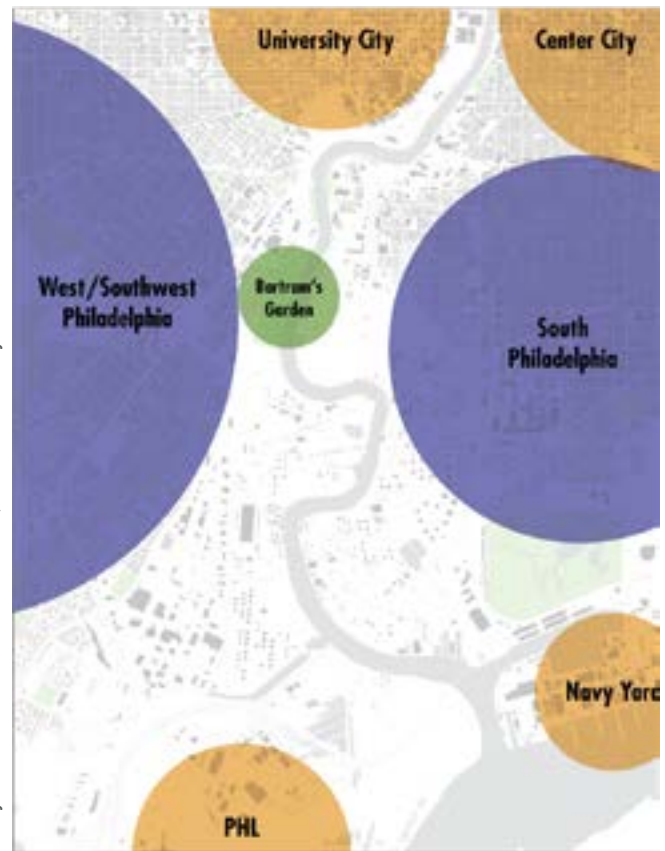
With such strong transit in the region, including trolley lines and bus routes that provide access to UCity, the panel felt that the experience and utility of public transit would benefit from enhancements to existing transit infrastructure, including themed placemaking. Placemaking elements that will give identity to certain stops, particularly along Woodland Avenue, but also along Grays and Lindbergh Avenues, include signage, lighting, seating, covered shelters, plantings, and public art. A popular public space, Trolley Portal Gardens at 40th and Baltimore Avenue in UCity was cited as an example of successful placemaking.

The panel was encouraged that SEPTA had recently received a federal grant to use transit systems as a springboard to create better lives for people experiencing economic distress. The funds will be used for a complete streets study of the Bartram's North border, along 49th Street, Grays Avenue, and Lindbergh Avenue from the intersection of 49th Street and Woodland Avenue to 56th Street and its intersections with Elmwood Ave & Lindbergh Boulevard. PIDC's plans will be directly relevant to the study and should be considered.

Aware of Septa's intention of establishing a new trolley stop at 51st Street, the panel recommends that 49th Street be considered instead. For residents and visitors, 49th Street is the main thoroughfare into the Bartram's North neighborhood and a new trolley stop with placemaking features would advance development on this site and others. An additional Regional Rail stop on the Airport Line near 49th Street and Grays Avenue would further invigorate the business of the area and cement the multimodal connection between the UCity, Bartram's and the Airport.

The borders of Bartram's South are 56th Street to the north and 61st to the south. If most service vehicles will approach from the south along Lindbergh Boulevard, then 61st Street will be the most logical entrance to that site. While 61st Street has functioned as a truck service road for years, the panel recommends consideration in the long-term for upgrading it into an attractive gateway for cars, pedestrians, cyclists heading to the factory and to the river for recreation, or it must be divided into service and public entryways. While requiring significant resources, and likely a phasing approach, ultimately 61st Street should reflect a grand vision: world-class manufacturing facilities adjacent to a landmark botanical garden along an active waterfront.

Lindy Institute for Urban Innovation, Drexel University





Interface Studio

Strengthening Social and Community Infrastructure

The Kingsessing area is supported by strong community-based and resident-led organizations, most recently galvanized by the PHA for the redevelopment of Bartram Village, the multi-family housing located at 56th and Lindbergh Boulevard.

