



# APPENDIX



## CREDITS

The *2009 Philadelphia Regional Infrastructure Charrette* is a project of PennDesign, PennPraxis and the Penn Institute for Urban Research. It was organized in partnership with the Philadelphia City Planning Commission, the Mayor's Office of Sustainability and the Metropolitan Caucus, and was funded by a grant from the William Penn Foundation and with the support of the Office of the Provost of the University of Pennsylvania.

### *Organizing Group*

Laurie Actman, Mayor's Office of Sustainability/  
Metropolitan Caucus  
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Andrew Goodman, PennPraxis  
Alan Greenberger, Acting Deputy Mayor for Planning  
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Shawn McCaney, William Penn Foundation  
Amy Montgomery, Penn Institute for Urban Research  
Harris Steinberg, PennPraxis  
Marilyn Jordan Taylor, PennDesign  
Susan Wachter, Penn Institute for Urban Research

### *PennPraxis Staff*

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We would like to thank the following people for their assistance in compiling materials in advance of the

charrette:

- Laurie Actman, Mayor's Office of Sustainability  
and the Metropolitan Caucus
- Paul Amos, Wharton Geospatial Initiative
- Susan Baltake, Urban Land Institute
- Nicole Cross, Philadelphia City Planning  
Commission
- Calvin Davenger, Philadelphia International Airport
- Victor Davis, Philadelphia City Planning  
Commission
- Emily Dowdall, Planning Collective
- Nick Frontino, Planning Collective
- John Grady, Philadelphia Industrial Development  
Corporation
- Alan Greenberger, Acting Deputy Mayor for  
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- Phil Hopkins, Select Greater Philadelphia
- Brian Ivey, Division of Technology, City of  
Philadelphia
- Greg Krykewycz, Delaware Valley Regional  
Planning Commission
- Christy Kwan, Planning Collective
- Paul Levy, Center City District
- Donnie Maley, Planning Collective
- Mary Ellen McCarty, Office of Watersheds, City of  
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- Glenn McNichol, Delaware Valley Regional  
Planning Commission
- Mark Muro, Brookings Institution
- Scott Page, Interface Studio
- James Querry, Division of Technology, City of  
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- Clint Randall, Planning Collective
- Barry Seymour, Delaware Valley Regional Planning

## Commission

- Will Stevens, Delaware Valley Regional Planning Commission
- Julie Thompson, Planning Collective
- Alan Urek, Philadelphia City Planning Commission
- Amanda Wagner, Planning Collective
- Yimei Wang, Division of Technology, City of Philadelphia

We would like to give special thanks to the Planning Collective, who provided extensive mapping and research support in preparation for the charrette. They can be reached at [info@planningcollective.com](mailto:info@planningcollective.com).

## ORGANIZING PRINCIPLES

At the federal level, the Office of Housing and Urban Development, the Department of Transportation and the Environmental Protection Agency have developed principles that challenge local governments and civic leaders to develop ideas for regionally connected transportation, energy, housing and environmental projects that transcend geopolitical boundaries in the name of creating sustainable communities. The HUD-DOT-EPA Principles are:

*Provide more transportation choices* — Develop safe, reliable and economical transportation choices to decrease household transportation costs, reduce our nation's dependence on foreign oil, improve air quality, reduce greenhouse gas emissions and promote public health.

*Promote equitable, affordable housing* — Expand location- and energy-efficient housing choices for people of all ages, incomes, races and ethnicities to

increase mobility and lower the combined cost of housing and transportation.

*Enhance economic competitiveness* — Improve economic competitiveness through reliable and timely access to employment centers, educational opportunities, services and other basic needs by workers, as well as expanded business access to markets.

*Support existing communities* — Target federal funding toward existing communities—through such strategies as transit-oriented, mixed-use development and land recycling—to increase community revitalization, improve the efficiency of public works investments and safeguard rural landscapes.

*Coordinate policies and leverage investment* — Align federal policies and funding to remove barriers to collaboration, leverage funding and increase the accountability and effectiveness of all levels of government to plan for future growth, including making smart energy choices such as investing in locally generated renewable energy.

*Value communities and neighborhoods* — Enhance the unique characteristics of all communities by investing in healthy, safe and walkable neighborhoods—rural, urban or suburban.

