

Logan Triangle

ULI Philadelphia Technical Assistance Program

September 10, 2009



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Philadelphia

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September 10, 2009

Terry Gillen
Executive Director

Redevelopment Authority of the City of Philadelphia
1234 Market Street – 16th Floor
Philadelphia, PA 19107

Dear Terry:

Enclosed is the report for the ULI Technical Assistance Program (TAP) that focused on the Logan Triangle as a development opportunity in Upper North Philadelphia.

Our colleagues and I thank you and your staff for working with us on the Logan Triangle TAP on June 18 and 19, 2009, as it represents the first instance of this technical assistance program being used within the City of Philadelphia.

Your specific request asked the panel to evaluate the Logan Triangle and advise the Redevelopment Authority on how to design a new request-for-proposals (RFP) for the site. You also asked us recommend criteria that could be used to evaluate potential private developer responses to that RFP.

Our evaluation began with a guided site tour including the surrounding neighborhood and nearby retail locations that might be impacted by commercial development of the Logan Triangle site. We then conducted nearly two dozen interviews with community stakeholders including residents, clergy, the local community development corporation, city agencies, interested developers and elected political officials.

The next day the panel deliberated at length and concluded that market conditions just did not support going forward with an RFP at this time and that other positive interim steps could be taken to put the site to productive use until a stronger market exists. This report represents the objective professional opinion of our distinguished panel.

Please review the report and let us know any comments you may have. We offer to maintain an open dialogue with you, including a willingness to speak with elected officials who may question the conclusions reached by the panel.

We are grateful to your staff, especially Rachel Brooks, who very ably assisted in preparation of the TAP, arranging stakeholder interviews, providing technical reports and maps and coordinating with ULI Philadelphia District Council staff.

Thank you for interest in the ULI TAP program and your continued interest in this opportunity.

Sincerely,

Richard Huffman
Vice Chair, TAP Committee

Craig Schelter
Vice Chair, TAP Committee

Barry Seymour
Vice Chair, TAP Committee

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1. Introduction

The Urban Land Institute (ULI) was established in 1936 as a nonprofit educational and research institute and is supported by its 34,000 members representing all aspects of land-use and development disciplines. ULI's mission is to provide responsible leadership in the use of land in order to enhance the total environment and to create and sustain thriving communities.

In 1947, ULI began providing advice to nonprofits and units of government that needed help in planning and development. Its Technical Assistance Program (TAP) brings together objective planners, developers, lenders, architects, and related professionals to evaluate a community's needs and make recommendations on implementation. A TAP is a voluntary process. None of the professionals involved received any monetary compensation for this work.

On April 17, 2009, Ms. Terry Gillen, Executive Director of the Redevelopment Authority of the City of Philadelphia (RDA), sent a letter to Mr. Craig Schelter, Vice Chair of ULI Philadelphia's TAP Committee, requesting a Program for a +/- 30 acre parcel in Lower North Philadelphia, commonly referred to as the Logan Triangle (the Site). The RDA had, on several occasions, issued an RFP for development and had been disappointed by its results. The charge, as it is understood by the panel, is to advise the RDA on how to draft a new RFP for the site and recommend criteria for evaluation and selection.

An initial meeting was held with Ms. Rachel Brooks of the RDA on May 14, 2009 to review the request from Ms. Gillen, identify panelists, and schedule the two-day session.

On Thursday, June 18 and Friday, June 19 of 2009, ULI's Philadelphia District Council held its Technical Assistance Program (TAP). As part of the standard process, the RDA arranged for a series of meetings with community stakeholders, including residents, clergy, developers, community development corporations, city agencies, and elected officials in order to provide Program members with the perspectives of those directly affected by the site's present condition. The TAP began in the morning with a walking tour of the site, to better visualize its condition and appearance to the community. Afterwards, one team remained in the area to interview community members and neighborhood stakeholders, while another team went back to Center City to meet with city agencies, elected officials, and developers. While it is important to note that the TAP was not able to meet with every stakeholder listed on the initial agenda, those who were interviewed reiterated some centralized issues that ultimately became a key component of the final recommendations.

The following analyses, conclusions, and recommendations were conducted based upon the provided documentation, experience of the panelists, and knowledge of market conditions, real estate finance, and development process at the time of the report.

