PRIORITIZING PLANNING

Parks & Rec
The keeper of the city's greens,
Michael DiBerardinis

Philly Growth
Alan Greenberger reflects on the power of place and city building

Green Space
Fairmount Park: Philadelphia's past, present and future

Private Planning
Eds, meds, and the benefits of private planning
Hunter Panels Introduces
Energy Efficient Xci Polyiso

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Polyisocyanurate Insulation
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Xci Foil
Polyisocyanurate Insulation
Manufactured On-Line to
Foil Facers

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Insulation Manufactured On-Line
to Embossed Foil Facers

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Fall 2015—IN THIS ISSUE

In this issue of Context, like the very first issue of the publication that appeared in the spring of 2007, we focus on city planning and how it can attract people, jobs and ultimately people's perception. From industrial space repurposing to private development in the University City District, we show how Philadelphia is growing on a local, regional, and national scale.

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Learn what happened when the German Marshall Fund, the Lindy Institute for Urban Innovation, and the William Penn Foundation collaborated to recommend strategies for the reuse of former industrial spaces.

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In examining the historical importance of Philadelphia’s unique and unparalleled watershed park, the nearly 4000-acre working landscape of Fairmount Park, we can learn vital lessons about the future of the city.

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With its future potential as an energy hub a hot public policy topic today, many important economic, environmental, and planning issues must be dealt with by the Philadelphia region.

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An examination of how the plans by Drexel, Penn, the University City Science Center and the University City District are attracting historic levels of private investment, generating economic development.
Welcome to the revival of Context, the journal of the Philadelphia Chapter of the American Institute of Architects. In this issue we return to the roots of Context – looking at the big picture through the lens of city planning and examining the relationships among diverse players who design, plan and steward our built environment. A city, by definition, is not a monolith but rather an aggregation of citizens working on a daily basis, both independently and in concert, on a multitude of matters that impact the physical form of the metropolis. From transportation policy codified into law to a group of volunteers planting flowers around an old train station, a plethora of civic actors across multiple platforms contributes to the vibrancy of 21st century urban life.

We are writing and thinking about these issues at a propitious moment. Philadelphia is poised to elect a new mayor and we have the opportunity to look both backwards and ahead. Will Philadelphia continue on its upward trajectory – attracting people, jobs and national attention to a revitalized urban core and a revived sense of potential? Will the next administration maintain the focus of its predecessor on sustainable urbanism and quality of life improvements in the neighborhoods and continue to view equity as a driver of progressive urban policy? Will Philadelphia’s Old World plan continue to be “discovered” by young pioneers who use the city as a canvas for urban parkour?

Time will tell. What we do know is that Philadelphia is a beehive of activity these days. Whether it is the “eds and meds” propelling development along the Schuylkill River to new heights or a think tank that helps us see gold in the post-industrial dross around us, urban planning is a topic that is on everyone’s lips. It seems that every empty lot is a pop-up beer garden and the social networks are buzzing with conversations about planning and urban design.

Cities are cool for the generation that is just coming of age and Philadelphia is reaping the rewards of being a city well planned. We are, after all, a place with real urbanism. We cannot rest of our laurels, however. We must continue to be active participants in the intergenerational conversation about cities and people and place – continually trending towards an equitable urbanism. Together, we create our own context and it is incumbent upon all of us to ensure that we are leaving the built environment better than we found it.

BY HARRIS M. STEINBERG, FAIA
TODD WOODWARD, AIA
Co-Editors and Co-Chairs of the
Context Editorial Committee

EIGHT YEARS AGO THE FIRST ISSUE OF CONTEXT WAS DISTRIBUTED TO AIA PHILADELPHIA’S MEMBERSHIP. AFTER A BRIEF HIATUS, WE ARE BACK AND STRONGER THAN EVER. COMMITTED TO BRING TO LIGHT THE CONCERNS OF OUR INDUSTRY AND HIGHLIGHT THE AMAZING THINGS OUR MEMBERS ARE DOING.

Welcome Back to Context
Dear Members, Colleagues and Friends:

Welcome to the reinvigorated and reimagined CONTEXT publication of AIA Philadelphia. Our goal in refreshing CONTEXT is to create a platform for dialogue, advocacy, and thought leadership on important issues that are affecting the built environment here in the Philadelphia region, as well as promoting and highlighting the work that our members’ are doing here and around the globe. CONTEXT will continue to provide high quality content that is inspirational and aspirational, but it will also highlight our member’s achievements in the city and region. We think this is important because we want to highlight the incredible work that our local architects are creating and building, but we also what to focus on the many legacy projects they have created here in Philadelphia: The Community Design Collaborative, The Charter High School for Architecture and Design, the AIA Bookstore; and the Center for Architecture.

More than a year has passed since I became Executive Director of AIA Philadelphia and the Philadelphia Center for Architecture. I’m enjoying getting to know all of our members to learn what you are working on and advocate on your behalf. Through the remainder of 2015 and looking ahead to 2016, there will be many changes to our programming and events, but most importantly to the quality of our delivery of member services.

On behalf of all of the Board of Directors and staff of AIA Philadelphia and the Philadelphia Center for Architecture, we are here to support you and your work – and in order to do that we need to hear from you! We want to know what you are working on, what issues you are having in your practice or in your firm, and ideas about how you think we might be able to help. If you ever have any questions about how to get involved or how to best share information with us, just ask. You can contact me directly at rebecca@aiaphila.org or 215.569.3186 ext. 103.

CONTEXT happens because of the dedication of our Editorial Committee and AIA Philadelphia staff. If you are interested in donating your time by writing, taking photos, illustrations, or other creative ways, please contact Elizabeth Paul at elizabeth@aiaphila.org.

Sincerely,

[Signature]

Executive Director
AIA Philadelphia | Philadelphia Center for Architecture

Raise Public Awareness: At AIA Philadelphia’s 2015 Annual Meeting, we asked members who attended to “vote with their dues” using fake money to place the highest dollar amount on the activities and programs they want AIA Philadelphia to focus on. An overwhelming majority of members felt that raising public awareness of architects and architecture should be a priority. As a result, AIA Philadelphia partnered with Urban Video Productions (a video production team housed at Allied Firm Member, Urban Engineers) to produce the Spaces We Love Campaign. The video campaign will be released incrementally leading up to the 2016 AIA National Convention in Philadelphia.

PHILAIADELPHIA!

AIA Convention 2016
May 19–21, Philadelphia

2016 AIA National Convention, May 19-21, 2016: AIA Philadelphia members have been busy organizing for the 2016 AIA National Convention. Current activities include: coordinating and organizing all tours; planning the host chapter party; programming the Center for Architecture as our official “lounge;” and organizing our Legacy Project. The legacy project is still in the planning phase, but it is focused on Recommitting to Design Education and Service, through revitalizing the Architecture in Education program, strengthening our relationship and involvement with CHAD; and providing an aggregation of volunteer opportunities for members. The host chapter party details are being finalized and will be released in full by AIA National in January 2016.
2015 Design Awards Gala, National Museum of American Jewish History: Although most AIA Chapters have Design Awards, AIA Philadelphia’s Design Committee and Board of Directors wanted this year’s event to focus on celebrating all of the incredible work that Chapter members are producing. As one of the country’s biggest and best (we are biased) AIA chapters, the intent is that this event will celebrate members’ talent, showcase all of the Design Awards submissions, and recognize the best of the best. This year’s Design Awards were hosted at the National Museum of American Jewish History, a new venue to highlight a brand new format featuring a shortened awards presentation at the start of the evening followed by a dinner reception and after party hosted by the Associates Committee and Young Architects Forum.

Design on the Delaware at NEOCON East October 28-30: So much change this year! Our largest educational offering is the interdisciplinary Design on the Delaware (DoD) conference each fall. This year the conference is joining NeoCon East to present a world class conference and trade show at the Pennsylvania Convention Center, October 28-30, 2015. As always, the Design Charette hosted by the Community Design Collaborative on Friday, October 30, 2015 will take place at the Center for Architecture. If you are unfamiliar with NeoCon East, it is one of the premier design expos and conferences for commercial interiors on the East Coast. There will be more than 250 innovative companies that will showcase hot new products, visionary designs and cutting edge resources for the commercial interiors market.

DoD at NeoCon East will over 30 programs, 3 general sessions, 2 keynote speakers, and 15 tours. Attendees of DoD will be admitted to the NeoCon East Keynote sessions and trade show at no additional cost. This partnership with NeoCon East expands the diversity of programs available to DoD attendees, while also offering the option to purchase individual programs a la carte, instead of the entire conference registration cost.