## CHARRETTE SCHEDULE

### Monday, July 27: Framing Philadelphia in the national debate

*Time:* 6pm – 9pm

*Venue:* Upper Gallery, Meyerson Hall (210 South 34th Street)

Welcome and Overview

- *The Charge*, Marilyn Jordan Taylor, Dean and Paley Professor, PennDesign
  - *Remarks*, Alan Greenberger, Acting Deputy Mayor for Planning and Economic Development, City of Philadelphia
  - *The Work*, Harris Steinberg, Executive Director, PennPraxis
- Dinner and presentation
- *The Region's Economic Geography*, Ryan Sweet, Senior Economist, Moody's Economy
  - Response facilitated by Susan Wachter, Penn Institute for Urban Research
    - Tom Morr, President and CEO, Select Greater Philadelphia
    - Barry Seymour, Executive Director, Delaware Valley Regional Planning Commission
    - Steve Wray, Executive Director, Economy League of Greater Philadelphia

### Tuesday, July 28: Developing regional networks

*Venue:* Upper Gallery, Meyerson Hall (210 South 34th Street)

- 8am – 8:30am: Breakfast
- 8:30am – 9am: Discussion of HUD and DOT “Sustainable Communities” Principles
- 9am – 10:30am: Presentations and discussion: regional strengths and weaknesses

- *The regional landscape*: Mark Alan Hughes, Former Director of Mayor's Office of Sustainability, City of Philadelphia

- *Philadelphia centers*: Paul Levy, Director and CEO, Center City District

- Discussion

10:30am – 4pm: Group work

Explore regional transportation and open space systems and identify potential transformative infrastructure investments

Groups:

- Transportation (Rail, Light Rail, Subway, High Speed, Water, Highway)

–*Leader*: Rachel Weinberger, PennPlanning

- Natural Systems (stormwater, trails, waterfronts, green infrastructure)

–*Leader*: Alex Krieger, Chan Krieger

- Airport (physical, connections to region)

–*Leader*: Marilyn Jordan Taylor, PennDesign; and Derek Moore, Skidmore, Owings & Merrill

4pm – 5:30pm: Report and discussion of final ideas, principles

5:30pm – 8:30pm: Schuylkill River site visit and dinner

### Wednesday, July 29: Applying regional principles to case study sites in Philadelphia

*Venue:* Upper Gallery, Meyerson Hall (210 South 34th Street)

7:30am – 8am: Breakfast and presentation of site context

8am – 2pm: Group work

Groups:

- Urban design along the Schuylkill River—strengthening the Center City-University City



connections

–*Leaders:* Marilyn Jordan Taylor, PennDesign; and Cindy Sanders, Olin Partnership

- Transportation and natural systems connections between Philadelphia and the region

–*Leaders:* Trent Lethco, Arup Inc.; and Alex Krieger, Chan Krieger Sieniewicz

- Philadelphia International Airport

–*Leader:* Derek Moore, Skidmore, Owings & Merrill

2pm – 3:30pm: Lunch and discussion of ideas

- Facilitator: John Landis, Crossways Professor

and Department Chair, PennPlanning

5:30pm – 8pm: Public Event

Reshaping the City: New Visions for Urban Infrastructure

Part of Penn Institute for Urban Research's *Philadelphia 360°* series and *Next American City* magazine's *URBANEXUS* series.

*Venue:* Academy of Natural Sciences (19th Street and Benjamin Franklin Parkway)

5pm – 6:30pm: Invited reception sponsored by *Next American City* magazine

6:30pm – 8pm: Presentations and respondents Presentations

- Alex Krieger, Founding Principal, Chan Krieger Sieniewicz, and Professor of Practice, Harvard Graduate School of Design

- Trent Lethco, Associate Principal, Arup Inc.

Local Respondents

- Rina Cutler, Deputy Mayor for Transportation and Utilities, City of Philadelphia

- Michael DiBerardinis, Commissioner, Department of Parks and Recreation, City of Philadelphia

- Alan Greenberger, Acting Deputy Mayor for Planning and Economic Development, City of Philadelphia

- Facilitator: Marilyn Jordan Taylor, Dean and Paley Professor, PennDesign

## CHARRETTE TEAM MEMBERS

*Tuesday, July 28*

*Regional Transportation*

- Weinberger, Rachel\* — PennPlanning

- Papageorge, Anne — Penn Real Estate

- Allen, Walker — DVRPC

- Levy, Paul — Center City District

- Buckley, Stephen — Phila. Office of Transportation and Utilities

- Landis, John — PennPlanning

- Claflen, George — Design Advocacy Group

- Coleman, Bev — NeighborhoodsNow

- Micale, Nando — Wallace Roberts and Todd

- Elbich, Elaine — PennDOT

- Flemming, Alex — SEPTA

- Dawson, Phil — City of Philadelphia

- Box, Bob — Delaware River Port Authority

- Sheffield, Bill — RiverLINE

- Boyer, Mike — DVRPC

- O'Rourke, Dennis — Amtrak

- Frontino, Nick — Planning Collective

- Randall, Clint — Planning Collective

- Redding, Rick — PCPC

- Graham, Tamika — Wilmington Area Planning Council

- Swiatek, Bill — Wilmington Area Planning Council

- Gladstein, Eva — ZCC

- Dalfo, Tom — Philadelphia Industrial Development Corporation
- Urek, Alan — PCPC
- Wood, Marilyn — 10,000 Friends of PA