2. History

The 35-acre site consists of four parcels of land on the north side of Roosevelt Boulevard between 7th and 11th Streets south of Loudon Street. The site was formerly a stream valley (the Wingohocking Creek Channel) which was filled and developed with row homes in the 1920s. By the 1950s many of the structures had begun to show signs of subsidence due to poor subsurface conditions with up to 45 feet of cinder ash, building debris and other fill materials not suited for building foundations.

By the early 1980s severe damage had resulted in many homes and streets. The City of Philadelphia decided to acquire the sinking homes and relocate the families. Acquisition occurred over a twenty year period and today most of the property is in public ownership, although not all of the property is owned by the RDA. Demolition of row homes proceeded with most materials remaining on the site including brick, stone and other building materials.

Numerous studies have been performed to investigate the geotechnical conditions on the cleared site including an Army Corps of Engineers' (ACE) study in 1999. This study concluded that the first eight feet of soil should be excavated and removed off site.

The Corps and Urban Engineers, Inc. indicated that the near-surface material contained higher levels of lead and arsenic, the material is considered non-hazardous, and with the construction debris, would be disposed of in an approved landfill.

The estimated site improvements including soil compaction would cost \$48,500,000, of which \$23,700,400 would be for new structural fill.

The community surrounding the Logan Triangle has experienced population loss in the last 25 years. Part of this loss is related to the demolition of nearly 1,000 homes in and around the triangle. The community response to redevelopment concepts such as the mixed-use concept proposed in the "Standard Redevelopment Plan" used by the ACE has generally been supportive over the years although the vacant site has become a blighting influence on adjacent homes.

In February 2004, the Reinvestment Fund engaged Real Estate Strategies, Inc. to assess the development potential for the site. The analysis included a market report with alternative build out plans as well as a geotechnical review by Urban Engineers on the cost of stabilizing soil conditions to support the alternate development concepts.

On March 15th, 2006 the Planning Commission held a Community Meeting at the Birney School, 9th and Lindley Streets, which was attended by 200 citizens. The results of this meeting were included in the Request for Proposals (RFP) issued by the RDA on April 20, 2007. The RFP set forth submission requirements including proposed plans, costs and financing for the complete project, as well as the economic and social impact of the development. A series of eight assessment factors were listed in developer selection. A preliminary schedule for commencement of construction was April 2009.

Two development teams responded to the RFP: the Goldenberg Group and Tower Investments. The proposals were submitted on July 20th, 2007. Both proposals were primarily retail use with around 350,000 square feet of gross leasable area. Neither proposal was selected.

3. Site Issues

The site is an immediate and blighting influence on the surrounding neighborhoods

Reiterated by almost every stakeholder, the Logan Triangle in its present condition detracts from the community and invites serious safety and environmental issues. The site has extensive weed growth and short term dumping, and also seems to have been used as parking for City trucks. While the Department of Public Property has mowed the grass and picked up trash on occasion, community members have indicated that this was done infrequently. Fairmount Park staff confirmed that this is under contract to be done twice yearly.

The site does not have active management

There is no one party or agency responsible for the active management of the Logan Triangle. Additionally, there does not seem to have ever been an active marketing effort to a broader development community outside of the immediate area.

Incomplete site control

The TAP performed a property ownership review and clearly saw that the RDA does not have complete site control of the Logan Triangle. In addition to the RDA, the Philadelphia Housing Authority owns several strips of the land, as well as several private owners. There are also several HUD liens on various plots. Three active churches occupy the edges of the site, each of whom has asked for additional land to increase parking for their members or facilitate expansion.

The site has significant environmental and geotechnical challenges

Because of the amount of ash that overlays the creek bed, water has slowly seeped through and destabilized the entire site. It is estimated that the site will need at least \$50 million worth of preparation before full development could safely take place. Without a major public subsidy already in place, it will remain difficult to market the site to potential developers given the premium for site preparation. If the project was developed in phases, a lesser amount of site preparation would be possible, however this requires a detailed plan for a future market of uses which may or may not in fact happen.

There is no market for residential and limited market for retail at this time

Given the market's weakness, it is unlikely that new residential development could occur on this site. Today, the site could physically support 100,000 sq/ft of retail, however given the mix of existing big box as well as smaller developments already in the area, new construction would only pirate from other retail locations.

Can the city achieve a return on investment?

