

A ULI VIRTUAL ADVISORY SERVICES PANEL EXECUTIVE SUMMARY REPORT

DELAWARE RIVER WATERFRONT CORPORATION, PHILADELPHIA, PENNSYLVANIA

Washington Avenue Waterfront
Piers and District

April 19–22, 2021



ULI Program Staff

Mary Beth Corrigan
Executive Vice President
Global Leadership

Thomas W. Eitler
Senior Vice President
Advisory Services

Deborah Kerson Bilek
Vice President
Advisory Services

Lauren McKim Callaghan
Director
Advisory Services

Jaqueline Canales
Director
Advisory Services

Kelsey Steffen
Director
Advisory Services

Georgia Gempler
Senior Associate
Advisory Services

David Zehr
Senior Associate
Advisory Services

James A. Mulligan
Senior Editor

**Laura Glassman, Publications
Professionals LLC**
Manuscript Editor

Brandon Weil
Art Director

Tom Cameron
Graphic Designer

Craig Chapman
Senior Director
Publishing Operations

Cover photos: ULI/Kevin Moran

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About the Urban Land Institute

THE URBAN LAND INSTITUTE is a global, member-driven organization comprising more than 45,000 real estate and urban development professionals dedicated to advancing the Institute's mission of shaping the future of the built environment for transformative impact in communities worldwide.

ULI's interdisciplinary membership represents all aspects of the industry, including developers, property owners, investors, architects, urban planners, public officials, real estate brokers, appraisers, attorneys, engineers, financiers, and academics.

Established in 1936, the Institute has a presence in the Americas, Europe, and Asia Pacific regions, with members in 80 countries. The extraordinary impact that ULI makes on land use decision-making is based on its members sharing expertise on a variety of factors affecting the built environment, including urbanization, demographic and population changes, new economic drivers, technology advancements, and environmental concerns.

Peer-to-peer learning is achieved through the knowledge shared by members at thousands of convenings each year that reinforce ULI's position as a global authority on land use and real estate. In 2020 alone, more than 2,600 events were held in cities around the world.

Drawing on the work of its members, the Institute recognizes and shares best practices in urban design and development for the benefit of communities around the globe.

More information is available at uli.org. Follow ULI on Twitter, Facebook, LinkedIn, and Instagram.

About the ULI Urban Resilience Program

ULI's Urban Resilience program provides ULI members, the public, and communities across the United States with information on how to be more resilient in the face of climate change and other environmental

vulnerabilities. The program seeks to provide technical assistance, advance knowledge, and catalyze the adoption of transformative practices for real estate and land use policy, building from the knowledge of ULI members.

About the Resilient Land Use Cohort

This virtual Advisory Services panel is part of a larger series of resilience technical assistance and learning opportunities, called the Resilient Land Use Cohort (RLUC). The RLUC is a network of ULI district councils, member experts, and community partners in eight cities working together to identify strategies to be more resilient in the face of climate change and other vulnerabilities, including floods, extreme storms, drought, wildfire, and extreme heat, as well as the related social, environmental, and economic impacts.

The RLUC provides on-the-ground technical assistance through ULI's flagship technical assistance models: Advisory Services panels and technical assistance panels. These panels leverage ULI member expertise to advise on complex real estate and land use challenges related to climate resilience, addressing planning, zoning, land use, development strategy, housing, and infrastructure. ULI's Urban Resilience program convenes the cohort regularly to learn from national best practices and discuss peer cities' next steps advancing resilience through land use policies and development strategies. Funding for this engagement and the cohort is provided by the ULI Foundation through support from JPMorgan Chase.

About ULI Advisory Services

The goal of the [ULI ADVISORY SERVICES](#) program is to bring the finest expertise in the real estate field to bear on complex land use planning and development projects, programs, and policies. Since 1947, this program has assembled well over 700 ULI-member teams to help sponsors find creative, practical solutions for issues such as downtown redevelopment, land management strategies, evaluation of development potential, growth management, community revitalization, brownfield redevelopment, military base reuse, provision of low-cost and affordable housing, and asset management strategies, among other matters. A wide variety of public, private, and nonprofit organizations have contracted for ULI's advisory services.

Each panel team is composed of highly qualified professionals who volunteer their time to ULI. They are chosen for their knowledge of the panel topic and are screened to ensure their objectivity. ULI's interdisciplinary panel teams provide a holistic look at development problems. A respected ULI member who has previous panel experience chairs each panel.

The agenda for a two-and-a-half-day virtual Advisory Services panel (vASP) is tailored to meet a sponsor's needs. ULI members are briefed by the sponsor, engage with stakeholders through in-depth interviews, deliberate on their recommendations, and make a final presentation of those recommendations. A written executive summary report is prepared as a final deliverable.

Because the sponsoring entities are responsible for significant preparation before the panel's visit, including sending extensive briefing materials to each member and arranging for the panel to meet with key local community members and stakeholders in the project under consideration, participants in ULI's vASP assignments are able to make accurate assessments of a sponsor's issues and to provide recommendations in a compressed amount of time.

A major strength of the program is ULI's unique ability to draw on the knowledge and expertise of its members, including land developers and owners, public officials, academics, representatives of financial institutions, and others. In fulfillment of the mission of the Urban Land Institute, this vASP executive summary report is intended to provide objective advice that will promote the responsible use of land to enhance the environment.

Acknowledgments

On behalf of the Urban Land Institute, the panel would like to thank the Delaware River Waterfront Corporation (DRWC), which sponsored this effort. Special appreciation goes to Joe Forkin, Karen Thompson, Lizzie Woods, and the rest of the sponsor team at DRWC for their work in preparation, support, and coordination leading up to and during the virtual panel.

The panel would also like to thank JPMorgan Chase for providing funding for this engagement and the Resilient Land Use Cohort through the ULI Foundation.

The panel also thanks ULI Philadelphia executive director Laura Slutsky, manager Kevin Moran, and member leaders from Philadelphia, for their unwavering support and insight throughout the panel process. The panel would like to thank the nearly 50 community leaders, city staff, and residents and business owners who shared their perspectives, experiences, and insights with the panel.

Sponsor Participants

Joe Forkin
President

Lizzie Woods
Vice President
Planning and Capital Programs

Karen Thompson
Director of Planning

Christopher Dougherty
Planner/Project Manager



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About the Panel

ULI Panel and Project Staff

Panel Chair

Uwe Brandes

Professor of the Practice and
Faculty Director, Urban & Regional
Planning Program
Georgetown University
Washington, D.C.

Panel Members

Elinor Bacon

President
E.R. Bacon Development LLC
Washington, D.C.

Lynette Cardoch

Director, Resilience and Adaptation
Moffatt & Nichol
Miami, Florida

Raymond W. Gastil

Director, Remaking Cities Institute
Carnegie Mellon University
Pittsburgh, Pennsylvania

Tyrone Rachal

President, Urban Key Capital Partners
Principal, Red Rock Global
President, Red Rock Global
Capital Partners
Atlanta, Georgia

Michael Rodriguez

Lead Economist
The MITRE Corporation
McLean, Virginia

Michael Samuelian

Founding Director, Urban
Technology Hub
Cornell Tech
New York, New York

Dawveed Scully

Associate Director and Senior
Urban Designer
Skidmore, Owings & Merrill LLP
Chicago, Illinois

ULI Project Staff

Kelsey Steffen

Director
Advisory Services

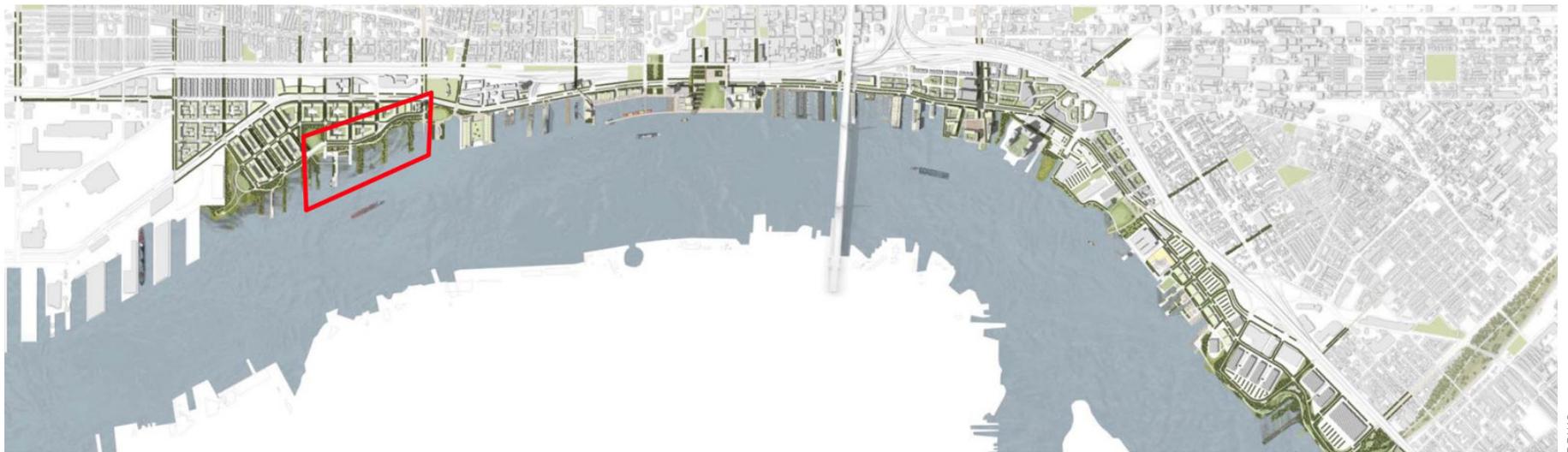
Leah Sheppard

Senior Manager
Urban Resilience

Summary

Ten years after the city of Philadelphia's adoption of the Master Plan for the Central Delaware (the Master Plan), the Delaware River Waterfront Corporation (DRWC) has made significant progress implementing the vision of the plan. The central and northern end of the riverfront has been the location of much of this development, with private investments leveraging new public spaces and assets, and the DRWC has ensured that public access is introduced along the entire formerly industrial and privately held waterfront.

The Master Plan did not articulate a detailed redevelopment strategy for the abandoned and deteriorating maritime piers along the waterfront and did not anticipate the complexity of ownership and stewardship challenges of these once heroic elements of maritime infrastructure. Completed in 2011, and adopted by Philadelphia Planning Commission in 2012, the Master Plan did not anticipate the complexities associated with sea-level rise, coastal inundation, or the resilient urban design of integrated public/private redevelopment of the southern reaches of the DRWC waterfront. This is the subject of this Advisory Services panel report.



The study area is located along the southern end of the Delaware River waterfront under DRWC's jurisdiction.

Given the known flooding vulnerabilities of the riverfront and the impacts on any future development, DRWC asked ULI to consider a study area of just over one-half mile of the Delaware River waterfront, located between Washington Avenue and Pier 70 Boulevard, home to a mix of property ownership, with only a few development proposals underway and not yet approved, and 11 finger piers, in various stages of condition ranging from extreme deterioration to repaired and improved. The panel was asked to provide recommendations on how best to approach redevelopment of the finger piers and the associated upland sites within the study area and how to coordinate the strategy for improvements to the riverfront that both meet the original vision of the Master Plan and conform with contemporary best practices of resilient urban development.

During the three-and-a-half-day engagement, the panel identified opportunities and possible future actions for the DRWC, while acknowledging and addressing existing challenges, such as the risk of flooding and inundation, acquiring private lands to establish public waterfront access, curating effective programming, and navigating the complex riparian regulatory requirements. The panel made recommendations to

enable DRWC to take strategic next steps in repositioning existing waterfront lands and infrastructure and setting a framework for public and private investments that are resilient and sustainable.