*Tuesday, July 28*

*Regional Natural Systems*

- Krieger, Alex\* — Chan Krieger Sieniewicz
- Marcinkoski, Christopher — Field Operations
- DiBerardinis, Michael — Phila. Parks and Recreation
- Hara, Mami — Wallace Roberts and Todd
- Carten, Andrew — City of Trenton, NJ
- Abrams, Glen — Phila. Water Department
- Focht, Mark — Phila. Parks and Recreation
- Slawson, Susan — Phila. Parks and Recreation
- Muller, Kathy — Phila. Parks and Recreation
- Craighead, Stephanie — Phila. Parks and Recreation
- Alminana, Jose — Andropogon Associates
- Featherstone, Jeffrey — Temple U. Center for Sustainable Communities
- Wallis, Carolyn — PA Dept of Conservation and Natural Resources
- Pitz, Andrew — Natural Lands Trust
- Miller, Amy — DVRPC
- Wagner, Amanda — Planning Collective
- Thompson, Julie — Planning Collective
- Schaaf, David — PCPC
- Senior, Lee — University City District
- Starr, Partick — PEC

*Tuesday, July 28*

*Philadelphia International Airport*

- Taylor, Marilyn Jordan\* — PennDesign

- Moore, Derek\* — Skidmore Owings & Merrill
- Sehnert, Paul — Penn Real Estate
- Trainer, Nancy Rogo — Venturi Scott Brown
- Page, Scott — Interface Studio
- Morr, Tom — Select Greater Philadelphia
- Moog, Roger — DVRPC
- Goodman, Andrew — PennPraxis
- Dowdall, Emily — Planning Collective
- Olson, Natalia — H2L2, ZCC, PCPC
- Hicks, Charnelle — CH Planning
- Haak, John — PCPC
- Farmer, Arrus — PennPraxis
- Zimbabwe, Jess — Urban Land Institute

*Wednesday, July 29*

*Citywide Systems: Transportation and Natural Systems*

- Lethco, Trent\* — ARUP NYC
- Krieger, Alex\* — Chan Krieger Sieniewicz
- DiBerardinis, Michael — Phila. Parks and Recreation
- Marcinkoski, Christopher — Field Operations
- Coleman, Bev — NeighborhoodsNow
- Elbich, Elaine — PennDOT
- Coker, Marion — SEPTA
- Box, Bob — Delaware River Port Authority
- Boyer, Mike — DVRPC
- Hara, Mami — WRT
- Alminana, Jose — Andropogon Associates
- Landis, John — PennPlanning
- Abrams, Glen — Phila. Water Department
- Slawson, Susan — Phila. Parks and Recreation
- Muller, Kathy — Phila. Parks and Recreation
- Craighead, Stephanie — Phila. Parks and Recreation

- Graham, Tamika — Wilmington Area Planning Council
- Redding, Rick — PCPC
- Urek, Alan — PCPC
- Pitz, Andrew — Natural Lands Trust
- Allen, Walker — DVRPC
- Randall, Clint — Planning Collective
- Dowdall, Emily — Planning Collective
- Wood, Marilyn — 10,000 Friends of Pennsylvania

*Wednesday, July 29*

*Philadelphia International Airport*

- Moore, Derek\* — Skidmore Owings & Merrill
- Page, Scott — Interface Studio
- Haahs, Tim — Timothy Haahs & Associates
- A'Hara, Allan — AECOM
- Davenger, Calvin — Philadelphia International Airport
- Morr, Tom — Select Greater Philadelphia
- Moog, Roger — DVRPC
- Haak, John — PCPC
- Hicks, Charnelle — CH Planning
- Terlizzi, Chris — Urban Land Institute
- Dalfo, Tom — Philadelphia Industrial Development Corporation
- Farmer, Arrus — PennPraxis
- Featherstone, Jeffrey — Temple U. Center for Sustainable Communities
- Frontino, Nick — Planning Collective
- Thompson, Julie — Planning Collective