There are significant and expensive penalties to developing this site. While vacant sites of this size are a rarity in an urban “infill” location, and ordinarily represent significant development opportunity, this site is overwhelmingly burdened with the cost of site condition remediation in addition to a weak demographic profile. The combination of these factors, when weighed in a risk/reward analysis, would likely produce sub-par returns over a conventional investment horizon. Moreover, even with the benefit of a public subsidy, the current market may not provide the return on investment that a developer must receive to risk the requisite time and resources on this development project.

There have been two proposals for development that have requested modest amounts of financial assistance. However, while both were rejected, had either been accepted, development would have likely progressed. While economic conditions have deteriorated since these proposals were submitted, it is doubtful that either proposal would move forward on the same terms today. Conditions affecting potential tenant interest, rents, financing and development return requirements have all become challenging to the point where it is difficult to conceive that either proposal could still be implemented as they were written.

The TAP’s geotechnical assessment led to the observation that even if piles were driven to support a development project, they are likely to become unstable in a relatively short period of time by virtue of the erosion of the soluble ash located in the underground stream bed. This alone would prevent a developer from getting major lead tenants and the financing needed regardless of market conditions. This may be a subtle point, and one could argue that it didn’t deter the two developers who submitted proposals.

The preferred path would be for the RDA to adjudicate the structural integrity of the soils so as to factor in any known limitations when requesting development proposals. The soluble ash needs to be replaced in order to support further development of the site, without which the economics of development are permanently obstructed. Even if the City had the funding to remediate the problem, it would never be able to sell the site for a sufficiently high price to ever see a modest economic return on its investment.

There is a demand for green infrastructure

The plans for Greenworks Philadelphia, combined with the new storm water management procedures being implemented by the Philadelphia Water Department, present an immediate need for sustainable infrastructure. Because the site is presently limited in terms of development prospects, it makes sense to look at this site as a means of addressing multiple Greenworks objectives.

4. Community Issues

Insufficient progress has demoralized the community

Neighbors of the Logan Triangle are understandably frustrated with the lack of progress on the site's redevelopment. Many residents have waited 28 years for redevelopment of the site. While the neighbors acknowledge market conditions and understand that real estate development takes time, they are tired of the effects of blight on their community and would like to see action taken now.

Jobs for the immediate community

All stakeholders universally agree that any development on the site should provide jobs for the immediate neighbors. While it remains to be seen what type of development could occur, the local community would like to use the Logan Triangle as an economic development opportunity.

5. Conclusions

After careful review of geotechnical and environmental documentation, consultation with involved parties and industry professionals, and extensive discussion, it is the recommendation of this TAP that the RDA *not* issue a new private developer RFP at this time for the following reasons:

- ❑ The RDA does not have complete site control.
- ❑ The unclear vision of the preceding RFP's was ultimately reflected in the responses, which did not meet the RDA's immediate expectations. Issuing a new RFP with similar intent but doing nothing to address the site's multiple challenges will produce comparable results.
- ❑ The current realities of development economics/finance make it unlikely that a highest and best use would be proposed while market conditions remain weak.
- ❑ Given the site's severe geotechnical challenges, it is unlikely that any developer, especially in this market, would be willing to assume the entire cost of preparing the site for construction.
- ❑ The Philadelphia City Planning Commission's guidelines for the site are purposefully specific in terms of zoning, preservation of existing streets, and overall use. If the overarching goal of a new RFP is to encourage creative development, these guidelines will certainly limit responses and require a much stronger retail and residential demand.

6. Recommendations

Achieve full site control

The RDA aspired to have full site control by Fall 2009, two years after the last RFP was issued. Site control and clear title is the one surety the owner can offer a prospective buyer. The TAP recommends the RDA make accomplishing total site control the number one priority. Until the RDA has the entire site under its control, any marketing, feasibility studies, or discussions will be susceptible to uncertainty.

Action now!

It is clear that the blighting nature of the site carries multiple negative impacts for the local community. While market conditions may not support substantial development at this time, it is recommended that the RDA look for an immediate, but interim, low density use for the site.

In the Office of Sustainability's Greenworks Philadelphia plan, it is estimated that the City would like to plant 300,000 trees by 2017-2020¹. There are multiple agencies now, including PWD, who are looking to improve sustainable infrastructure and see this site as an opportunity to do so. Because Philadelphia has such high aspirations to achieve a sustainable, energy efficient, and green urban design, this site might best be used to accomplish one or more goals set forth in the Greenworks plan.