Given the complexity of this challenge, the panel formulated an overarching set of guiding principles that are intended to help inform future decision-making by DRWC. These principles also establish a guiding framework for the site-specific individual actions that the panel recommended to DRWC.

DRWC Pier Development Principles

1. **Keep Your Eyes on the Prize.** Fearlessly carry the torch of the comprehensive big-picture vision of a world-class Delaware River waterfront.
2. **Be the City of Brotherly Love.** Articulate a truly inclusive vision of what it means to “provide access to the waterfront.”
3. **Create People Places.** Put human experience at the center of the strategy.
4. **Call the Plays.** DRWC is a mission-driven economic development organization and the quarterback of one of the most complex urban development projects in the city of Philadelphia.
5. **Innovate or Lose.** Climate change, sea-level rise, and coastal inundation are real and embody measurable and material risk to investment capital.
6. **Always Stay a Step Ahead.** Planning never ends; planning anticipates new problems and finds new solutions across many phases, scales, and issues of the project.
7. **Work Your Land.** This site has land! And land enables options, choices, and flexible solutions.
8. **Be a Knowledge Broker.** Investments in this complex waterfront (public and private) require new knowledge, coordination, collaboration, and negotiation. This is DRWC’s call to action.
9. **Broadcast Your Priorities.** An expansive vacant waterfront requires a clearly articulated value creation strategy and a risk mitigation plan.
10. **Don’t Forget the Water!** The water is your gold and supports activities and uses that cannot be found anywhere else in the city.

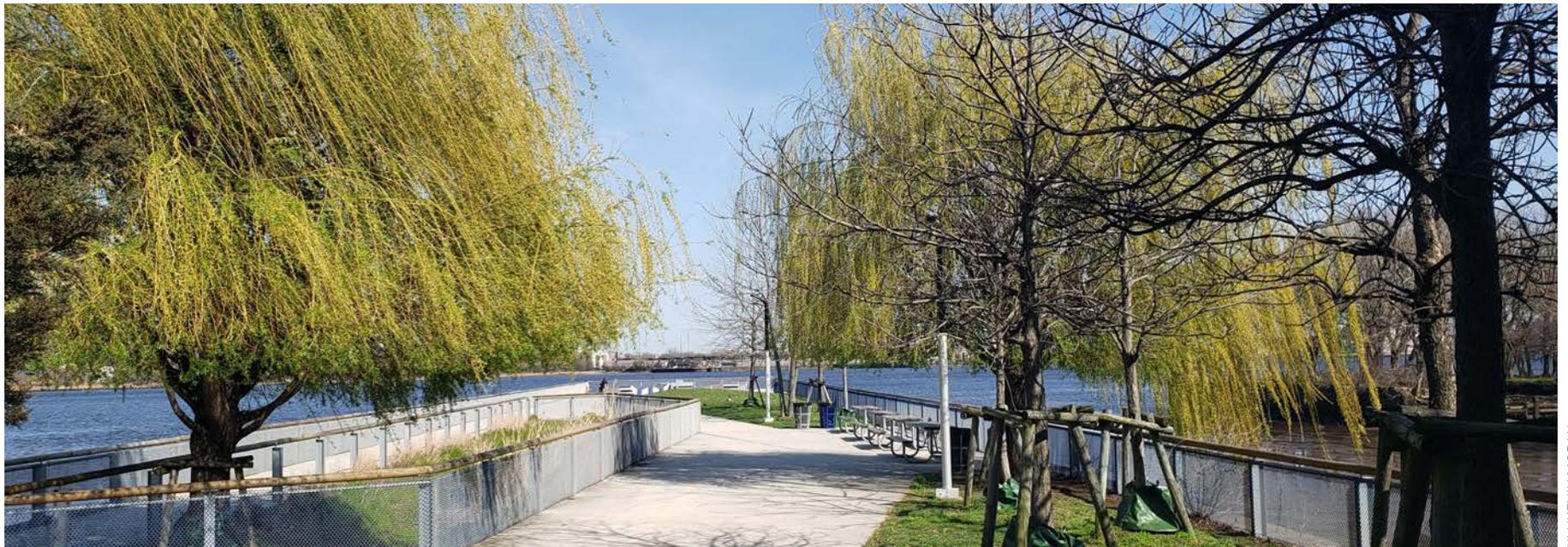
Prioritized Panel Recommendations for the DRWC

Although the development principles seek to establish an approach to DRWC's work, the following recommendations emerged as the prioritized next steps for DRWC to pursue. These actions seek to continue to build momentum for DRWC to advance the redevelopment of the Central Delaware in a responsible manner that anticipates the new risk factors associated with climate change:

- Create a comprehensive infrastructure plan for the entire project site to bring DRWC and private owners to a place of consensus about circulation, flooding, site elevations, infrastructure, and overall urban design of the waterfront sites.
- Create a formal association of existing private landowners, such as a business improvement district (BID), as soon as possible.
- Begin building the case for tax increment finance (TIF) and other creative land value capture mechanisms with the city of Philadelphia.
- Acquire as much private land as feasible for the purposes of establishing an accessible and purposeful public realm, including service as a nature-based resilience measure.
- Aggressively define and value how a resilient public realm benefits private land value, and work to leverage that value through the negotiation of community benefit agreements and other forms of public/private partnership.
- Aggressively position the entire endeavor as eligible for federal, state, and city infrastructure funding.

Background

Since releasing the 2012 Master Plan for the Central Delaware, a 25-year community-driven road map for waterfront development, DRWC has worked diligently to implement the vision of a world-class waterfront along the Delaware River. DRWC has created and cares for six new public spaces, including both permanent pier parks such as Race Street and Cherry Street piers, and seasonal destinations like Spruce Street Harbor Park. DRWC has also constructed about one mile of the permanent Delaware River Trail, with an additional continuous two miles slated to open in fall 2021. In addition to public space creation, DRWC has partnered with private developers to marshal investment into parcels it controls, including Festival Pier and Penn's Landing. Finally, DRWC has continued to advance more detailed planning for urban design and development coordination through numerous capital projects, building on the Master Plan with its own Waterfront Transit Study and Waterfront Arts plan.



ULI/KEVIN MORAN

Pier 68 is one of the public space projects completed by DRWC and the only pier project completed within the study area.

While the 2012 Master Plan made recommendations for urban development typologies for various segments of the waterfront and championed the establishment of public access across the waterfront, the plan did not make a detailed examination of the reuse and redevelopment of the abandoned finger piers. In the 2012 Master Plan, the southern finger piers were recognized as contributing to a larger vision for a linear ecological park along the waterfront.

Regarding private property development, the 2021 Master Plan called for generally low- to mid-rise mixed-use development in the northern and southern sections of the waterfront, with the north more focused on “light industrial” and the south focused on residential development with some commercial uses. The Master Plan broadly identified sustainability as a key goal but did not elevate the explicit strategies and best practices of waterfront resilience in the age of climate change. DRWC has recently had to make difficult decisions on how to allocate limited public resources in the effort to establish continuous public access to the waterfront.

Study Area and Existing Conditions

Roughly 55 formerly industrial maritime piers, many of which are in an advanced state of decay, are located within the six miles of DRWC’s legislated jurisdiction. Some of the piers are composite piers that have been added to and combined over the decades, like Festival Pier. Many of the piers are single

finger piers. Eleven of the 55 piers are under public control by DRWC under a long-term lease through the city of Philadelphia and the commonwealth of Pennsylvania, with the remainder owned by various private landowners and large corporations such as Conrail. The piers are in various states of repair, with many classified as “vacant” and demonstrating dramatic physical deterioration. Many are beyond recognition of their original use.



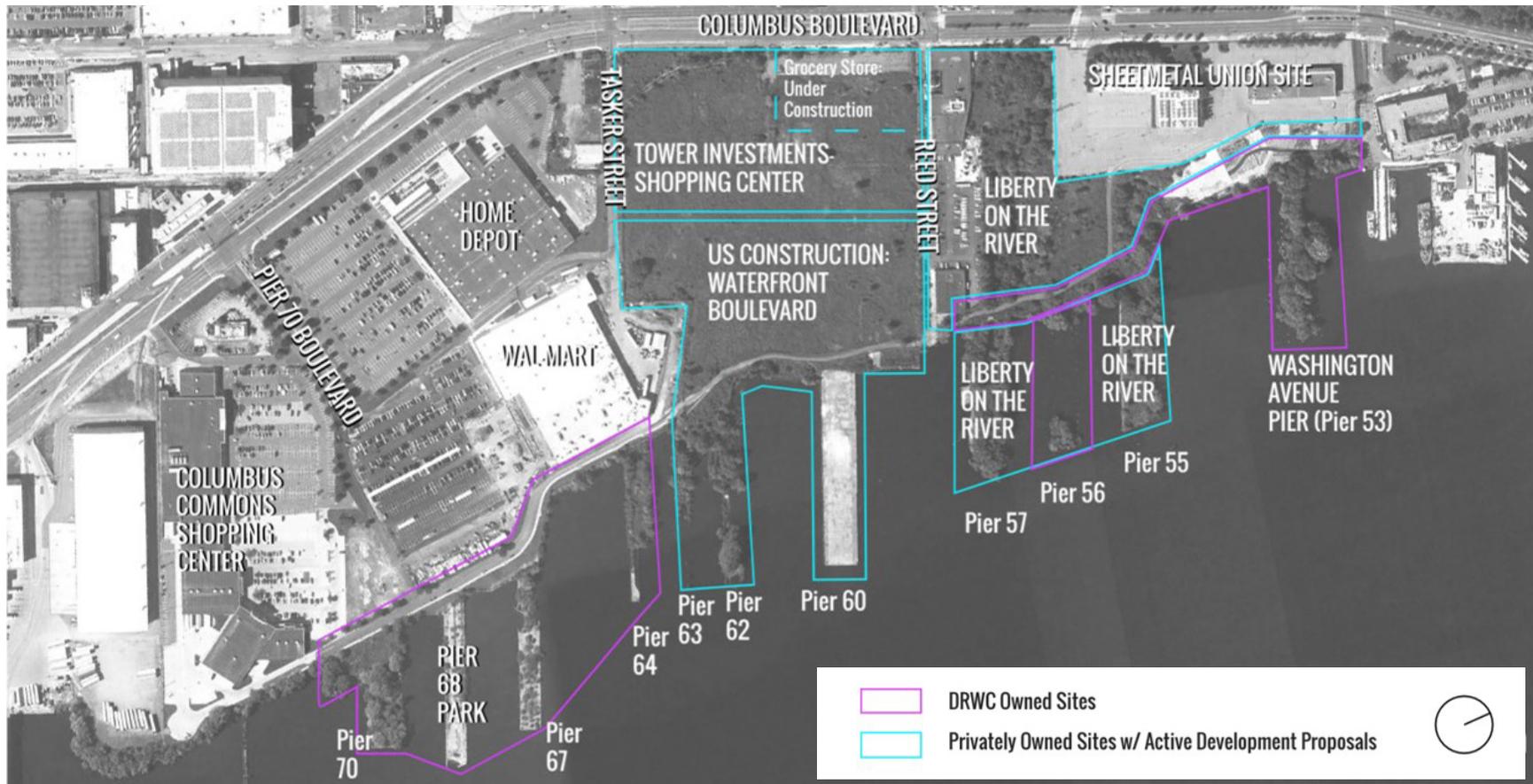
One of the 11 piers in the study area that make up the 55 piers under DRWC's jurisdiction.

