



Retrofitting Philadelphia: The Partnership for Building Reuse

September 2014



National Trust *for* Historic Preservation
Preservation Green Lab



**Urban Land
Institute**

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

Cover Photo:

Former Philadelphia Naval Shipyard buildings. Historic industrial buildings have been repurposed to create the Urban Outfitters Corporate Campus.

PHOTO: JIM LINDBERG.

Copyright © 2014

About the Partnership

NATIONAL TRUST FOR HISTORIC PRESERVATION

(www.preservationnation.org)

The National Trust for Historic Preservation is a privately-funded nonprofit organization that works to save America's historic places for the next generation. We are committed to protecting America's rich cultural legacy and to helping build vibrant, sustainable communities that reflect our nation's diversity. We take direct action to save the places that matter while bringing the voices of the preservation movement to the forefront nationally.

The Preservation Green Lab strengthens the fabric of communities by leveraging the value of existing buildings to reduce resource waste, create jobs, and bolster a strong sense of community. The Preservation Green Lab integrates sustainability with historic preservation by developing research, demonstration projects, and policies that decrease demolition and promote building reuse. Guided by a belief that historic preservation is essential to sustainable development, the Preservation Green Lab works with partners to create new pathways to shared prosperity and to bring people together around a common vision for their neighborhoods, towns, and cities.

URBAN LAND INSTITUTE

(www.uli.org)

The Urban Land Institute provides leadership in the responsible use of land and in creating and sustaining thriving communities worldwide. ULI is an independent global nonprofit supported by members representing the entire spectrum of real estate development and land use disciplines.

ULI Philadelphia (www.philadelphia.uli.org) is one of ULI's largest and most robust District Councils, with nearly 900 members across the region, including regional satellites in Central Pennsylvania, Delaware, Lehigh Valley, and Southern New Jersey. ULI Philadelphia serves the area's public and private sectors with pragmatic land use expertise and education.

THE PARTNERSHIP FOR BUILDING REUSE

The National Trust for Historic Preservation and ULI created the Partnership for Building Reuse in 2012 to enhance opportunities for building reuse in major U.S. cities. Recognizing the environmental, economic and community benefits of reusing vacant and blighted property, the Partnership for Building Reuse brings together community groups, real estate developers and civic leaders around the common goal of making it easier to reuse and retrofit these valuable assets.

Project Leadership

NATIONAL TRUST FOR HISTORIC PRESERVATION

Executive Sponsors

Stephanie K. Meeks
President and Chief Executive Officer

David J. Brown
Executive Vice President and Chief Preservation Officer

PRESERVATION GREEN LAB

Mark Huppert
Senior Director

Jim Lindberg
Planning Director

Mike Powe, Ph.D.
Senior Research Manager

Margaret O'Neal
Senior Manager

Jeana Wisner
Associate Project Manager

URBAN LAND INSTITUTE

Philadelphia District Council

Susan Baltake
Executive Director

Geri Lipp
Director

Erin Nardini
Associate

Reuse Advisory Committee

Brian Abernathy
Executive Director, Philadelphia Redevelopment Authority

Leo Addimando
Co-founder and Managing Partner, Alterra Property Group

Ryan M. Bailey
Senior Development Officer, Pennrose Properties, LLC

Kenneth P. Balin
Chairman, AMC Delancey Group

Caroline Boyce
(Reuse Advisory Committee Co-Chair)
Executive Director, Preservation Alliance for Greater Philadelphia

John H. Cluver
(Reuse Advisory Committee Co-Chair)
Partner, Voith & MacTavish, Architects

Sergio Coscia
Principal, Coscia Moos Architecture

Andrew Frishkoff
Executive Director, LISC Philadelphia

Rose V. Gray
Director of Development, Asociacion Puertorriquenos en Marcha

Prema Katari Gupta
Director of Planning and Economic Development, University City District

John Haak
Director, Planning Policy and Analysis, Philadelphia Planning Commission

Chris Hager
(Chair, ULI Philadelphia District Council) Senior Associate, Langan Engineering

Don Hinkle-Brown
President and Chief Executive Officer, The Reinvestment Fund

Richard W. Huffman
Former Principal, Wallace Roberts & Todd

Rahim Islam
President and Chief Executive Officer, Universal Companies

Alan Keiser
Vice President and Counsel, Commonwealth Land Title Insurance Company

Garry Maddox
Principal and CEO, A. Pomerantz Co.

Randall Mason
Chair/Associate Professor, Graduate Program in Historic Preservation, University of Pennsylvania

Steven P. Mullin
Principal, Econsult Solutions

Tania Nikolic
Deputy Executive Director, Philadelphia Redevelopment Authority

Michael Sklaroff
(Reuse Advisory Committee Co-Chair)
Partner, Ballard Spahr LLP

John A. Westrum
Chairman and CEO, Westrum Development Co.

FUNDERS

The Jesse Ball duPont Fund

Contents

EXECUTIVE SUMMARY	4
INTRODUCTION	7
DEVELOPMENT PATTERNS AND PERFORMANCE	10
BARRIERS TO BUILDING REUSE	18
MARKET	19
FINANCIAL	21
TECHNICAL	24
REGULATORY	26
ANALYSIS OF OPPORTUNITIES FOR BUILDING REUSE	29
SUGGESTED SOLUTIONS TO ADVANCE BUILDING REUSE	32
ACTION PLAN.....	34
CONCLUSION: RETROFITTING PHILADELPHIA	38
STAKEHOLDERS	40
ABOUT THE ADVISORY COMMITTEE.....	42
ACKNOWLEDGEMENTS.....	47

Executive Summary

After decades of decline, America's older cities are making a comeback. Philadelphia is one of best places in the nation to find evidence of this turnaround. Center City and many nearby neighborhoods are filling with new residents, businesses, and restaurants. Developers are retrofitting long-vacant buildings for new apartments, condominiums, and hotels. Residents are fixing up their homes.


Yet other areas of Philadelphia continue to struggle. Abandoned buildings, vacant blocks, declining population, and a lack of employment still characterize many neighborhoods. What can be done to extend the benefits of revitalization to more neighborhoods and citizens of Philadelphia?

The Partnership for Building Reuse explores one approach to this challenge — making it easier for property owners and investors to renew and repurpose older buildings. A joint effort between the National Trust for Historic Preservation and the Urban Land Institute, the Partnership fosters market-driven reuse of vacant and underused buildings in cities across the country. Philadelphia is one of five cities participating in this initiative.

Led locally by the ULI Philadelphia District Council, the Partnership has engaged more than 40 land use professionals, historic preservation advocates, community development practitioners, green building leaders, and city staff. These stakeholders have identified opportunities and developed recommendations for how to increase reuse and revitalization in Philadelphia.

As part of this effort, the National Trust's Preservation Green Lab conducted research into the connections between the vitality of Philadelphia neighborhoods and the character of the city's existing building stock. The Green Lab's findings show that Philadelphia's older, smaller buildings contribute in key ways to the vitality of the city. For example:

- **The creative economy thrives in older neighborhoods.** On average, there are about 50 percent more jobs in creative industries in areas of the city characterized by older, smaller, mixed-vintage blocks than in areas with mostly larger, newer buildings.
- **Young people love old buildings.** Sections of the city with older, smaller buildings and mixed-vintage blocks are more than twice as likely to have a substantial proportion of the population (greater than one third) between the ages of 18-34, compared to areas with mostly large, new buildings.
- **Old buildings attract good restaurants.** Nearly 64 percent of *Philadelphia Magazine's* 2013 "Top 50 Restaurants" and "Top 50 Bars" are located in buildings constructed before 1920, well above the citywide total of 50 percent of commercial businesses located in buildings of that vintage.



This report recommends policies, incentives, and tools to help property owners and investors repurpose more older buildings in diverse neighborhoods across the city.

Working with local practitioners, the Green Lab also developed an analytical tool to identify areas of the city that have not yet benefitted from reuse and revitalization, but have high potential for near-term success (see map on page six).

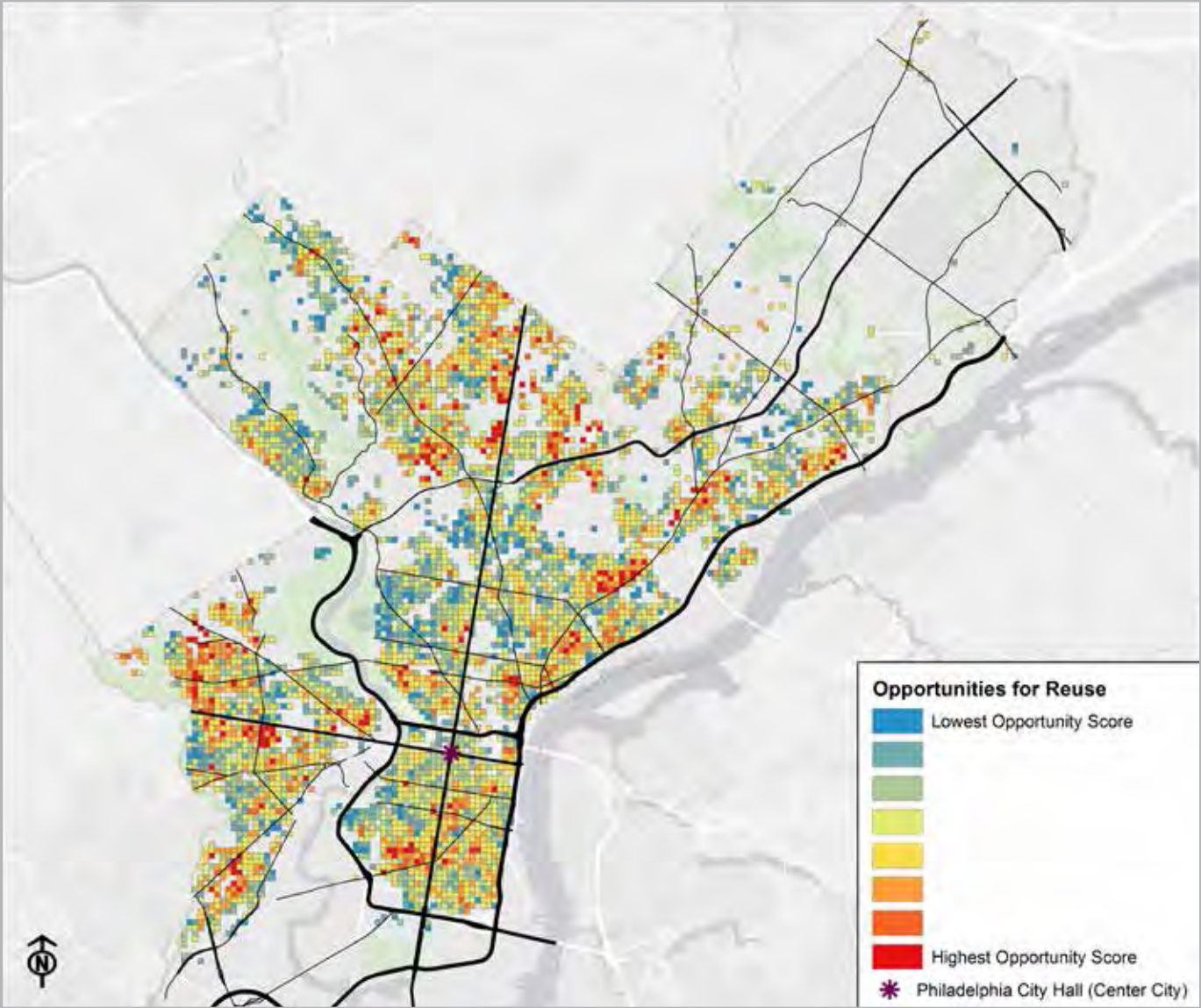
To encourage building reuse in these areas and other neighborhoods city-wide, the Partnership identified obstacles that make building reuse challenging — including market, financial, technical, and regulatory barriers. These include:

- High construction costs, including high labor costs
- Weak market conditions and low rents in many areas
- Difficulty in acquiring long-abandoned structures
- Lack of sufficient incentives for affordable housing and smaller commercial projects
- Complexity and cost of meeting zoning, building, and energy codes, especially for smaller projects

With these and other barriers in mind, the Partnership recommends three key strategies to optimize building reuse in Philadelphia over the next one to three years:

1. **Add building reuse to the 2015 Philadelphia political agenda.**
Establish a coalition of organizations to advance building reuse as an important citywide issue and educate candidates about key policies, including: an extension of the property tax abatement in challenged neighborhoods; increased city staffing for the Department of Licenses & Inspections, Planning Commission, and Historical Commission; funding for a citywide historic resources survey.
2. **Extend the benefits of building reuse and community revitalization to more areas of the city.** Foster market-driven investment in neighborhoods positioned for near-term success. Direct technical assistance to selected areas of opportunity to increase use of the tax abatement incentive for rehabilitation. Create adaptive use innovation zones to test creative approaches to common zoning, building code, and energy code issues in these areas and adopt successful approaches into citywide policies.
3. **Expand historic preservation tools and incentives for building reuse.** Launch a citywide historic resources survey to identify additional areas that could benefit from local, state, and national historic preservation programs. Increase the number of National Register-listed districts to facilitate greater use of federal rehabilitation tax incentives. Support creation of a new citywide revolving fund to assist key reuse projects.

In coming months, ULI Philadelphia and the National Trust will work with local partners and community leaders to advance these recommendations and bring the benefits of building reuse to more Philadelphia neighborhoods and residents.



Areas to consider for focused efforts to promote and assist market-driven building reuse. The red grid squares shown on this map are areas of high opportunity for successful building reuse, according to a new methodology developed as part of the Partnership for Building Reuse. The map shows several concentrations of high opportunity grid squares outside of Center City.

Introduction

The Partnership for Building Reuse fosters the market-driven reuse of vacant and underused buildings. The project brings together two national organizations, as well as local partners and stakeholders, to identify market opportunities and address challenges related to building reuse. The Partnership leverages the unique strengths and expertise of the National Trust for Historic Preservation and the Urban Land Institute. With a network of 51 District Councils across the country, ULI is the nation's leading real estate development organization. ULI District Councils bring together a broad range of land use and real estate professionals and provide opportunities for education, dialogue, and problem solving. The National Trust also works with a strong network of state and local partners to save historic places across the country. The Trust's Preservation Green Lab provides research and policy innovation to strengthen the connections between historic preservation and sustainable development.

A STRATEGY FOR SUSTAINABLE DEVELOPMENT

Many cities are looking for innovative ways to stimulate investment, reduce vacancy, increase employment, and decrease carbon emissions. Recent Preservation Green Lab research shows that reusing existing buildings is a powerful strategy for achieving these goals. For example, a 2012 Green Lab report, *The Greenest Building: Quantifying the environmental value of building reuse*, documents how building reuse conserves energy and natural resources. Using life-cycle-assessment methodology, the study compares the relative environmental impacts of building reuse and renovation versus demolition and new construction. The results show that it takes from 10 to 80 years for a new building to overcome, through efficient operations, the negative climate change impacts related to the demolition and construction process.

Another Preservation Green Lab report, *Older, Smaller, Better: Measuring how the character of buildings and blocks influences urban vitality*, examines the relationship between the physical character of existing buildings and a range of social and economic performance data. Based upon statistical analysis of the built fabric of Seattle, San Francisco, and Washington, D.C., this research finds that established neighborhoods with a mix of older, smaller buildings outperform districts with larger, newer structures when tested against a range of economic, social, and environmental indicators. Taken together, these recent Preservation Green Lab reports document how conserving and retrofitting existing buildings and neighborhoods can help cities achieve sustainable development.