2015 DesignPhiladelphia Festival: DesignPhiladelphia is the oldest design festival in the country, currently celebrating its 11th year. The festival’s theme this year, SHIFT, was inspired by the rapid changes in Philadelphia’s skyline and urban landscape, and how these changes have the power to SHIFT the perceptions of our great city. This year’s festival explored the SHIFT in design process, education, and practice towards a multi-disciplinary, collaborative approach.

New to 2015, programming tracks. Programming tracks were established for two main reasons - to guide event planners towards developing events in line with DesignPhiladelphia’s mission, and to make attending the Festival a little easier to navigate. Each of the six tracks corresponds to one of our program goals and is geared towards a specific segment of our audience.

This year’s DesignPhiladelphia marquee event: Pearl Street Passage served as the heart and soul of the entire festival. The 1100 block of Pearl Street was transformed into a pop-up design installation hosting 10 public art creations by volunteer, interdisciplinary design teams. The installations are inspired by the surrounding community and the festival’s theme SHIFT.
Over twenty volunteers from Kieran-Timberlake helped the Community Design Collaborative organize and lead a design charrette to envision temporary and long-term reuses for vacant schools in Philadelphia. The Collaborative hosted the charrette during Design on the Delaware in 2014. KieranTimberlake later refined the ideas and conceptual plans from the charrette, which were released in a special report and presented in the August 2015 issue of GRID magazine.

The charrette was part of a design initiative funded through the National Endowment for the Arts and a partnership between the Community Design Collaborative and the Philadelphia Office of the Deputy Mayor of Economic Development.

The Community Design Collaborative and the Delaware Valley Association for the Education of Young Children have launched Play Space, a new design initiative exploring the unexpected ways that innovative play space helps children and communities grow. Play Space will engage designers, educators, policy makers, child care providers, families, and communities in re-imagining play space through a national design competition, a design charrette, exhibitions, design-build projects, and play talks.

The design competition will challenge multidisciplinary teams to create innovative outdoor play spaces for a public school, library, and recreation center in Philadelphia. Three entries will receive $10,000 prizes. Competition teams may register through November 30, 2015. Learn more at cdesignc.org/infill/playspace.
In 2013, the Collaborative and Stanton School brought students and community members together to create a conceptual plan for greening Stanton’s crumbling asphalt schoolyard with an entrance pergola, stage, a nature play garden, and a science garden. The Trust for Public Land is now funding and implementing the transformation of the schoolyard. Stanton is featured along with other conceptual designs for green schoolyards in the Collaborative’s Transforming Philadelphia’s Schoolyards design guide. See the guide at cdesignc.org/guides/schoolyards.

Strengthening neighborhoods through design
The Community Design Collaborative provides pro bono design services to nonprofit organizations in greater Philadelphia, creates engaging volunteer opportunities for design professionals, and raises awareness about the importance of design in revitalizing communities.

Volunteer with us! Work with nonprofits to improve their facilities and communities, share your expertise to review our design work, or help us plan a special event or program. Sign up to receive regular updates on volunteer opportunities. www.cdesignc.org
Recently while vacationing in southern Italy, Michael DiBerardinis, Philadelphia’s deputy mayor for environmental and community resources, zipped north to Rome’s Fumicino Airport to pick up some friends. He says he reached speeds of 150 kilometer per hour, but the point is, really, who it was he had come to collect: Alan Greenberger, deputy mayor for economic development and director of Commerce and Mark Alan Hughes, the city’s first chief sustainability officer and now head of Penn’s Kleinman Center for Energy Policy.
To any reasonably informed urbanist geek, this Philly version of *The Trip to Italy*, the quirky bromance starring British comedians Steve Coogan and Rob Brydon, certainly paints an amusing picture. But it also offers a good summation of all that is DiBerardinis.

There’s the Italo-buff, there’s the adventurer, the lover of great food. And, there’s the public servant who, as he did on the Italian jaunt, literally rides alongside the city’s Commissioner of Parks and Recreation, DiBerardinis oversees 177 parks, 184 recreation centers, 70 pools, and 10,000 acres of open space, a domain that plays an important role in the defining documents — *Philadelphia 2035* and *Greenworks 2015* — of those respective departments. (His deputy mayor beat also includes the city’s public library system.)

“A vibrant city offers all of its citizens the opportunity to recreate,” DiBerardinis says. “It’s that simple. Philadelphia is becoming a model for solving national questions around sustainability and equity. And if we can do that while increasing and improving our public spaces, so much the better.”

The words come quickly and with the kind of passion that’s driven much of DiBerardinis’ professional life, beginning with his time as a community organizer in Kensington, where he met his wife, Joan Reilly. The two would marry, set up residence in Fishtown, raise four children and grow into one of the city’s power couples. (Reilly is currently the chief operating officer of the city’s Mural Arts program.)

Early in his career, DiBerardinis, 66, put his political science major from St. Joseph’s University to good use, helping Kensington leader Ralph Acosta become the first Hispanic elected to the State House, then joining United States Representative Thomas Foglietta as chief of staff. He stayed for five years — handling everything from run-of-the-mill constituent service requests to the decommissioning and transition of the Navy Yard — before signing on as the city’s recreation commissioner during the Rendell administration.

That eight year stint set DiBerardinis on a path that has centered on parks and public space, with a few detours (namely, a year at the Campaign for Working Families at Penn and a year as vice president of programs for the William Penn Foundation). In 2003, he found himself again working with Rendell, this time to serve as the new governor’s Secretary of the Department of Conservation and Natural Resources.

**PHILADELPHIA IS BECOMING A MODEL FOR SOLVING NATIONAL QUESTIONS AROUND SUSTAINABILITY AND EQUITY.**

Getting the city boy out into the country was impactful. Some of the ways were small — his Harrisburg office was, he says, “obscenely large, with a bathroom, a shower, a dressing room. My joke was, ‘I may get a better job, but I’m never getting a better office!’” But, many were significant, such as a heightened sense of the custodial when it comes to watersheds, forests, and meadows. “One of the things I’m most proud of in my career was how much land I protected during my time in Harrisburg — more than 130,000 acres,” DiBerardinis says. “That’s more than the previous thirty or so years.”

When newly-elected Mayor Michael Nutter tapped him to join his administration in 2009, the long-time birder made it a priority to expand the city’s urban (playgrounds, ballfields, pocket parks and the like) assets.

“The biggest part of our system is its natural lands,” DiBerardinis says when asked what he would do with more money. “We have almost 6,000 acres and to care for them at an optimal level in the face of stress, climate change, stormwater, invasives — that would really be something.” Other things to do with more funds? “Continue to elevate the programming of our rec centers and increase the staff and maintenance efforts in the neighborhood parks,” he says.

Right now, the system’s operating budget stands at about $65 million. That’s buffeted by the hard labor and fundraising of countless Friends groups without whom, DiBerardinis says, things could not function. In fact, he names as one of his favorite parks Kensington’s McPherson Square precisely because “over the past few years, the neighbors have fought so mightily to reclaim it — and they have.”

Meanwhile from a capitol standpoint, there’s an ambitious goal of introducing new green spaces, often in partnership with other agencies — from underused public areas like schoolyards or patches of pavement like the Oval — and a commitment to upgrading neighborhood parks (starting with ten) using an aesthetic template crafted by landscape architects Andropogon.

As for his own future, DiBerardinis says no matter what plays out with the new administration, he wants “to stay in government. There’s a lot of potential in this city and I want to continue to be part of that.”
Reuse of a brownfield for a new public park in Antwerp, Belgium, one of the best practice examples featured in the workshop.

RE-ENVISIONING PHILADELPHIA’S INDUSTRIAL SPACES WITH TRANSATLANTIC EXPERTISE

BY BARTEK STARODAJ
A NEW VISION for Philadelphia’s Industrial Spaces


In 2013, Shawn proposed a project to capitalize on the network’s expertise by hosting a local workshop on the reuse of former industrial land, and on how these spaces could be repurposed to better serve the community.

Philadelphia is ubiquitous for its rich industrial heritage. As deindustrialization hit during the 20th century, many of the industrial spaces and landmarks associated with this heritage slowly fell out of use. Further, urban renewal and the construction of new transportation systems such as the interstate highway system profoundly reshaped the relationship Philadelphia has with its waterfronts and degraded connectivity between neighborhoods. Philadelphia now has the opportunity to repurpose industrial infrastructure to improve public assets, transform former industrial rivers, and create new types of green infrastructure opportunities that are also public goods. Creatively repurposing these spaces could put the entire metropolitan region in a more competitive economic position.