The study area is just over one-half mile of Delaware River waterfront, located between Washington Avenue and Pier 70 Boulevard. This area includes a mix of ownership and includes 11 finger piers in various conditions, ranging from extreme deterioration to repaired/new park. The study area also includes a range of recent development proposals of a variety of scales, for both finger piers and the adjacent upland parcels. Because of this mix of ownership, pier condition,

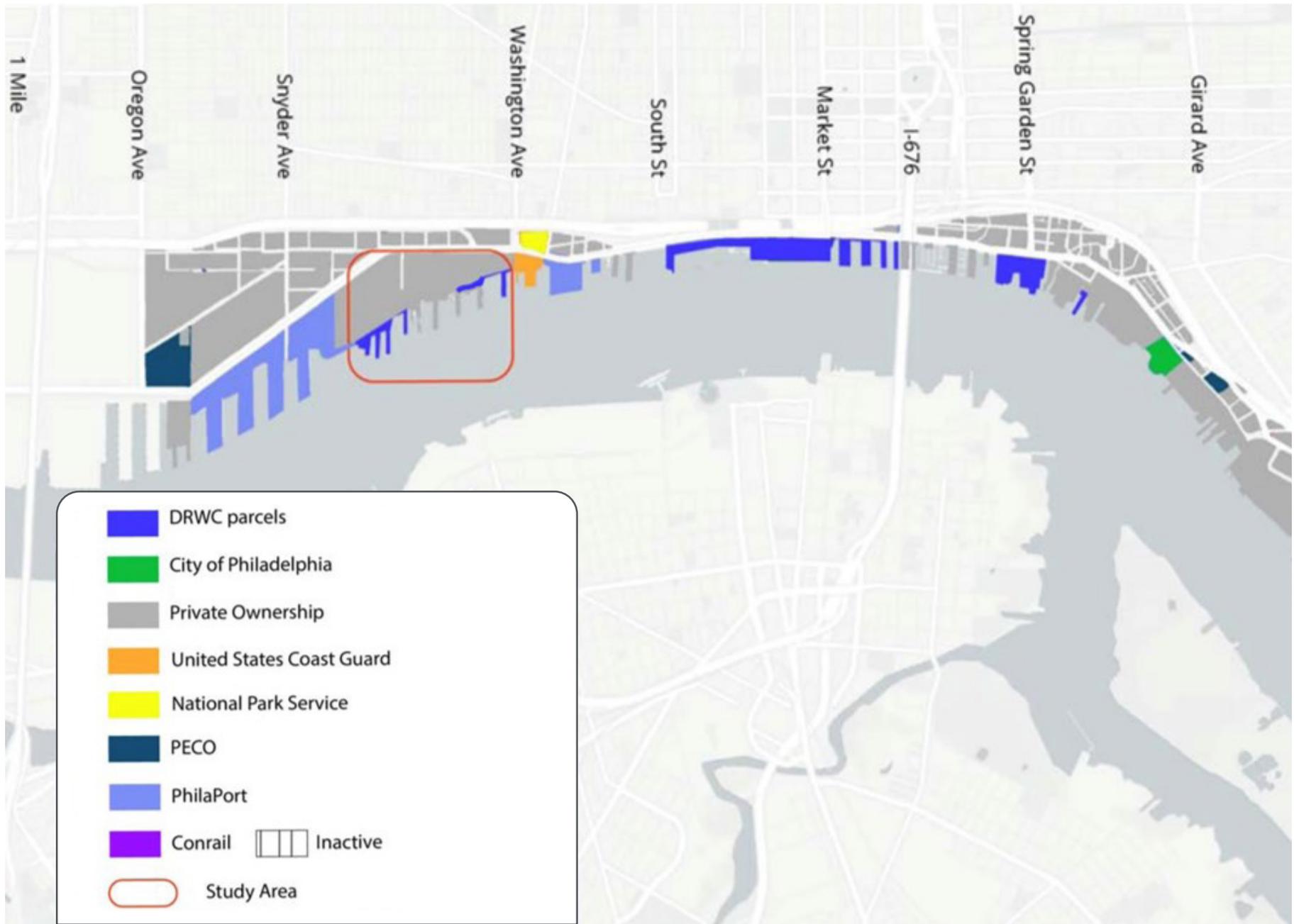
and adjacent development proposals, this study area is a microcosm of the full six miles of waterfront governed by the Master Plan.

Mounting global temperatures, caused by climate change, contribute to rising sea levels and increasingly frequent and strong precipitation events and storms. The Delaware River experiences regular tidal fluctuations that are elevated by storm

surge. As sea level rises, coastal hazards build and create new degrees of inundation and flood vulnerability that DRWC and river-adjacent communities will have to address. Flooding can cause property damage, damage site infrastructure, and introduce health risks for people living in adjacent neighborhoods. These unprecedented risk factors are expected to grow in the coming years and decades.



The study area comprises 11 finger piers in varying states of condition and ownership as well as the adjacent upland properties.



The finger piers in the study area are under a mix of ownership, with DRWC only having control over a few.

The Panel's Assignment

DRWC asked ULI to convene an Advisory Services panel to focus on the redevelopment and reinvestment of the piers within the study area along the southern reach of the Delaware River in Philadelphia. The panel was asked to assist the organization with the exploration of strategies to ensure that the future riverfront is not only active and vibrant, but also resilient to the imminent impacts of sea-level rise on the waterfront properties.

DRWC asked the panel to address the following questions:

1. What are the market realities of the piers and adjacent properties within the study area?
 - a. How might the overall approach to development in the study area change depending on how the piers are used (green/public open space vs. building development)?
 - b. How can the pier system and development along the Delaware River support each other financially and/or work together to reach resilience goals for DRWC and the city?

2. If the piers can be developed with a building program, how might we incentivize resilient development the responds to the goals of DRWC as outlined in the Master Plan?
3. If they should remain green/public, what incentives/regulations should be in place to ensure property owners participate?
4. What are the best practices for implementing the advised development/use program and how can DRWC, the city of Philadelphia, as well as state and federal agencies update their planning and regulatory documents to ensure resilient redevelopment long term?

Key Considerations of the Panel

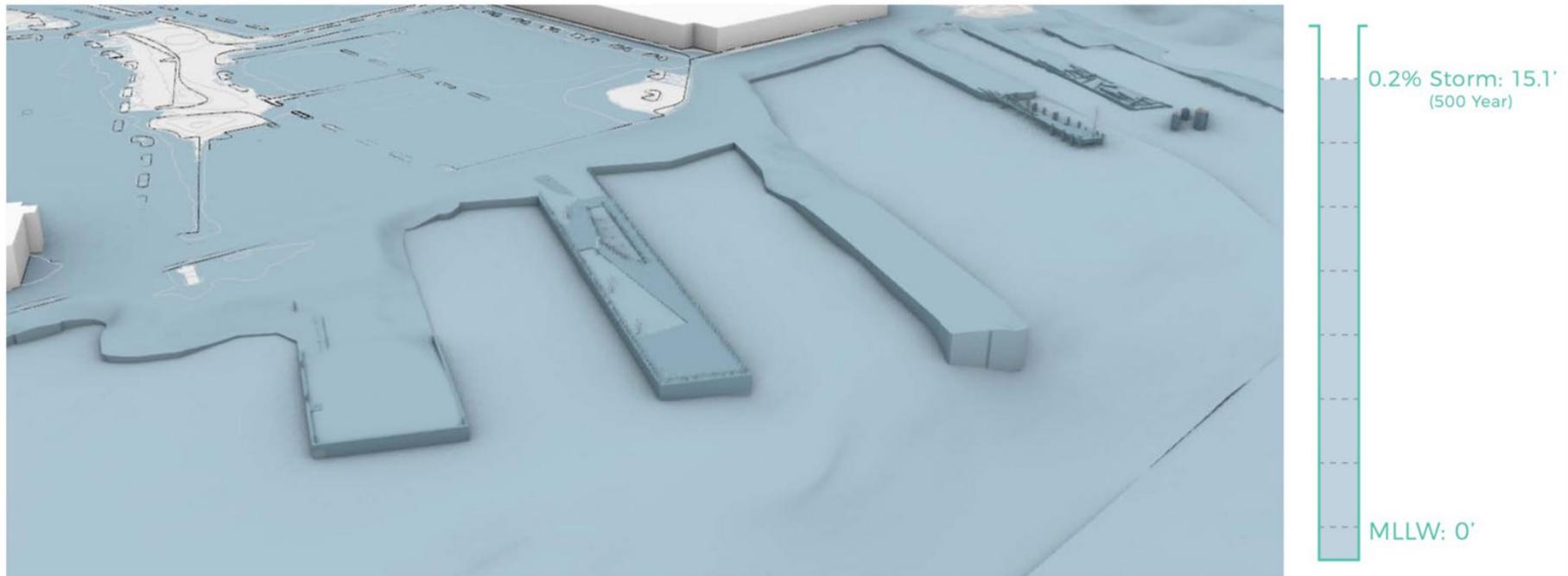
Through briefings, a virtual tour, and many stakeholder interviews, as well as a subsequent in-person site visit, the panel expanded these questions in order to contextualize its recommendations. Additional questions formulated by the panel included the following:

1. How can the panel make recommendations that build on the very considerable achievements and momentum of DRWC?
2. What is a world-class urban waterfront in the 21st century?
3. What is a resilient urban waterfront in the age of climate change?
4. How does this place become fully connected, truly inclusive, and responsibly equitable?
5. How can DRWC leverage its own mission to attract private capital to the site?
6. How might the pandemic affect the future of land uses on this site?
7. How can we honor the globally significant history of the Philadelphia waterfront?

Climate Change, Risk, and Resilience

The study area is part of a larger interconnected urban system that includes critical lifelines, transportation, water, energy, social systems, and more. The Delaware River trail and pier system are exposed to flood hazards that can directly affect the economic and social well-being of the inland communities, and an understanding of the potential threats and vulnerabilities is needed to quantify the risk profile, inform land uses, and develop mitigation strategies.

500-Year Storm Today



The riverfront properties in the study area today under the conditions of a 500-year storm, illustrating the vulnerability of this area to significant flooding events.

When considering next steps for addressing climate change, risk, and resilience of the study area, the panel identified the following themes.

- **Innovate or Lose.** Climate change, sea-level rise, and coastal inundation are real and embody measurable and material risk to investment capital.
- **Don't Forget the Water!** The water is your gold and supports activities and uses that cannot be found anywhere else in the city.