Many land use professionals, including ULI members, recognize that the reuse of existing buildings is a growing market opportunity. Demographic trends indicate that a historic shift back to cities is underway, with large

numbers of immigrants, young professionals, baby boomers, and others choosing to live and work in diverse urban neighborhoods. Many cities, including Philadelphia, recently experienced their first population gains since the 1950s. This trend presents an opportunity to repurpose long-vacant structures, revitalize neighborhoods, and expand the tax base in cities that have suffered from decades of declining employment and population loss.

GOALS OF THE PARTNERSHIP

The Partnership for Building Reuse focuses on the places where older, vacant, and underused buildings are concentrated in the greatest numbers: our major cities. In some cities, including Philadelphia, thousands of buildings sit vacant and many others are only partially occupied. The Partnership seeks to realize the potential of these reservoirs of unused urban architecture. The overall goals of the Partnership are to:



- Identify and understand the common barriers to building reuse.
- Accelerate rates of building reuse and rehabilitation.
- Support community revitalization in diverse neighborhoods.
- Decrease building demolition and resource waste.
- Document best practices that encourage building reuse.
- Create a methodology to advance building reuse in other cities.

The Partnership for Building Reuse includes three phases:

- **2012-13: Develop the methodology.** Los Angeles served as the pilot city. A final report from this phase, *Learning from Los Angeles*, was released in 2013.
- **2013-15: Test the methodology in additional cities.** Baltimore and Philadelphia joined the Partnership in 2013. Two additional cities will be selected in 2014.
- **2016: Share lessons learned.** A national summit will bring together urban leaders from across the country, including practitioners from the five

13th Street restaurants, Center City Philadelphia. New restaurants and businesses provide evidence of Center City's success in attracting new residents. Outside of Manhattan, Center City has a larger population than any downtown in the nation.

PHOTO: JIM LINDBERG.

cities, to explore lessons learned and establish a common policy agenda. The results will be shared in a summary publication.

THE PROCESS IN PHILADELPHIA

Through a solicitation of competitive proposals from seven ULI District Councils, ULI Philadelphia was selected to participate in the 2013-14 round of the Partnership for Building Reuse. Philadelphia has a vast inventory of older buildings, including a significant number of vacant buildings, as well as numerous revitalizing urban neighborhoods. One of the largest and most active ULI District Councils, ULI Philadelphia is ideally positioned to provide local leadership for the project and to serve as the convener for dialogues with real estate practitioners and community leaders.

The Partnership launched in Philadelphia in December 2013 and has engaged more than 40 community leaders from fields such as planning, historic preservation, real estate, finance, architecture, construction, sustainability, affordable housing, government, and academia. The process for gathering information and developing recommendations included the following steps:

- **Formation of a 22-member Reuse Advisory Committee** to interview expert practitioners, review analysis and reports, and provide overall guidance to the project.
- **Interviews with leading reuse development practitioners** to identify and understand barriers to reuse in Philadelphia.
- **Data collection and mapping of development patterns** as well as social, economic, and demographic conditions.
- **Three stakeholder meetings** to identify and discuss key obstacles to building reuse (February 19), review potential solutions (May 6), and prioritize recommended actions (June 12).
- **Presentation of a summary of findings and recommendations** to elected officials, community leaders, ULI members, and the public (September 23).



Society Hill neighborhood, Philadelphia. In contrast to other cities, Philadelphia used 1960s federal urban renewal funds to save some historic buildings, including many in Society Hill. More than 85 percent of the buildings in Philadelphia are at least 50 years old.

PHOTO: JIM LINDBERG.

Development Patterns and Performance

The Partnership for Building Reuse addresses vacancy and reuse issues related to all existing structures, not just those designated as historic at the local, state or national level. Based on available city data, there are about 490,000 existing buildings in Philadelphia. The majority of the city's neighborhoods developed before World War II. As a result, nearly 70 percent of Philadelphia's existing buildings date from 1945 or earlier, and more than 85 percent are at least 50 years old.


Just over two percent of the city's existing buildings (10,719 buildings) are protected through local designation by the Philadelphia Historical Commission. In addition, approximately four percent of the city's existing buildings (21,554 buildings) are listed individually or within districts on the National Register of Historic Places. These percentages are lower than those found in many other cities, especially in the east. In Baltimore, for example, approximately five percent of the city's buildings are locally designated as historic and more than 66,000 buildings are listed on the National Register—the largest number of any city in the nation.

After peaking at just over two million in 1950, Philadelphia's population declined as manufacturers employed fewer workers and new auto-oriented suburbs drew residents away from older neighborhoods. In the past decade, however, Philadelphia has begun attracting residents back to the city, and the city's overall population has increased modestly. Nonetheless, like many other former manufacturing centers in the east and Midwest, Philadelphia is challenged by high levels of vacancy in many areas of the city. According to city property records, there are more than 35,000 vacant parcels in Philadelphia, including nearly 14,000 empty buildings. Neighborhoods to the north and west of Center City, in particular, contain large numbers of abandoned rowhouses, along with surplus schools, churches, factories and small commercial structures.

BUILDING REUSE IN PHILADELPHIA

Widely recognized as the home of many renowned historic sites, Philadelphia is also a leader in historic preservation and building reuse. The city's Historic Preservation Commission was established in 1955, well before those in most other large cities. In the 1950s and 60s, when other cities were using federal dollars to completely demolish older neighborhoods in the name of urban renewal, Philadelphia showed an alternative approach that integrated the preservation of older structures alongside new construction, most notably in the Society Hill neighborhood.

In recent years, the revival of Philadelphia's Center City district has become a national success story. Dozens of formerly vacant commercial buildings



Philadelphia has begun attracting residents back to the city, and the city's overall population has increased modestly.

have been re-purposed as hotels, residences, restaurants, and institutions. New restaurants and small businesses have filled empty storefronts, and sidewalks buzz with activity day and night. Center City’s new vitality has helped spark revitalization in adjacent neighborhoods as well, including areas west of University City, south to and beyond Washington Avenue, and north into neighborhoods such as Brewerytown, Fishtown, and Kensington.

Many of these projects have benefited from a series of city property tax abatement incentives that began in 1997. To date, nearly 16,000 properties have received abatements, including 6,246 rehabilitation projects and 9,637 newly built structures.¹ Although these projects are concentrated in Center City and adjacent

neighborhoods, other areas have benefitted as well, often through the efforts of one of the city’s many active community development corporations, which focus on providing affordable housing. Additionally, more than 200 historic building rehabilitations have received federal rehabilitation tax credits, including many housing conversions that include affordable units.²

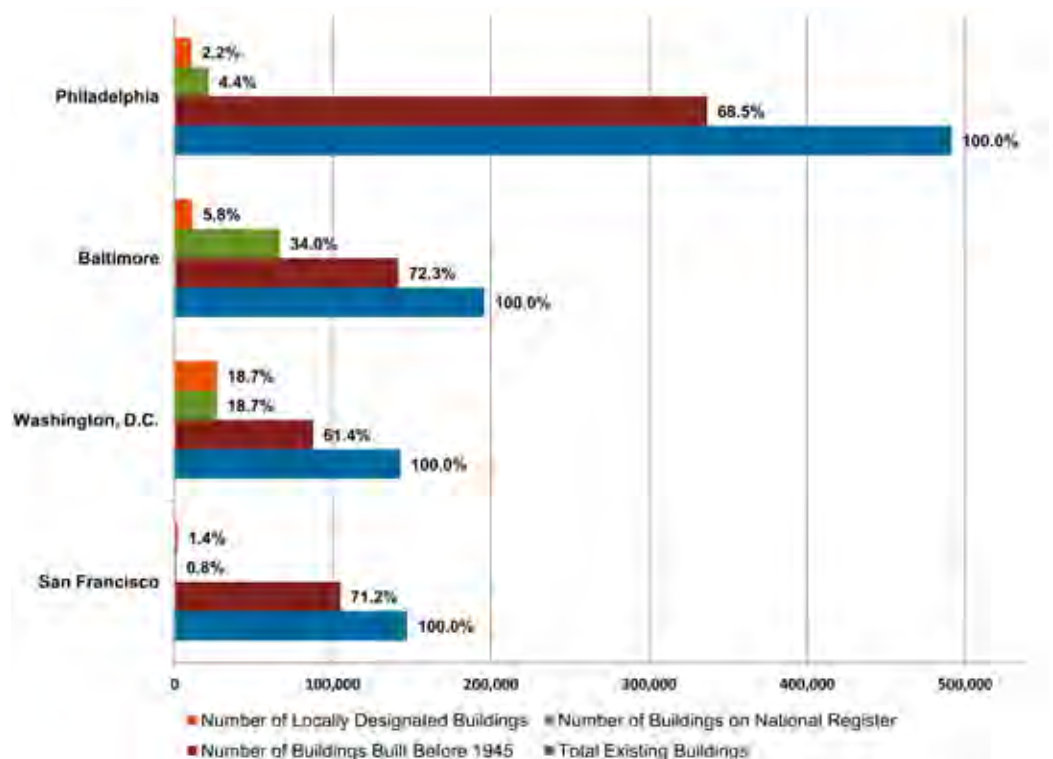


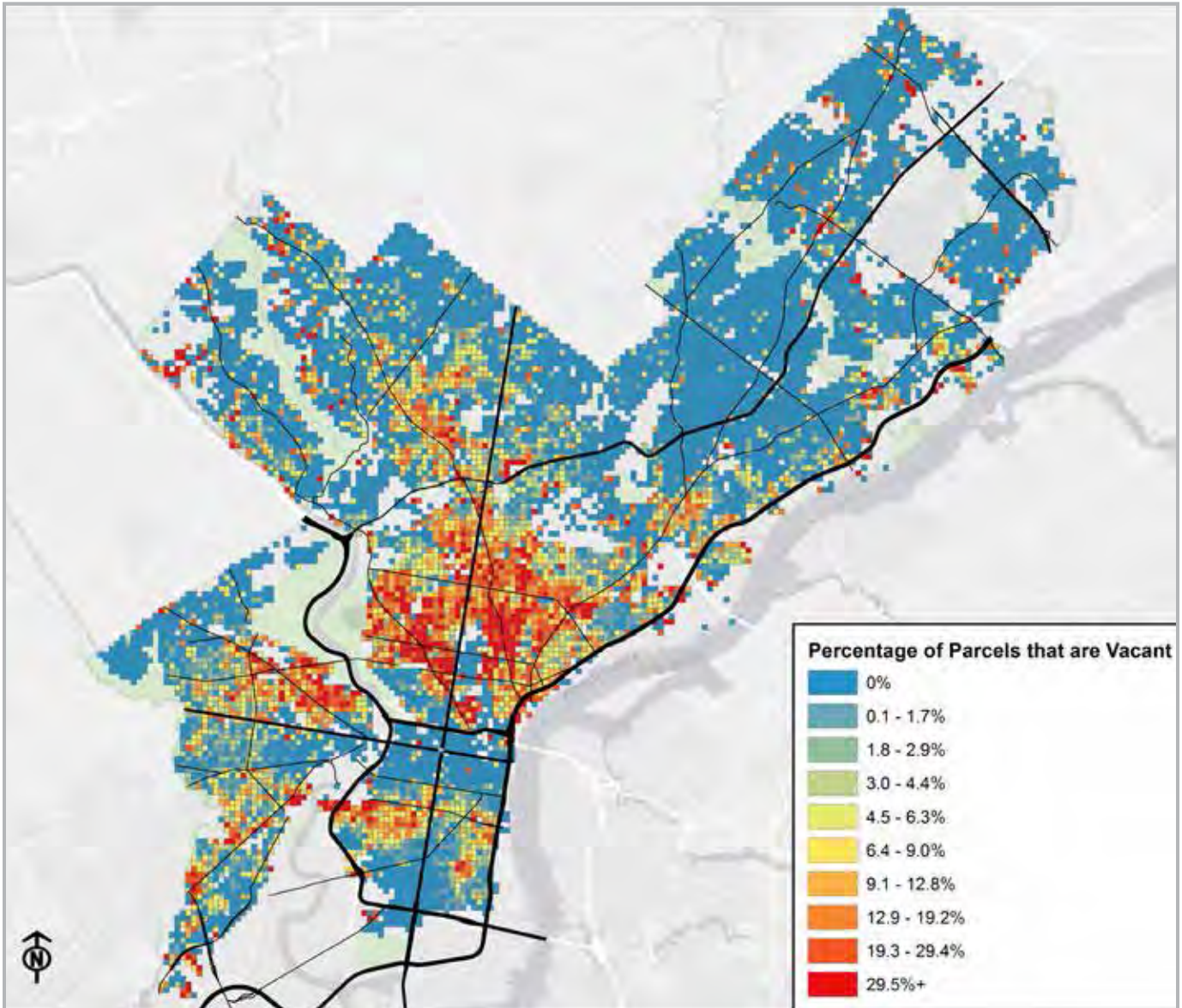
Chart. Existing buildings, era of construction, and percent designated historic in selected US cities.

In addition to the powerful tax abatement program, Philadelphia has developed other incentives, programs, and policies that may encourage investment in older buildings. In 2013, legislation was approved to create a new Philadelphia Land Bank. Like other land banks across the country, this public authority will seek to facilitate more efficient acquisition, maintenance, sale, or transfer of vacant land and buildings and to discourage speculative acquisitions that slow redevelopment. Work is now underway to develop a strategic plan for the Philadelphia Land Bank.

Under Mayor Michael Nutter, Philadelphia established the Mayor’s Office of Sustainability to lead a range of initiatives, including an energy benchmarking

1 City of Philadelphia Economic Impact Analysis of Proposed 10 year Tax Abatement Adjustments, Jones Lang LaSalle IP, Inc. 2014.