In recent years, Philadelphia has begun to capitalize on these opportunities, in some cases winning national praise for citizen-based planning efforts that have drawn attention to redevelopment opportunities, especially along the waterfront. Smaller-scale projects have already taken root, such as the Race Street Pier on the Delaware River and the Schuylkill Banks Boardwalk on the Schuylkill River. Meanwhile, Philadelphia’s economy has also undergone a profound shift away from manufacturing and toward a service-sector economy driven by health and education sectors.

Such changes have been supported by a growing number of local actors that make up a coalition of local governments, educational institutions, philanthropic actors, the design community, non-profits, private developers, and the broader public. It has also received support at the highest political levels, including a vision by Mayor Michael Nutter to establish the city as “the greenest city in America.” As Philadelphia prepares for its next mayoral race in November 2015, creating great public spaces to benefit social, economic, and environmental indicators throughout the city should be on the top of the political debate. These spaces should build upon the robust and distinctive urban fabric that Philadelphia already has.

Through a series of visioning exercises, this workshop promoted the exchange of knowledge and expertise on the adaptive reuse of the city’s industrial spaces. By lifting up successful reuse models and promoting dialogue on how these models could be translated to Philadelphia’s context, the workshop also sought to inspire Philadelphia stakeholders to think creatively about the potential of sites throughout the city. Participating in the exercise was a diverse panel of local, national, and international representatives; the non-local participants all represented successful examples of the reuse of large brownfield sites.

As part of the TCF, participants were joined by 15 architecture students from the Technical University of Dortmund, Germany. These students provided informal support to the entire group, listened to the dialogue throughout the two days, and participated in a separate design charrette with students from Drexel University. Additionally, GMF hosted a public forum for members of the broader Philadelphia public. This included a panel discussion on the process of transatlantic learning, and featured presentations from four panelists about the redesign of a particular site in their home city.
Philadelphia’s Opportunity Sites
The workshop focused specifically on two pre-identified sites: the Delaware Power Station and the Lehigh Viaduct.

Often recognized for its beauty and imposing civic architecture, the Delaware Power Station is on 16 acres of prime waterfront. It is also located next to historic Penn Treaty Park near Philadelphia’s vibrant Fishtown neighborhood. Constructed in 1917, the structure has imposing concrete walls and stacks that are visible throughout the surrounding area. Because it is one of the last few industrial buildings on that part of the waterfront, preservationists have for many years made the case that the restoration of the building is vital to the revitalization of the waterfront itself. Though mostly idle since the mid-1980s, the structure of the building is sound. This group focused on the adaptive reuse of urban infrastructure and the transformation of this industrial waterfront into a lively, public waterfront.

Lehigh Viaduct is an infrequently used rail corridor that bisects several low-income and diverse neighborhoods and connects to the Port Richmond Railyards and the Delaware River. The site is currently owned by Conrail. Because of the linearity of the viaduct, the space provides the opportunity to create a valuable new public amenity. What is currently an off-limit corridor has the potential to evolve into a green recreation space that would benefit several neighborhoods and thousands of nearby residents, and could eventually connect the Delaware River to the Schuylkill River. In addition, the reuse of this rail corridor would add an important equity component to the city’s open space efforts. The group focused on neighborhood connectivity and additional features such as green infrastructure, storm water management, and recreation.

The panel tackled the assignment of creatively imagining these sites through a five-step process. First, the panel heard from four local leaders on current initiatives and challenges in Philadelphia around the reuse of industrial infrastructure and the creation of new public spaces. Second, each group visited their respective sites. Third, based on the site visits, members in each group worked together to complete a SWOT analysis to outline and agree on the strengths, weaknesses, opportunities, and threats that they observed from their site visits. Fourth, each of the groups worked independently through a series of design exercises to stimulate creative thinking about the sites and to compare these big ideas to existing plans and realistic opportunities.

The discussions over the course of the workshops were shaped by a set of five guiding questions:
1. How do you shift the perspective of industrial heritage into citywide assets that can add up to something significant?
2. How do you balance public good with private development and ensure the economic viability of new investments?
3. How do you make the case for investing in transformative infrastructure?
4. What are some tools or mechanisms [from your city] that have enabled new investments in public space and the repurposing of industrial infrastructure?
5. What are some strategies or interim uses that can help change the perspective around these places and spaces in Philadelphia?

Creative transformations are complex from both an institutional and financial perspective. This can make it difficult to “think big” and to aspire to truly high-impact visions for the reuse of these sites. It is for this reason that exploring national and transatlantic best practices matters for Philadelphia.

Group Outcomes: How Industrial Spaces Can Boost Philadelphia
The Delaware Power Station
The Delaware Power Station (DPS) group took an evolutionary view of the site, emphasizing that any development and reuse of the site should take a long-term view of the needs of the surrounding community and the city of Philadelphia at large. For example, the first phase for reuse of the site could focus heavily on efforts to draw in users from the surrounding neighborhoods, both through programming that makes residents aware of the site and then through infrastructure that makes it easy and safe for nearby residents to access the area. Based on the results of this phase, the second phase would include actual infrastructure improvements and development. The intention is that phasing would make preservation economically viable.

The DPS group identified several strengths of the site, including the grandeur and intact industrial details of the building itself and the size of the entire site, that position the site for productive reuse. From these, came a few “pie-in-the-sky” ideas in a scenario with no financial barriers:
• Make the space into an arts and exhibition center to provide “authentic” artist spaces not available elsewhere in the city.
• Draw on Philadelphia’s history of industrial innovation and make the space into a “guild” of tradesmen by providing maker spaces.
• Draw on the site’s history of “old” energy production by promoting renewable energy on the site through an urban photovoltaic field.

Some additional recommendations include:
• The site’s reuse needs to be open and connected so that it does not remain an isolated landmark but is instead integrated within the surrounding communities of Northern Liberties and Fishtown.
• The site’s reuse needs to be multi-layered because the building itself is so multi-dimensional. There should be different types of programmatic offerings that appeal to a diversity of users and people.
• Sustainability and energy should be priorities in the redevelopment to reflect the transition of the structure away from a traditional power plant to a use that reflects Philadelphia’s trajectory in the 21st century.

The Lehigh Viaduct

Given its length and complexity, the Lehigh Viaduct (LV) group similarly emphasized an evolutionary vision for transformation of the viaduct. This would start with initial steps to develop a strong story and strategy paired with critical safety enhancements and community outreach, culminating with a long term vision of redeveloping key sites along the viaduct, developing a funding and financing plan, and eventually completing trails and parks within the viaduct itself. The LV group identified several strengths of the site that make it ripe for reuse, particularly the proximity of vibrant and working-class neighborhoods and the length of the corridor, which goes down all the way to the waterfront. From these, came a few “pie-in-the-sky” ideas in a scenario with no financial barriers:
• Make the greenway an oasis of biodiversity by creating a habitat for native plants — leverage this into a learning opportunity for the community, school groups, etc.
• Narrow the surrounding streets to make it easier for pedestrians and bikers to access the greenway. Make these into mixed-use areas to keep them as lively as possible throughout the day and evenings. The public realm on these streets should be greatly improved through trees, art, and new crosswalks.
• Put a separated bike and pedestrian trail in the viaduct and combine it with other recreational opportunities, such as playgrounds, a skate park, soccer fields, ball parks, or “whimsical” play areas. To boost these interactive components, a dedicated place for community agriculture should be included.

Some additional recommendations include:
• The viaduct should be an instrument to increase focus on the neighborhoods themselves. One of the viaduct’s best uses could be as a connector to increase movement between neighborhoods and get residents and visitors to the Schuylkill River. The greenway could also increase residents’ access to the rest of the city by acting as new east-west connection.
• The involvement of residents in creating a vision for the type of programming and design aspects they would like to see should be an absolutely critical piece of reuse strategy for this corridor. Indeed, the potential creativity of the surrounding neighborhoods should be seen as an invaluable asset in the redevelopment process.

Conclusion

The group agreed that acting on these recommendations will take public and private leadership and commitment to improving the public realm, significant investment, and, above all, acceptance of the role that industrial spaces can play in improving the city’s public realm.

Perhaps most critical to the success of both of these sites is the need to connect them to each other, both physically and figuratively. As two under-used industrial spaces next to vibrant neighborhoods, the combination of the two could create a high-quality urban corridor that would boost the use of this entire section of the Delaware River Waterfront. Dramatic transformations on once-barren industrial sites have been done before. Through a mix of creativity, intentionality, and inclusivity, the reuse of these sites could allow them to become unparalleled assets for the residents of Philadelphia. For more information on the workshop and for a complete white paper on the participants and workshops outcomes, visit gmfus.org.