Possible ideas to achieve this are:

- Using the site as a tree nursery for seven to ten years, growing the very trees that Greenworks Philadelphia projects to plant by 2017-2020.
- Engage Penn State University's Agricultural Extension Program.
- Connect with the School District of Philadelphia to use this site as a learning tool for urban farming, specifically for schools like W. B. Saul.
- Consult with urban farmers, such as Greensgrow, private farmers, and Urban Outfitters' Terrain at Styer's.
- Explore the feasibility of allowing PWD to build an underground detention tank for storm-water runoff. This may also help direct resources to remediate site conditions that would otherwise remain unchanged.
- Designate a portion of the site for community gardens, where neighbors can grow their own produce.
- Allocate a small portion of the property for a neighborhood farmer's market or co-op.

¹ City of Philadelphia – Office of Sustainability, "Greenworks Philadelphia". *Equity, Target 11*, pg. 51

Begin active stewardship of the Logan Triangle

The site needs extensive and routine cleaning. It is highly recommended that the RDA identify a steward for the site responsible for regular maintenance (i.e. mowing, trash removal, etc.) There are multiple organizations that perform these same duties, such as the Philadelphia Horticultural Society through its Vacant Land Restoration program.

In addition, it is recommended that the RDA assign one staff person to be responsible for oversight, management, and marketing of the Logan Triangle. Redirecting all questions, concerns, or proposals to a single point of contact will simplify the process for all parties.

Provide the churches with an opportunity for additional parking

The three churches already on the site, Harold O. Davis Memorial Church, Iglesia Sion, and Rehoboth Temple Church of God in Christ are all active and integral parts of the local community. In many respects, these three churches represent the only positive uses for the site in 28 years. It is recommended that they be allowed to lease additional parking at fair market value, with the explicit understanding that future development would be solicited once market conditions recover. Site improvements could be considered as off-sets to rent.

When favorable conditions return, actively market the site

The TAP feels that a big reason why the RDA was dissatisfied with the results of the previous RFP's was because they proposed a certain use and sought to direct the market. While both of the respondents to the last RFP had experience completing high-quality and successful projects in the region, there may be inherent value to opening up an opportunity such as this to a larger development community and even possibly to other uses, such as industrial distribution. This can be done by proactively marketing the Site to national conferences, trade shows, and publications and invite outside developers to learn about the site and participate in the process. This will not only improve the variety of the responses, but may also deter assumptions that Philadelphia is unfriendly towards development.

Use the site to train future planners & urban design professionals

Utilizing local schools of design, such as Drexel, Temple, and Penn in future feasibility studies and planning exercises could bring a new level of creativity and innovation at nominal cost. The Logan Triangle would be an excellent opportunity for Graduate-level students to study the site and gather more information for the RDA while providing a unique learning opportunity on an important piece of City land.

7. Technical Assistance Panel Profiles

Richard Huffman FAIA

Team Leader; Vice Chair, ULI Philadelphia Technical Assistance Program

Mr. Huffman was a principal of the firm, Wallace Roberts & Todd LLC for more than 25 years. He has directed major redevelopment projects throughout the United States and abroad including the award-winning Richmond Virginia Canal Walk, The Growth Management Plan for Downtown Washington DC, residential redevelopment strategies in Atlantic City, Buffalo NY and Philadelphia as well as the urban design plan for Liberty Place. He received his masters degrees in Architecture and City Planning from the University of Pennsylvania where he teaches a workshop each spring. Mr. Huffman is vice chair of the ULI Philadelphia Program Committee and TAP Committee, and has served on national ULI Advisory Service Panels in Los Angeles, Cleveland, Milwaukee, New Orleans and Washington DC.

G. Craig Schelter

Vice Chair, ULI Philadelphia Technical Assistance Program

Principal, Schelter & Associates

In 2002, combining 34 years of experience in the fields of city planning and urban economic development, Mr. Schelter founded the consulting firm Schelter & Associates. His practice provides counsel and support to organizations that promote quality development and that seek to balance growth with environmental, design, historic and community sensitivity. His client list includes numerous quasi-public development corporations and private developers in the greater Philadelphia area.