2 The Economic Impact of Historic Preservation in Philadelphia, Preservation Alliance for Greater Philadelphia, 2010

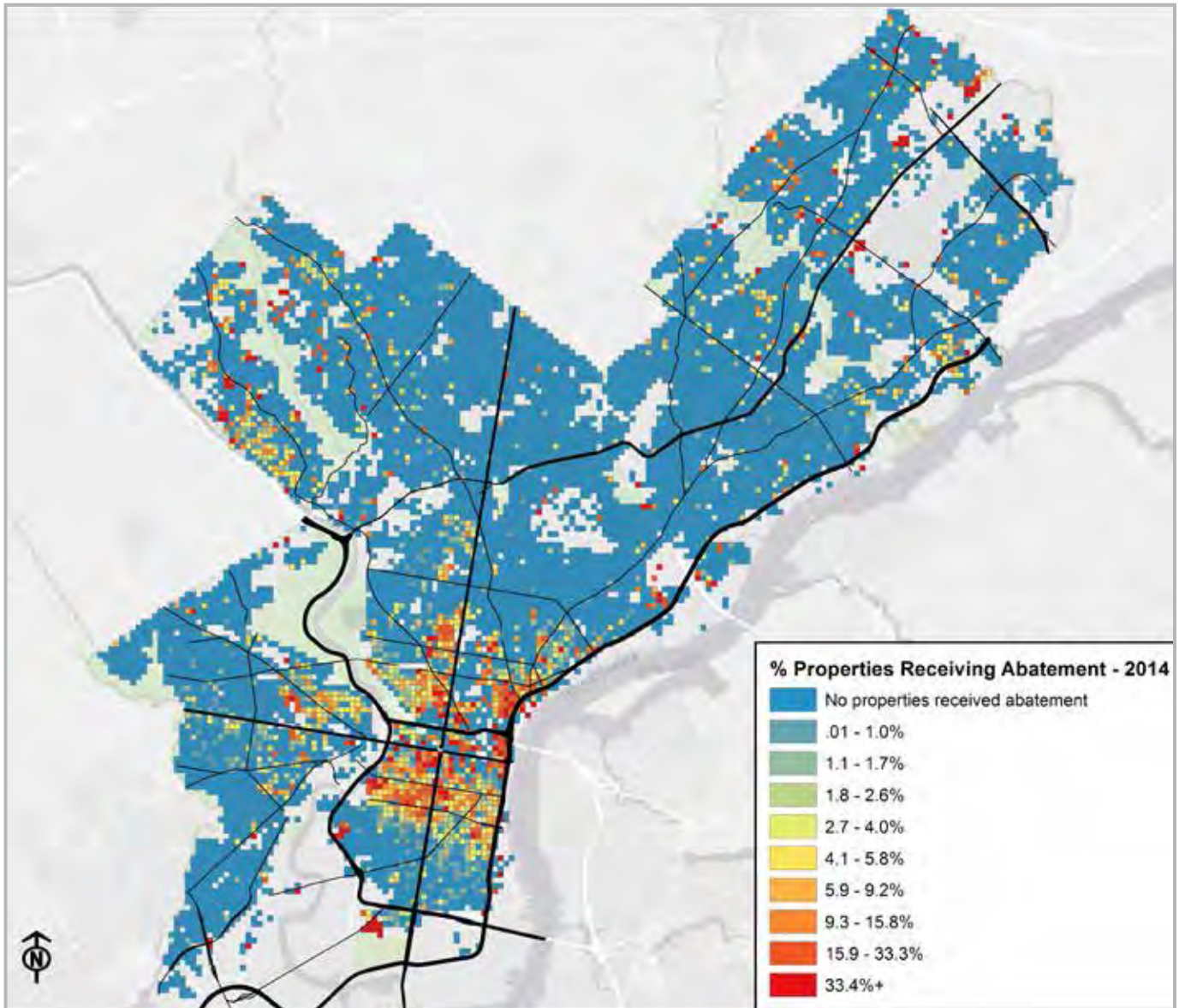


Philadelphia's vacant properties. Approximately 35,000 parcels, including 14,000 buildings, are currently listed as vacant across the city. The largest concentrations are found in neighborhoods in lower north Philadelphia and west Philadelphia.

program that requires owners of buildings with 50,000 square feet or more of commercial space to report their annual energy use data. Philadelphia is among a growing number of cities and states that are implementing benchmarking programs to increase awareness of energy and water use and to encourage owners to make building improvements to reduce consumption.

MEASURING BUILDING AND BLOCK PERFORMANCE

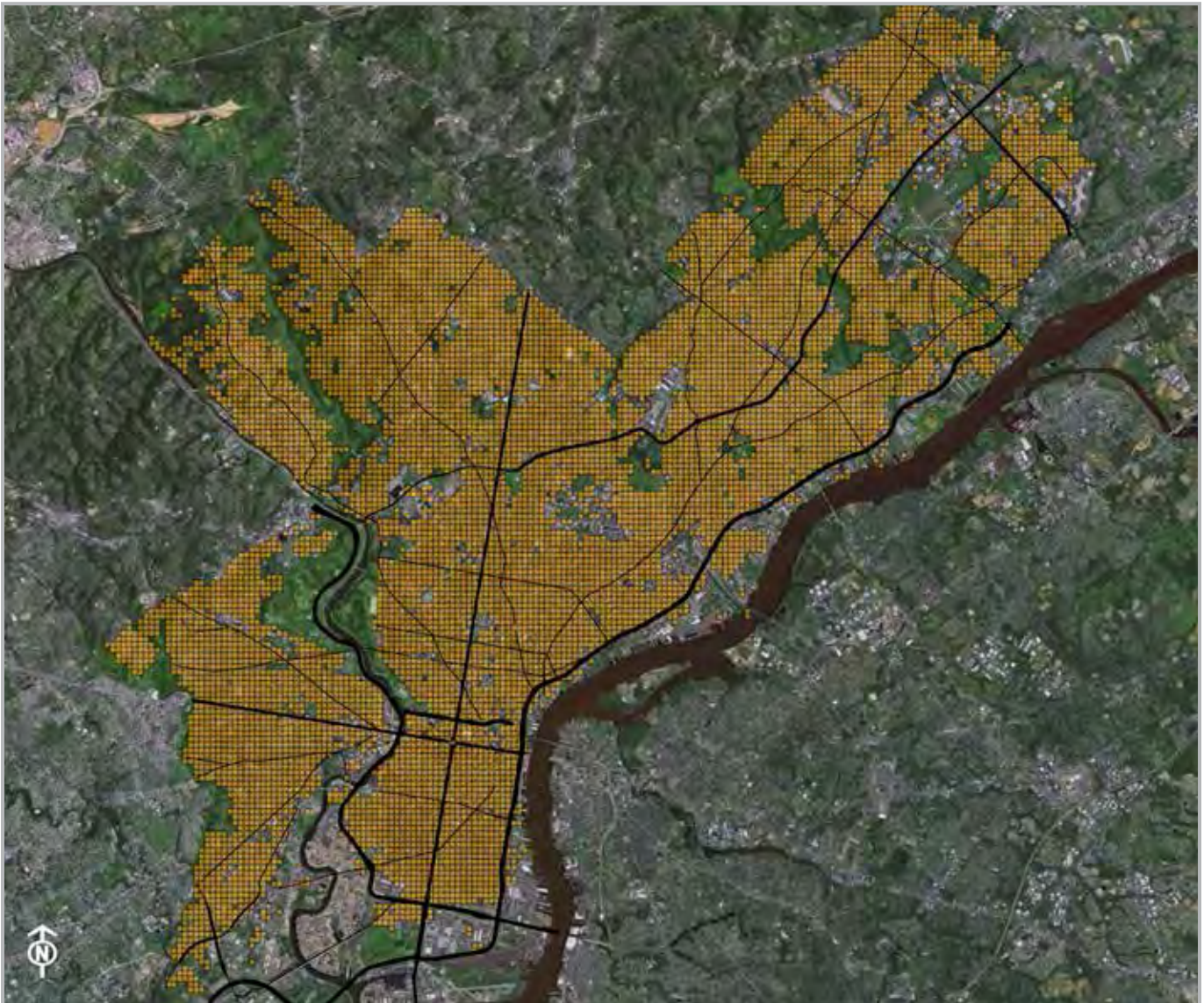
In May 2014, the Preservation Green Lab published a new report that explores the relationship between the physical character of existing buildings and the vitality of neighborhoods. The report, *Older, Smaller, Better: Measuring how the character of buildings and blocks influences urban vitality*, analyzed data from Seattle, San Francisco, and Washington, D.C. Green Lab researchers found strong statistical connections between the presence of older, smaller buildings in these cities and measures of economic, social, and cultural vitality.



The Preservation Green Lab applied the methodology developed for the *Older, Smaller, Better* report to assess the performance of buildings and blocks across Philadelphia. This analysis uses a 200-meter-by-200-meter grid that is applied across the entire city to allow an “apples-to-apples” statistical analysis of the urban environment. The Preservation Green Lab analysis includes information from 9,981 of these squares across Philadelphia. Each of the squares is about the size of one-and-a-half square blocks of the city. A range of data, mostly from public sources, was matched and statistically apportioned to the grid square geometry to facilitate the analysis.

The Preservation Green Lab’s model compares the physical character of Philadelphia’s existing buildings and blocks against a range of social, economic, and cultural performance measures. The physical Character Score for each grid square is determined by combining available data on the age of buildings, diversity of building age, and parcel size or “granularity.” These Character

Distribution of property tax abatement. This map shows the percentage of properties in each grid square that are receiving abatement from property taxes in 2014. Areas farther from Center City are not using the abatement incentive as often. Comparing this map to the areas of opportunity shown above suggests that the property tax incentive could have even greater impact and reach more Philadelphia neighborhoods in the future.



Grid square map.
To facilitate “apples-to-apples” statistical analysis of the entire city, Philadelphia was divided into 9,981 grid squares. Each is 200 meters by 200 meters in size. Data on the size, age, and diversity of age of all existing buildings, as well as data on the economic, social, and cultural activity of each area, were computed and constructed into a database.

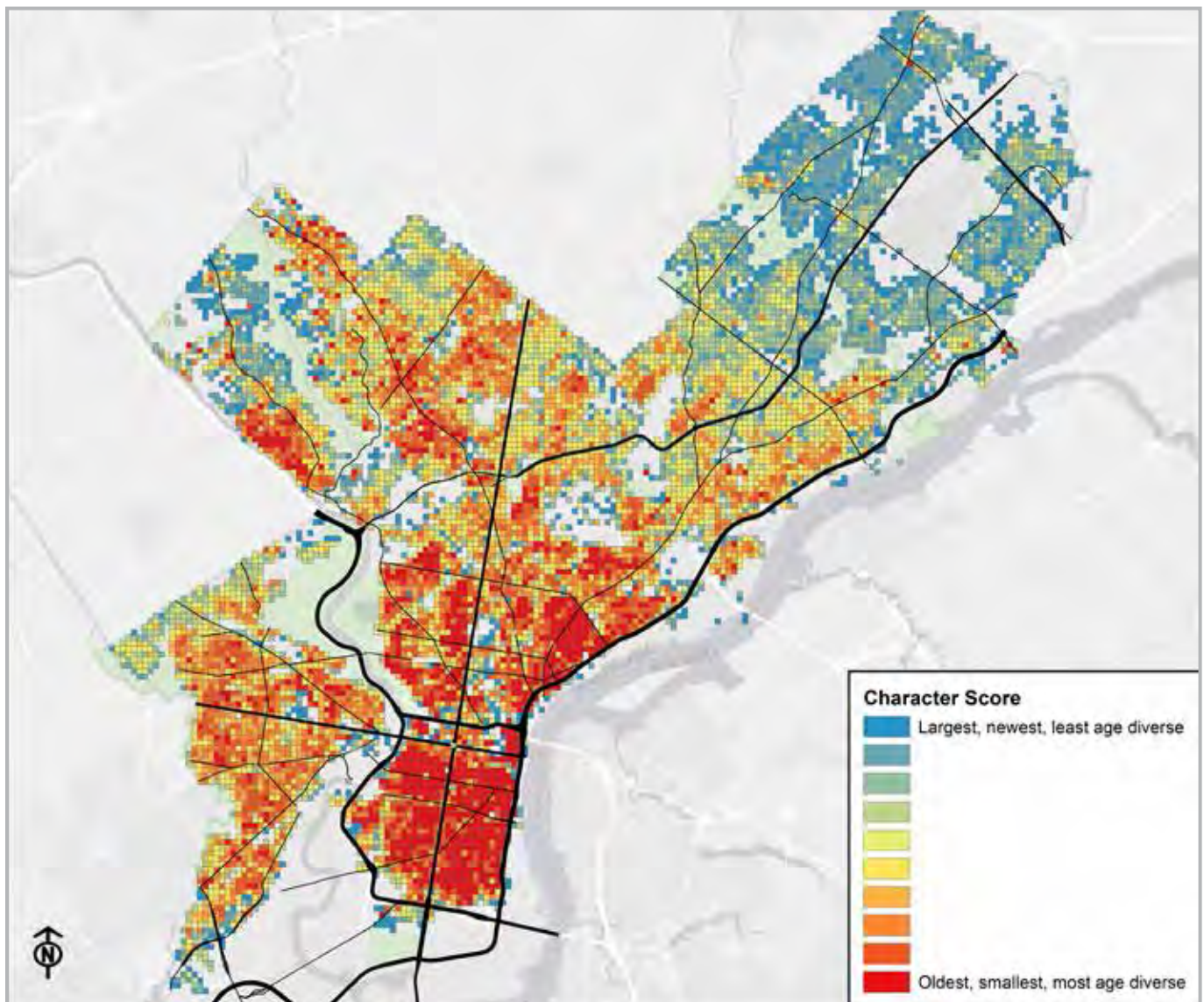
Score results are then compared against data on demographic trends, economic activity, social vitality, and real estate performance to assess relationships and trends. Although the analysis completed to date for Philadelphia is based on fewer variables than were tested in San Francisco, Seattle, and Washington, D.C., the results show a correlation between stronger performance and those areas of Philadelphia that contain older, smaller, and mixed-age buildings.

RESULTS FROM THE ANALYSIS

Areas of Philadelphia with older, smaller buildings generally have greater economic, social, and cultural vitality than areas with newer, larger buildings, according to several of the measures analyzed for this report.

Economic Activity

Areas of Philadelphia with older, smaller and mixed-age buildings host many of the city’s small businesses, startups, and businesses in creative industries. High Character Score grid squares with older, smaller buildings



and mixed-vintage blocks have an average of 14.5 jobs in small businesses, compared to 10.1 jobs in small businesses in grid squares with larger, newer buildings and less diversity of building age. In areas with older, smaller buildings, 53 percent of private sector jobs are in small businesses of less than 20 employees. Meanwhile, in areas with newer, larger buildings, 34.3 percent of private sector jobs are in businesses with fewer than 20 employees.

Sections of the city with older fabric also have more jobs in new businesses than areas with larger, newer structures. High Character Score grid squares have an average of 4.8 jobs in new businesses, while grid squares with predominantly large, new buildings have an average of 3.5 jobs in new businesses.

Jobs data also indicates that companies in creative industries are concentrated in areas with human-scaled, older buildings. There is an average of 4.6 jobs in creative industries in grid squares with high Character Scores, compared to 2.9 jobs in areas with mostly large, new buildings.

While areas with office complexes and other large commercial structures host more jobs in the aggregate than areas with older, low-rise commercial

Character score. Red squares on this map represent areas of the city where buildings are older and smaller and where the diversity of building age is greatest. These high “Character Score” areas are concentrated near Center City, particularly in South Philadelphia and in neighborhoods just north and northeast of Center City. Preservation Green Lab research finds correlations between areas with a high Character Score and measures of social, economic, and cultural vitality.

buildings, the different areas actually have about the same number of jobs per commercial square foot. Grid squares with older, smaller buildings and a mix of old and new buildings have an average of 2.4 jobs per 1,000 commercial square feet. In comparison, grid squares with high-rise office buildings and full-block developments have an average of 2.3 jobs per 1,000 square feet. There are also more jobs in creative industries per square foot of commercial space in high Character Score areas than areas with newer, larger buildings.



Fabric Row, south Philadelphia. Mixed-use areas of older, modestly-scaled buildings like the ones that line this block provide critical space for small businesses.

PHOTO: JIM LINDBERG.

Social Activity

Older and historic areas of Philadelphia have greater social activity, including greater population density, younger residents, and more newcomers, compared to areas with newer, larger buildings. Areas with older, smaller buildings have an average of 211.8 residents per grid square compared to an average of 90.5 residents per grid square in areas with newer, larger buildings.