*Wednesday, July 29*

*Central Schuylkill Urban Design*

- Sanders, Cindy\* — Olin Partnership

- Taylor, Marilyn Jordan\* — PennDesign
- Papageorge, Anne — Penn Real Estate
- Blaik, Omar — u3 Ventures
- Larice, Michael — PennPlanning
- Miller, Amy — DVRPC
- Syrnick, Joe — Schuylkill River Development Corporation
- Chen, Mark — Children's Hospital
- Bressi-Stoppe, Liz — University of the Sciences in Philadelphia
- Miller, Kimberly — Drexel
- Hess, Curt — Science Center
- Senior, Lee — University City District
- Sehnert, Paul — Penn Real Estate
- Levy, Paul — Center City District
- Olson, Natalia — H2L2/ZCC/PCPC
- Schaaf, David — PCPC
- Trainer, Nancy Rogo — Venturi Scott Brown
- Micale, Nando — Wallace Roberts and Todd
- Goodman, Andrew — PennPraxis

## PLAN LINKS

*Connections 2035 – The Regional Plan for a Sustainable Future:* <http://www.dvrpc.org/Connections/>  
*Greenworks Philadelphia:* <http://www.phila.gov/green/greenworks/>

*Imagine Philadelphia:* <http://www.imaginephiladelphia.org/index.html>

*Next Great City:* <http://www.nextgreatcity.com/>

*Philadelphia Futures Studio: Visions for Philadelphia in 2040:* <http://www.planphilly.com/node/8950>

*Climate Change Studio, University of Pennsylvania, School of Design:* [http://www.state.nj.us/drbc/UPenn\\_climatechange0109.pdf](http://www.state.nj.us/drbc/UPenn_climatechange0109.pdf)



*State of Center City, Center City District, 2009:*  
<http://www.centercityphila.org/docs/SOCC-2009.pdf>  
 and <http://www.centercityphila.org/socc/index.php>

*The Regional Greenspace Priorities Project:* <http://www.regionalgreenplan.org/>

*Back to Prosperity: A Competitive Agenda for  
 Renewing Pennsylvania:* [http://www.brookings.edu/reports/2003/12metropolitanpolicy\\_pennsylvania.aspx](http://www.brookings.edu/reports/2003/12metropolitanpolicy_pennsylvania.aspx)

## PRESENTATIONS — JULY 28

*Mark Alan Hughes, former director, Mayor's Office  
 of Sustainability*

Hughes began by asking charrette participants to carry three questions with them as they began their work:

- 1) How do we achieve equitable outcomes, not just equitable processes, in the infrastructure debate?
- 2) Who pays for and implements new infrastructure? Hughes said that many sustainable infrastructure projects have been demonstrated to be self-financing, but few to be self-implementing.
- 3) What is the difference between built vs. managed infrastructure, and why should the latter, in Hughes' opinion, be this region's focus?

In answering the first question, Hughes argued that while the charrette may create discussions about types of infrastructure—energy, natural systems, transportation and so on—what we are ultimately talking about is the “metropolitan settlement structure and the social choices and tensions that get reflected in that settlement structure.” Hughes added, “American metros could not be better designed to allow people to avoid the social liability of people who are poorer than them.”

Hughes questioned whether intergovernmental cooperation between HUD, DOT and DOE through the Livable Communities principles will be enough to help “get past our largely American habit of paying more attention to process than to outcomes.”

“A fair outcome is an outcome that arises from a fair process and we are all very comfortable with that,” Hughes said, “but I think American metropolitan settlements reveal that there are real limits to playing it that way and it is very easy to avoid the [equity] outcomes many of us say we want.”

Hughes was optimistic that at least one of the principles—targeting investment on existing infrastructure—approached a prescriptive equitable outcome rather than just promoting a better process. He also noted that one of the opportunities of a design framework that the charrette supported is that it is hard to avoid outcome-driven thinking.

Hughes' second main point was that rising global energy prices are “transforming our inherited liabilities into appreciating assets.” Cities contain within them value that can be unlocked through policy changes—values, such as:

- Walkable street systems
- Potential for locally distributed alternative energy sources
- Potential for converting municipal waste as an energy source
- Potential for conservation and energy efficiency by extracting energy efficiencies out of wasteful buildings

What does this mean for the city and the region?

Through greater efficiencies in how Philadelphia generates and distributes energy, Philadelphia can brand itself as a strategic manager of energy and a

relatively low-cost place to do business and to live.