From 1983 to 2002, Mr. Schelter served in various leadership capacities at the Philadelphia Industrial Development Corporation (PIDC), Philadelphia's economic development agency, where he focused on development of the Pennsylvania Convention Center, Byberry Industrial Park, central Delaware River waterfront, Philadelphia Health Care Sciences Center, Avenue of the Arts, two new stadiums in South Philadelphia, reuse of the former Civic Center for a University of Pennsylvania/Children's Hospital medical center, and reuse of the former Navy Base in South Philadelphia as well as responsibility for PIDC's development team. He has held numerous positions at the Philadelphia City Planning Commission including three years as executive director under Mayor Green. He guided the commission's efforts in center city, capital budgeting, urban design, zoning, convention center and waterfront planning.

Mr. Schelter holds a Bachelor of Arts from Williams College and a Master of Architecture from Harvard University. He has lectured extensively at local major universities.

Jeremy J. Alvarez, AICP
Stantec

Mr. Alvarez' initial experience in the planning field was with the South Central Project Area Committee in a community advocacy role. The organization encompassed five neighborhoods that had once been adversaries in the controversy over the construction of the Crosstown Expressway. He then joined the staff of the Philadelphia City Planning Commission as community planner for South Philadelphia during which time he managed the establishment of urban renewal programs and city capital investments.

The experience on controversial urban highway issues led to work with DACP Associates (now KSK) where he had a prominent role in the Vine Street Expressway, the I-95 Completion Program that included the South and Walnut Streets pedestrian bridges and the 50+ mile SR 1 corridor in Delaware. As a result of being the principal author of *South Broad Street, a Vision for the '90s* Mr. Alvarez was invited to become Executive Director of CPDC which had chosen the development of the "Avenue of the Arts" as its principal objective. He led CPDC for six years while ten venues, with more than 4000 seats, an extensive streetscape program and a new performing arts high school transformed South Broad Street and its environs. At his present firm, Stantec, he managed the environmental and location studies for the 2nd Av Subway for the MTA in Manhattan and a prize winning study on conserving the Doo Wop motels in Wildwood Crest. He has previously participated in national ULI Advisory Programs/Service Panels in Orlando, East Chicago, Knoxville and Pittsburgh where he chaired an effort focused on the future of the city's arts district. Mr. Alvarez is a graduate of the University of Pennsylvania where he majored in Architecture and History.

Kevin Blackney, AIA
Principal, Blackney Hayes Architects

Mr. Blackney is a founding partner of BHA with over 20 years of professional experience. His hands-on construction experience, combined with his knowledge of architecture, provide him with an exceptional proficiency in creative design, project management and administration. Mr. Blackney's role in the firm is centered on client support and business development. This involvement extends to understanding the client's business priorities and advising them on the potential impacts of facilities development decisions. Mr. Blackney's role on a project is that of a Principal-in-Charge. He brings a creative edge to every project, resulting in numerous awards for both design and client satisfaction. Mr. Blackney has a Bachelor of Architecture from Drexel University and a Certificate of Public School Planning and Design from Harvard University's Graduate School of Design

Michael Cooper

Assistant Vice President, Philadelphia Industrial Development Corporation (PIDC)

Michael Cooper is responsible for the management of PIDC's industrial portfolio, which includes advanced manufacturing, shipping, warehousing, and distribution. Using an array of low-cost financing products, he works with industrial clients who are considering the purchase a building, adding leasehold improvements or buying machinery & equipment. In addition to financing programs, Michael also has responsibility for marketing PIDC's industrial land holdings for new construction opportunities in Philadelphia.

Michael joined PIDC in 2007 as a Financial Analyst, focusing initially on underwriting and management of the HUD 108/CDBG funding lines. Later that same year, he moved into PIDC's Market Development Group to pursue project management and client relations. His past experience has centered on the areas of public finance and policy implementation, having previously worked for the School District of Philadelphia's Offices of Special Finance & Treasury Operations.

Born in Cheltenham Township, Michael presently lives in the Penn's Landing section of Philadelphia. He has a Master of Public Administration from Widener University and a Bachelor of Arts in Political Science from Penn State University. He's an active member of ULI's Young Leaders Group, as well as the Penn State Alumni Association's Grassroots Network and Smeal Club of Philadelphia.

Patty Elkis, PP, AICP

Associate Director, Delaware Valley Regional Planning Commission (DVRPC)

Patty Elkis is an Associate Director in the Planning Division at the Delaware Valley Regional Planning Commission, where she has worked since 1992. She oversees a staff of 19 in long-range planning, environmental planning, smart growth planning, corridor planning, economic and demographic analyses, as well as DVRPC's new initiatives in energy, climate change and food system planning.