The average median age of residents in grid squares with older fabric is 35.6 years. In grid squares with larger, newer buildings, meanwhile, the average median age is 41.2 years. Twenty percent of high Character Score areas are comprised of at least one-third resi-

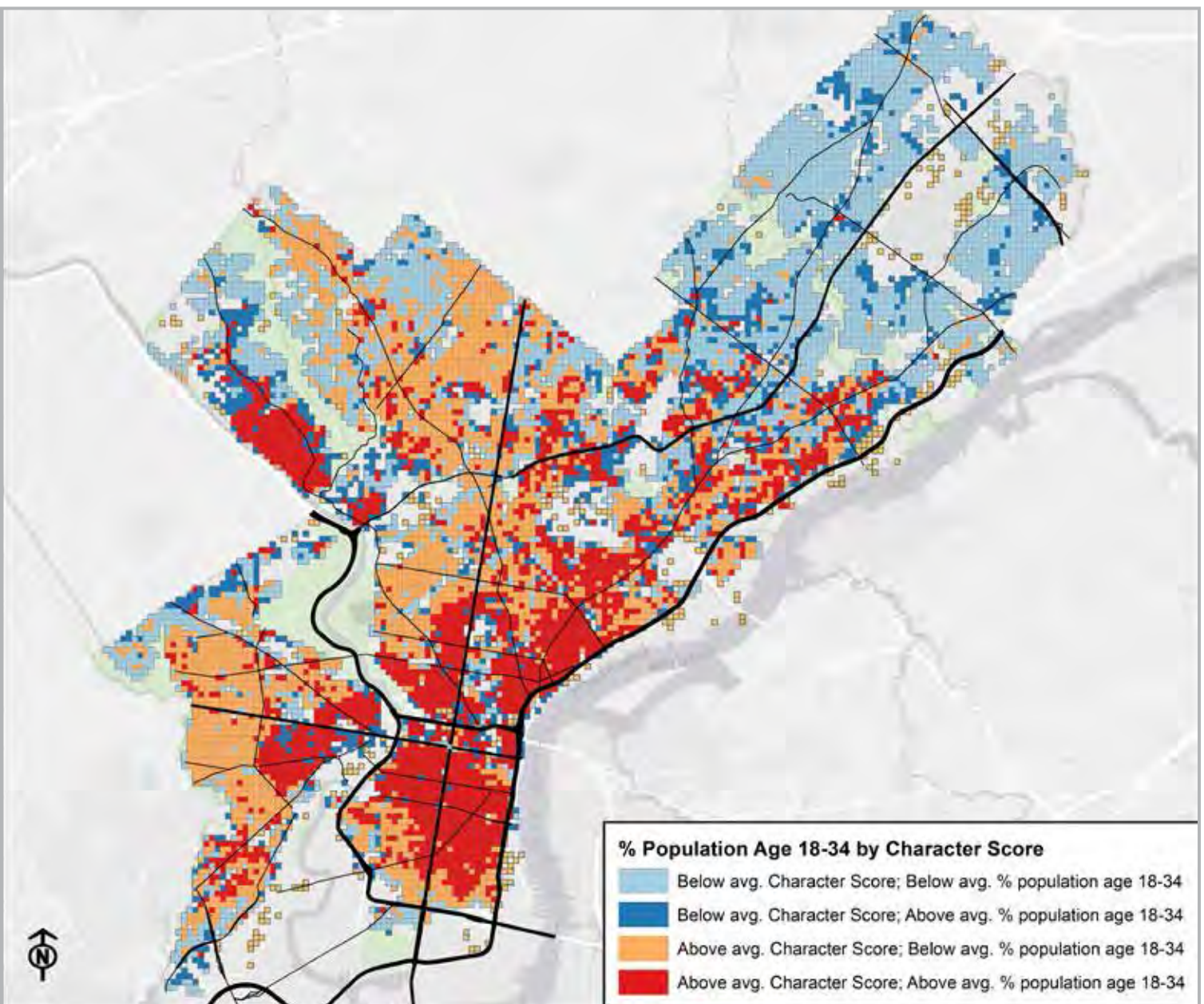
dents aged 18-34 years. By comparison, less than nine percent of areas with newer larger buildings have that same proportion of younger residents.

People moving to Philadelphia from outside the city limits are more likely to move to areas with older, smaller buildings and mixed-vintage blocks. In high Character Score areas, 4.5 percent of the population moved to Philadelphia during the previous year, compared to 3.9 percent in areas with newer, larger buildings.

Cultural Activity

Many areas of Philadelphia with concentrations of smaller, older, and mixed-vintage buildings are hubs for popular eateries and bars. The Preservation Green Lab research team mapped *Philadelphia Magazine's* 2013 "Top 50 Restaurants" and "Top 50 Bars." Almost all of these establishments (98.9 percent) are located in grid squares where the majority of the buildings were constructed before 1945 and 90.8 percent of the establishments are in grid squares with greater than average diversity of building age. Although about 50 percent of the commercial buildings in Philadelphia were constructed in 1920 or earlier, 64 percent of Philadelphia Magazine's top bars and restaurants are located in buildings constructed before 1920.

Age of residents. This map shows concentrations of people aged 18-34 in high Character Score areas such as South Philadelphia, Fishtown, Fairmount, Roxborough, Manayunk, Francisville, North Central, Powelton, and Spruce Hill. Northeast Philadelphia, which is newer and less densely built, has a lower than citywide average percentage of residents age 18-34.



Barriers to Building Reuse

Led locally by the ULI Philadelphia District Council, the Partnership for Building Reuse engaged more than 40 stakeholders to better understand the barriers to building reuse in the city. During individual interviews with expert practitioners from diverse backgrounds and at the first stakeholder meeting, participants were asked to share their views about what is slowing market-driven building reuse in Philadelphia. These conversations were organized around four types of barriers:

- Market barriers related to the supply and demand for various building types and uses
- Financial barriers involving project costs, sources of equity, lending practices, and financial incentives
- Technical barriers that arise related to building location, site, design, construction and materials
- Regulatory barriers such as zoning and development standards, building codes, seismic codes, and other review processes, requirements, permits, and fees

Sidewalk dining, Center City Philadelphia.

Passage of a 1995 ordinance allowing sidewalk café seating aided the city's recent restaurant boom and brought new vitality to many commercial buildings and blocks.

PHOTO: JIM LINDBERG.



Below is a summary of the insights from local stakeholders regarding key barriers to building reuse in Philadelphia.

MARKET BARRIERS

Building reuse in Philadelphia is greatly hindered by the lack of a strong market in many areas of the city. This was consistently identified as the primary barrier in interviews and in the first stakeholder meeting. The market for building reuse varies greatly by neighborhood and is impacted by local politics as well as schools, crime, and socio-economic conditions. In many areas outside of Center City and its adjacent neighborhoods, rents and resale prices remain too low to justify the costs of building acquisition and rehabilitation. However, market conditions are improving in some areas, particularly those near other revitalizing areas. Market barriers are the most difficult to meaningfully address through this process, yet they cannot be ignored. Specific market obstacles identified include:

Weak market neighborhoods

- Stakeholders frequently noted that many areas of the city are challenged by low population densities as well as large numbers of vacant parcels, abandoned buildings, and demolitions.
- Often these same areas are characterized by poor economic conditions, a lack of jobs, and low incomes, as well as poor quality schools and high crime rates.
- Neighborhoods with stagnant or declining population levels and few new immigrants arriving from other countries also struggle to attract investment.

General market conditions

- Several participants pointed to land ownership challenges as a barrier to reuse. In some cases, owners are holding land with little intention of developing it themselves (“land squatting”). Complex title histories and questions about ownership can be significant barriers to redevelopment.
- Office demand is weak outside of Center City, the Navy Yard, and the University City area. Several participants noted that there are no new corporate headquarters coming to the area currently. There is low demand overall for conversion of older buildings to offices.
- There is a perception that the market can’t support much more commercial space. Many neighborhoods have numerous vacancies in buildings along older commercial corridors. As the new zoning code is mapped, one stakeholder suggested that commercial zone districts along some corridors “should be consolidated to make them more viable, while finding reuses which maintain the fabric.” Several participants noted that

Market barriers are the most difficult to meaningfully address through this process, yet they cannot be ignored.



Reading Viaduct, north Philadelphia. Once known as the “Workshop of the World,” Philadelphia has a rich industrial heritage. Vacant and underused factories, warehouses, and railroad buildings are found throughout the city, but particularly along transportation corridors to the north and east of Center City.

PHOTO: PWBAKER (FLICKR), UNDER CC-BY-NC 2.0 LICENSE.

keeping first floors leased for commercial uses can be difficult and that conversion of commercial space to residential uses may be the most viable alternative in some areas.

- The market for rowhouses is impacted by the desire of some families for more bedrooms and amenities than can be accommodated in the smaller, two-story rowhouses found in many areas of the city.

Political factors affecting the market

- Numerous stakeholders pointed to Philadelphia’s political environment as a potential market barrier. City Council members wield considerable influence through “councilmanic privilege” and can speed, slow, or stop redevelopment and reuse projects.
- Similarly, Registered Community Organizations (RCO’s) have strong influence and agendas that may conflict with redevelopment proposals. Some organizations take “No Change” positions relative to new development proposals, often citing traffic and parking impacts. The recently adopted zoning code provides a new process for communication between neighborhoods and zoning applicants, but the outcome of that process is still unpredictable.

- City Council members, community organizations, and citizens may have concerns about gentrification and the economic impacts of redevelopment on long-time residents and small businesses.
- Several participants pointed to a lack of overall political support for preservation and building reuse. One commented, “There is a lack of recognition about the importance of historic preservation and its role in culture, job creation, and sustainability.”

FINANCIAL BARRIERS

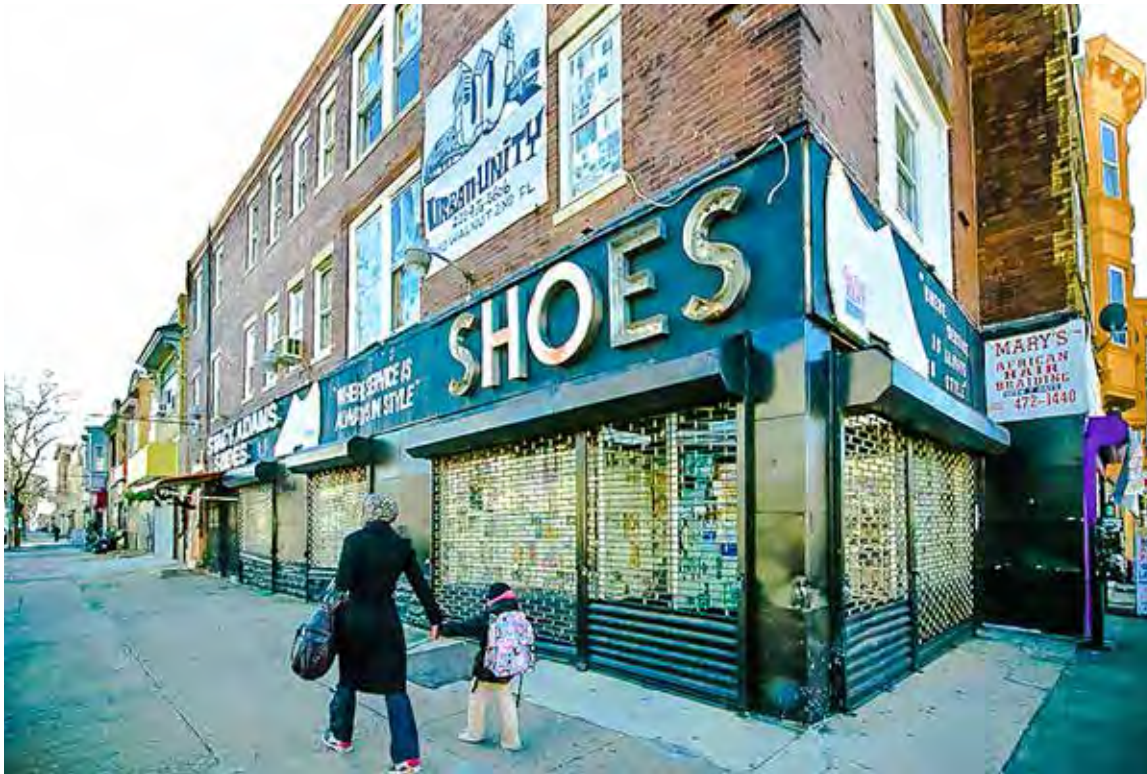
Financial barriers include high project costs and inadequate incentive programs. Most interviewees and stakeholders cited high labor costs as a particularly significant barrier. The impact of labor costs increases with the size of the project. Conventional financing was not seen as a critical barrier in areas with strong markets. Incentive programs exist, but are limited and can be complex and difficult to use, particularly for smaller projects. Specific financing obstacles include:

Acquisition

- Many stakeholders stated that gaining ownership to vacant buildings can be difficult, due largely to questions about ownership. Several participants noted that there are challenges in acquiring properties held by public entities.
- Privately owned, tax delinquent properties are often difficult to acquire. “The city does not act swiftly enough to foreclose on vacant, significantly tax delinquent properties...The cost of paying delinquent liens exceeds the market value of the property, discouraging potential redevelopers,” said one practitioner.
- Another respondent pointed out that “low acquisition costs present excellent opportunities” for developers willing to work in areas that are sometimes perceived as risky.

Rehabilitation costs

- “The cost of rehabilitation in Philadelphia is high. That is why everyone is asking for subsidy. Developers are always asking for subsidy. It is a combination of labor and materials costs,” said one respondent. Many referred to Philadelphia’s “New York development costs and Baltimore rents.”
- Most stakeholders cited union labor as the reason for the high cost of construction in Philadelphia, although material costs were also noted. It was suggested that on average, union labor adds a 30 to 50 percent premium to overall cost, when compared to non-union projects. The labor issue becomes more important as the scale of projects grows.



52nd Street, West Philadelphia. Vacant and underused buildings are found along older commercial corridors across the city. Reuse of these smaller, mixed-use structures presents numerous challenges, from financing to code compliance.

PHOTO: THERESA STIGALE.

There are few non-union general contractors and subcontractors for large projects, according to several experienced developers.

- Labor costs can be more of an issue for rehabilitation compared to new construction. It is expensive to hire good craftspeople needed for work such as window restoration and preservation of specific architectural details.
- Overall costs for rehabilitation are higher than new construction, most agreed. “There is less mystery in new construction, whereas there are hidden costs in adaptive use that do not become clear until the project is underway,” said one interviewee.
- Addressing complex life-safety and egress issues related to adaptive use can be particularly time consuming and costly.

Financing

- The ability to finance rehabilitation work depends on the location and type of project. Financing is generally not a problem if the building is located in an area with a strong market. Large scale, for-sale housing is particularly challenging to finance, according to one respondent. Several others noted the difficulty in getting lenders to finance the rehabilitation of small commercial spaces.
- Smaller projects can be difficult to finance overall, as a result of inverse economies of scale and the higher percentage of small project budgets devoted to soft costs.