Energy competitiveness can become a new line in the pro forma for business and development.

This shift encourages new ways of thinking about costs and benefits of infrastructure, like stormwater, which can justify initial cost premiums when a wider set of benefits are internalized in the calculations.

Looking into the future, Hughes foresees high investment potential in cities like Philadelphia.

“If it comes to pass, a commodified carbon-reduction market will become the most pro-urban organizing device for policy formation in a generation. That market is going to seek out the lowest-cost reduction points in places like Philadelphia because we can get the most reduction in energy out of our buildings and provide transportation alternatives to residents and commuters at the least cost. Dense cities, therefore, become the Saudi Arabia of energy conservation—*if* we create a carbon market,” said Hughes.

*Paul Levy, executive director, Center City District*

Paul Levy began his talk by identifying the following strengths of the city and region:

- Fifth largest metro
- Located midway along the Northeast Corridor
- 15-minute drive or 27-minute rail connection to airport
- Connected to the best high-speed rail line in the nation
- Accessed by three interstate highways
- 360-degree labor market
- 70 percent of downtown office workers take transit—comparable to New York City and San Francisco

- Abundance of cultural offerings
- 9-5 downtown has been turned into a vibrant evening economy that supports both residents and workers
- Third largest downtown residential population behind New York City and Chicago
- Very favorable cost of living: to enjoy same lifestyle in New York City, would need to earn 73 percent more in salary than in Philadelphia.
- 40 percent of downtown residents walk to work, highest nationally
- Labor markets accessible by transit to the core

Levy then turned his attention to some of the barriers that keep the city from improving.

Despite the strengths listed above (and national trends), private sector jobs have declined steadily since the 1970s. “This is a set of stairs that is leading to oblivion, and until we change this pattern we are not going to change the success of the city and the region,” Levy said.

This job loss is part of the long history of deindustrialization. Unlike Pittsburgh, which suddenly lost one industry, Philadelphia has witnessed a gradual decline of multiple industries.

“For better or worse this process is over,” asserted Levy, “and it leaves us with a terrible legacy of deterioration and abandonment.”

Philadelphia has the highest rate of poverty (24 percent) among major cities on the East Coast and very low levels of educational attainment.

A positive note is the region’s higher percentage of employment in eds and meds than East Coast competitors shielded Greater Philadelphia from the effects of the recent economic collapse because those

industries are less affected by the stock market.

Philadelphia mirrors East Coast cities in hospitality and entertainment jobs, but not in business and professional services. It lags behind in minority and new business formation.

Office space in the central business district has declined to 28 percent of the region, which makes Philadelphia look more like an Atlanta than a Chicago.

“Locating jobs beyond the reach of transit is a continual undermining of the stability of residential neighborhoods—a continual path toward poverty for many people,” Levy said.

Wage tax and gross receipts tax structure also negatively affects businesses locating within city limits and deters minority and small business formation.

Recommendations for changing the job loss trend:

- Restore across-the-board tax reductions plan.
- Lift suspension of the Business Privilege Tax reduction as soon as possible. Shift the tax burden from mobile to fixed assets—land and property, not jobs and businesses.
- Reduce the cost of government and appetite for taxes.
- Invest in infrastructure improvements.

Currently, there are several infrastructure agendas competing against each other for political and actual capital. Those agendas include:

- Expanding runway capacity at the airport.
- Capitalizing on interest in high-speed rail.
- Building a Roosevelt Boulevard transit line.
- Addressing traffic on the Schuylkill Expressway.
- Developing a public waterfront on the Central Delaware.

- Extending the Broad Street Line to the Navy Yard.
- Bringing PATCO lines along Delaware waterfront.
- Assessing enhanced UPenn transportation connections.
- Expanding development along west Market Street and JFK Boulevard in Center City.

Top priority, according to Levy, is to get existing systems in a state of good repair. Levy concluded by saying that if there was new funding to invest in infrastructure, it should adhere to a set of criteria to prioritize investment. Levy offered these criteria:

- Invest to achieve sustainability objectives.
- Invest to advance the 21st-century economy.
- Invest to expand existing job centers.
- While only 6 percent of city residents live in University and Center City, those centers represent 40 percent of the city’s jobs. Levy said, “What voters say and what the economy needs is not always the same.”
- Invest in the next economy—seek out NIH funding.
- Invest in industries with entry-level jobs as a strategy for poverty reduction.
- Invest where passengers are located.
- Focus on leftover areas from the industrial age.
- Invest in areas that will yield highest tax return to the city.



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