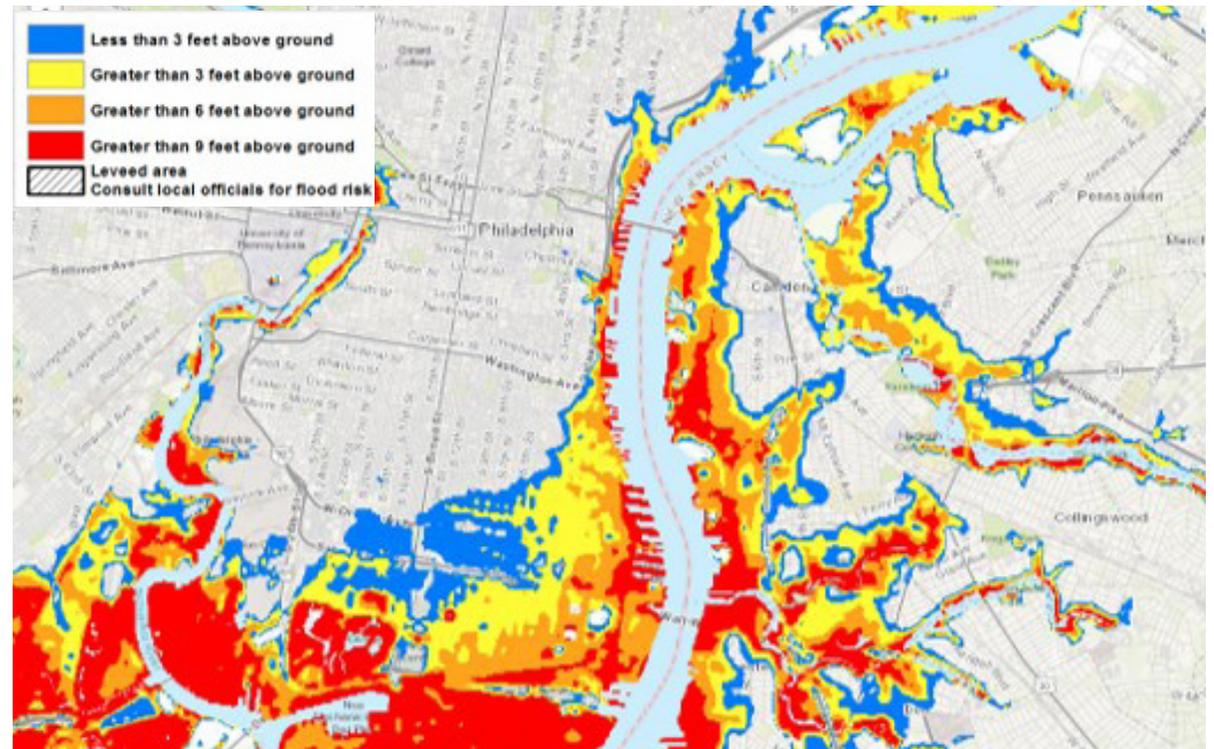
Set Resilience as the Standard

A deep understanding of the physical exposure and physical environment is critical to making sure that the study area is successful, not only regarding climate threats, but also regarding the ability to create a thriving sense of place that attracts both people and economy. The study area plays a critical role as a buffer between the river and Southern Philadelphia and requires multiple lines of defense to mitigate the effects of climate change, sea-level rise, and storm surge. How the area is developed and designed will make all the difference because it is not a matter of *if* this area will flood, but *when* this area will flood.

Resilient buildings and infrastructure must become the minimum development standard for all riverfront properties along the Central Delaware. To embrace this change, DRWC should comprehensively supplement the 2012 Master Plan with detailed civil and maritime engineering studies that formulate coastal resilience and adaptation design guidelines for this site to ensure that future public and private development actions enhance the protective capacity of future public and private uses.

Live with the Water

When thinking about the economic and development strategies for this area, the water must be accounted for and leveraged, and the idea of living with water needs to be integrated into everything that occurs within the study area. Structural adaptation strategies, such as elevated site grades, as shown on the following page, is just one example of how to integrate public infrastructure that is both flood tolerant and serves as flood mitigation for upland properties.



NOAA's National Storm Surge Hazard Map documents the real flooding potential of the study area and the rest of Philadelphia's Delaware River waterfront.

NOAA

Creative and strategic solutions to account for water in the study area can still create a river edge that is active and vibrant but also incorporates the natural features that attract residents and tourists to this unique area of the city.

To account for flooding and water inundation within the study area, DRWC and its partners need to conduct a full vulnerability assessment to acknowledge the risks to the area and to begin to plan for and manage its resilience and inform updates to the 2012 Master Plan. This includes identifying future anticipated coastal hazards, based on potential physical changes to the environment to inform all future planning of the area. As part of this process, design standards need to be developed, adopted, and enforced that are implemented to reduce coastal hazard risks and to promote and uphold the principle of “living with water.”

An example would be requiring mixed-use riverfront development to implement green space between the project infrastructure and the river to allow water to come in and out during water hazard events. DRWC should also include adjacent neighborhoods, the advocacy community, and Camden, New Jersey, directly across the river, as stakeholders in the environmental, social, and economic resilience of the river.



Redevelopment that is designed to “live with water” is critical for a resilient future. It also creates an opportunity to develop a unique character for this section of the waterfront.

Understand the Unique Opportunity of Each Pier

The piers themselves play a critical role in the physical and ecological characteristics of the river’s dynamic edge, which is why they should remain independent of future permanent private investment projects and either be maintained and improved as public open space or serve as ecological support

to the river’s habitat. Future civic and ecological uses of the piers can and should support active uses, and active maritime uses should be explored and integrated where feasible.

As shown in the matrix below, the piers are in various conditions. The condition of each pier, paired with the principle of “living with water,” should be actively studied by DRWC to understand the specific

vulnerabilities and opportunities each pier provides through an extensive pier assessment study. DRWC should use the findings of this study, or studies, as a guide for development for each individual pier based on its structural integrity and existing habitat. Additional details and next steps regarding the piers are addressed in the “Site Strategies and Access” section of this report.

Matrix of Pier Conditions and Use

Pier number/name	Ownership	Status	Condition	Upland	Proposed use
Pier 53 (Washington Ave)	DRWC	Retrofitted in 2011	Publicly accessible	Sheet Metal Workers Union	Riparian habitat with public access
Pier 55	K4	Abandoned	Collapsed, above water	DRWC-owned trail, K4 ownership beyond	Residential
Pier 56	DRWC	Abandoned	Collapsed, below water	DRWC-owned trail, K4 ownership beyond	Riparian habitat
Pier 57	K4	Abandoned	Collapsed, above water	DRWC-owned trail, K4 ownership beyond	Residential
Pier 60	US Construction	Abandoned	Intact, concrete	Vacant, in permitting	Residential
Pier 62	US Construction	Abandoned	Collapsed, above water	Vacant, in permitting	Private recreation
Pier 63	US Construction	Abandoned	Collapsed, above water	Vacant, in permitting	Private recreation
Pier 64	DRWC	Abandoned	Collapsed, above water	Big-box stores, Tasker St	Riparian habitat with public access
Pier 67	DRWC	Abandoned	Collapsed, above water	Big-box stores	Riparian habitat with public access
Pier 68	DRWC	Retrofitted in 2015	Publicly accessible	Big-box stores	Riparian habitat with public access
Pier 70	DRWC	Abandoned	Collapsed, above water	Big-box stores	Riparian habitat with public access

Bring Excitement and Discovery to the Riverfront

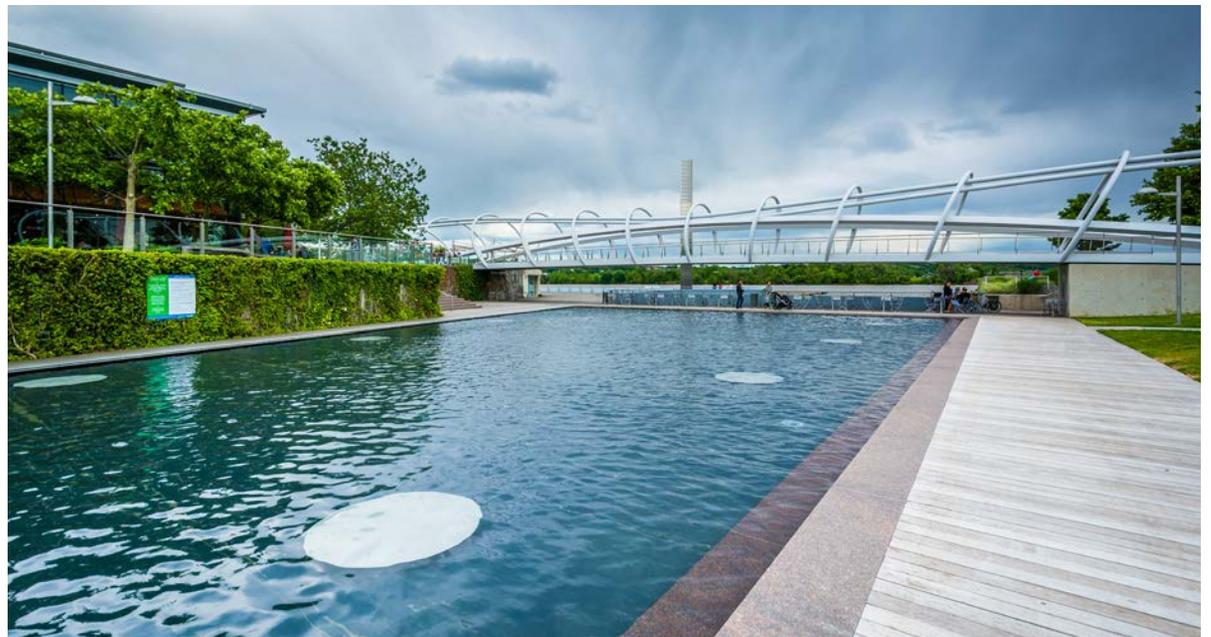
DRWC should create opportunities that support a vision of a riverfront that is active, authentic, resilient, and sustainable. As DRWC has already demonstrated to the north of the study area, water is what makes this site unique to the rest of Philadelphia. The water should be leveraged to attract people through programming and infrastructure programs that are fun and connect visitors directly with the river.

Activate on the River

When reimagining the piers and softening the river's edge, accessibility to the water and providing the opportunity to encounter the existing and restored ecology should be at the forefront. Creating opportunities in this study area that allow people to be close to or in the water follows this theme of a more natural setting and differentiates this section of the riverfront from the properties and piers to the north. Maritime activities, including commercial ferries and private marinas, should be the subject of detailed feasibility studies. DRWC should aggressively integrate opportunities for lower-impact water activities, such as kayaking or canoeing, where anyone can have a more personal interaction with the water.



ULI/KEVIN MORAN



Waterborne activities such as kayaks and water access points help connect people with the river and create a unique sense of place.

Educate on the River

The piers represent critically important histories of the evolution of the city of Philadelphia. The water and the natural habitat that exists in the mud flats, low tidal areas, and even the piers' immersed structures also provide an opportunity for interactive environmental education at the riverfront. Creating educational programming geared toward children is a great way to create early relationships with the water for Philadelphia's young residents and visitors, where they can get close to and learn about the river, the evolution of the city's economy, and all the important contemporary roles the waterfront plays for the environment and habitat.

One proposal would be to consider a pier restoration project related to both the historical function of the pier and the manner in which the waterfront can benefit from bio-engineered natural water cleansers, such as mussels or oysters. DRWC with other stakeholders and partners could build riverbeds or reefs to help reinstate or stabilize these populations, similar to what has happened in the Schuylkill River. This not only would provide an opportunity for a community restoration project, but also create a long-term educational opportunity for people to learn about salinity and the importance of a healthy river.



An example of an interactive pier that allows visitors to experience the river's ecology and natural state as part of an environmental education program to attract visitors to the water.

The idea of citizen science coming to the waterfront can be incredibly powerful as a tool for community inclusion as well for the entirety of Philadelphia, moving beyond the identification of the adjacent neighborhoods as the sole stakeholders. Another proposal could include creating a home for community-based nonprofits that are water and environmentally focused in this area, so they are nearby the piers, increasing program opportunities with DRWC.

Another programming opportunity would be for DRWC to partner with an organization (nongovernmental organization, university, or consultant) to create a comprehensive, interactive historic interpretation program and strategy for the site. This could also be linked to a public arts program that captures the process of the piers' transformation through their degradation into habitats that now support the riverfront's ecology. This could be administered in a virtual format, accessed from different key points along the waterfront or through live, in-person events featuring local ecologists.