Ms. Elkis has partnered with a number of non-profits and other governments on regional projects, including the Pennsylvania Horticultural Society on TreeVitalize Municipalities, Natural Lands Trust for the Development Threat Assessment of SmartConservation[®], Greenspace Alliance with their Regional Open Space Priorities Report, and 10,000 Friends of Pennsylvania with their sewer and water infrastructure studies. She has worked on DVRPC's long-range plans for the years 2020, 2025, 2030, and currently, 2035, with responsibility for the land use and open space elements. Her land prioritization modeling work, greenway work and New Regionalism project have received awards of recognition from the Schuylkill Action Network, Delaware River Greenway Partnership, the Rancocas Conservancy, and the Pennsylvania Planning Association. Prior to DVRPC, Ms. Elkis worked at the Montgomery County Planning Commission as a community planner, and before that, she worked as a recreation planner in the City of Dimona, in the Negev Desert of Israel.

She received her Bachelor of Arts in Anthropology from the University of Pennsylvania, and her Master of City Planning, with a Certificate in Appropriate Technology for Developing Countries, also from Penn. She is a member of the American Institute of Certified Planners and is a licensed Professional Planner in New Jersey.

Liz Gabor

Real Estate Manager, Philadelphia Industrial Development Corporation (PIDC)

Liz Gabor joined the Philadelphia Industrial Development Corporation in August 2007 where she is presently a Real Estate Manager with the Acquisitions and Transactions group.

Previously, Ms. Gabor worked at the Defense Department's Office of Economic Adjustment (OEA) from June 2004 to August 2007. There she worked with communities affected by military base closings and realignments and encroachment. Her portfolio included the redevelopment of NAS JRB Willow Grove, NS Pascagoula, closed Reserve Center throughout the U.S., legislative monitoring, policy analysis, and the monitoring of the economic transition of BRAC sites.

Ms. Gabor has provided support to both federal and local government agencies in communications outreach, policy, and research in the Clinton Administration and for former Rep. Bob Borski (PA-03). She is a Presidential Management Fellow with a Public Finance Certificate and an Economic Development Finance Certificate.

A native Philadelphian, Ms. Gabor received her undergraduate degree from Fordham University's International Political Economy and Development Program in 2000 and her masters in Public Administration from the University of Pennsylvania in 2004. While at Fordham she was selected for membership in the Sigma Iota Rho Honor Society, was a member of the NCAA Division 1 Varsity Women's Soccer Team, and received Atlantic 10 Commissioner's Academic Honors.

Rose V. Gray

***Vice President of Community and Economic Development,
Asociación Puertorriqueños en Marcha (APM)***

Since joining the Asociación Puertorriqueños en Marcha in 1990, Ms. 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. In addition to the physical redevelopment, Ms. Gray oversees the management of the APM's rental and commercial portfolio and a housing counseling program which provides budgeting, pre- and post-mortgage counseling, credit repair, weatherization and basic system repair programs to persons of low and moderate income. During her tenure at APM, Ms. Gray has successfully leveraged over \$70 million in investments to implement a comprehensive neighborhood revitalization strategy. She has developed over 350 units of affordable housing, including low housing tax credit projects and the successful Pradera homes, a 153 unit homeownership zone.

Ms. Gray was one of seven delegates appointed by Governor Ridge to the "Summit for America's Future". She is a member of the Governor's Advisory Board on Community and Economic Development, and serves on various boards and committees, including the Local Initiative Support Corporation's advisory board, The Reinvestment Community Lending Institute and the board of the Philadelphia Association of Community Development Corporations. She is an active member of ULI Philadelphia and served as a national Inner City Advisor to ULI from 2002-2008.

Christopher M. Hager, P.E., LEED AP
Senior Associate, Langan Engineering & Environmental Services

Mr. Hager joined Langan in 1994 and currently heads the site/civil engineering and land development departments in its Philadelphia office. He has served both private and public-sector clients in land development and urban redevelopment throughout New Jersey, New York and Pennsylvania and in Europe. Notable urban projects include The Irish Hunger Memorial (Battery Park City, N.Y.), the Glasshouses for Living Collections at The New York Botanical Garden (Bronx, N.Y.), “Empty Sky” – New Jersey September 11th Memorial (Liberty State Park, N.J.), Jersey Garden’s Mall (Elizabeth, N.J.), Capital Improvement and Infrastructure Master Plan and Strategic Revitalization Plan (Camden, N.J.), the New Meadowlands Stadium (East Rutherford, N.J.), and Department of Defense Dependant Schools (Aviano, Italy and Rota, Spain).