The panel applauds PIDC's continued support of Bartram's Garden, the Southwest Leadership Circle and PHA's efforts to develop and implement an equitable community benefits agenda that builds on the plan to redevelop the Village via Blossom at Bartram. Blossom and other community plans focus on education, job training, career development, housing and home ownership, entrepreneurship and procurement, community health, greening and beautification of neighborhoods. These initiatives will ensure that residents benefit from the development and make the sites more attractive to investors. Strengthening the community and building capacity will be an asset for PIDC and for future developers and businesses in ensuring that area conditions improve in tandem with the riverfront and site.

The panel offered two additional examples of equitable development: the 11th Street Bridge Park plan in Washington DC and the West Philadelphia Promise Zone's Fair Future Strategy. Both plans engaged multiple community stakeholders who put aside their own interests to ensure that residents would benefit from neighborhood developments.

Significantly, these plans emphasize the importance of strategies for home ownership and home repair to be driven by the relevant partners and stakeholders. Equitable benefits for existing residents and improved neighborhood conditions will increase the viability of the PIDC sites and ensure that local residents who want to work at the site will be able to buy homes while they are affordable. The panel recognizes PIDC's role in supporting these programs, led by partners such as PHA and CHOP.

The panel recommends that PIDC support workforce development. This could be a service developed with University of the Sciences, Community College of Philadelphia or a program that already exists in the Bartram's Garden area. It should include training for manufacturing jobs and upfitting existing small minority businesses to be able to offer services and goods to the life sciences hub.

The training should be tailored to minimum education requirement jobs, with quick turnaround time, including mentorship for small businesses to support the development. Jobs and services needed are likely to include, for example, biomanufacturing operators, lab technicians, gown and lab cloak cleaners, cold storage climate control transportation, HVAC technicians, hazardous waste cleaning, restaurant businesses, landscaping, and warehouse operations management.

The panel encourages a focus on connecting developers and investors to workforce programs and encouraging other groups to think about what unique programs would prepare southwest residents for opportunities at these sites. Workforce development partners could be responsible for working with the community around job training needs and opportunities to make connections to future employers. This could be bolstered by future tenants of the site considering local hiring and public entities initiating partnerships with community organizations to integrate workforce initiatives into the public-school curriculum. Workforce development partners would need to investigate appropriate salaries for roles that may be available for local residents, with an eye to ensuring the possibility of wealth building.

The panel recommends that a workforce development economic transition plan be created similar to that described in Blossom at Bartram using PHA Workforce Navigators. This would apply to employees who are able to transition to the next level of housing, but need



support for credit readiness, rental history, new home ownership subsidies, and rent deposit vouchers to help them out in the beginning. Funding for workforce development efforts could be a mix of local, state and federal government resources, nonprofit resources, minority small business organizations, and private funding from future employers contributing to a workforce development pool.

Lastly, the panel believes that the neighborhood would have more vitality and the community would be strengthened by enhanced cleaning and greening strategies. Meaningful changes to the environment can be made by managing stormwater, improving streetscapes in order to calm traffic, planting trees and establishing community gardens. A Special Services District or Community Development Corporation could be responsible for cleaning the area, managing a farmers' market, and programming community events in public spaces, perhaps on one of the Bartram's sites.



Positioning the Sites for Development

The panel is excited about the vision to create a world class Life Sciences District at the Lower Schuylkill and is making recommendations with this shared goal in mind. The panel suggests a phased development that prioritizes expanding Bartram's North to the roadway, continuing to acquire or encourage the redevelopment of strategic parcels, securing public infrastructure investment, and developing the site. The development of Bartram's South could build on the success of Bartram's North.

The panel agrees that the two Bartram's sites have tremendous potential with their proximity to the institutional research core, growing drug development companies, and the land itself already positioned for manufacturing use. The biggest challenges now are limited access, few amenities, and the absence of an engaging gateway to either site.