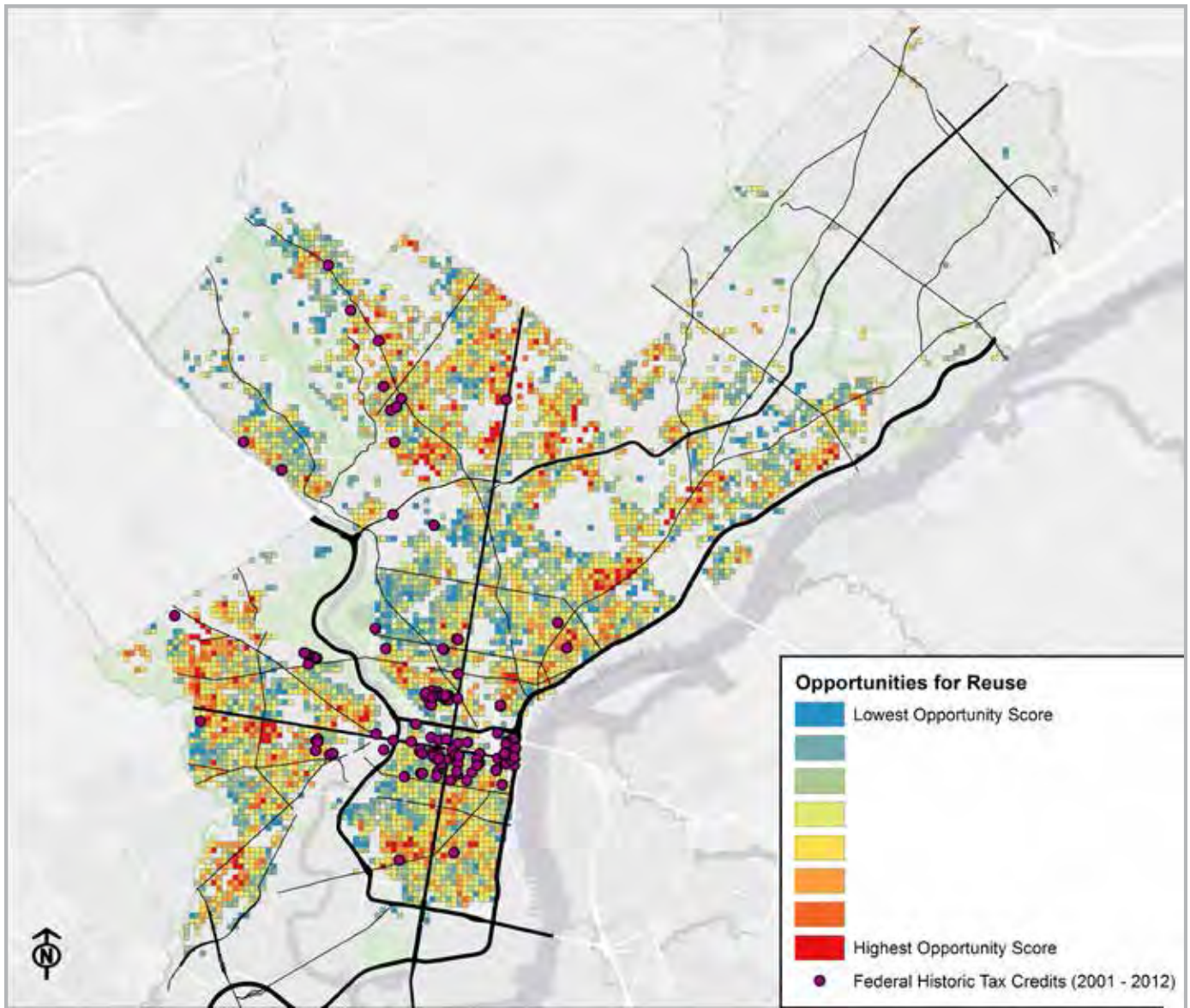
- Many property owners don't have the means to self-invest, limiting their ability to take advantage of tax abatements and other incentives.

Incentives

- Overall, the participants felt that the incentives in place for building reuse are helpful, but their effectiveness is limited by a number of factors.
- Small projects are not benefiting as much from the existing incentives as large developments. The complexity and investment of time required to secure tax incentives (both abatements and credits) can be daunting for small property owners and developers.
- The 10-year city tax abatement, originally created for rehabilitation projects, it is now used more frequently for new construction. “The expansion of the tax abatement in the city to new construction created a steep drop in tax incentive projects for rehabilitation,” observed one interviewee.
- A lack of marketing and awareness about the tax abatement program was also cited as a barrier. The application for tax abatement on existing buildings has more requirements than the application for abatement involving new construction work.
- Many participants cited the difficulty and uncertainty of securing approval for federal rehabilitation tax credits from the National Park Service. Reviews are not consistent and sometimes require expensive treatments, such as retaining large interior spaces and restoring original windows. Church adaptive reuse projects are difficult to get approved for federal tax credits, several participants noted.
- The Philadelphia Housing Finance Agency recently curtailed funding for the redevelopment of mixed-use commercial and residential structures, eliminating a key incentive for reuse of older structures along neighborhood commercial corridors.
- Demand for subsidies exceeds local and federal funding available for affordable housing projects. “Although Philadelphia has a successful local Housing Trust Fund, the demand for subsidies to create affordable housing—as well as preserve existing affordable homes—far outstrips the supply of funding,” said one interviewee.

TECHNICAL BARRIERS

Discussions of technical barriers focused on the difficulty in adapting specific building types for new uses. These challenges range from industrial buildings and warehouses with large floor plates that make it difficult to access natural light to small Main Street commercial buildings that are too small for some retailers. Special purpose buildings, such as churches, can be particularly difficult to adapt. Specific technical barriers include:



Federal rehabilitation tax credit projects. This map shows the location of projects receiving the 20 percent federal rehabilitation tax credits since 2001. As is seen with the property tax incentive, use of the tax credits is concentrated in or near Center City.

Site and surrounding context

- Environmental issues are one of the biggest technical barriers, particularly for larger projects and industrial sites. Challenges include toxic spills and underground storage tanks, along with asbestos and lead paint.
- Physical barriers that isolate sites, such as rail lines, roads, and other major infrastructure can also be a barrier to successful reuse.
- The lack of transit alternatives is a barrier to reuse in some neighborhoods.

Parking

- The difficulty of providing adequate parking was noted as a barrier by numerous participants. In some cases, buildings are being demolished to obtain parking for nearby rehabilitation projects.

- The need for parking is driven by market demands and lender requirements more than regulation, many noted.
- Neighborhood concern about reuse projects increasing demand for scarce street parking is a significant barrier in some areas.
- Parking may be more a problem of perception more than a real issue. “There are no redevelopments in recent memory which failed due to insufficient parking,” noted one interviewee.

Building layout and design

- Deep floor plates can make it difficult to subdivide some industrial buildings into multiple units with access to daylight. Inserting light wells in large floor plate buildings can be expensive.
- Atrium spaces in industrial buildings once occupied by overhead crane systems can be difficult to use efficiently.
- Wide hallways and large common areas (in schools, for example) affect building efficiency and the ability to create leasable space.
- Egress limitations, such as buildings with a single stairway or without an elevator, are common challenges with rehabilitation projects.
- Elevated first floors make access difficult and must be addressed to meet Americans with Disabilities Act (ADA) requirements.
- Ceiling heights of older buildings can present challenges. Some ceilings are too tall for an efficient single floor, yet not tall enough to divide into two levels. Ceilings in some older hotels and on upper floors of small commercial buildings may be too low to accommodate modern uses.
- Older commercial buildings along historic corridors often have small footprints that do not fit space requirements of many national retailers.

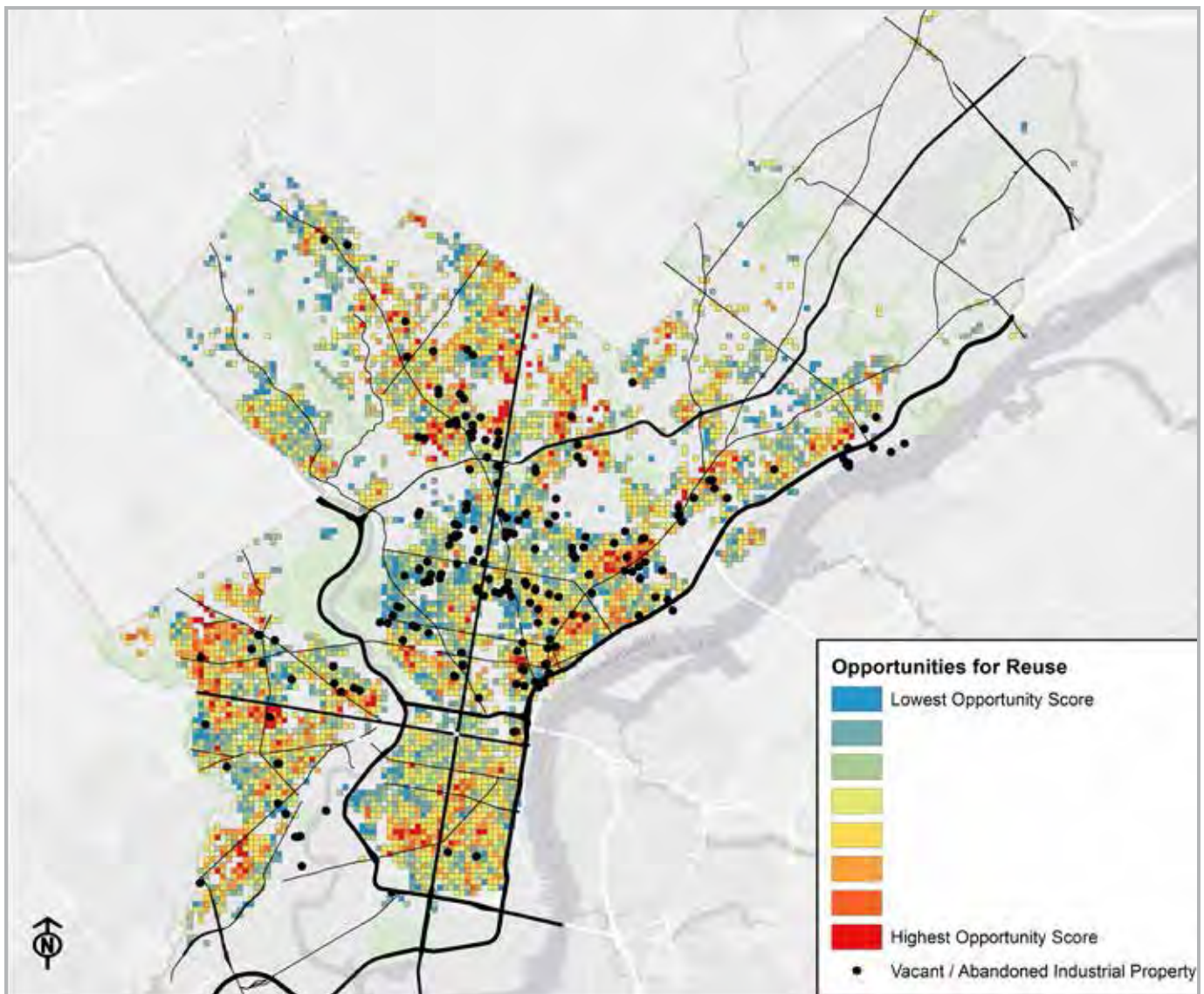
REGULATORY BARRIERS

Regulatory issues raised include conflicts between different codes (e.g. between life-safety and energy codes) as well as the need for more holistic building code interpretations and more flexible, solutions-oriented approaches among inspectors. Conflicts were also identified between code requirements and historic preservation reviews at the local and federal level. The lack of staff capacity in the Department of Licenses & Inspections and at the Philadelphia Historical Commission was also cited as a key barrier. Specific regulatory obstacles include:

Vacant industrial properties. Industrial sites were identified by stakeholders as a challenge and opportunity for reuse. This map shows the preponderance of vacant industrial properties across north Philadelphia. Several clusters of vacant industrial buildings are located in or near high opportunity areas (indicated by warm colored grid squares).

Zoning

- Although the new zoning code brought significant improvements that align the menu of zone districts more closely with the historic character of Philadelphia neighborhoods, the mapping process is going slowly and is highly politicized in some areas.



COMMENTS ABOUT THE REUSE OF COMMON PHILADELPHIA BUILDINGS:

- **Factories, industrial buildings.** “Industrial buildings represent the biggest opportunity. The buildings themselves are fantastic. Big windows and big spaces are a plus. Their location is the big negative.”
- **Churches.** “They are very function-specific. They don’t lend themselves easily to reuse.” They have a “high cost of upkeep and less robust construction.”
- **Schools.** “They have good geometry (rectangular is best for reuse), good location and good reuse potential. One drawback is that they tend to have wide hallways and therefore decrease the percentage of usable space to 60 percent.”
- **Small commercial buildings.** “Too small for national retailers.”
- **Class B and C office buildings.** “Many of these are candidates for reuse, such as housing.”
- **Rowhouses.** “Too small for some families.”

- Remapping is needed to make it easier to redevelop industrial sites in particular. The new industrial mixed-use zones (Industrial Residential Mixed-Use and Industrial Commercial Mixed-Use zone districts) should help.
- Some zoning variances are still needed, and the process can be time consuming. There are still too many loading zones required for larger developments, one developer noted.
- Parking issues are rarely about minimum requirements in the zoning code; in fact, some projects are seeking more parking than is required by the zoning code.

Building and energy codes

- Participants pointed to structural conflicts between building codes, energy codes, and historic preservation standards.
- Building code solutions can usually be found, using the state building code as an alternative in some cases, but the key question is how expensive and time consuming it will be to implement code required upgrades.
- Department of Licenses & Inspection staff interpretations can be inconsistent. They need to have greater flexibility in dealing with non-standard situations that are common in reuse projects. “There should be more latitude provided in building codes to take into account the reuse of existing buildings,” said one developer.
- Effectively overcoming common building and energy code issues may require a more pro-active approach. There is not enough “regulatory encouragement for adaptive uses,” said one participant.

Other environmental issues

- The expansion of lead paint abatement requirements is increasing project cost and liability for developers.
- There is uncertainty about the impact of new storm water regulations on building reuse projects.
- Some participants noted conflicts between the Leadership in Energy and Environmental Design (LEED) certification credit system and historic preservations standards.

Historical Commission

- There is a backlog of designations at the Historical Commission.
- Reviews for changes to designated buildings can be time consuming.
- There is a need to make the system more predictable and transparent.

Analysis of Opportunities for Building Reuse

In addition to describing the obstacles that are getting in the way of building reuse in Philadelphia, interviewees and participants in the stakeholder meetings also discussed opportunities for the future. Many expressed a desire to see revitalization spread from areas near Center City to a more diverse set of Philadelphia neighborhoods. One interviewee observed how the visible improvements from building rehabilitation can help start a broader revitalization process. “What is really exciting is seeing a down-and-out section of the city and the encouraging changes and snowballing effect that can happen when a few buildings get renovated,” he said. Another noted the catalytic effect of positive changes to large structures: “Rehabbing a larger building in a distressed community presents opportunities to stimulate additional development and strengthen the community.”

Changing demographics and emerging lifestyle preferences for less auto-dependent urban living were also cited by many stakeholders as positive trends for building reuse and revitalization of Philadelphia’s older neighborhoods. One interviewee summed up the opportunity for building reuse this way. “There is a giant shift back to city centers. It is important for cities to make the most of what we have because it cannot be built again with matching materials and tradespeople. It is not replicable for a reasonable cost.”

MAPPING AREAS OF OPPORTUNITY

With these positive trends and opportunities for reuse emerging in Philadelphia, a key question is how to more fully engage the power of the marketplace to bring the benefits of revitalization to more neighborhoods and more residents across the city. In an effort to better understand the connections between current neighborhood conditions and the potential for building reuse and revitalization, the Preservation Green Lab brought its experience with the *Older, Smaller, Better* research to an analysis of Philadelphia’s urban landscape. Using data from the city of Philadelphia’s Open Data Catalog, Open Data Philly, and other publicly accessible websites, the Preservation Green Lab team developed a model for identifying areas of the city that are well-positioned to achieve successful building reuse and neighborhood revitalization in the near future, but have not yet experienced significant levels of reinvestment. These are the neighborhoods that could benefit most from focused programmatic and policy assistance to accelerate market-driven building reuse. This model was developed iteratively, through discussions with the Reuse Advisory Committee, and revised several times during the project.