Mr. Hager is an active member of the Urban Land Institute (ULI) locally and nationally. He sits on the Philadelphia District Council’s Executive Committee and Governance Committee and serves as past Membership Chair and Urban Marketplace 2009 Co-Chair. He is active in ULI’s national Urban Development and Mixed-Use Council. He is former Treasurer and Program Committee Co-Chair of the ULI Northern New Jersey Chapter; and a member of the American Society of Civil Engineers and Chi Epsilon engineering honor society.

Jenna Connelly Harwanko
Program Manager, BrightFields, Inc.

Jenna Connelly Harwanko is a Program Manager at BrightFields, Inc., an environmental consulting firm headquartered in Wilmington, Delaware. She holds a B.S. in Environmental Science and her M.B.A, both from the University of Delaware.

Ms. Harwanko has more than 10 years experience as an environmental consultant, performing and managing site investigations and remedial actions for private, commercial and government clients, and working closely with state regulatory agencies. In addition to her technical experience, her project management experience includes preparation and management of proposals, work scopes, project budgets, staff allocation and scheduling, and organizing and coordinating project teams. She has led over 25 Voluntary Clean-up Program (VCP) projects in Delaware over the last 10 years. Projects have included former tanneries, coal gas facilities, landfills, hazardous waste disposal areas, active commercial and industrial facilities, and salvage yards. Many of the sites are located in urban areas and the cleanup facilitated redevelopment of underutilized brownfield properties.

Ms. Harwanko is Co-Chair of ULI Philadelphia’s Delaware Regional Committee Young Leaders Group and is active in the Delaware Commercial Real Estate Women Chapter and the Society of Women Environmental Professionals.

Kyle Holmbeck
Controller, Athenian Properties

Kyle Holmbeck is Athenian's controller, and has over 15 years experience in construction accounting, property management, and banking. At Athenian he supervises management and construction accounting and financial reporting. Prior to joining Athenian, Mr. Holmbeck served as controller for a real estate company and CFO for a construction company. He holds a BA from the University of Pennsylvania and an MBA from the University of Pittsburgh.

Christopher Mrozinski
Director of Development, Pennsylvania Real Estate Investment Trust (PREIT)

Chris Mrozinski joined PREIT in 2005 as Director of Development. His primary responsibility is to manage the company's development and redevelopment activities. He has been responsible for over 4.5 million square feet of development and redevelopment activities, the leasing of over 600,000 square feet of retail and office space, and \$300 million of investment. He is currently completing the first LEED Certified historic building in Philadelphia and has coordinated a significant sale of historic tax credits.

Before coming to PREIT, he worked for a small commercial and residential development company with projects in Philadelphia and Washington D.C. Mr. Mrozinski also worked at Ernst & Young in its Real Estate Advisory Practices Group. He earned a Bachelor of Arts in Economics and Biology from the University of Delaware, and a Master of City Planning from the University of Pennsylvania. He is currently on ULI Philadelphia Executive Committee, is co-chair of the Delaware Valley Smart Growth Alliance, and is a guest lecturer at the University of Pennsylvania.

Stephen P. Mullin
Senior Vice President & Principal, Econsult Corporation

Stephen Mullin, M.A. is a Senior Vice President and Principal of Econsult Corporation. He is an economist whose consulting practice focuses on state and public finance and policy, economic and real estate development and impacts, and business strategies utilizing government incentive programs.

Mr. Mullin brings nearly two decades experience serving in city government, including from 1993-2000 as Philadelphia's Director of Commerce. During this time he chaired the Mayor's Economic Development Cabinet, coordinated activities of the City's various development agencies, and served on numerous boards and commissions. Prior to this, Mr. Mullin served as Philadelphia's Director of Finance from 1992-93, during the City's fiscal turnaround. From 1982 to 1988, Mr. Mullin served as Budget Director for the City of St. Louis.