Bartek Starodaj is a program coordinator with GMF’s Urban and Regional Policy Program. He manages the program’s travel fellowship and Detroit Opportunity Sites, a series of workshops aimed to inform the reuse of large-scale industrial property in Detroit.
FAIRMOUNT
Philadelphia’s Past,

Belmont Plateau with View Towards Center City
Close your eyes and imagine a verdant swath of green located deep in the middle of America’s fifth largest city that is nearly three times larger than Manhattan’s Central Park, almost four times larger than Brooklyn’s Prospect Park, and twice as big as San Francisco’s Golden Gate Park. Visualize a 2000-acre working landscape straddling a languid river that was begun in the early 19th century to protect the city’s water supply; a landscape that to this day still serves water to more than 1 million residents. Now, picture a Precambrian gorge carved by a slowly snaking river creating a transcendental landscape of great beauty with historic homes dotting the bluffs and rowers, scullers and joggers hugging the shoreline and cutting through the water course below.

Overlay upon this image in your mind’s eye the remnants of a great Worlds Fair – America’s first – whose traces of fairgrounds and scattered monuments have left a palimpsest of a heartbeat of a memory of a great gathering that to this day stultifies the landscape. Imagine 19th century rail lines that cut through and around the park and a 20th century expressway that surgically cleaves one vast heavily wooded section of the park from the river – all making it nearly impossible to traverse the whole park. Envision ribbons of high-speed river drives and through streets that funnel suburban commuters to and from the city center while forcing pedestrians and cyclists off the roads and cutting off adjoining neighborhoods from the park. And finally, picture 16 halcyon streams and tributaries connecting the uplands with the river with many of them forced underground or turned to marshland as they try to gush forward to feed the city’s water source.

Now open your eyes and you have a picture of Philadelphia’s Fairmount Park.

Fairmount Park – more specifically East and West Fairmount Park – a massive 2050-acre urban park sitting astride the Schuylkill River that, when combined with the adjoining City Beautiful-era Benjamin Franklin Parkway (65-acres) and the adjacent watershed-protecting Wissahickon Valley Park (1800 acres), is one-half of the largest contiguous municipal park in the United States. And yet, Philadelphians take this massive legacy landscape for granted. One reason may be because it was never really designed as a coherent whole. Unlike the great 19th century Olmsted artistic set pieces such as Central Park or Prospect Park, Philadelphia’s Fairmount Park is an actual landscape – or rather a series of landscapes stitched together over time. Fairmount Park was not fashioned whole cloth as part of an aesthetic vision – no boulders, trees or plants were brought in to shape the scenic landscape. Rather, Fairmount Park was assembled estate-by-estate over more than forty years in an area once set aside by William Penn in the 17th century for estates granted to Frist Purchasers who bought lots in his utopian city of Philadelphia. These Liberty Lands to the north and west of Penn’s original town provided the contiguous open land that would ultimately form the backbone of a protective zone enabling a steady supply of clean water to a burgeoning 19th century industrial metropolis.

The park is therefore glorious, rambling and wooly – a peerless testament to that 19th century impulse to engineer an elegant, humane and human-scaled solution to nearly anything – in this case a way to provide clean water to a rapidly urbanizing America while bringing nature deep into the heart of a crowded and dirty industrial powerhouse. As such, it is a monumental landscape of both great beauty and mind-numbing confusion as it is hard to wrap your head around it – hard to picture the park-as-a-whole as the ensemble is not readily imaginable. Interestingly, there were three monumental viewing towers that citizens used to glimpse the sweep of the park in the 19th century that are gone today – save for a kiddie ride in a faux hot air balloon at the Philadelphia Zoo.

In fact, we’ve largely denuded the park of much of the more flamboyant elements of the late 19th and early 20th century public water supply infrastructure that heralded the underlying raison d’etre of the park – it is all about water! This is the nucleus of the park, after all, that caused illustrious 19th century international observers such as Charles Dickens and Alexis de Toqueville to marvel at Philadelphia’s fusion of engineering, nature, public life and civic art in its water supply facilities – the first modern metropolitan
Despite this, Philadelphians are using the park in record numbers. Water works in the United States of which the park itself is an essential element. Indeed, the seminal and still extant neo-classical Fairmount Water Works of 1812 by Frederick Graff with sculpture depicting the Schuylkill River bound and unchained by William Rush is an elegiac reminder of a time when Philadelphia was known as the Athens of America. Later in the 19th century, Philadelphians would perambulate the tops of reservoirs and ramble through elegant, palm-filled water filtration chambers as part of a day in the park.

We’ve lost that clarity of purpose and identity in the park over time. To be clear, the park still supplies fresh water to nearly two-thirds of the city’s population – that feat alone makes it one of the most important parks in the world. But ask the average Philadelphian about this and I doubt many would tell you where their water comes from. As you can see, you can’t read the water story in the landscape anymore. Our late 20th urge to strip industry of ornament (read reductivist modernism) and to accommodate the automobile through the imposition of highways (cities as machines for living) through our parks and into our cities dumbed down the message about the critical nexus of water, nature and urban life. And our post-9/11 worries about terrorism have made the water system all but invisible and hands-off to the average Philadelphian. The park then becomes, on one level, an absolutely lovely vehicle for getting into the city and, perversely, an impediment to actually experiencing the park itself.

And therein lies the paradox, the anomaly at the heart of Fairmount Park. As beloved as the park is and as much as it is a part of the identity of Philadelphia itself, there is no overarching Friends of Fairmount Park group; no conservancy dedicated solely to the care and feeding of Fairmount Park. Nothing like the extraordinary patronage that supports Central Park (witness the recent $100 million gift) or Forest Park Forever in St. Louis (which raised more than $100 million to restore the park and raise and endowment). This lack of support can possibly be traced to the recently decommissioned Fairmount Park Commission, a 19th century good government group created to ensure that the park was not susceptible to political corruption. The old commission was selected by a board of judges who were theoretically independent of the winds of political change and patronage and who could ensure that upstanding civic stewards would be the guardians of this civic treasure. This governance structure operated as a conservancy of sorts when the city was still its ascendancy before the sharp post-WWII decline in industry and population that began to slowly decimate Philadelphia’s economy and social fabric beginning in the 1960s. And as funding for the park declined and the Fairmount Park Commission’s jurisdiction grew to oversee the entire 9000-plus acre Philadelphia park system (of which East and West Fairmount Park
along with the Parkway and the Wissahickon Park is half), East and West Park settled into becoming a ravaged “acres of neglect” as a powerful early-2000s Philadelphia Daily News series laid too painfully clear. And while the series ultimately led to the reform and disbanding of the commission, one unintended consequence seems to be a vacuum of civic stewardship dedicated solely to East and West Park.

The Fairmount Park Conservancy, founded in the late 1990s and recently invigorated under new leadership as a system-wide fundraising arm of the Philadelphia Department of Parks and Recreation, is also saddled with overseeing fundraising for the entire system. So, there remains no single group of donors, stewards and advocates whose job it is to ensure that East and West Fairmount Park – the massive 2000-acre park at the heart of Philadelphia’s vaunted park system – receives the kinds of transformational and generational investments in social and physical capital and infrastructure to make sure that the park survives another 150 years – not only supplying Philadelphia with water but also with the psychic, social and emotional sanctity that it so masterfully provides.

A 2014 action plan for the park that was commissioned by Philadelphia Parks and Recreation and funded by the William Penn Foundation entitled “The New Fairmount Park” addresses this issue.¹ The study called the question on the future of the park – asking what the 21st century version of a 19th century watershed park should be? Not surprisingly, the plan looks to the past to inform the future and calls for the water story to be celebrated and used to inform all future investments in the park. This means investing in everything from new public boathouses to floating pools and educational wetlands and new river crossings to new viewing stands for the regattas. But it also means both creating anew and recreating old connections through and to the park from adjoining neighborhoods and within the park itself. Using the 16 creeks and streams that are tributaries to the Schuylkill as the backbone for a greatly expanded trail system, the plan envisions neighborhood gateways created along these creeks that bring residents from the uplands to the river – with pedestrian activated traffic lights allowing safe passage to the river trails as just one example of re-prioritizing water, nature and public life as the underlying DNA of the park itself.