The panel suggests that at Bartram's North, PIDC should consider extending the site's "front door" to Grays Avenue, through additional acquisitions or encouraging the strategic redevelopment of adjacent sites. Cleaning up the parcels and improving the conditions on Grays Avenue is critical in achieving the vision of a seamless connection. The improved appearance of those areas will greatly increase the value and desirability of Bartram's North. Both sides of Grays Avenue require enhanced streetscaping and beautification. It is crucial to the commercial development of Bartram's North and will significantly improve the user experience along this section of the corridor.

Through frequent communication with cell and gene therapy manufacturing users around the country, the panel is aware that they require access to a trained workforce, access to world-class research institutions, and access to an international airport. With augmented multi-modal connectivity, Bartram's North will be well-situated to tap those elements.

Building on the the City's goals of improving rail service and connections between the Philadelphia Airport and 30th Street, the panel encourages consideration of a SEPTA Regional Rail station at 49th Street, perhaps as a platform in the center of the rail lines extended towards Grays Avenue. That station could provide an important transit connection to the development at Bartram's North, Pennovation and USciences. It could also provide an important connection with a new light rail station, which the panel proposes for 49th Street instead of 51st. An intermodal connection would greatly improve access to the site from the neighborhood and link neighborhood residents to the larger region. An overall improvement and upgrade of traffic signaling, particularly along Grays Ferry Avenue, would help to mitigate the inevitable congestion and reduce the driving time to Pennovation.

The panel feels strongly that equitable pedestrian and bike access to the river and the Schuylkill River Trail should be provided at the 49th Street corridor, ideally with a pedestrian overpass at



the rail line. While it may be untenable to provide vehicular access across the CSX line at 49th Street, it is important to remove barriers to the river and recreation, and to make this access an early part of the new development. The panel noted that Center City pedestrians and cyclists have access to the Southwest waterfront from the new expansion of the Schuylkill River Trail, while residents in Southwest neighborhoods currently do not. It is the panel’s understanding that PIDC is committed to providing community access to the waterfront.

An innovative recommendation from the panel is that PIDC consider a development at 49th Street that is not on either site. The panel envisions an intermodal hub that would serve as a transit-oriented, mixed-use development in the area bounded by Grays Avenue, 49th Street and the Amtrak / SEPTA rail line. This area is currently not an assembled site, however the panel believes that this is a strategic location that could also serve the neighborhood. The site abuts Bartram’s North, is just south of USciences, is part of the Kingsessing neighborhood, and has a close connection to Pennovation.

A development of four or five stories of residential units above retail and services would accomplish many objectives. It could provide a high-quality,

mixed-income residential inventory for the neighborhood, additional neighborhood-serving job opportunities, and small businesses that manufacturing in Bartram’s North will require such as restaurants, markets, shops or dry cleaning. Upgrading the public space and infill development at this hub will create a life sciences corridor from USciences to Bartram’s North, connecting over to Pennovation.

The panel recommends that Bartram’s South be addressed in the second phase of development, after Bartram’s North has succeeded in connecting with Pennovation, UCity, USciences and the community. Bartram’s South may be easier to develop because it is rectangular and largely cleared, but accessibility is challenging here too. The most direct route to the site is 58th Street, but that is a proposed PHA residential area. More appropriate for truck traffic may be 61st Street, which is largely commercial. The streetscapes on 61st and 58th would require upgrading.

The panel offered a phased approach to the recommendations above while acknowledging timelines for various recommendations may be affected by available resources, market interest and partner priorities. These phased recommendations for PIDC and relevant partners and stakeholders include:

Short-Term	Medium-Term	Long-Term
Position Grays Avenue as the front door of Bartram’s North. Focus on 49 th Street: placemaking and beautification, new SEPTA Regional Rail station, upgrade light rail station, improve bus service, create pedestrian / bicycle access over CSX line.	Encourage medium density, transit-oriented, mixed-use development at 49 th Street with greenery, seating, pocket park. Support community and partner efforts to upgrade public space, amenities and infill development between 49 th Street and Grays Avenue up to USciences. Improve traffic service along Grays Avenue from 34 th Street to Woodland Avenue.	Upgrade existing access to both sites from Lindbergh Boulevard and construct new access from 61 st Street. As necessary, acquire additional parcels or encourage strategic redevelopment along 61 st Street and West Passyunk Avenue to form a new Bartram’s South entrance closer to Philadelphia International Airport. Upgrade streetscape along 61 st Street. Enhance pedestrian connection to Bartram’s Garden. Establish enhanced transit service.