In addition to these experiences, Mr. Mullin teaches a range of courses on public finance and economic development issues at universities throughout the Philadelphia region. He frequently engages in public speaking events and publishes articles on such topics as well, and is active in corporate and civic activities. He is a 1977 magna cum laude in Economics graduate of Harvard University, and earned an M.A. in Economics from the University of Pennsylvania in 1982.

Eileen B. Quigley, Esq.
Associate, Ballard Spahr Andrews & Ingersoll, LLP

Ms. Quigley is an associate in the Real Estate Department of Ballard Spahr Andrews & Ingersoll, LLP. Her client base includes businesses, non-profits, educational and other institutions. She concentrates her practice in areas of zoning and land use. Ms. Quigley works with clients at various stages of the land development approval process including working with City agencies and City Council on special interest ordinances, obtaining permits and licenses from the Department of Licenses and Inspections, and obtaining additional approvals from the requisite technical boards. In addition, Ms. Quigley represents pro-bono clients in a variety of legal matters.

Prior to joining Ballard Spahr, Ms. Quigley was a Deputy City Solicitor in the City of Philadelphia Law Department. In that capacity, she provided legal counsel and representation in litigation and appeals for the Departments of Public Health, License and Inspection, and the Historical Commission. She was co-counsel in creating and implementing the first Lead Paint Court in Philadelphia, and also co-counsel in creating and implementing a pilot program called CLIP (Community Life Improvement Program), addressing quality-of-life issues in Philadelphia.

Chris Terlizzi
Chairman, Urban Land Institute – Philadelphia District Council

Chris Terlizzi is the current Chair of ULI Philadelphia, a non-profit education and research institute whose mission is to provide responsible leadership in the use of land. ULI Philadelphia encompasses about 1,000 members throughout Eastern and Central Pennsylvania, the southern half of New Jersey and the State of Delaware.

Mr. Terlizzi's career in commercial real estate lending and banking spans more than 36 years and includes leadership positions at Citizens Bank, where he lead the commercial real estate financing effort following Citizens' entry to the Mid Atlantic, Fleet Bank and Fidelity Bank. A respected authority on commercial real estate and banking issues, he has been a guest speaker, panelist and guest lecturer for a variety of trade, professional and outreach service organizations.

In addition, Mr. Terlizzi serves on the boards of Central Philadelphia Development Corporation, Center City District, the Philadelphia Youth Orchestra, Chestnut Hill College, 10,000 Friends of Pennsylvania and the Preservation Alliance of Greater Philadelphia. He is a graduate of St. Joseph's University where he earned a B.S. in Business Administration.

8. Community Stakeholders

The following people were contacted by the RDA to participate in the stakeholder interviews. This group was chosen to specifically represent the multiple communities that have been involved with or affected by the Logan Triangle. Not every person on this list was ultimately interviewed, but invitations were extended in advance.

Honorable Marian Tasco
City Council of Philadelphia
– 9th District

Honorable Donna Reed-Miller
City Council of Philadelphia
– 8th District

Honorable Shirley Kitchen
Pennsylvania State Senate
– 3rd District

Bart Blatstein
Principal, Tower Investments

Mark Focht
Director, Fairmount Park
Commission

Derek Green
Chief of Staff to Councilwoman
Tasco,
City Council of Philadelphia
– 9th District

Shirley Gregory
49th Ward Leader

Michael Hayward
Let's Love Logan Community
Association

Marion Johnson
Resident

Andy Kaplin
Wolfson Verrichia Group Inc.

Pastor Raul Leduc
Iglesia Sion

Bishop Kermit Newkirk
Harold O. Davis Memorial Church

Howard Neukrug
Director, Office of Watersheds,
Philadelphia Water Department

Nancy O'Donnell
Director, Philadelphia Green,
Pennsylvania Horticultural Society

Cicely Peterson-Mangum
Executive Director, Logan CDC

Roger Pin
PEAK Cambodian Family Advocate,
Mental Health Association of
Southeastern PA

Richard Redding
Director, Community Planning
Division, Philadelphia City Planning
Commission

Charlene Samuels
Logan-Olney EPIC Stakeholders

Sidon
Voice of Khmer-American

Sabane Thatch
Voice of Khmer-American

Le-Quyen Vu (Gwynne L. Vu)
Program Director, IndoChinese-
American Council

Bishop George A. Williams
Rehoboth Temple Church of God in
Christ