But for Fairmount Park to fully realize its potential as one of the great urban parks of the world – arguably the greatest when you factor in the water supply story – it must develop the civic stewardship and social infrastructure required to support a park of this magnitude. Without a dedicated and well-funded management entity or conservancy established to work in partnership with the city to raise the funds, design the world-class infrastructure and manage and program the park, it’s hard to imagine the park getting out from under the perpetual identity and funding crisis it suffers. Let alone raise the kinds of funds necessary to ensure that it not only survives but also thrives for subsequent generations.

The irony, of course, is that Fairmount Park is the centerpiece of a 19th century park system with roots that reach back to William Penn’s seminal 17th century plan for Philadelphia in which five, then-radical, public squares were conceived as the foundation of urban living. Fairmount Park is, in actuality, the logical culmination of Penn’s impulse to nest democratic open space deep in the heart of civic life. That it is tied inexorably to water – life’s most basic of building blocks – makes the park that much more profound. As the inheritors of Penn’s Quaker city, we are rightly skeptical of political power grabs and the potential corrupting influence of individual illusions of grandeur. Therefore, our first order of business really has to be to find the wherewithal to sustain Fairmount Park in perpetuity. By so doing, our greatest legacy will be the most elemental – preserving and protecting the confluence of land, life and water as the essence of city building.

Harris M. Steinberg, FAIA, is the executive director of the Lindy Institute for Urban Innovation at Drexel University and a distinguished teaching professor at Drexel’s Westphal College of Media Arts and Design. He was the principal investigator of the 2014 The New Fairmount Park plan while serving as the executive director of PennPraxis. He is the co-chair of the editorial board of AIA Philadelphia.

¹ www.planphilly.com/eastandwestpark

Birdseye view of Fairmount Park, Philadelphia, with the buildings of the International Exhibition 1876

Fairmount Waterworks, East bank of Schuylkill River, Aquarium Drive, Philadelphia, Philadelphia County, PA View looking northeast at waterworks from across Schuylkill River. Photo taken December, 1984
AS THE PHILADELPHIA REGION’S FUTURE AS A MAJOR 21ST CENTURY ENERGY HUB IS DEBATED, THE ROLE OF GOOD PLANNING WILL TAKE FRONT AND CENTER STAGE

BY STEPHEN P. MULLIN
There is a growing debate about a future role of the Philadelphia tri-state metropolitan region as a major east coast “energy hub”. Stimulated by the brave new Marcellus Shale energy world, proponents argue the potential economic benefits, in terms of lower cost energy and a more attractive, job-generating business climate, outweigh the potential costs. Opponents argue that the environmental costs, associated with the required capital infrastructure development as well as future ongoing energy and manufacturing industry production activity, exceed any potential benefits, especially over the long term. Contrary to what many may believe, both sides recognize that there are both benefits and costs; the differences arise from different cost and benefit forecasts, different time discounting, and different subjective valuations and trade-offs across these costs and benefits.

The energy hub issue is, like all energy issues, framed first in the (somewhat abstract) macro debate about the current and future roles of fossil fuels and renewable sources for the earth’s energy needs. The EPA’s recently-announced Clean Power Plan, and the various reactions to it, is a clear case in point, and no discussion or examination of the energy hub issue can take place outside of the lenses of this macro debate. Thus, to many local observers, the term “future energy hub” conjures up visions of long railroad oil tank cars, hotly-challenged proposals to build new pipelines, refineries in south Philadelphia, Marcus Hook and Trainor, the political debate about the future of the City-owned natural gas utility PGW, and above all, environmental and safety concerns.

But what exactly is an “energy hub”? The term has been bandied about across the spectrum with an air of technological savvy yet many people would be hard pressed to explain what it really means in terms of actual business investment and activity or for public policy. Simply put, an energy hub is geographic location where raw sources of energy, i.e. energy inputs such as crude oil, natural gas and natural gas liquids get sent (from where they are produced or extracted) and where they are then processed and transformed into other products, including electric power, which are then either used at that location or transported to other locations for use by industry or households.

The Philadelphia region was for decades an energy hub; the Delaware Bay and River was one of the largest oil refining centers in the country. Foreign crude oil was shipped to the region’s refineries via tanker ships and barges, and the resulting processed products were used to fuel regional manufacturing industries as well as shipped, via ship, train, truck and pipelines, to other regions. A few years ago, several big refineries closed and the region was on the verge of becoming an energy ghost hub.

However, the brave new energy would change all of that. In a nutshell, the old Philadelphia regional energy hub is being resuscitated and inverted: instead of the raw materials coming in from foreign sources via ship, processed, and the products sent out to domestic

THE PHILADELPHIA REGION WAS FOR DECADES AN ENERGY HUB; THE DELAWARE BAY AND RIVER WAS ONE OF THE LARGEST OIL REFINING CENTERS IN THE COUNTRY.
users, the raw materials are domestic and coming in via rail and pipeline, and the refined products are used or shipped out various modes of transport, including ships, and also to foreign demanders. Why is this happening and what will be the roles of planners in making this transformation happen in the most advantageous way?

**Economic Rationale**

The economic foundation of the argument for the Philadelphia Region’s future as an energy hub is its proximity to the Marcellus Shale natural gas and gas liquids, as well as its direct access, via rail, to the crude oil being extracted in the Bakken region of North Dakota. Combine this with its huge legacy of energy infrastructure and the potential for industry expansion, and it is easy to see why there is a significant interest in the development of an energy hub in this region.

As with any energy discussion, it is important to understand the nature of the energy flow: upstream (extraction), midstream (transportation) and downstream (use of the processed energy by businesses and households). The upstream story is straightforward: essentially, the massive supply of cheap Marcellus gas and gas liquids has no direct and efficient way to physically get to service the huge mid-Atlantic and Northeast U.S. domestic demand, nor ultimately to sell to even greater foreign demand via exporting. The main existing natural gas pipeline infrastructure serving the northeast U.S. was built to transport natural gas from the gulf coast, not from other parts of the country, let alone western Pennsylvania. So the biggest interest today, with access to vast potential capital investment funding, is in developing new or repurposing existing pipelines to move natural gas and gas liquids (and possibly crude oil from Bakken) east. (Go east, young gas.) The Philadelphia region is east, and close, and has a pretty attractive, albeit a bit tired, energy transportation infrastructure in place. At this time, no one is talking about extraction in the region; so the economic case for a regional energy hub rests on midstream and downstream opportunities.

Promoters draw attention to the economic benefits generated by the midstream capital infrastructure investment, especially pipeline construction. Pipeline projects announced and underway in Pennsylvania are seeing upwards of a billion dollars in capital investment, while generating thousands of construction jobs. Clearly, these jobs are temporary, as is the case with all construction and infrastructure development; still such construction does generate significant, positive economic impacts for the region. And, more importantly, the huge downstream benefits are not attainable without the transportation infrastructure to deliver the increased supply.

The real significant potential economic impact is downstream: increased supply drives down energy prices for the ultimate demanders of energy: citizens and businesses. Lower costs for citizens (primarily in the form of lower utility bills, both gas and electric) is the economic equivalent of increased income; and for our region that impacts could be in the billions of dollars per year. This increased consumer discretionary income is what generates additional local demand for goods and services which in turn generates the bulk of the potential employment benefit; the actual direct employment associated with the expanded energy uses, while significant and productive (hence high-wage), is not likely to be large relative to the region’s overall employment.

Likewise, since energy costs are a significant portion of most overall business costs, lower costs will make every business immediately more profitable and potentially more willing to expand production and employment. For some businesses, including certain manufacturers, energy costs can be very large relative to overall costs, and lower energy prices (as well as large-scale supply) can be instrumental in location and expansion decisions. The shuttered Sunoco Marcus Hook refinery is a perfect example of this potential. Sunoco Logistics has repurposed the pipeline that used to send gasoline westward from the Marcus Hook refinery by changing the flow direction, and now the Mariner East pipeline will send eastward natural gas liquids extracted in the Marcellus region for refining export from reconfigured Marcus Hook facilities. Delaware County is now working with multiple large energy users to locate large scale operations at the Marcus Hook site (already a brownfield), with the promise for thousands of new jobs. In Philadelphia, the PRPA is looking at additional activities and investment at the Philadelphia Packer and Tioga ports, and energy-related uses may be a smart part of the overall mix.

**Environmental and Safety Concerns**

Everyone recognizes there are potential environmental costs and safety concerns associated with any and all such activities. Indeed, environmental and safety concerns are the most widely cited reasons for opposing the development of the Philadelphia region as an energy hub. It is incumbent on the industries and government to take these concerns seriously when making business decisions.
Although some proponents cite the potential for an energy hub as an opportunity to increase environmental protections, standards, and practices, there is skepticism regarding both the government’s capacity to monitor and protect the region’s air, water and land, as well as the energy industry’s valuing safety and environmental concerns. No data or analyses will lead to universal agreement that the net benefits of any energy hub development will be positive. And simply shouting the same points louder and louder won’t generate unanimity.