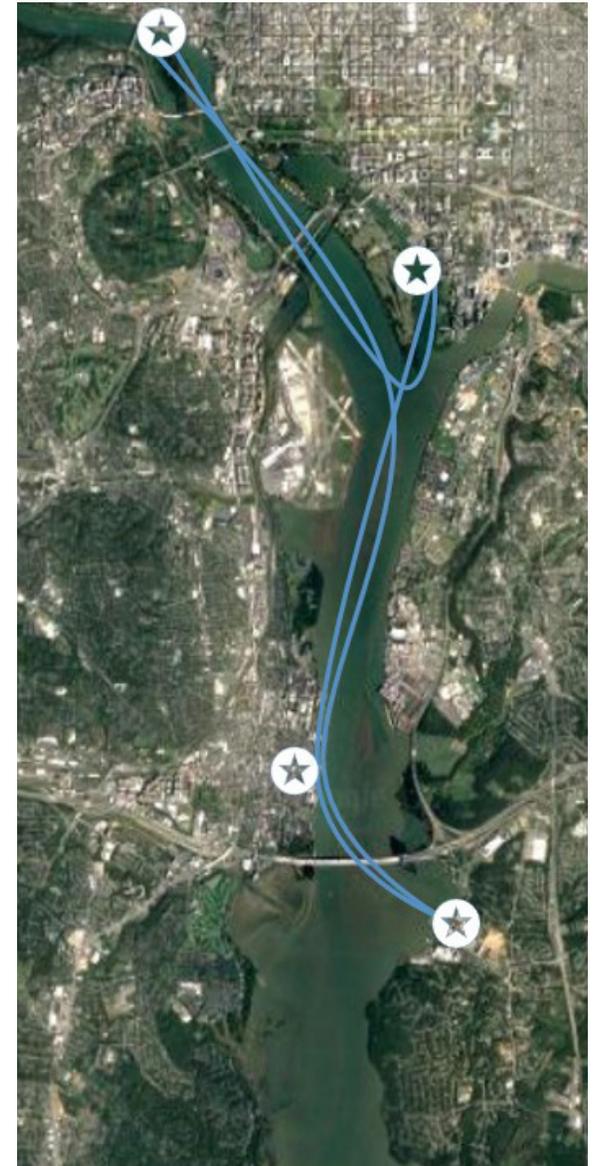


Programming and activities geared toward children and environmental education can attract new visitors to the study area riverfront and create a new generation of river-goers.

Move People on the River

Another potential strategy for riverfront activation and attraction would be to create a ferry stop in the study area, ideally at Pier 60 because of its prime location, discussed in more detail in the following section. Although a ferry exists that connects Philadelphia to Camden, New Jersey, across the Delaware

River, an opportunity exists to expand into a ferry network that could be used by residents and visitors to move between different areas of the riverfront to see what is going on at the Navy Yard, Penn's Landing, the study area, and other future destinations as they begin to develop along the Delaware.



ULI/KEVIN MORAN

Expansion of ferry services to a larger network could create a greater sense of destination and coordination among the various key locations along the Delaware River waterfront.

ULI/LEAH SHEPPARD

Take the Lead

DRWC has the opportunity now to think bigger about the riverfront and play a role as the leader and convener of not only the piers, the riverfront trail, and the river's edges, but also the upland properties and the future development sites, to ensure that this entire section of the riverfront results in

an active, authentic, sustainable, and resilient new neighborhood and citywide destination.

DRWC has already taken the lead in many aspects related to the future improvements and development along this section of the riverfront. Therefore, the next logical step is for DRWC to embrace its role as the leader of resilience for the whole Central Delaware

riverfront, including all upland sites, and step into the role as the active convener concerning all current and future development of the riverfront. DRWC is the appropriate entity to serve as the active convener for both the regulators and the private development community because it is on the forefront of climate change on the river's front and the steward of the Delaware River.

OHIO CREEK WATERSHED: OPPORTUNITIES & STUDY AREAS



Resilient features and practices must be integrated throughout the built environment. By starting with resilience as the stage is set for redevelopment within the study area, DRWC can ensure that future development aligns with their vision of a resilient waterfront.

Regulatory and Development Environment

Although DRWC is not a regulatory body, it has an enormous role to play in helping support and facilitate the coordination of regulatory actions. DRWC should be the lead intermediary in the coordination of U.S. Army Corps of Engineers permits and has a very important leadership role to play in land use and design review. DRWC has already positioned itself as a leader and facilitator and can do even more to help future applicants through the land entitlement process in a smooth, predictable, and certain manner.



The 2012 Master Plan vision of the study area with the recommendations from the South Wetlands Park Concept Plan closely aligns with the recommendations of the panel. The South Wetlands Park Concept Plan should be adopted, and next steps in its development should be executed by DRWC.

When considering next steps in further solidifying DRWC's role in the development process on both the public and the private sides, the panel named the following themes:

- **Keep Your Eyes on the Prize.** Fearlessly carry the torch of the comprehensive big-picture vision of a world-class Delaware River waterfront.
- **Always Stay a Step Ahead.** Planning never ends; planning anticipates new problems and finds new solutions across many phases, scales, and issues of the project.

Expand Authority

Although DRWC has found success through partnerships with the city and private developers, as previously mentioned, it is time for the organization to take the lead as the convener of the civic dialogue along the riverfront by establishing its own waterfront design center, emphasizing global precedents in resilience, knowledge management of policies, and urban development best practices.

The panel recommends that this coordinating role within the regulation of the riverfront be formalized by the city of Philadelphia to ensure DRWC has oversight, in coordination with the city, to ensure that all development proposals are in line with the long-term vision for the riverfront. Furthermore, DRWC should continue to pursue acquiring more land, particularly for piers and property directly adjacent to the river, when possible.

From Master Plan to Development Guidelines

DRWC is now in a position where the complexity regarding waterfront resilience requires new guidance to the public and private sectors. DRWC should prepare a comprehensive site and waterfront infrastructure plan to supplement the Master Plan and integrate climate-related risks with public realm goals for the water's edge. This new coordination document is critical to help facilitate common goals so that the city and developers can work synergistically and efficiently in allocating capital and expertise.

Information collected from a detailed pier assessment, climate risk assessment, and other studies recommended in this report should inform this vision and development plan for the riverfront. The Master Plan should be adopted by the city of Philadelphia and the regulating plan for the area and should also include or guide the development of river access, circulation, street use requirements, design requirements, flooding, site grading, and further demonstrate zoning tools and strategies to incentivize public benefits from future developments.

With clear design guidelines for development along the riverfront for the area, DRWC would also provide transparency for developers and property owners. This transparency can offer opportunities to bundle development projects, rather than developing each one by one, which leads to uncertainty in how the future projects will interact with one another and the changing environment along the riverfront. Coordinated development allows for coordinated mitigation strategies for riverfront properties and allows for increased funding opportunities for DRWC and the city to continue to make public improvements and build coordinated flood mitigation projects along the waterfront in partnership with developers and property owners.

Site Strategies and Access

DRWC is on the right track with the projects it has in development and has completed. However, with additional partnerships, discussed in the following section, and increased regulatory oversight on these properties (discussed above), DRWC can cohesively plan for site improvements that would increase access, opportunities for site participation, and climate mitigation measures.

When considering next steps for addressing urban development and shoreline improvements to the site and access, the panel considered the following themes:

- **Work Your Land.** This site has land! And land enables options, choices, and flexible solutions.
- **Be the City of Brotherly Love.** Articulate a truly inclusive vision of what it means to “provide access to the waterfront.”
- **Create People Places.** Put human experience at the center of the strategy.



The existing condition of the Washington Avenue connection to the Delaware River Trail.

ULI/KEVIN MORAN

Connect the Riverfront, the Neighborhood, and the City

DRWC has already made major investments and improvements toward increasing multimodal connectivity to better access the waterfront. Continuing this work and expanding to more infrastructure projects over time will continue to strengthen not only the connections within the project area but also those to the adjacent neighborhoods and the rest of Philadelphia.

Strengthen Major Connectors

The Delaware River Trail (DRT) is a major key to connectivity between the north and south along the river’s edge. DRWC has made significant progress on this asset, and its completion is critical to the larger puzzle of establishing this section of the river. Building upon this project, the panel recommends that DRWC work to expand the easement area for the DRT to allow additional mobility options. This could be done on a site-by-site basis as properties go under development and should encourage situating the DRT as a space of public ownership along the riverfront. Furthermore, DRWC may want to consider working with developers to determine whether a section of the riverfront could become a limited vehicular traffic street along the riverfront, thereby allowing people beyond traditional trail users to engage and access the waterfront.

Access was a major theme of not only DRWC and its organizational charge, but that of the stakeholders interviewed, including city officials, local developers, and local community members. East-to-west connections are key to expanding community-wide and citywide access to this special part of the riverfront. Although the upland properties in the study area are in various stages of ownership and redevelopment, DRWC should continue to work as the “broker” between development projects and the city to ensure that the following major street connections are made to stitch the study area together with the adjacent neighborhoods and Philadelphia.

DRWC should continue to work with developers and the city to ensure the following connections are achieved to pursue DRWC’s charge of increasing access to the riverfront.

In addition, DRWC should create a dedicated digital map strategy that would allow interested users to understand the key areas to visit along the riverfront, along with suggested routes and opportunities for further exploration or events and to understand the best options for accessing the site area. This strategy could be an ongoing effort that builds over time as the future vision of the site becomes more clearly realized.

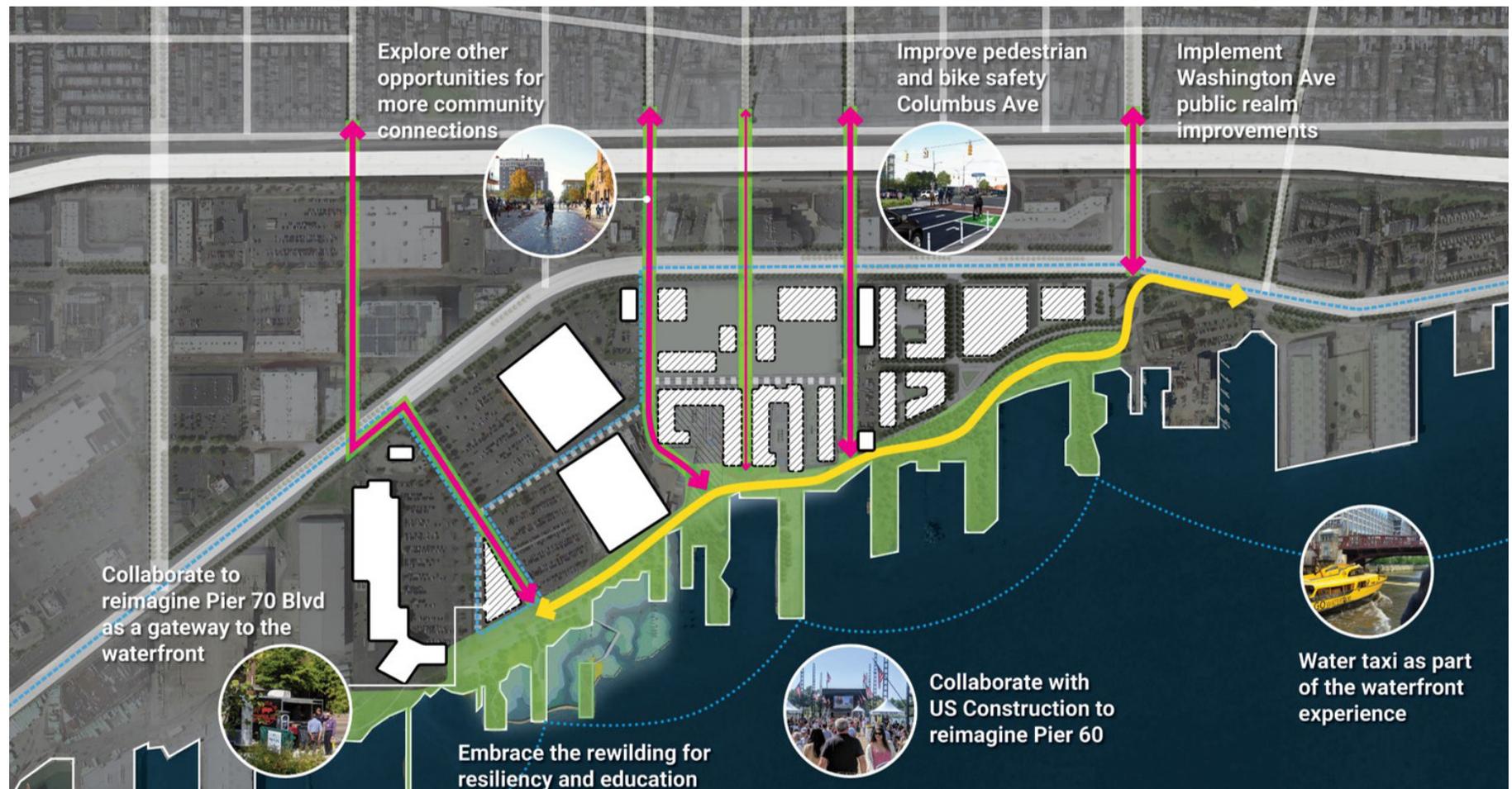
Street name	Recommended action
Washington Avenue	Complete the connection between the DRT to Washington Avenue.
Reed Street	Establish as a “river access street” as a near-term connection to the DRT.
Dickinson Street	Plan for this connection through the U.S. Construction site as a key east–west connector to the study area.
Tasker Street	Develop a near- and long-term strategy for establishing as a key connector to the study area.
Pier 70 Connector	Increase multimodal access through the big-box retail site by reconfiguring parking to allow safe passage by pedestrian, bike, scooter, and bus users.
Riverfront Trail Setback	Pursue a larger setback where possible.
I-95 and Delaware Avenue	Pursue solutions to reduce these barriers to access from the neighborhoods closest to the study area.