SUMMARY



The TAP concurred that the Lower Schuylkill is an ideal location for a life sciences manufacturing hub and believes that it will be an accelerator for the growth of gene therapy companies in the region. The panel divided its recommendations into three focus areas: improving access routes to the sites, strengthening social and community infrastructure near the sites, and positioning the sites for development and growth.

Bartram's North and South have easy access to the Philadelphia Airport, but to succeed as a life sciences manufacturing hub, they will need to improve access routes to UCity and Pennovation. The panel recommends upgrading the intersection of 49th and Woodland to create a more positive impression with enhanced lighting, seating and plantings. SEPTA is encouraged to consider 49th Street for the new trolley stop instead of 51st Street. An additional Regional Rail stop on the Airport Line near 49th Street and Grays Avenue would further invigorate the business of the area and strengthen the multimodal connection between UCity, Bartram's and the airport. An intermodal

connection would greatly improve access to the site from the neighborhood and link neighborhood residents to the larger region. An overall improvement and upgrade of traffic signaling, particularly along Grays Ferry Avenue, would help to mitigate the inescapable congestion and reduce the driving time to Pennovation.

The panel applauds PIDC's continued support of the Lower Schuylkill's strong community-based organizations that focus on job training and career guidance. It recommends that PIDC designate its own community liaison for workforce development. Responsibilities could include collaborating with schools to provide training for manufacturing jobs and supporting existing small minority businesses to be able to offer services and goods to the life sciences hub. Consider creating at Special Services District be created for keeping the area clean, managing plantings and organizing public events. This would enhance safety, inject vitality and make meaningful improvements to the environment of the neighborhood.



The panel suggests a phased development that begins with expanding Bartram's North to Grays Avenue and creating an engaging front door at this main thoroughfare and Bartram's South would build on this success. Building an intermodal hub at Grays Avenue, 49th Street and the Amtrak / SEPTA rail line would serve as a transit-oriented, mixed-use development. The panel recommends a development of four or five stories of residential units above retail and services for the neighborhood and the life sciences facilities. Upgrading the public space and infill development at this hub will create an active life sciences corridor and enhance the flow of people, ideas and goods from UCity to USciences to Bartram's North to Pennovation.

Recommended peer life sciences cities to consider are San Diego and Boston, but neither have a beautiful, multi-acre botanical garden in the center of the development site for biomanufacturing. This site's proximity to Bartram's Garden is an extraordinary and differentiating asset in the development, that partnership with Bartram's Garden should be leveraged as a driver for future tenants. Bartram's North and South are ideal locations for a biomanufacturing district that will embrace the community while positioning Philadelphia at the forefront of the life sciences world.

PANELISTS

Nathan Hommel

**ASLA, TAP Co-Chair
Director of Planning and Design,
University City District**

Nate joined the University City District in 2012 and has served as director of planning and design since 2015. He has greatly expanded the district's placemaking and public space program and helped to launch Green City Works, University City's landscaping social venture, and Open Streets PHL. Nate is a frequent speaker on tactical urbanism and has been invited to address groups throughout the US, in Amsterdam for Placemaking Week, and in Kazan, Russia for the World Urban Parks Congress. A graduate of the SUNY College of Environmental Sciences and Forestry, he studied urban waterfront design in Denmark and has taught landscape architecture at Jefferson University.

Jayne Spector

**LLA, TAP Co-Chair
Director, Design and Planning, LANGAN**

Jayne is a landscape architect specializing in the redevelopment and sustainable reuse of urban, historic and brownfield sites. She is the director of design at Langan where she manages national and international development projects. Jayne holds a master's degree from the University of Pennsylvania and a BLA from Rutgers University and has taught courses and studios at both universities. She has published articles on sustainable urban development and cultural landscapes. Her book, *Dockyard to Esplanade* explores best practices for leveraging our industrial heritage in the redevelopment industrial waterfronts.