A Key Role for Planning
Even though no consensus is likely, there are ways to increase the potential benefits and decrease the potential costs associated with any growth strategy. Since the siting of either individual facilities or transportation infrastructure is ultimately a land-use issue, there is a primary nexus (pivotal role) for planners in the energy hub debate. Optimal location decisions are determined by economic efficiency, as long as all costs and externalities are accounted for, as well as alternative potential uses for different locations (highest and best use).

The most prominent planning issues are related: environmental degradation and public safety. Community concerns about pipeline and industry facility development, as well as possible river export terminals will only increase as new investment is announced. Initial safety planning, at the development stages, will be critical, as will monitoring and adjusting as the environment changes over time. Knowing how the energy infrastructure can best fit and minimize any negative impacts on other development activity will be crucial. For instance, it is important to know how to best deal with the geographically defined legacy assets of the earlier energy hub era, as both the modern energy infrastructure and the use of land within the metropolitan area has changed significantly.

A Promising Future for the Philadelphia Region as a Major Energy Hub?
Although there are legitimate concerns regarding the Philadelphia region again becoming a major energy hub, this is not an opportunity that state and local governments are going to quietly let pass by. The region must be proactive in the process and address the potential ramifications of this transformation in a very transparent way to ease, as much as possible, public concerns. The economic opportunities are great if we preemptively resolve planning issues so that the region is able to maximize the net economic benefits by being cognizant of the potential environmental and safety ramifications associated with this type of development. This is an opportunity to expand cleaner manufacturing throughout the region, to create a City and regional identity in the national spotlight, and to help our citizens and businesses prosper. It should no longer be a question of “yes” or “no,” but rather one of “how” the road toward the region becoming an energy hub will progress to ensure that we maximize the net benefits from the future energy era that our country is only beginning to experience. And planners must play a key role in solving for that optimal future.

Stephen P. Mullin is a President of Econsult Solutions, Inc., a Philadelphia-based economic and public policy consulting firm. Jennifer Kowalski, an ESI intern from Haverford College, provided research and helpful editorial support.

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The Singh Center for Nanotechnology, designed by Marian Weiss, opened on Penn's campus in 2013.

The private sector educational, medical, research and commercial developers are leading a wave of new investment

By Anthony P. Sorrentino
There is a national trend in which a strong demand for urban life is in full swing, and Philadelphia is part of that narrative as its population is up, crime is down and new investments are pouring in putting world class urbanism on display. Its engine, the two-square miles of Center City, is dense with people and commerce. Vibrant sidewalks overflow with pedestrians, shoppers, diners, workers, commuters and this vital new street life is captivating.

Center City’s boundaries have been obliterated as people and development spillover into historic and proud inner city residential and former industrial neighborhoods. These communities to the north (Northern Liberties, Fishtown) and the south (Bella Vista, Point Breeze, Pennsport) are maintaining their identities, while also reimagining themselves as extensions of a popular Center City. Additional new residential properties are being added to an already rich housing stock; with residents leveraging accessible transit and walkability.

This energy has been bubbling west of the Schuylkill River for over a decade. Today’s Philadelphia skyline is dotted with several construction cranes in University City, which is enjoying historic levels of new private sector investment from private commercial and residential real estate developers, and its concentration of universities and medical institutions. University City is executing on a planning and development agenda created and advanced by a unique blend of “eds and meds” – that has generated increased residential population growth; public space investment; land value appreciation, and the attraction of new businesses, large and small. Anchored by Drexel University, Children’s Hospital of Philadelphia, the University of Pennsylvania and Health System, the Wistar Institute, University of the Sciences, and the University City Science Center, they each are engaged in a brand of urbanism enhancing the physical, social and economic landscape.

Quantitatively, the numbers speak for themselves: There are currently 32 new developments underway in various states in University City, including residential, academic, research, office and medical facilities. They total nearly $2 billion. Private sector commercial and residential development comprises approximately $1 billion alone.

Qualitatively, it is an undeniable reality those two and half square miles of University City is the epicenter of Philadelphia’s knowledge economy, which is the single greatest enhancer to Philadelphia’s image as a world class city. This is a satisfying turn of events considering the progress made from the second half of the 20th century when this area was emblematic of an inner city neighborhood entangled in Philadelphia long post-industrial decline and characterized by declining jobs, increasing crime and poverty, and, deflated expectations.

**Priming the Pump Though a Comprehensive Investment in Community**

The University of Pennsylvania is governed by a volunteer Board of Trustees and by the 1990s they had become concerned about the future of the Ivy League institution. The West Philadelphia neighborhood it called home was operating against the headwinds of a crime wave that was an outcome of public disinvestments in safety, spaces, and schools. Then – President Judith Rodin, brought forth to the Board a plan for stabilizing the downward trends, and with the idea that new energy and investments would, over time, flow directly into the community. Working with Penn’s senior administrative leaders, faculty from disciplines in urban planning and sociology, business and social policy, as well as outside consultants, the result was a coordinated, five-point approach, now known as the Neighborhood Initiatives including:

- **Investing in public education:** The University worked with the School District of Philadelphia and the teachers unions to develop a new neighborhood-based public K-8 school. Penn donated the land, managed building construction, helped develop the curriculum, and pledged approximately $700,000 in annual operations support to the District-run school for a ten-year period, (since renewed until 2022). Since opening, this university-assisted elementary school is considered the gold standard public school in the School District.
• **Supporting employee housing**: Penn provided incentives to its employees to purchase or rehabilitate homes in a defined section of West Philadelphia, which the university believed would have a stabilizing impact.

• **Engaging in commercial development**: Aspiring for the highest and best use of land, Penn converted the underdeveloped land on the edges of campus (such as surface parking lots) into lively retail and mixed-use spaces. Depending on the property, Penn employed one of three approaches, serving as: a sole developer; a joint venture and co-investor with private partners; or, as a lessor of land to private developers.

• **Building economic inclusion**: Penn developed the “Buy West Philadelphia” program, a targeted procurement initiative to support local small businesses and service providers. It sponsored technical assistance and support systems to train small businesses to do business with Penn; while also setting goals that for each capital project over 5 million, 20-25% of the contracts and workforce would be comprised of Minority Businesses Enterprises.

• **Promoting a safe and clean environment**: Penn increased the size of its armed police force and enlarged the force’s patrol zone. Along with other institutional partners, it formed the University City District, a special district charged with supplementing municipal services with public space and tree maintenance, additional street lights and signage, and district campaigns to brand the area and attract visitors and customers to local businesses.

**Nothing Succeeds Like Success**

It’s been close to 20 years since the Penn Initiatives were set in motion; providing a model studied and replicated by universities around the nation. It also triggered other institutions inside University City to engage in their own strategies. Together these institutions, along with other private businesses and citizens, have come to support UCD as an organization which is the connective tissue among the varied anchor institutions, residents and small businesses in the area.

Beginning in 1997 as a small nonprofit organization special services organization not reliant on property tax revenue, but rather voluntary contributions from its investors, UCD has grown in scope and scale to become an award winning organization known nationally for its urban place-making, economic development, and quality of life initiatives. The UDC stakeholders are the anchor institutions, small businesses and residents that populate University City, and its strategic priority is supporting a vital community of residents, businesses and institutions. Using a place-based, data-driven framework, they invest attractive public spaces, safety enhancements, small business development, and skills development that connect low-income residents to careers.

UCD’s placemaking success is now widely recognized for the Porch at 30th Street Station as an inventive use of redesigning a public space once dominated by concrete barriers and disorganized vehicular arteries and parking spaces. Today it has colorful movable tables and chairs, live arts, food trucks and is a magnet for alfresco dining, relaxation and respite for train passengers. It serves as a welcoming entrance to University City. This comes after an historic reclamation of Clark Park with playground equipment for families and programming in the park that includes a farmers market twice weekly and live entertainment such as the Philadelphia orchestra and outdoor movies. Their next project is the Portal at 40th and Woodland Avenue, which installs a vibrant new park and café by replacing a concrete landscape next to SEPTA’s trolley station, improving the portal with commerce, activity, and excellent urban design built around a valued transit system.