Identify and Build Key Transit and Multimodal Nodes

Increasing access to the study area includes the necessity of continuing to identify and build out key transit and multimodal nodes that will allow more people to easily get to the

riverfront through many different transportation modes. Increasing and identifying the key locations for stations and sites for bus transit, bikes, pedestrians, and micro-mobility (scooters or other shared modes) and potentially micro-transit to access the riverfront at multiple points will reinforce its role as a public

space for all Philadelphians. Furthermore, all future development projects should be scaled to create “Philadelphia blocks” that do not create a greater barrier to the riverfront but rather enhance the human scale of development along the river and increase riverfront access.



The future vision for the study area should increase accessibility to the riverfront through multiple connectors that are enhanced to welcome and draw visitors to the Delaware River Trail and future public spaces along the riverfront. Increased connectivity for bicycles, pedestrians, and watercraft will enhance this area and create a community hub.

DRWC should focus on creating and/or further developing transit and multimodal access to the project site at the following points:

- the north end at Washington Avenue, as part of a connector project;
- the south end at Pier 70;
- the big-box center parking lot with improvements to the lot and its circulation to allow safe access for nonmotorized vehicles;
- the center of the study area at Pier 60, where the future access road will be implemented with the development of the U.S. Construction site; and

- Pier 60 itself as a stop for a future multistop Delaware River ferry to access all the waterborne activity centers along with Delaware River waterfront.

The vision for Pier 60 would be to serve as a focal point (and midway point) of the riverfront, where people could see the activated Pier 60 from the viewsheds created by the new access road through the U.S. Construction site. Although Pier 60's integrity is known to be unstable, the location alone as a focal point within the site area makes its rehabilitation as a usable pier for water transport and other recreational uses worth considering.

Reimagine and Retrofit Existing Development

As referred to above, the big-box retail site has the potential to be a critical connection as well as a complementary site to the waterfront within the study area. In the near term, reconfiguring the parking spaces could allow safer access to the riverfront for bicyclists, pedestrians, and transit users as well as provide space for visitors to access and depart various modes of transportation. The parking lot could also be used in the interim for events in coordination with DRWC and the riverfront to expand the public space and provide parking to attract more people to the study area.

Looking ahead, DRWC should consider the site's future because denser development may one day occupy this space as the retail market and trends shift over time, potentially reducing the need for large, big-box shopping complexes. An opportunity may exist to partner with the current or future property owner to establish a large open space that connects and draws people to the water.



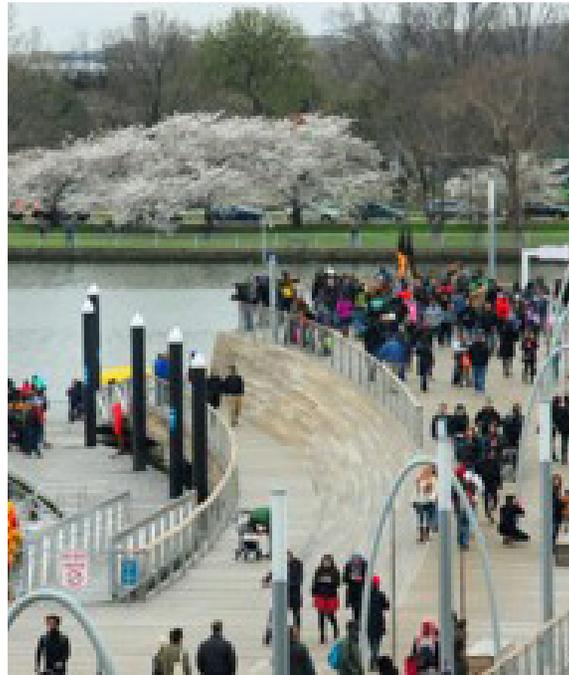
ULI/KEVIN MORAN

The Delaware River Trail comes right up to the Walmart and other big-box stores located at the southern end of the study area. Increasing access and accommodations for bicyclists and pedestrians as well as providing parking for trail and riverfront users can continue to build the number of riverfront users.

Build Resilience and Restore Ecology

Today, this section of the Delaware River waterfront has its own identity as a quieter, more passive and natural space to visit. Although the panel agrees with DRWC's desire to support redevelopment and investment, the identity of this section of the riverfront should be one that is a model of resilience and ecological restoration. As described earlier in this report, the ultimate design and programming of this area should be focused on water-dependent and water-enhanced land uses and potentially creating a future home for community-based nonprofits in the area with close access to the piers.

In general, the overall site development strategy for the piers should focus on identifying the wetlands and piers as public open space. Piers 53 and 68 are already complete; however, the remaining piers are yet to be programmed or rehabilitated. The panel recommends that DRWC conduct an in-depth pier conditions study to determine the viability of the other piers (Piers 53 to 57 on the northern end and Piers 63 to 70 on the southern end), and specifically, Pier 60, which the panel has



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If Pier 60 is suitable to become a focal activity pier of the study area, DRWC should consider design options that create a one-of-a-kind pier experience for users that is visible from beyond the riverfront to attract visitors.

identified as a focal pier (based on its location), to potentially be a landing for a future river ferry (see above) and other water-based activities to draw the public to the waterfront. DRWC should also consider the design of the pier and think about ways to elevate the design to create a unique landmark for the study area.

The panel's assessment is for DRWC to generally focus on the redevelopment and improvement of Pier 60 and allow the remaining piers to remain in their various natural states to support the water and mud flat ecology that has already developed and only invest in those that continue to have preserved infrastructure in place.

To confirm this, the panel recommends DRWC expand on the South Wetlands Park Plan study to include the same level of analysis for the entire study area and to help DRWC determine which piers are viable for investment, what that investment might be, and which should remain as is or in some state in between. The panel also recommends that DRWC continue to establish the priorities outlined in the South Wetlands Park Plan, including the phasing, habitat priorities, accessibility, and investment.

As mentioned, DRWC should work to widen the 50-foot setback. In addition to allowing additional space for mobility of people, an increased easement would also create more of a "front-yard" public space for the neighboring communities, such as Pennsport, along the waterfront and, importantly, under DRWC's control could enhance the design to ensure added climate and flood mitigation for the upland properties.



ULI/KELSEY STEFFEN



ULI/KELSEY STEFFEN

Many of the piers along the study area have become critical pieces in the river's ecology and embody the natural character envisioned for this section of the Central Delaware.

Engagement, Inclusion, and Equity

At the core of DRWC's main charge is access. Creating, maintaining, and enhancing access to the riverfront must be woven through all future riverfront developments and improvements, building on the example DRWC has already set. This imperative not only applies to physical access, as addressed in the preceding discussion, but also through engagement, inclusion, and equity of opportunities for the development and use of the riverfront.

When considering the study area's accessibility through engagement, inclusion, and equity, the panel considered the following themes.

Promote Access through Engagement and Inclusion

Focused engagement with waterfront communities adjacent to the study area, in partnership with the Central Delaware Advocacy Group, is essential to understand and address physical barriers in accessing the waterfront, specifically the major corridors of I-95 and Delaware Avenue, which create a physical and visual barrier between the riverfront and the neighborhoods of Pennsport, Whitman, Dickinson Square West, and Queen Village.



ULI/KEVIN MORAN

35 to 40 percent overall, 25 to 30 percent Minority Business Enterprises, 10 to 15 percent Women Business Enterprises, and best efforts for Disadvantaged Business Enterprises.

As the vision of the study area comes to fruition and additional job opportunities become available, DRWC should establish objectives for new jobs and apprenticeships for Philadelphia residents with a goal of 51 percent to Philadelphia residents. Twenty percent of that total to Philadelphia residents should be focused on underinvested and disadvantaged neighborhoods.

If not already in place, DRWC should strive to create agreements with labor unions to give preference to Philadelphia residents, particularly from zip codes identified as disadvantaged. With the adoption of these goals, DRWC should implement a rigorous monitoring of progress, shared regularly with community stakeholders to ensure that the goals are being worked toward.

Local employment opportunities should also be enhanced by placing additional community and economic development objectives on the shoulders of the private site owners both in business participation and jobs through the establishment of jointly quantifiable goals. DRWC can offer support to such owners in identifying qualified candidates, calling on well-established nonprofit entities experienced in this work.

Existing features of the Delaware River Trail include art installations unique to the study area.

In addition, targeted engagement with Philadelphia communities distant from the waterfront is important to ensure inclusion. This could include meeting with communities throughout the city in their own neighborhoods or hosting meetings at the waterfront, where DRWC assists community members with transportation to the study area. As part of the overall program, DRWC should incorporate a community-based heritage program that celebrates the key events, places, and people that played a part in the history of the riverfront.

In addition to ensuring that Philadelphians can access the riverfront, the programming that is ultimately implemented in this area

should be appropriate for its users and meet the needs of neighboring communities. The river should be a place to be enjoyed by all Philadelphia's residents.

Create Access through Social and Economic Equity

Setting internal goals for increasing equity through hiring practices and the overall economic strategy for future development is an important piece of access that DRWC should continue to work toward.