The model uses the Character Score (see page 15) for each 200-meter-by-200-meter grid square in the city as the baseline for analysis. Grid squares



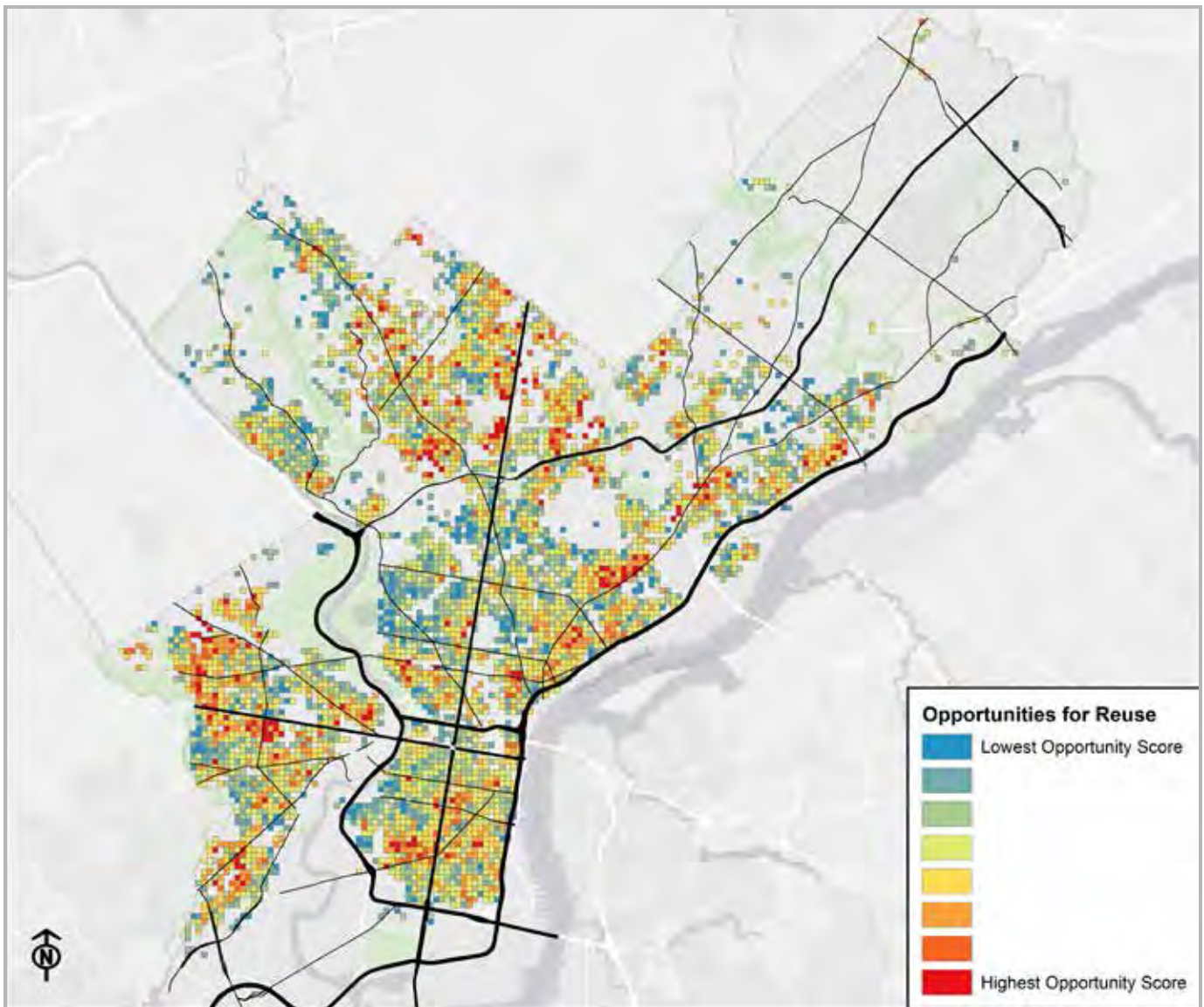
Changing demographics and emerging lifestyle preferences for less auto-dependent urban living were also cited by many stakeholders as positive trends for building reuse and revitalization of Philadelphia’s older neighborhoods.

with above average Character Scores are included in the opportunity model, while areas with low Character Score are excluded. For the high Character Score areas of older, smaller buildings and mixed-vintage blocks, performance was assessed using a range of social, economic, real estate and demographic measures. The final model included twelve different measures (listed with the map on page 31). The resulting Opportunity Score for each grid square shown on the map combines the social, economic, real estate, and demographic metrics and places equal weight on each of these four composites.

In developing the Opportunity Score, a decision was made to focus on areas with mid-range performance — those that scored in the middle third when all measures were combined. The rationale for this approach is that areas of the city that are already performing strongly may not need additional programmatic or policy assistance to achieve market-driven building reuse. At the same time, some neighborhoods may be dealing with so many fundamental quality-of-life issues (crime, high unemployment, very low property values, high levels of vacancy) that significant market-driven building reuse is not likely in the near future.

The map on the page 31 shows the Opportunity Score for each high Character Score grid square in the city. It is notable that clusters of high opportunity grid squares are found across all parts of the city — areas west, north, and south of Center City. Additional maps compare the Opportunity Score map to key building reuse incentive and historic preservation programs. These maps help indicate where there is opportunity as well as a need to extend the reach of existing incentive programs, such as the property tax abatement program and the rehabilitation tax credits offered for National Register-listed, income-producing properties.

It should be noted that this model is preliminary and may be most useful as a tool for starting discussions about the opportunities to bring the benefits of building reuse to more areas of the city. Additional refinements could help sharpen the analysis of physical character and deepen the measures of social, economic, real estate, and demographic performance. This model is intended to help prioritize the development of new programs and tools to stimulate market responses in the near term. It is not intended to suggest that assistance is not also needed in other areas of the city.



Social metrics:

-Within ¼ mile of a rail station or stop (including regional rail, subway, and trolley lines)

-Within ¼ mile of a public school that was rated in one of the top two tiers of the 2012-2013 Philadelphia School Progress Report

-Within ¼ mile of an arts-based nonprofit organization (Credit: CultureBlocks.com and University of Pennsylvania Social Impact of the Arts Project, 2010-2012 data)

Economic metrics:

-Middle third performance percentage of jobs in small businesses (Credit: U.S. Census Bureau, 2011 data)

-Middle third performance percentage of jobs in new businesses (Credit: U.S. Census Bureau, 2011 data)

-Middle third performance - percentage change in number of jobs (Credit: U.S. Census Bureau, 2002 and 2011 data)

Real estate metrics:

-Middle third value of buildings per square foot (2014)

-Middle third percentage of vacant lots (approximately three vacant properties per 200-meter-by-200-meter grid square, 2014 data)

-Middle third number of liens per property (2014)

Demographic metrics:

-Middle third change in percentage of population that is foreign born (Credit: U.S. Census Bureau, 2012 data)

-Middle third change in percentage of population that is new to Philadelphia (Credit: U.S. Census Bureau, 2012 data)

-Middle third growth in population (Credit: U.S. Census Bureau, 2000 and 2010 data)

Opportunities for reuse. This map shows areas of the city with strong physical fabric and high potential for building reuse. All of the colored grid squares shown here scored above average for building and block character (see page 15 for explanation of Character Score). The reuse potential of these blocks was evaluated using the measures shown below. Areas with high Character Score and the highest current reuse potential are shown in warm colors. Areas with high Character Score and lower current reuse potential are shown in cool colors.

Suggested Solutions to Advance Building Reuse

Following the first stakeholder meeting in February, which focused on barriers, participants in the Partnership for Building Reuse re-convened in May 2014 to generate ideas for how overcome these challenges. As background to this discussion, the Preservation Green Lab also presented an analysis of potential areas of opportunity. The meeting participants provided comments and suggestions to the Green Lab team, which were integrated into the revised maps illustrated in the previous section of this report.

The May meeting produced a range of ideas for how to increase building reuse in Philadelphia, including:

EXPAND AND INCREASE THE EFFECTIVENESS OF REUSE INCENTIVES

- *Support the case for the recently established state rehabilitation tax credit.* Show the benefits and document how demand is greatly exceeding available funding.
- *Communicate the benefits of the city's tax abatement incentive for building reuse.* Increase awareness and use of this program, particularly in neighborhoods that have seen fewer reuse projects to date. Target homeowners, small businesses, Registered Community Organizations, and Community Development Corporations. Address the digital divide that may limit the ability of some property owners to access information.
- *Extend the property tax abatement benefit from 10 to 20 years* in certain neighborhoods and/or for lower-income property owners that need deeper subsidies to encourage building reuse.
- *Create additional benefits for small homeowner rehabilitations.* Create a new short term (three to five years) tax credit of up to \$500 to spur improvements of existing homes.
- *Use the new provisions in the zoning code to foster building reuse* as part of the remapping of the city's planning districts.
- *Create a revolving loan fund to assist key reuse and preservation projects* and spur additional investment in older neighborhoods.
- *Create a parking trust model to show parking management* can be addressed in revitalizing neighborhoods.

INCREASE THE CAPACITY OF PUBLIC AGENCIES TO FACILITATE REUSE PROJECTS

- *Increase city resources and staffing for the Department of Licenses & Inspections, Planning Commission and Historical Commission.* Show how

investments in staff resources will translate into benefits for neighborhoods and increase city tax revenues.

- *Work with the new Land Bank to facilitate redevelopment of vacant buildings.* Participate in the the Land Bank’s strategic planning process. Urge consideration of lowered prices for properties if the proposed new owner agrees to rehabilitate. Focus more on marketing inexpensive properties with high reuse potential. In some areas, consider mothballing buildings until the market for reuse develops.
- *Organize a coalition to increase political support and strengthen city leadership around reuse and neighborhood revitalization.* Raise the profile of building reuse as a key economic and community development tool.

PROVIDE NEW INFORMATION AND TOOLS

- *Develop technical assistance services, such as a ULI Technical Assistance Panel (TAP), to assist with the reuse of specific building types (e.g. industrial buildings, small commercial buildings).* Work with the Community Design Collaborative and community groups to develop solutions.
- *Conduct a citywide survey of existing buildings to identify areas of importance and opportunity.* Integrate the work of the Preservation Alliance for Greater Philadelphia and the University of Pennsylvania’s character mapping methodology. Prioritize neighborhood-serving commercial corridors as areas of opportunity. Integrate results into a citywide preservation plan.
- *Develop technical manuals to tackle common issues related to the reuse of specific building types, such as industrial buildings, small commercial buildings, and churches.* Use *The Rowhouse Manual* and *Turning the Lights on Upstairs* as examples.³
- *Develop neighborhood case studies comparing three scenarios: 1) areas that have successfully revitalized; 2) areas that have not experienced revitalization; and 3) areas that may be at the tipping point.* Identify attributes of each and seek to determine specific success factors.

³ Philadelphia Rowhouse Manual: A Practical Guide for Homeowners, National Trust for Historic Preservation, Office of Housing and Community Development, Philadelphia City Planning Commission, 2003; Turning the Lights on Upstairs: A guide for converting the upper floors of older commercial buildings to residential use, Center City District, 1996



Coral Street Art House, North Philadelphia. This former textile factory was rehabilitated to create affordable housing units for artists by the New Kensington Community Development Corporation, one of many active CDC's that are repurposing older buildings in Philadelphia.

PHOTO: JIM LINDBERG.

Action Plan

In June 2014, members of the Reuse Advisory Committee met to review the ideas for solutions developed in May, as well as a new set of opportunity maps. This meeting focused on the importance of translating the plan into action and achieving results in the next twelve to eighteen months. The key action items identified below provide a prioritized set of goals to help make building reuse easier and more widespread in Philadelphia. ULI Philadelphia will work with partner organizations, members of the Reuse Advisory Committee, community groups, and city leaders to facilitate implementation of this plan.

1) ADD BUILDING REUSE TO THE 2015 PHILADELPHIA POLITICAL AGENDA.

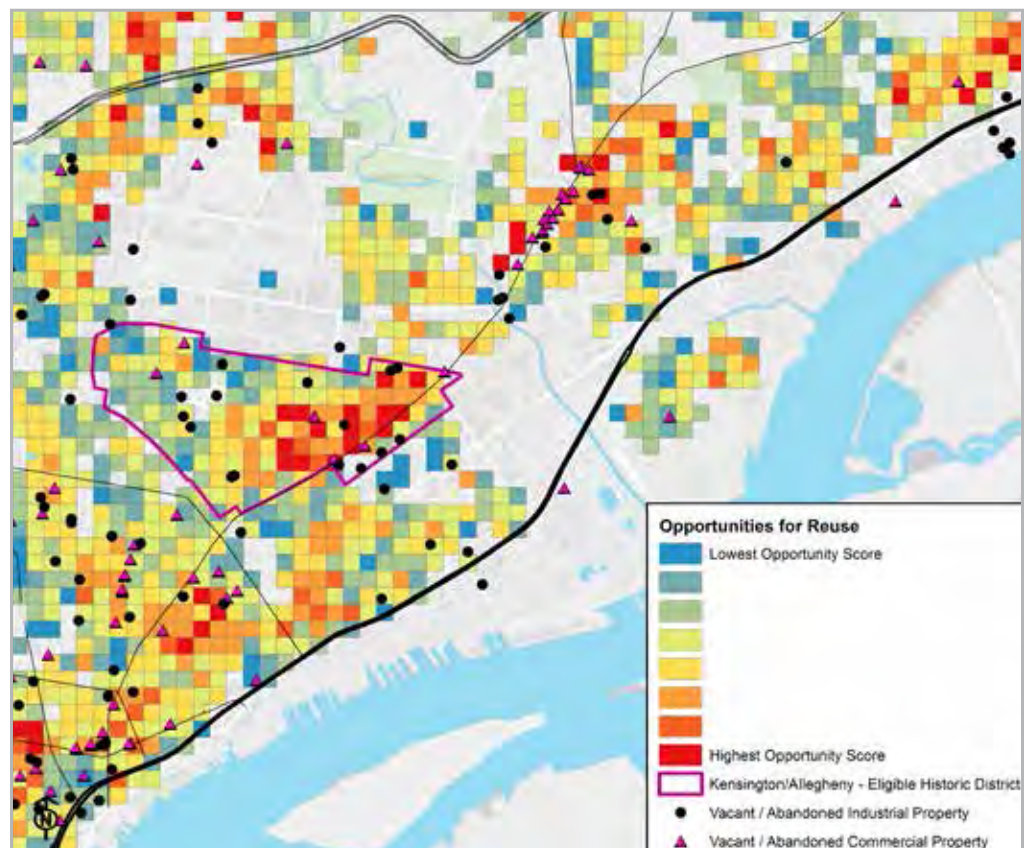
- Organize a coalition of organizations with interest in real estate development, neighborhood revitalization, economic and community development, affordable housing, sustainability, energy conservation, preservation, planning, arts, culture, and design. Partner with the BluePrint2015 Campaign and/or other organized advocacy efforts.
- Develop a reuse and revitalization platform/position paper. Integrate ideas from the Partnership for Building Reuse process, including:

- Extending the property tax abatement to 20 years in certain areas of the city.
- Creating new tax incentives (small credits) to assist homeowner rehabilitation projects.
- Establishing a revolving fund to assist key reuse projects.
- Increasing city staffing levels for the Department of Licenses & Inspections, Planning Commission and Historical Commission to facilitate solutions and speed projects.
- Funding a citywide historic preservation plan and historic resources survey of the city to identify valuable older properties and districts for protection, reuse incentives, and technical assistance.
- Implementing new zoning code provisions that facilitate development, reuse, and conservation of neighborhood character.
- Making building reuse a priority of the new Philadelphia Land Bank.
- Organize and participate in candidates forums.