**Transit Oriented Development**

With a new foundation of economic activity, enhanced public safety, vibrant streets, and growing population, the universities and hospitals are seeing more activity on their campuses as a way to attracting the talent of students and scholars, and the confidence of businesses, patients and residents. An example of this is the new investments by Drexel University and the University City Science Center.

In 2011 Drexel University developed a vision for the Innovation Neighborhood which re-develops surface parking lots west of 30th Street Station into a high density development of offices, apartments and academic buildings built upon one of the United States’ most important train stations, connecting New York, Washington, and the entire East Coast. The concept of transit-orientation is a distinguishing factor for building partnerships between the University’s research enterprise and the region’s entrepreneurial community, as the development project sits...
on 12-plus acres of underdeveloped land that Drexel purchased and is leasing to a private real estate developer.

A few blocks west Drexel is remaking the campus into a vibrant urban university. In a brief period of time Drexel has either completed or started five major construction projects that are transforming the campus. Leasing its land to private developers it has transformed an empty block long parcel into a thriving mixed use project, Chestnut Square, a 361,000 sq. ft. projects that includes 25,000 sq. ft. of street level retail and living quarters above for 869 students in apartments. Leveraging private philanthropy it has created a new business school with eye-popping design which has repositioned a former cavernous part of campus into a hub of activity. And it is soon to complete a residential tower, the Summit at Lancaster Avenue.

Urbanizing West Market Street
The University City Science Center grew from a single building in 1963 into 15 buildings across 17 acres on West Market Street and is home to an incubator that supports startup companies in office and labs. The Science Center created their own master plan that envisioned a dramatic makeover of the multi-block corridor that for years was defined by a single use suburban style office design amidst an urban community. It recently added a medical tower, 3737 Market Street, in partnership between the Science Centre and Wexford Science and Technology LLC and is a 13 story 332,000 square foot building that includes outpatient medical facilities, street level restaurant, and office/ lab startup space. The Science Center is near completion of its very first mixed use residential building. The private developer Southern Land Company is building a 363 studio, one and two bedroom apartments, adding 15,000 square feet of street level retail, a fitness center and other amenities. The Science Center, in partnership with Drexel University and Wexford Science and Technology, has broken ground on the shuttered University City High School and Drew Elementary School location, redeveloping this 14 acre site with $1 billion, the 2.7 million square foot project adds lab and research offices, new residential and retail space, recreation spaces, and a k-8 public school.

Rolling on the River
Soon after becoming Penn’s eighth president, Amy Gutmann presented Penn Connects – a thirty year campus development plan that strengthens the connectivity between campus and the city. A key component of the plan is revitalizing underperforming land with new uses, and growing its campus while avoiding expansion into residential communities. Two large property acquisitions are emblematic of this philosophy.

In 2007 Penn closed on its purchase of the former U.S. Post Office’s Southeastern Pennsylvania Headquarters four blocks northeast of Penn’s campus and on the western banks of the Schuylkill River. The assets included the main US Postal office building at 30th and Market Street, the adjacent US Post Office Annex at 30th and Chestnut Street, and 14 acres of surface parking lots. Penn sold the post office building to Brandywine Realty Trust, a Radnor PA-based real estate investment trust that, in turn, leased the building to the Internal Revenue Service. The Annex site was ground leased to Brandywine where the REIT envisioned Cira Centre South – a three building development including a parking structure, with street level retail; EVO, a thirty-three-story tower containing 850 units of market-rate graduate and professional student housing, both of which are completed. And in 2016 the opening of the FMC Tower Corporation finishes the redevelopment with approximately $1 billion in new investment. And, the aforementioned 14 acre parking lot, contiguous land to Penn campus south of Walnut Street, was adapted into Penn Park, an athletic facility with ample open space for the Penn community and neighborhood residents. When it opened in 2012, it offered the new gateway to campus from Center City specified in Penn Connects.

The Pennovation Works
The lower Schuylkill River has long been home to Philadelphia’s industrial economy of energy, engineering, freight and shipping. As the economy changed, so did the riverfront landscape presenting Penn with a second opportunity on the water. In 2010 Penn acquired the defunct DuPont Corporations’ Marshall Research Labs so to develop a new purpose-built facility in support of research and innovation among scholars and entrepreneurs. Designated The Pennovation Works this project is the central feature of a planned innovation district and as an initial step to implement the newly released Lower Schuylkill Master Plan repurposing 4,000 acres of former industrial land along the lower Schuylkill River. Planning firm Wallace Roberts & Todd developed a master plan for The Pennovation Works for “a dynamic environment that drives technology-led economic development, fosters broad-based collaboration with Penn’s leading researchers, supports business innovation and promotes the development, transfer, and commercialization of cutting edge research.”

These two projects added 47 acres along the Schuylkill River corridor transforming the eastern edge of University City. But, taken together with Penn’s historic investment, the Placemaking of UCD, the new ideas and energy of Drexel and the Science Center and the expansion of Children’s Hospital are witnessing a community and economic development renaissance led by private institutions, and the forces of the private market yielding a stronger and robust knowledge economy, and a more beautiful and efficient city, anchored by the eds and meds of University City.

Anthony Sorrentino is Executive Director, Office of the Executive Vice President at the University of Pennsylvania.
Reflections on City Building

BY ALAN GREENBERGER

Some people are short, others are tall. Some people are dark and some are light. Some are religious, others not. Some people are exquisitely talented in one area while others have talents elsewhere. And to these differences, cities afford common opportunities and challenges that compel many of us to seek our lives as a community, together, in a shared place. Why?

Americans have struggled with this question more than other nations because we were created with the ethos of individual pursuits – life, liberty and happiness – and a wealth of land to inhabit so that we could choose to be together or choose to be far apart.

The choice to be together created American cities. Early on, this choice was really one of necessity and survival. But it quickly evolved into a real choice, one now typified by extended families living all across the country or the world.

‘Place’ plays a powerful role in the choices we make. And though ‘place’ manifests itself as the built and natural worlds we inhabit, it more powerfully shows itself through civic culture, a way of living, a unique DNA. Some of us are born, raised and remain in the place of our birth, absorbing and living its DNA intuitively without further instruction. But many of us choose to find our pursuits in a different place from our upbringing. And when we do, we more consciously adopt the DNA of another locale, reinforce it, refine it and give it continued life.

I’m a born and bred New Yorker, a Brooklynite. But ultimately, I chose Philadelphia. At first, it was a matter of a job. I graduated from architecture school in upstate New York, moved back to New York and couldn’t find a job during a recession. I decided to seek my professional life elsewhere. Philadelphia was a place I had visited only once as a child, but it was a place that was presented to me in college as where the architectural world was happening.

And so, on a hot day in September 1974, I moved here, armed with a few contacts of interesting people who were known to my friends in New York. Forty-one years later, and eight years after becoming a public official, I leave office with a deeper admiration and respect for this extraordinary city – a DNA consisting of utopian ideals of how we can live together, commercial opportunism and an historic city plan.

Within a month of being here, I felt at home, in no small measure because of the amazing hospitality extended to me by people like Ruth and Rick Snyderman, pioneers of the South Street Renaissance. But I also
recognized aspects of Philadelphia that resonated deeply within me: the ethos of my firm, Mitchell/Giurgola, one crafted on an abiding respect for context; a toughness and tenderness that reminded me of Brooklyn, and a sense of struggle – a place that was always arriving but never quite arrived: civic swagger and unrealized promise, all wrapped in a blanket of humility on the good days and low self-esteem on the bad days.

In essence, I grew up here and in the process became committed to wanting to help my adopted home grow up as well. It was this desire that led me to Michael Nutter who literally did grow up here, but had that same interest in wanting his home town to realize its potential and discard its image as a post-industrial city mired in a ‘no-can-do’ haze; a city a little too content with its reputation as dirty (‘Filthadelphia’), or crime ridden (‘Killadelphia’), stuck in a lost stratum of American cities with no real future.

‘PLACE’ PLAYS A POWERFUL ROLE IN THE CHOICES WE MAKE. AND THOUGH ‘PLACE’ MANIFESTS ITSELF AS THE BUILT AND NATURAL WORLDS WE INHABIT, IT MORE POWERFULLY SHOWS ITSELF THROUGH CIVIC CULTURE, A WAY OF LIVING, A UNIQUE DNA.

After spending eight years under his leadership, along with an extraordinary group of public service colleagues, we have seen a different Philadelphia emerge. It didn’t come from nowhere. We didn’t invent it. It grew from decades of work done by reformers, entrepreneurs and civic boosters going back 60 years. But it became evident under our stewardship – a legacy that I consider our greatest gift to the city. This is city building at its most elemental. Cities are of course real estate propositions of the first order. And I have devoted my eight years in public life to making that aspect of city building vibrant. But you won’t see ‘building more buildings’ anywhere on our list of goals because by itself, development is limited in meaning. Lots of places in the world have experienced development booms, but they haven’t necessarily gotten better for it, only bigger.