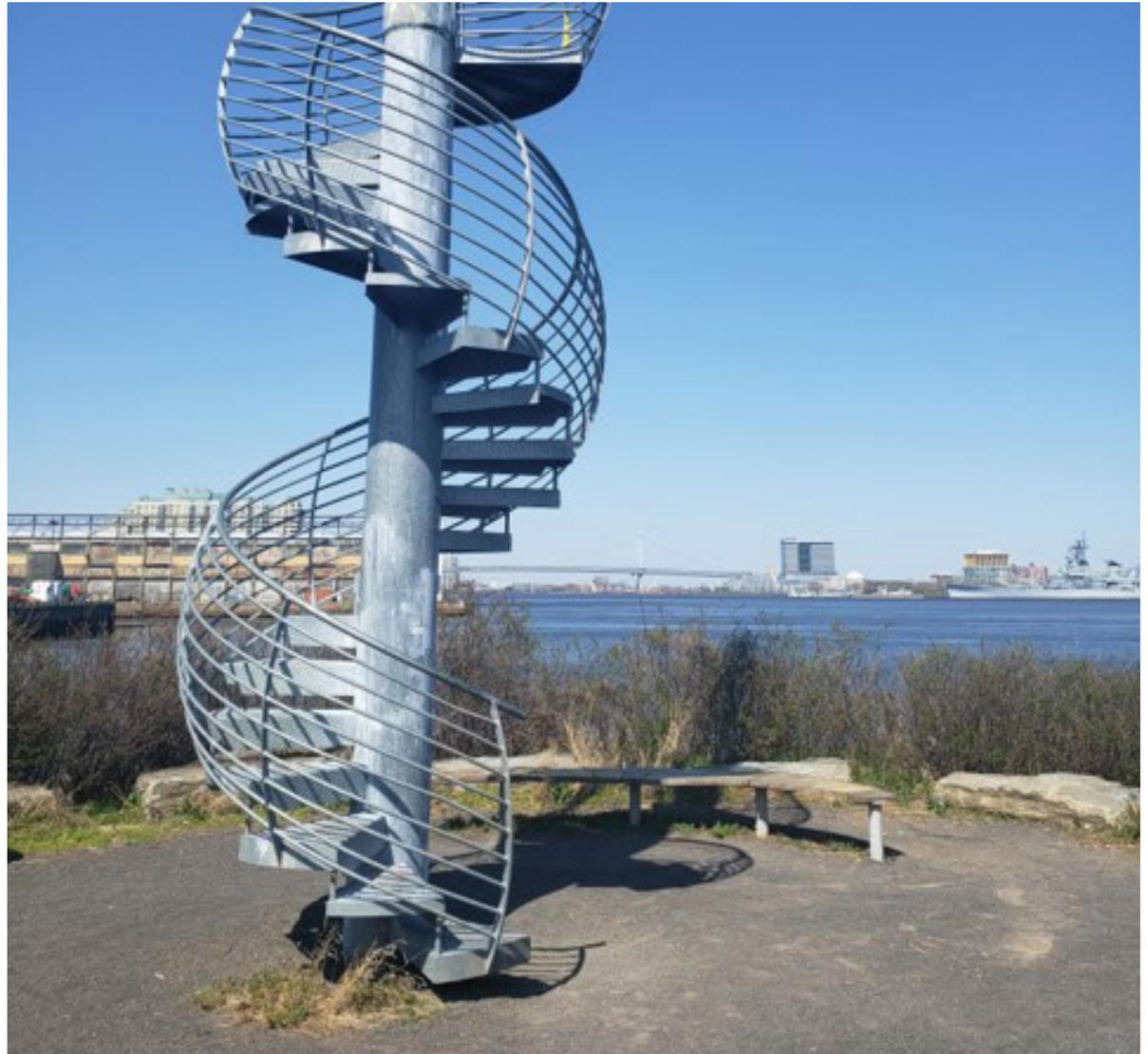
The panel recommends that DRWC continue to build on its existing Minority, Women, and Disadvantaged Business Enterprise program (M/W/DBE) and work toward its goals of

Markets and Attracting Capital

DRWC is an economic development organization, whether it is currently considered that publicly or not. Fortunately, DRWC has gained a lot of momentum for all the important work and projects it has completed since its inception. Now is the time to use this momentum to its advantage to be creative and partner up to reposition the organization as a value-add intermediary and problem-solver on development issues related to riverfront site design, permitting, stormwater, and remediation.

When considering next steps for attracting capital for the project site, the panel considered the following themes:

- **Be a Knowledge Broker.** Investments in this complex waterfront (public and private) require new knowledge, coordination, collaboration, and negotiation. This is DRWC's call to action.
- **Broadcast Your Priorities.** An expansive vacant waterfront requires a clearly articulated value creation strategy and a risk mitigation plan.



The DRT already includes recreation and interactive art amenities that create opportunity for increased use and development.

Consider Capacity for Implementation

DRWC should catalyze more private-sector collaboration, explore different tools, and encourage new partnerships. DRWC should prioritize acquiring more land, leverage infrastructure investments, create a BID as soon as possible, and make the case for a TIF district for this area. To accomplish this, DRWC's own capacity and role in the redevelopment process need to be crystalized to ensure success.

DRWC has provided dedicated staff to focus on project implementation. DRWC should consider continuing to be staffed and supported to complete the public development process and the ongoing maintenance role of the properties in the study area. However, DRWC needs to increase its organizational capacity to marshal its overall vision and plans for this study area moving forward.

The ability to acquire new property while unlocking private-sector value, as recommended below, will present additional complexities, given that not all land parcels are currently owned or controlled by DRWC or the city. This will increase DRWC's reliance on public/private partnership (P3) projects to generate additional resources to pay for the public portion of the project, requiring increased skill sets and resources at the DRWC staff level.

Be the Public-Sector Entrepreneur

P3s inherently focus on the public sector as an investor that expects a return on its investment. Public investment is not a "give-away," rather it is finding a balance between public stewardship and private value. DRWC should take on the role of the "public-sector entrepreneur" to put the money where its priorities are and demonstrate the inherent value that is created through public improvements. In this role, DRWC can work with developers to get the outcomes they want and need to catalyze private-sector collaboration.

Return can be measured in monetary (e.g., bringing nonproductive assets back into service and onto tax rolls) and nonmonetary (e.g., the catalytic impact of public investment and improvement along the waterfront and the future gains to the private developer as a result) ways. This requires a different mindset for DRWC, the city, and private developers, because the public DRWC as the broker for the public space is now taking the lead as the "quarterback" in increasing land value and entering smart partnerships with developers to unlock the potential of DRWC's future implementation plans.

This will require DRWC to be aggressive with the development of community benefit agreements associated with private investments along the riverfront to ensure the public realm is in line with DRWC's expectations and standards. Developers cannot discount that the future land values of redevelopment will depend completely on the quality of the public space along the riverfront. Therefore, everyone's best interest is served by ensuring that the public realm needs are met early and reflect the larger vision created by DRWC.

Maximize P3 Opportunities

P3s provide the power to develop or redevelop an area or site, often blighted or underused, to achieve key public objectives like downtown revitalization, housing opportunity, commercial and retail development, catalytic impact, and quality of life. Maximization of P3 opportunities creates value that can be used to cover upfront park infrastructure costs (value capture).

Similar to the work done to secure the redevelopment of Penn's Landing by the Durst Corporation, where the value of the public realm is driving the design and value of the redevelopment, DRWC should leverage the value of the public realm through other P3 opportunities to unlock the value of the project area and gain increased support for the city.

Broaden the Financial Toolkit

DRWC has fee income, great staff, and great minds—all of which have allowed the organization to raise a lot of money through fee income, philanthropic grants, and other grants (county, state, and federal) to accomplish a lot of great work along the riverfront. As DRWC continues to move forward with its plans and take the lead on development of the study area riverfront, the following financial tools should be prioritized and used as mechanisms to raise capital in

the near term to acquire land where feasible, make improvements to the riverfront, and leverage public benefits with private development partners.

- **Business Improvement District:** The creation of a BID is an ideal tool for DRWC to begin creating and capturing value from private commercial owners to fund public improvements projects for the study area. DRWC should prioritize this effort and make immediate plans to implement its BID Feasibility Study.

- **TIF District:** Although TIFs are not widely implemented in Philadelphia, DRWC should continue to pursue the option to create a TIF district for the study area with the city, given the precedent of the use of a TIF district in Midtown Village, in addition to the BID recommended previously.
- **Federal Funds:** Federal dollars are available for infrastructure and public improvements related to resilience. DRWC is well positioned to go after those funds and should continue to pursue these funding opportunities as a way to continue to build capital.

The following tools should also be considered by DRWC as additional ways to generate capital and strategic influence over the properties in the study area:

- **City General Obligation Bonds:** Although it may not be the right tool right now, DRWC should consider this financial source if development continues to lag and funds are needed right away.
- **Property Tax Abatement Coordination:** This is another tool that DRWC could use to maximize value creation. Philadelphia has a generous tax abatement program, and in coordination with a TIF, it is a strong value creation strategy.
- **Private Development Impact Fee:** DRWC could work with the city to implement development impact fees for all new private development on sites adjacent to the piers. Development impact fees collected by the city can be earmarked for the study area.



ULI/KEVIN MORAN

DRWC completed Pier 68 in 2015. This is the third park completed by DRWC and a key success for the implementation of the Master Plan.

- **Corporate Sponsorship:** Possibilities may exist to engage the corporate community in the branding of the study area, which could also contribute to public improvement and maintenance funding.
- **Program-Related Investment:** DRWC could consider a more traditional model of program-related investment, like the work it has done with the philanthropic community, based on the success seen so far with earned income.
- **Tax Credit Programs:** Although not applicable to the study area, DRWC should consider tax credit programs, such as New Markets Tax Credits for northern segments of the riverfront that are eligible, freeing up some of DRWC's funds to be focused on the study area.

In addition to the recommended financial tools above, DRWC should continue to think about the following more traditional funding tools as development and investment in the study area continue over time:

- Sales, use, and/or hotel occupancy taxes;
- Traditional debt instruments; and
- Additional tax levies.



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Midtown, Philadelphia

Although Philadelphia has few TIF districts, precedent exists for TIF application and success in Center City's Midtown Village. In the mid-2000s, Tony Goldman, a developer and property owner in this part of Philadelphia's downtown, was able to establish a TIF district to fund the revitalization of Midtown Village, which is now one of the most vibrant parts of the city for retail and restaurants.



Atlanta Beltline TIF

The Atlanta Beltline project is a 22-mile public open space circling the city of Atlanta's neighborhoods and providing connections through trails, paths, and parks. The city uses multiple funding sources to design, build, and maintain the project, including a TIF district, which has been a major source of funding for this long-term project. The TIF boundary was strategically drawn to ensure that all properties that would be developed, would benefit from the Beltline project in the long or near term. The TIF district has become one of the major funding mechanisms as a result of development and the continued increased value the Beltline brings to the city of Atlanta.

The accompanying figure shows the spectrum of financial implementation tools. They range from “do nothing,” which is essentially allowing the market to guide funding, to government-controlled development. The recommended financial tools mostly fall

somewhere in the middle, which signals the importance of partnership between DRWC, the city of Philadelphia, and private developers to remain nimble and to get things done efficiently.



Create and Capture Value

DRWC should create land value along the riverfront to ensure it can achieve the long-term vision for this study area. Using the funding tools described here can help DRWC more effectively and more quickly connect to the value proposition of this public land.

The creation of a BID is a logical first step for DRWC in setting the stage for the future development of the study area. DRWC already completed a BID feasibility study and therefore is positioned to advance the recommendations. The creation of the BID will signal to property owners and all development players (developers, the city, and DRWC) that there is a larger vision for this area along the Central Delaware and partnership among all parties will be vital.

A TIF district is the next funding strategy DRWC should take on, in addition to the BID, once momentum has been coordinated regarding the future development of the study area. TIF districts require more political buy-in from the local government; however, there is precedent for a TIF district, given the success of Midtown Village, as described above, and if layered with a BID, a TIF could be instrumental in funding major public infrastructure projects.

The following steps will help DRWC map out the path to establishing a BID, then layering on a TIF district.

1. Identify and acknowledge the value created by public-realm amenities (trails, parks, environmental destinations).
2. Create additional value through branding, identity, and “destination” creation.
3. Build developer/private-sector buy-in for the creation of a BID.
4. Leverage a BID for high-visibility, community-used projects (mix of public spaces, private developments, destination retail/experience, and shared-use spaces).
5. Build upon “wins” from the BID toward a vision of a larger TIF district that can be leveraged for larger infrastructure and project improvements (TIF district will require much more consideration and political will).



FLICKR, PAUL HART

Downtown Grand Rapids Inc./ Monroe North TIFA

Downtown Grand Rapids Inc. (DGRI) was formed in 2013 to rebrand and reinspire development in Downtown Grand Rapids. DGRI includes the combination of the Downtown Development Authority, the Downtown Improvement District, and Monroe North Tax Increment Finance Authority. The coordination of these funding tools for Downtown Grand Rapids has allowed the city to leverage private dollars to support property development, street programming and maintenance, improvements to public infrastructure, and creation and maintenance of parks and public infrastructure. To learn more, visit <http://downtowngr.builtbymighty.com/>.