Ryan Debold

**Managing Director, Lindy Institute for Urban
Innovation, Drexel University**

Ryan has overseen the financial and administrative activities for the Lindy Institute's operations and applied research portfolio since its founding in 2014, including the Nowak Metro Finance Lab, and projects on equitable development, land use policy, environmental resource conservation, stormwater management and sustainable landscape design. He helped create "A Vision for the Lower Schuylkill," a 2020 Clean Air Council plan for redeveloping the former Philadelphia Energy Solutions site, and "Financing Creative Placemaking for ArtPlace American and the Kresge Foundation. He holds degrees in land use and design from Kansas State University and the University of Pennsylvania.

Joseph Fetterman

**Executive Vice President, Healthcare and Life
Sciences, Colliers International**

Joe provides simple, strategic real estate solutions for clients in healthcare, life sciences and R&D fields. With a background in architecture, real estate development and financial analysis, he has managed the acquisition leasing, design, construction and occupancy of more than 4 million square feet of office space. His clients include Collectis Biogenics, Cherokee Pharmaceuticals, the Wistar Institute, Temple Health System, and St Mary Medical Center, among others. He holds a degree in architecture from Drexel and an MBA from Wharton.

Andrew Friskoff

Executive Director, LISC Philadelphia

Andrew leads the Philadelphia chapter of the Local Initiatives Support Corporation, a national non-profit development organization dedicated to transforming distressed neighborhoods into healthy, sustainable communities. Under Andrew's leadership, LISC has invested more than \$200 million in affordable housing and community development projects in Philadelphia. Before joining LISC, he served as the Director of Neighborhood Economic Development for the City of Philadelphia, the ACORN Housing Corporation, and the PA Low Income Housing Coalition, now the Housing Alliance. Andrew holds a BA from Haverford College and an MBA from the Wharton School.

John Gattuso

President & CEO, Gattuso Development Partners

John's commitment to urban development has changed the Philadelphia's skyline. The Comcast Technology Center, the Comcast Center, the ongoing redevelopment of the Philadelphia Navy Yard and the Camden Waterfront were developed during his 30-year tenure at Liberty Property Trust. In 2019, John formed Gattuso Development Partners, whose initial project, a \$125 million built-to-suit development at the Philadelphia Navy Yard for Iovance Biotherapeutics, broke ground in June 2019. John serves as President of the Fairmount Park Conservancy and on the board of the Center City District. He is an alumnus of Washington University.

Tia Lyles-Williams

MResc Founder & CEO, LucasPye BIO

Tia's mission with LucasPye BIO is to lower the costs for biotherapeutic drugs, reduce time to market, and provide high-quality / high-pay employment for underserved communities. She is dedicated to providing bioprocessing services below market price and creating a pathway for the approval of generics for products current under development by small and emerging biopharmaceutical companies. An alumna of the University of Southern California, Full Sail University and Howard University, Tia is the first African-American queer woman to own and lead a biotechnology / biopharmaceutical manufacturing company.

David Mercuris

Senior Vice President, Development, The Goldenberg Group

David has over thirty years of professional experience in real estate and consumer product management. He oversees marketing, corporate communications and public relations for the Goldenberg Group, but his primary responsibilities are in residential development. Notable projects include Ayer Condominium in Washington Square and the Carriage Homes at Haverford Reserve. Prior to joining The Goldenberg Group, David worked in strategic planning at the Seagram Company, Moody's Investors Service and Campbell Soup. He holds a BS from the University of California at Davis and an MBA in Finance and Accounting from Columbia University.

Mark Sanderson

AIA, LEED AP Principal, DIGSAU

Mark Sanderson is a founding partner at DIGSAU, a Philadelphia-based studio practicing contemporary architecture, urbanism and environmental design. Created in 2007, the office operates as an open studio, with a staff of thirty-five individuals from diverse backgrounds. The firm has been recognized with over thirty AIA design awards, including the Firm Award from the Pennsylvania chapter. Mark has taught design studios and served as a guest critic and lecturer at numerous design schools. He holds an undergraduate degree from Notre Dame and an MArch from the University of Pennsylvania.

STAKEHOLDER PARTICIPANTS

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Pennovation

Philadelphia City Planning Commission

Philadelphia Housing Authority

Schuylkill River Development Corporation

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