City building is ultimately about responsible growth so that people want to live here, work here, invest here and visit here, realizing their personal goals for satisfaction and a better life. Nobody is fool enough to think that growth by itself will solve the myriad of problems that cities – that Philadelphia – faces. The combination of poverty, lack of opportunity and its attendant outcomes of crime and underemployment plague us as they plague most cities. But the flip side – no growth – is a recipe for disaster in a globally competitive world in which lots of people have discretion about the places they choose.

How is responsible growth achieved? If growth were a meal, it would be a flavorful, slow-cooked stew, perfected by a combination of a good recipe and a lot of tinkering. And to extend this analogy just a bit further, it would also rely on the tasting skills of a great many people.

In our culture – a free-market economy and a democratically elected government – the interplay of market forces, popular will, and government stewardship combine to produce the settings for our lives. While change to that dynamic is entirely possible, the removal of any of its core components is, I believe, impossible.

Therefore, our role as leaders in government is multi-dimensional. At times we are the visionaries, articulating possibilities for our city that are not otherwise clearly seen. At times we are policy wonks and regulators, shaping and directing the initiatives of the private market around us. At times we are deal makers, working to craft good outcomes through political and financial transactions. At other times we are cheerleaders, exhorting others to move in the right direction and do their best. And we are storytellers, crafting better narratives for the place we are or aspire to be. Occasionally, we even have to figure out how to stay out of the way of the good things other people are doing. And all the while, we are tasting the stew and asking others to do the same, trying to decide if it needs more of this or more of that.

The results are now yours for the tasting: unprecedented population growth and redevelopment, renewed economic vitality, and confidence – to grow and hopefully to tackle the myriad of problems and possibilities that are before us. We’ve given it everything we have and are forever grateful for the opportunity to improve this place that we love: Philadelphia.

Alan Greenberger is the Deputy Mayor for Economic Development and Director of Commerce. He also serves as Chairman of the Philadelphia City Planning Commission.
Francis Cauffman provided full workplace and interior design services — from programming through project closeout — for the relocation of GSK US Pharma headquarters from downtown Philadelphia into a new leased facility at the Navy Yard in South Philadelphia. GSK’s latest American workplace is a showcase for the global company’s business philosophy of “good working and good living.” Francis Cauffman workplace experts and interior designers worked collaboratively with GSK, designing the interior workplace environment to be healthy, stimulating and inspiring in order to align with that premise and reflect it to the fullest. Together, Francis Cauffman and GSK radically re-envisioned the typical office as an interactive, egalitarian “Workplace of the Future” with unassigned seating, in direct contrast to GSK’s former offices where staff was often isolated and working conditions were not ideal.

The unassigned seating enables employees to work directly with those needed to complete specific assignments and makes efficient use of real estate. The result is a workplace that has transformed the way that GSK does business and has raised the level of energy, engagement and connectivity across the organization. The new glass-encased, natural light-filled workspace increases interaction with flexible work areas. The building's four-story central atrium provides a vibrant, dynamic “living” space. The office features 100% unassigned seating, and everyone – including the US Pharma President – has the same sized workspace. The 208,000 SF project is LEED-CI v2009 Certified Platinum. In 2013, the project was recognized with the Exemplary Element Award by the International Interior Design Association.

“Our new work space is designed to inspire and connect people,” says Deirdre Connelly, President, GSK North America Pharmaceuticals, “My teammates and I are energized by this new environment, where we can do our best work and collaborate without the constraints of office walls.”

**DESIGN PROFILE**

**PROJECT:**
GSK at The Navy Yard: Interior Workplace Fit-Out

**PROJECT LOCATION:**
Philadelphia, PA

**CLIENT:** GSK

**PROJECT SIZE:** 208,000 SF

**DESIGN TEAM:** Francis Cauffman
AMERICAN AIRLINES TERMINAL F EXPANSION
The Sheward Partnership, LLC
The Exterior architectural expression of the Hub is designed to blend into its surrounding building context. The angled curtain wall form, in concert with light and heavy material expression, evokes a strong connection to existing structures. Unfiltered daylight is infused into the space all year round by north facing roof monitors.

The interior architecture is a seamless and unified blend of the existing and expanded hub space. It has been transformed from a dimly lit configuration into a bright and inviting central area. The large southern windows and north-facing roof monitors bring natural light throughout the newly expanded volume and provide natural light for the new offices at mezzanine level. The dramatic and sculptural sweep of the ceiling unites the new and existing portions of the Hub while addressing the constraints of the existing structure. The new, retail spaces in the north area of the Hub are angled, to improve their exposure and visibility. This also improves circulation at the intersection of Concourses and Hub. The large central volume of the Hub and the new food court has a spacious and inviting atmosphere that provides Terminal F passengers with an alternative to waiting in their hold room.

Both the baggage claim and connector are still a work in progress, but for now, passengers can enjoy spacious waiting areas and their pick of delicious cuisine all in the center of a thoughtfully and sustainably designed piece of architecture.

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The Division of Aviation and the City of Philadelphia commissioned The Sheward Partnership, LLC to expand and renovate the existing Terminal F at Philadelphia International Airport (PHL). The motivation for the expansion project was the result of dramatic and continued growth of enplanements by US Airways and other Regional Air Carriers to twice the level anticipated by the original project’s design and planning. Terminal F was originally planned and programmed for commercial flights consisting of 30-50 passengers. With the evolution of aviation technology, relative low cost of fuel and an expanding economy, the airport experienced a tremendous period of growth. The terminal could no longer accommodate the amount of travelers who were filtering through each day.

The overall scope of the $125 million expansion to Terminal F included a new Baggage Claim Building, which is seeking LEED Silver certification, significant Terminal Building improvements, which include inline baggage screening and an expanded security checkpoint, and an expansion to the Hub and food court area. The Hub expansion enlarged the food and retail concession space by over 50,000 square feet and increased the offerings from 5 concessionaires to over 20.

Both figuratively and literally, the Hub expansion is the center piece of this project. Commuter passengers enter the Hub from either one of three concourses or enter from a bus vestibule serving as a commuter connection to other passenger terminals within the airport. From a planning perspective, it was important to treat each entry to the hub as a distinctive and exciting threshold into a dynamic space and to create an engaging passenger experience.
MARS GLOBAL HEADQUARTERS RENOVATION

JacobsWyper Architects
This major renovation transformed Mars Drinks’ existing global headquarters in West Chester, Pennsylvania into a vibrant and dynamic workplace that is closely aligned with the company’s “Living Office” concept. Armed with a deep understanding of the Mars Drinks corporate culture, JacobsWyper and Herman Miller were able to deliver a space that promotes interaction and collaboration through specialized programming that focuses on enhanced connectivity and movement. All construction was completed while the facility was fully operational, with no interruption to office or manufacturing operations.

The centerpiece of this project was the creation of a dramatic, two-story open office space, achieved by carving through the second floor plate. A full-height curtain wall incorporating electrochromic (self-tinting) glass minimizes heat gain and glare and provides employees with sweeping, unobstructed views of the landscape, which was previously a parking lot. The office space is a combination of individual and collaborative areas designed to increase employees’ productivity and their positive attitude in the workplace. An absence of individual offices results in a vibrant work environment where employees and executives share the same space. Glass-enclosed meeting rooms and individual focus dens contribute to the open, airy feel, and numerous coffee stations and lounge spaces incorporating rich materials, including coffee bean-infused resin panels and contemporary decorative light fixtures, introduce additional opportunities for informal encounters and collaboration.

Full-height glass partitions are further used to frame vignettes to and from adjacent areas, including the building lobby and monumental staircase. The existing lobby was maintained but vastly transformed, with stained oak plank forms, a new reception desk with sleek materiality, and large-format porcelain tile providing a stone look and feel. Four-inch thick solid treads of reclaimed white oak form the staircase, finished to maintain and enrich their natural color and appearance.

Mars Drinks’ commitment to sustainability is evident throughout the revamped facility. In total, 20% recycled content was incorporated into the project through the chosen materials and finishes, including the use of reclaimed wood and certified materials. A rainwater harvesting system (providing an estimated 163,000 gallons of water savings per year), high-reflectance roofing, HVAC under-floor distribution, and the incorporation of electrochromic glass round out the sustainable features.
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