2) EXTEND THE BENEFITS OF BUILDING REUSE AND COMMUNITY REVITALIZATION TO MORE AREAS OF THE CITY

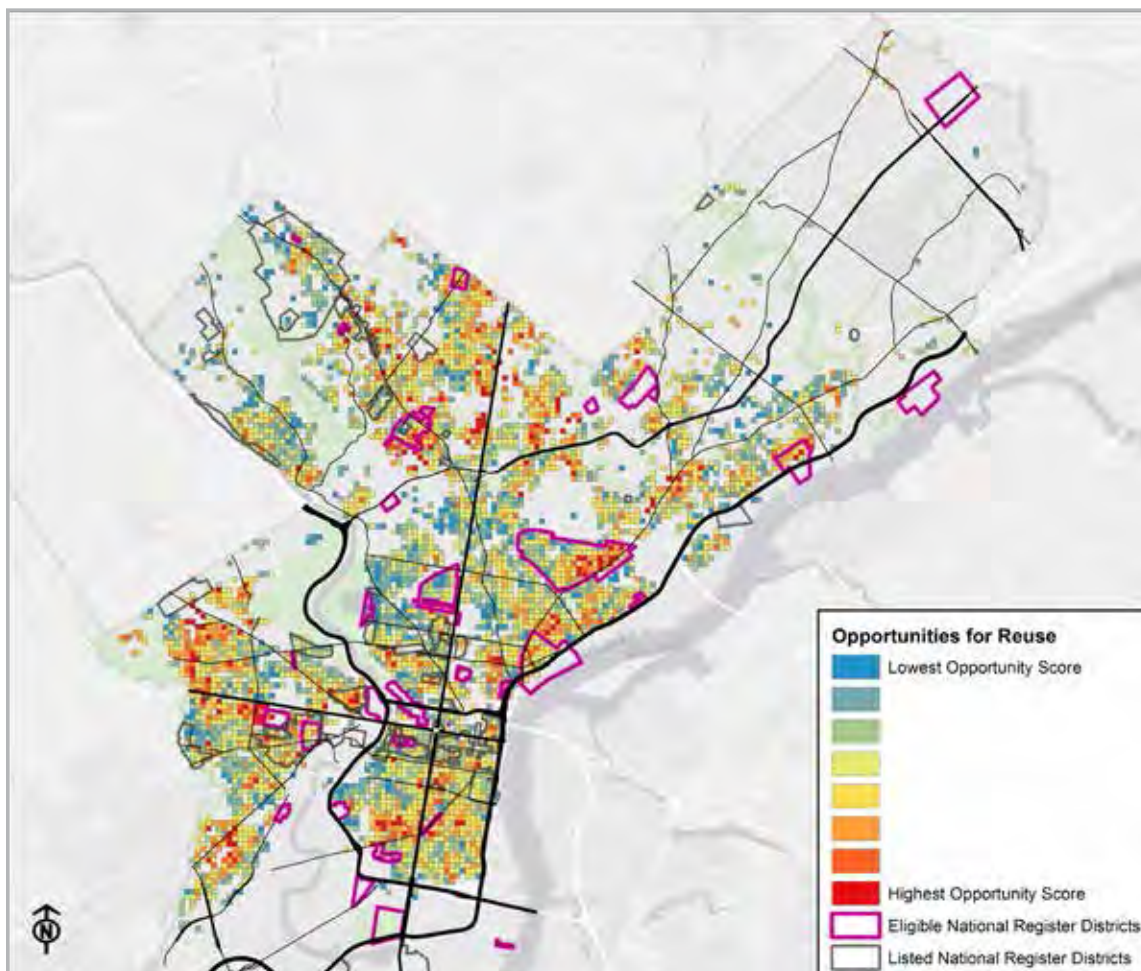
- Organize a public/private partnership of city staff, nonprofit advocates, and private developers to develop a plan for targeted assistance for a specific neighborhood or district. Use the Partnership for Building Reuse mapping analysis as well as input from city staff, community groups, and others to identify target area(s).
- Engage community and neighborhood leaders, elected officials, and property owners regarding needs and opportunities for building reuse. Create targeted communication and education programs to assist property owners.
- Work with city staff to develop “adaptive use innovation zones” to develop and test creative approaches to common zoning, building code, and energy code issues. Use holistic, outcome-based measures of success. Share lessons learned and adopt ideas that work into citywide policy.
- Engage ULI members and other experts to provide advanced technical assistance through advisory services panels.
- Document and share lessons learned from the pilot project through publications, websites and trainings. Focus on common challenges and difficult building types.

Example of “High Opportunity” area. This map shows portions of the Northwest Kensington, Richmond, and Frankford neighborhoods in northeast Philadelphia. The area outlined in purple has been determined an eligible district for listing on the National Register of Historic Places. The red squares indicate areas that have high potential for reuse. Vacant and abandoned industrial and commercial structures are also shown. Some of these properties may make good candidates for income-producing adaptive uses and could qualify for federal rehabilitation tax credits, as well as property tax abatements.



3) INCREASE THE EFFECTIVENESS OF HISTORIC PRESERVATION TOOLS AND INCENTIVES FOR BUILDING REUSE

- Conduct a citywide survey of historic resources and neighborhood character. Develop a survey methodology and tool for identifying areas with high potential for successful revitalization. Track results of policy and program interventions, including economic, social and environmental impacts.
- Increase the number of National Register-listed districts, focusing on areas with high potential for building reuse and neighborhood revitalization, such as commercial corridors and former industrial zones.
- Document the successful use of the state rehabilitation tax credit, as well as the need for additional funding, to share with state elected officials.



National Register districts. This map shows the location of currently listed National Register districts (grey outlined areas), which are concentrated in and near Center City. Additional areas that have been determined eligible for National Register listing, but not yet designated, are outlined in pink. Many of these areas are outside of Center City. Federal rehabilitation tax credits may be available to help with the cost of work on National Register-listed properties that are income producing.

Conclusion: Retrofitting Philadelphia

Philadelphia's recent population increase, although modest, indicates that the worst days of neighborhood decline and property abandonment have passed. In coming years, it is hoped, attention will focus on how to adapt and use Philadelphia's remarkable urban legacy to serve the needs of the city's increasingly diverse population and economy.

Research conducted for this report suggests that there is an excellent fit between Philadelphia's 19th and early 20th century physical fabric and the urban economy of the 21st century.

Research conducted for this report suggests that there is an excellent fit between Philadelphia's 19th and early 20th century physical fabric and the urban economy of the 21st century. Analysis of a range of demographic, social, and economic indicators shows that Philadelphia's recent revitalization is geographically concentrated in areas of the city characterized by older, smaller buildings and mixed-vintage blocks. These are the places that are attracting new investment, new residents, and new creative enterprises.

This process of adapting and retrofitting existing buildings for the 21st century economy is just beginning, however. Many areas of the city with similarly intact urban fabric have not yet seen the community benefits of reinvestment and reuse. The Partnership for Building Reuse has brought together leading land use, community development, and historic preservation practitioners to develop strategies for how to accelerate and extend the benefits of building reuse to more areas in the city, including socially and economically diverse neighborhoods.

Several of the key recommendations in this report are to refine, build upon, and extend existing programs and initiatives. Increasing the period for the property tax abatement from 10 to 20 years for certain areas of the city, for example, would make reuse projects more feasible in neighborhoods where many vacant structures are currently languishing. Similarly, expanding the number of National Register-listed historic districts would make projects in more areas of the city eligible for the powerful federal rehabilitation tax credits.

One of the common threads that emerged during discussions with local practitioners is the difficulty in applying existing programs and incentives to smaller reuse projects. Philadelphia's older neighborhoods contain a remarkable number of small commercial buildings, many of them on corners and along current or former transit lines. As the Preservation Green Lab's *Older, Smaller, Better* report shows, these modest structures "punch above their weight class" in terms of their contribution to community and economic vitality. They provide affordable, flexible space that can be adapted to all kinds of uses—retail, restaurants, offices, housing.

Code compliance is often one of the highest hurdles to overcome when undertaking the reuse of small commercial buildings. This report includes the idea of testing creative, pro-active approaches to common zoning and

building code issues in selected areas of the city. Successful innovations from these “adaptive use innovation zones” could be shared and adopted in other areas.



In addition to these and other policy and programmatic recommendations, this report offers a new tool for analyzing and leveraging Philadelphia’s built heritage as a community development asset. The Opportunity Score maps in this report point to dozens of areas that appear well-positioned for successful reuse and revitalization, but could benefit from targeted assistance. Almost all of these areas are outside Center City and include portions of north, south, and west Philadelphia.

Alongside continued action and advocacy from Philadelphia’s leaders and community organizations, the new information, ideas, and tools of this report offer a path to advance the continuing revitalization of this great historic city.

“Make Your Mark,” West Philadelphia. West Philadelphia’s Hawthorne Hall has recently been reused for community development and other non-profit organizations. The Lower Lancaster Revitalization Plan and its associated “Make Your Mark” branding point to the opportunities associated with building reuse.

PHOTO: GARY GRISS (FLICKR), UNDER CC-BY-NC-SA 2.0 LICENSE.

Stakeholder Interviews

BRIAN ABERNATHY
Executive Director, Philadelphia
Redevelopment Authority

LEO ADDIMANDO
Co-founder and Managing Partner,
Alterra Property Group

ROBERT DIEMER
Partner, AKF Group

ANNE FADULLON
Director of Development,
Dale Corporation

JOHN GALLERY
Former Executive Director,
Preservation Alliance for
Greater Philadelphia

TONY NACCARATO
President, O'Donnell & Naccarato

ROBERT POWERS
President, Powers & Company, Inc.

RICK SAUER
Executive Director, Philadelphia
Association of Community
Development Corporations

LAURA SPINA
Director, Planning Division,
Philadelphia City Planning Commission

ANDREW TRACKMAN
Executive Director, Germantown United
Community Development Corporation

Stakeholder Meeting Participants

LAURIE ACTMAN
Chief Operating Officer, Penn Center
for Innovation and former Deputy
Director, Energy Efficient Buildings Hub

LEO ADDIMANDO
Co-founder and Managing Partner,
Alterra Property Group

RYAN M. BAILEY
Senior Development Officer, Pennrose

KENNETH P. BALIN
Chairman and Chief Executive
Officer, AMC Delancey Group, Inc.

HEATHER BLAKESLEE
Former Deputy Executive Director,
Delaware Valley Green Building Council

CAROLINE BOYCE,
Reuse Advisory Committee Co-Chair
Executive Director, Preservation
Alliance for Greater Philadelphia

JOHN H. CLUVER,
Reuse Advisory Committee Co-Chair
Director of Historic Preservation,
Voith & Mactavish Architects LLP

SERGIO COSCIA
Co-founding Principal, Coscia
Moos Architecture

JON FARNUM
Executive Director, Philadelphia
Historical Commission

ANDREW FRISHKOFF
Executive Director, Philadelphia LISC

ORI FEIBUSH
Owner, OCF Realty

JERRY ROLLER
Managing Principal, JKR Partners

MICHAEL FINK
Deputy Commissioner, Department
of Licenses & Inspections,
City of Philadelphia

MICHAEL SKLAROFF,
Advisory Committee Co-Chair
Partner,
Ballard Spahr LLP

ROSE V. GRAY
Senior Vice President of Community
and Economic Development,
Asociación Puertorriqueños En Marcha

ELISE VIDER
Principal, Elise Vider Editorial Services

CHRIS HAGER
Senior Principal, Langan

JOHN A. WESTRUM
Chairman and Chief Executive Officer,
Westrum Development Company

PATRICK HAUCK
Former Senior Associate Director
of Neighborhood Preservation
Programs, Preservation Alliance
for Greater Philadelphia

RICHARD W. HUFFMAN
Former Principal, Wallace
Roberts & Todd

RANDALL MASON
Chair/Associate Professor, Graduate
Program in Historic Preservation,
Department of City and Regional
Planning, University of Pennsylvania

JANET MILKMAN
Executive Director, Delaware
Valley Green Building Council

STEPHEN P. MULLIN
President and Principal,
Econsult Solutions Inc.

TANIA NIKOLIC
Deputy Executive Director, Philadelphia
Redevelopment Authority

GARRETT O'DWYER
Policy and Communications Associate,
Philadelphia Association of Community
Development Corporations

About the Advisory Committee

BRIAN ABERNATHY

Executive Director, Philadelphia Redevelopment Authority

Brian Abernathy was appointed executive director of the Philadelphia Redevelopment Authority in March 2013. The authority manages the city's financing of affordable housing projects and Philly Land Works, the single contact for the sale of city-owned property. Prior to joining the authority, Abernathy was chief of staff to the city's managing director, where he was responsible for the office's budget, managing City Council relations, and coordinating special projects, including creation of a comprehensive unified land management policy, the overhaul of Philadelphia's animal control system, and the creation of the crime tracking system, GunStat. From 2004-2008, Abernathy served as policy director and legislative aid for City Councilman Frank DiCicco. Working with councilman DiCicco, Abernathy initiated the Civic Vision for the Central Delaware River, authored the legislation creating the Zoning Code Commission, led the councilman's gaming initiatives and worked with dozens of community leaders on neighborhood concerns. He is president of the Arden Theatre Company board of directors, a trustee of Philadelphia Culture Trust, and a board member of the Building Industry Association.

LEO ADDIMANDO

Co-founder and Managing Partner, Alterra Property Group

Leo Addimando is co-founder and managing partner of Alterra Property Group, a real estate investment, development, and management company based in Philadelphia. Through Alterra and its predecessor companies, 806 Capital LLC and 806 Properties

LLC, Addimando has over ten years of experience in real estate investment, development, and management. Over the past decade, he has been involved in over \$700M of real estate investment or development projects. In addition to his experience with a diverse range of real estate product types, he has also invested in over ten states, structured complex tax credit transactions, and overseen all aspects of numerous real estate development projects.

RYAN M. BAILEY

Senior Development Officer, Pennrose

As a member of the real estate development team at Pennrose, Ryan M. Bailey is responsible for all aspects of the development process, from concept to completion. His career has included exposure to all facets of real estate development and construction, with a particular proficiency in the building of financial paradigms to facilitate development. At Pennrose, Bailey has secured financing and led several award-winning development teams, combining a total investment in excess of \$150M for projects including multi-phase townhouse redevelopments, mid-rise senior housing, and large-scale adaptive reuse projects. As a financial analyst for Studley, Inc., he served on one of the five highest-grossing teams in the Philadelphia region for 2003 and 2004. He was a project manager for Mahoney Realty and gained his construction experience with Turner Construction Company, Bailey Design, Inc., and Architectural Alliance.

KENNETH P. BALIN

Chairman and Chief Executive Officer, AMC Delancey Group, Inc.

Kenneth P. Balin has been actively

involved in the real estate industry for 39 years. Since founding AMC Delancey Group in 1992, he has directed the development and implementation of the firm's operational and investment strategies. Under his leadership, AMC Delancey crafted investment vehicles that emphasize the principle of alignment of interest in real estate transactions between financial investors and operating partners, which fueled the dynamic growth of the company. Prior to founding AMC Delancey, Balin was a leader within several real estate investment organizations, which began with the Bass Family of Fort Worth, Texas. In 1987, he co-founded Amerimar Realty Company and built that organization as its president and chief executive officer. Prior to founding Amerimar, Balin was a real estate partner and senior executive with affiliates of Bass Brothers Enterprises and the Robert M. Bass Group. Balin has served on the boards of many philanthropic and community organizations, including the Preservation Alliance for Greater Philadelphia. He is a governor of the ULI Foundation and a former chair of the ULI Philadelphia District Council.

CAROLINE BOYCE, Advisory Committee Co-Chair

Executive Director, Preservation Alliance for Greater Philadelphia

Caroline Boyce has served as executive director of the Preservation Alliance for Greater Philadelphia since March 2013. She previously served as executive vice-president for the Pennsylvania Chapter of the American Institute of Architects and executive director for Preservation Pennsylvania. A strong proponent of using historic preservation as an economic revitalization tool, Boyce co-founded 10,000

Friends of Pennsylvania and has worked diligently on initiatives to encourage investment in existing communities. She is a member of the Board of Advisors of the National Trust for Historic Preservation, and is a recipient of Preservation Pennsylvania's F. Otto Haas Award, the highest level of recognition for work in the field in the Commonwealth.

JOHN H. CLUVER, Advisory Committee Co-Chair

Director of Historic Preservation, Voith & Mactavish Architects LLP

John H. Cluver, AIA, LEED AP, has worked on a wide range of rehabilitation projects for a variety of educational, commercial, and civic institutions in the Mid-Atlantic region, both as architect and preservation consultant. His preservation projects have included work at Vassar College, Drexel University, Old Original Bookbinder's, and the Bryn Mawr Film Institute. Cluver has written and spoken on a variety of topics, particularly focusing on energy efficiency in historic buildings and the relationship between historic preservation and sustainable design. He has taught preservation at Moore College of Art and Design and was named Young Architect of the Year by the Philadelphia Chapter of the AIA in 2008. He serves on the Philadelphia Historical Commission Architectural Committee.

SERGIO COSCIA

Co-founding Principal, Coscia Moos Architecture

Sergio Coscia is a co-founding principal of Coscia Moos Architecture, with more than 25 years of experience in master planning and architectural design. He has participated in the planning and design of numerous and diverse projects throughout the eastern US and internationally, involving campus master planning, educational,

corporate, institutional, and commercial buildings. Coscia received his bachelor's degree from the University of Pennsylvania and holds a master's degree in architecture from the University of Maryland. He is currently a member of the Interior Design/Interior Architecture Advisory Board at Philadelphia University.

ANDREW FRISHKOFF

Executive Director, Philadelphia LISC

Andrew Frishkoff became executive director of Philadelphia LISC in 2011. Philadelphia LISC is a local program of the Local Initiatives Support Corporation, a national non-profit development organization dedicated to transforming distressed neighborhoods into healthy, sustainable communities of choice and opportunity. Frishkoff has served in leadership roles for several organizations involved in affordable housing and community development issues, including ACORN Housing Corporation of Pennsylvania, the Pennsylvania Low Income Housing Coalition, and the Greater Philadelphia Urban Affairs Coalition.

Prior to joining LISC, Frishkoff served for seven years as the director of neighborhood economic development for the Philadelphia Commerce Department, Neighborhood Transformation Initiative, and Empowerment Zone.

ROSE V. GRAY

Senior Vice President of Community and Economic Development, Asociación Puertorriqueños En Marcha

Since joining Asociación Puertorriqueños En Marcha (APM) in 1990, Rose V. Gray has been engaged in the revitalization of eastern North Philadelphia, a diverse community consisting mainly of Latinos and African Americans. At APM, she oversees all aspects of the

community-based revitalization plan, from community organizing to planning and development. During her tenure at APM, Gray has successfully leveraged over \$140 million in investments to implement a comprehensive neighborhood revitalization strategy. She has developed over 350 units of affordable housing, including low income housing tax credit projects. Gray was one of seven delegates appointed by Governor Ridge to the "Summit for America's Future," and is a member of the Governor's Advisory Board on Community and Economic Development and various other boards and committees. She was appointed to the Mayor's Commission on Aging by Mayor Michael Nutter in 2011 and was recently elected board president for the Philadelphia Association of Community Development Corporations.

PREMA KATARI GUPTA

Director of Planning and Economic Development, University City District

Prema Katari Gupta joined University City District (UCD) in 2010 and directs the organization's work relating to the development and stewardship of public spaces, bicycle and pedestrian improvements, business attraction and retention, transportation management, sustainability, market research, and urban planning. She has represented UCD nationally at the Artplace Creative Placemaking Summit and the Project for Public Spaces Placemaking Leadership Council. Gupta was most recently real estate manager at the Philadelphia Industrial Development Corporation and has also held positions at Yale University and the Urban Land Institute, where she authored a book on placemaking in mixed-use development.

JOHN HAAK

Director of Public Policy and Analysis, Philadelphia City Planning Commission

John Haak, AICP, has been involved in comprehensive and community planning with the Philadelphia City Planning Commission for more than 30 years, contributing to a variety of policy initiatives, specific area plans, and special studies. He has expertise in economic development, redevelopment, transportation, and sustainability planning. In preparation for the Planning Commission's award-winning Philadelphia2035 plan, Haak initiated the update of the agency's land use coding system. He is a graduate of Brown University and the University of North Carolina-Chapel Hill.

CHRIS HAGER

Senior Principal, Langan

Chris Hager currently heads Langan's Philadelphia office as well as the site/civil engineering and land development departments in Philadelphia. He has served both private and public-sector clients in land development and urban redevelopment throughout Pennsylvania, New Jersey, New York, and abroad. Notable Philadelphia projects include the Hotel Monaco; Hotel Palomar; Race Street and Washington Avenue Piers; Lincoln Financial Field Expansion; Dietz & Watson Headquarters; Saint Joseph's University Streetscape, Retail, and Garage; and the Lower Schuylkill River Master Plan. Other domestic and international projects include The Irish Hunger Memorial in Battery Park City, NY; the Glasshouses for Living Collections at The New York Botanical Garden in Bronx, NY; and "Empty Sky" - the New Jersey September 11th Memorial in Liberty State Park, New Jersey.

DON HINKLE-BROWN

President and Chief Executive Officer, The Reinvestment Fund

Don Hinkle-Brown leads a staff of 70 highly-skilled lenders, researchers, developers, and other professionals at The Reinvestment Fund, a national leader in rebuilding America's distressed towns and cities through the innovative use of capital and information. With over 20 years of experience in the CDFI industry, Hinkle-Brown is widely recognized as an expert in developing new programmatic initiatives, raising capital, and creating new products to meet market demand. Hinkle-Brown previously served as president of community investments and capital markets at TRF, leading TRF lending during a tenure where it lent or invested over \$1 billion. He has also provided his underwriting and capitalization expertise to many community development loan funds and organizations, including the Hope Enterprise Corporation and the Opportunity Finance Network. He serves as the Community Development Trust's founding board member and until recently was on the board of Housing Partnership Network and its affiliated CDFI. Hinkle-Brown has also served as adjunct faculty at Temple University's Geography and Urban Studies Program and the University of Pennsylvania's City and Regional Planning department.

RICHARD W. HUFFMAN

Former Principal, Wallace Roberts & Todd

Richard W. Huffman, FAIA, was a partner in the firm of Wallace Roberts & Todd for more than 25 years, with award-winning planning assignments throughout the world. Past projects include the master plan for Amelia Island, Florida; the master plan for the U.S. Capitol; the redevelopment of Baltimore's Inner Harbor; and the redevelopment of the Trinity River in Dallas. Huffman has been in charge of the master plan of the Virginia State Capitol, the comprehensive long-range

focus study in Kansas City, and the urban design plan for Liberty Place in Center City Philadelphia. He remains on the faculty of the Graduate School of Design at the University of Pennsylvania .

RAHIM ISLAM

President and Chief Executive Officer, Universal Companies

Rahim Islam is a founding member of Universal Companies and has served as president and chief executive officer since its inception in 1993. An accomplished accountant and financial analyst with vast experience in business and economics, Islam has more than 25 years of experience in marine and inland transportation, accounting, and financial reporting and analysis. He has been at the forefront of resolving many of the community and social issues facing Philadelphians and currently works directly with a number of organizations in the areas of childcare, youth, and recreation programs; drug and alcohol prevention; faith-based efforts; block associations; political activity; and K-12 education.

ALAN KEISER

Vice President and Counsel, Commonwealth Land Title Insurance Company

Alan Keiser provides real estate and title services needed to close single-site, multi-site, and multi-state real estate transactions nationwide for investors, developers, REITS, corporations, and lenders. Prior to joining Commonwealth's predecessor, Lawyers Title Insurance Corporation, he practiced real estate law with the firms of Toll, Ebby & Langer, and Drinker Biddle & Reath. Keiser received his bachelor's degree from Dickinson College and his law degree from Yale Law School.

GARRY MADDOX

Principal and CEO of A. Pomerantz & Co.

Garry Maddox provides customers throughout the U.S. with a dedication to offer the highest quality products and services. Garry is the recipient of the Rainbow PUSH Coalition & Citizenship Education Fund's Curt Flood Award. The award was presented by Rev. Jesse L. Jackson, Sr., Martin L. King, Esq., and Russell Ewert in recognition of efforts toward "A More Perfect Union: The State of Civil Rights." The workplace is evolving as quickly as the technology and workforce it supports. Garry and his team bring innovation to workplace environments in support of current goals and challenges such as: green initiatives; attraction and retention of talent; supporting multiple generations in the workforce; and effective real estate utilization. During Garry's distinguished 14-year career in major league baseball, he won his first Gold Glove in 1975 which was his first of eight in a row when he was centerfielder for the 1980 World Champion Phillies team. In 1986, he was honored with the Roberto Clemente Award, given annually to a player who demonstrates the values the Pittsburgh Pirates Hall-of-Famer, displayed in his commitment to community and understanding the value of helping others. Garry is committed to giving back to the community in which he lives and operates his businesses. In 2013, he founded Compete 360, a design thinking initiative for Philadelphia public schools. In 1997, he founded The Urban Youth Golf Program of Greater Atlantic City, a nonprofit organization that is tutoring elementary school at risk children through a volunteer network, while offering the challenge of learning the game of golf. Garry most recently joined the advisory board of ULI.

RANDALL MASON

Chair/Associate Professor, Graduate Program in Historic Preservation, Department of City and Regional Planning, University of Pennsylvania

Randall Mason teaches in the Graduate Program in Historic Preservation and is associate professor in the Department of City & Regional Planning at the University of Pennsylvania. Mason leads the Center for Research on Preservation and Society, which undertakes applied research projects on site management and on social, economic, and political aspects of historic preservation. His books include *The Once and Future New York: Historic Preservation and the Modern City* (University of Minnesota Press, 2009) and *Giving Preservation a History: Histories of Historic Preservation in the United States* (edited with Max Page; Routledge, 2004). Mason serves on the Board of Directors of the Preservation Alliance of Greater Philadelphia.

STEPHEN P. MULLIN

President and Principal, Econsult Solutions Inc.

Stephen P. Mullin is president of Econsult Solutions, Inc. His consulting practice concentrates on state and local public finance and policy analysis, tax policy analysis, economic and real estate development and impact analyses, and business-government strategies. From 1993-2000, Mullin served as Philadelphia's director of commerce, chairing the Mayor's Economic Development Cabinet and coordinating activities of the city's development agencies and the Division of Aviation. He has served on many governmental boards and commissions, including the City Planning Commission, the Philadelphia Industrial and Commercial Development Corporations, the Convention and Visitors Bureau, the Historic Commission, the Port of Philadelphia and Camden, and

the Penn's Landing Development Corporation. Mullin also served as Philadelphia's director of finance from 1992-1993.

TANIA NIKOLIC

Deputy Executive Director, Philadelphia Redevelopment Authority

Tania Nikolic, AICP, is the deputy executive director with the Philadelphia Redevelopment Authority (PRA). Nikolic focuses primarily on property acquisitions, sales, and development as part of implementing sustainable, mixed-income communities citywide. Her background incorporates a broad variety of experiences, including economic development, commercial corridor revitalization, and community planning in the Philadelphia region since 2003. Prior to her current position with the PRA, she assisted in the development of the city's land management system, documenting the public property holdings for Philadelphia's 9,000 surplus properties.

MICHAEL SKLAROFF, Advisory Committee Co-Chair

Partner, Ballard Spahr LLP

Michael Sklaroff, a partner in Ballard Spahr LLP, chaired the firm's real estate department from its inception in 1988 through 2012. His practice encompasses real estate development, real property tax and eminent domain, historic preservation, zoning and land use, and appellate work in real estate and land-use matters. Sklaroff has planned, chaired, and moderated the Pennsylvania Bar Institute's programs, "The Law of Historic Preservation" and "The Science of Land Use." He served as Founding Chair of the Real Property Section of the Philadelphia Bar Association, and chaired its Committee on Condemnation and Appraisals. Sklaroff currently chairs the Development Workshop, Inc., a 501(c)(6) trade

organization dedicated to population growth, job creation, and strengthening the tax base through development in the Philadelphia region.

JOHN A. WESTRUM

Chairman and Chief Executive Officer, Westrum Development Company

John A. Westrum is chairman and chief executive officer of Westrum Development Company, a privately-held residential real estate development company located in Fort Washington, Pennsylvania. Westrum has positioned Westrum Development Company as one of the region's largest homebuilders and developers of market-rate housing, constructing nearly 3,000 homes, creating more than 10,000 building lots, and working in more than 100 communities in the Pennsylvania and New Jersey regions. Westrum's commitment to responsible development, preservation of open space, and senior housing alternatives has prompted his involvement in numerous philanthropic ventures and business advisory boards throughout his career.

Acknowledgements

This report is the result of a joint effort between the National Trust's Preservation Green Lab and ULI Philadelphia. Staff from the Preservation Green Lab drafted the report, with assistance from ULI Philadelphia staff. Members of the Philadelphia Reuse Advisory Committee, including co-chairs Caroline Boyce, John Cluver, and Michael Sklaroff, provided editorial review. Susan Baltake, Erin Nardini, and Gerri Lipp from ULI Philadelphia orchestrated meetings, webinars, and other communication among project stakeholders.

Special thanks to ULI Philadelphia Chair Chris Hager, as well as all of the members of the Reuse Advisory Committee, who dedicated their time and expertise. Reuse Advisory Committee members helped shape the methodology for the project, identified stakeholders, and conducted one-on-one interviews with local building reuse practitioners.

John Haak, Darshna Patel, Laura Spina, and Mark Wheeler from the Philadelphia City Planning Commission helped facilitate the process of accessing key building and land use data from city sources. John Carpenter from the Philadelphia Redevelopment Authority and Alex Dews from the Mayor's Office of Sustainability also provided useful information and insights. Cory Kegerise and Noel Strattan with the Bureau for Historic Preservation in the Pennsylvania Historical and Museum Commission helped provide information on National Register historic districts. Cathy Califano and Carl Kunda from The Reinvestment Fund provided helpful information on TRF's data analysis and policy tools. Kevin Gillen, Economist and Senior Research Consultant with the University of Pennsylvania's Fels Institute of Government, offered important insights on Philadelphia's tax abatement programs and available City of Philadelphia data. Patrick Hammons at Philadelphia's Office of Information Technology also provided important guidance on available data. Theresa Stigale provided beautiful photographs of Philadelphia's neighborhoods and Jessie Despard provided the design.

This publication uses information from the CultureBlocks partnership and is subject to the Terms of Use at www.cultureblocks.com. Information is proprietary to and may be copyrighted by the City or The Reinvestment Fund or the Social Impact of the Arts Project at the University of Pennsylvania. The National Trust for Historic Preservation and the Urban Land Institute are not affiliated with the City. Inclusion of information from CultureBlocks does not constitute any endorsement by the City.

Generous financial support for the Partnership for Building Reuse was provided to the National Trust for Historic Preservation by the Jesse Ball duPont Fund.

Cover Photo:

Former Philadelphia Naval Shipyard buildings. Historic industrial buildings have been repurposed to create the Urban Outfitters Corporate Campus.

PHOTO: JIM LINDBERG.

Copyright © 2014



National Trust *for*
Historic Preservation

Save the past. Enrich the future.™

The Watergate Office Building
2600 Virginia Avenue NW Suite 1000
Washington, DC 20037

www.PreservationNation.org