Delaware River Recommendations

Suggested time frame	Recommendation	Responsible party
Climate Change, Risk, and Resilience		
Near term	Refine the 2012 Master Plan with detailed civil and maritime engineering studies to incorporate a coastal resilience and adaptation plan to ensure that future public and private development actions enhance the protective capacity of future public and private uses.	DRWC and consultant
Near term	Create a comprehensive infrastructure plan for the entire project site to bring DRWC and private owners to a place of consensus around circulation, flooding, site elevations, infrastructure and overall urban design of the waterfront sites.	DRWC and partners
Near term	Integrate public infrastructure improvements in redevelopment that is both flood tolerant and serves as flood mitigation for upland properties.	DRWC
Near term	Conduct a full vulnerability assessment to acknowledge the risks to the area and to begin to plan for and manage its resilience and inform updates to the 2012 Master Plan.	DRWC and partners
Near, medium, and long term	Develop, adopt, and enforce design standards to reduce coastal hazard risks, and promote and uphold the principle of “living with water.”	DRWC; Camden, New Jersey
Near term	Designate piers as independent of future redevelopment projects to be maintained and improved as either public open space or to serve as ecological support to the river’s habitat while supporting active uses, and explore and integrate active maritime uses where feasible.	DRWC
Near to medium term	Create opportunities in this study area that allow people to get close to or into the water. Follow this theme of a more natural setting, and differentiate this section of the riverfront from the properties and piers to the north. Improve wayfinding and maps to allow interested users to understand the key areas to visit along with riverfront.	DRWC and relevant regulatory authorities
Medium term	Consider educational programming geared toward children to create early relationships between Philadelphia’s young residents and visitors and the waterfront, where they can get close to and learn about the river and all the important roles it plays for the environment and habitat and low-impact waterborne activities such as kayaking and canoeing. Consider an educational partnership to create a comprehensive, interactive historic interpretation program and strategy for the site. The area could function as a future home for community-based nonprofits in the area with close access to the piers.	DRWC and community-based organizations
Near term	Consider a ferry stop within the study area, potentially at Pier 60, to expand current ferry service into a ferry network that could be used by residents and visitors to move between different areas of the riverfront to see what is going on at the Navy Yard, Penn’s Landing, the study area, and other future destinations as they begin to develop along the Delaware.	DRWC

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Delaware River Recommendations (cont.)

Suggested time frame	Recommendation	Responsible party
Regulatory and Development Environment		
Near term	Take the lead as the intermediary in the coordination of U.S. Army Corps of Engineers permits, and play an important role in land use and design review.	DRWC
Near term	Take the lead as the convener of development along the riverfront, a role formalized by the city of Philadelphia, to establish a design center, emphasize knowledge management of policies and best practices, and provide oversight in coordination with the city, to ensure all development proposals are in line with the long-term vision for the riverfront.	DRWC and the city of Philadelphia
Near term	Continue to pursue acquiring more land, particularly for piers and property directly adjacent to the river, when possible, for the purposes of establishing an accessible and purposeful public realm, including service as a nature-based resilience measure.	DRWC
Near term	Prepare a supplement to the Master Plan that integrates climate-related risks with public realm goals for the water's edge to help facilitate common goals so that the city and developers can work synergistically and efficiently in allocating capital and expertise.	DRWC
Near term	The city of Philadelphia should adopt the updated Master Plan, all related studies, and the regulating plan for the area (including the development of river access street use requirements, design requirements, and zoning tools and strategies to incentivize public benefits from future developments).	DRWC and the city of Philadelphia
Site Strategies and Access		
Near term	Expand the setback area for the Delaware River Trail (DRT) to allow for additional mobility options.	DRWC, developers, and property owners
Near term	Consider working with developers to determine whether a section of the riverfront could become a slow street, to allow limited vehicular traffic along the riverfront, allowing more people to engage and access the waterfront beyond traditional trail users.	DRWC, developers, and property owners
Near, medium, and long term	Continue to work as the "broker" between development projects and the city to ensure that the following major street connections are made to stitch the study area together with the adjacent neighborhoods and Philadelphia.	DRWC, developers, and property owners

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Delaware River Recommendations (cont.)

Suggested time frame	Recommendation	Responsible party																
Near, medium, and long term	Work with developers, property owners, and the city to ensure the following connections are achieved to pursue DRWC’s charge of increasing access to the riverfront:	DRWC, developers, property owners, and the city of Philadelphia																
	<table border="1"> <thead> <tr> <th data-bbox="449 354 800 407">Street name</th> <th data-bbox="800 354 1610 407">Recommended action</th> </tr> </thead> <tbody> <tr> <td data-bbox="449 407 800 461">Washington Avenue</td> <td data-bbox="800 407 1610 461">Complete the connection between the DRT to Washington Avenue.</td> </tr> <tr> <td data-bbox="449 461 800 514">Reed Street</td> <td data-bbox="800 461 1610 514">Establish as a “river access street” as a near-term connection to the DRT.</td> </tr> <tr> <td data-bbox="449 514 800 568">Dickinson Street</td> <td data-bbox="800 514 1610 568">Plan for this connection through the U.S. Construction Site as a key east–west connector to the study area.</td> </tr> <tr> <td data-bbox="449 568 800 621">Tasker Street</td> <td data-bbox="800 568 1610 621">Develop a near- and long-term strategy for establishing as a key connector to the study area.</td> </tr> <tr> <td data-bbox="449 621 800 675">Pier 70 Connector</td> <td data-bbox="800 621 1610 675">Increase multimodal access through the big-box retail site by reconfiguring parking to allow safe passage by pedestrian, bike, scooter, and bus users.</td> </tr> <tr> <td data-bbox="449 675 800 729">Riverfront Trail Setback</td> <td data-bbox="800 675 1610 729">Pursue a larger setback where possible.</td> </tr> <tr> <td data-bbox="449 729 800 854">I-95 and Delaware Avenue</td> <td data-bbox="800 729 1610 854">Pursue solutions to reduce these barriers to access from the neighborhoods closest to the study area.</td> </tr> </tbody> </table>		Street name	Recommended action	Washington Avenue	Complete the connection between the DRT to Washington Avenue.	Reed Street	Establish as a “river access street” as a near-term connection to the DRT.	Dickinson Street	Plan for this connection through the U.S. Construction Site as a key east–west connector to the study area.	Tasker Street	Develop a near- and long-term strategy for establishing as a key connector to the study area.	Pier 70 Connector	Increase multimodal access through the big-box retail site by reconfiguring parking to allow safe passage by pedestrian, bike, scooter, and bus users.	Riverfront Trail Setback	Pursue a larger setback where possible.	I-95 and Delaware Avenue	Pursue solutions to reduce these barriers to access from the neighborhoods closest to the study area.
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I-95 and Delaware Avenue	Pursue solutions to reduce these barriers to access from the neighborhoods closest to the study area.																	
Near, medium, and long term	Work to ensure that all future development projects are scaled to create “Philadelphia blocks” that do not create a greater barrier to the riverfront; rather they should enhance the human scale of development along the river and increase access.	DRWC, developers, and property owners																
Near to medium term	Create and/or further develop transit and multimodal access modes to the project site at the north end at Washington Avenue, at the south end at Pier 70, and at the center of the study area at Pier 60, and Pier 60 itself as a stop for a future multistop Delaware River ferry to access all the waterborne activity centers along the Delaware River waterfront.	DRWC, developers, property owners, and Southeastern Pennsylvania Transportation Authority (SEPTA)																
Near to medium term	Reconfigure the parking spaces at the big-box shopping center site to allow safer access to the riverfront for bicyclists, pedestrians, and transit users as well as provide space for visitors to access and depart various modes of transportation.	DRWC, developers, and property owners																
Near term	Consider using the parking lot for interim events in coordination with the property owners to expand the public space and allow parking to attract more people to the study area.	DRWC and property owners																
Medium to long term	Explore future opportunities and new uses for the big-box shopping center site because denser development may one day occupy this space and retail market and trends shift over time.	DRWC and property owners																
Near term	Conduct an in-depth pier conditions study to determine the viability of the other piers (Piers 53 to 57 on the northern end and Piers 63 to 70 on the southern end), and specifically, Pier 60, as a potential focal activity pier for the study area.	DRWC																

(Continued next page)

Delaware River Recommendations (cont.)

Suggested time frame	Recommendation	Responsible party
Medium term	DRWC should also consider the design of Pier 60 and think about ways to elevate the design to create a unique landmark for the study area.	DRWC, developers, and property owners
Near term	Consider allowing the remaining piers to remain in their various natural states to support the water and mud flat ecology that has already developed, and only invest in those that continue to have preserved infrastructure in place.	DRWC, developers, and property owners
Near term	Expand on the South Wetlands Park Plan study to include the same level of analysis for the entire study area and to help DRWC determine which piers are viable for investment and which should remain as is or in some state in between.	DRWC
Near term	Continue to establish the priorities outlined in the South Wetlands Park Plan, including the phasing, habitat priorities, accessibility, and investment.	DRWC
Engagement, Inclusion, and Equity		
Medium to long term	Participate in focused engagement with waterfront communities adjacent to the study area in partnership with the Central Delaware Advocacy Group, to understand and to address physical barriers in accessing the waterfront, specifically the major corridors of I-95 and Delaware Avenue.	DRWC
Medium to long term	Engage with Philadelphia communities distant from the waterfront by meeting with communities throughout the city in their own neighborhoods or by hosting meetings at the waterfront, where DRWC assists community members with transportation to the study area.	DRWC and community-based organizations
Medium to long term	Incorporate a community-based heritage program that celebrates the key events, place, and people that played a part in the history of the riverfront.	DRWC and community-based organizations
Medium to long term	Create a comprehensive riverfront activation program for this part of the riverfront that includes active and passive uses and seasonal programs throughout the year, focused on the environment, education, and sustainability.	DRWC
Medium to long term	Continue to build upon DRWC's existing Minority, Women, and Disadvantaged Business Enterprise program (M/W/DBE).	DRWC
Medium to long term	Establish objectives for new jobs and apprenticeships for Philadelphia residents with a goal of 51 percent. Twenty percent of that total to Philadelphia residents should be focused on underinvested and disadvantaged neighborhoods.	DRWC
Medium to long term	Strive to create agreements with unions to give preference to Philadelphia residents, particularly from zip codes identified as disadvantaged, and implement rigorous monitoring of progress, shared regularly with community stakeholders to ensure that the goals are being worked toward.	DRWC, Philadelphia trade unions, and community-based organizations
Medium to long term	Place additional community and economic development objectives on the shoulders of the private site owners, both in business participation and jobs, through the establishment of jointly quantifiable goals.	DRWC and property owners

(Continued next page)

Delaware River Recommendations (cont.)

Suggested time frame	Recommendation	Responsible party
Markets and Attracting Capital		
Near term	Increase the organization’s capacity to be equipped to marshal the overall vision and plans for this study area to include the handling of additional complexities of the ownership of the properties and the need for the organization to rely on public/private partnership projects to increase resources to fund public improvements within the study area.	DRWC
Near term	Take on the identity of the “public-sector entrepreneur” by working with developers to catalyze private-sector collaboration and to put the money where the organization’s priorities are and demonstrate the inherent value that is created through public improvements.	DRWC
Near term	Maximize P3 opportunities to create value that can be used to cover upfront park infrastructure costs (value capture). Aggressively define and value how a resilient public realm benefits private land value and work to leverage that value.	DRWC
Near term	Aggressively position the entire endeavor as eligible for federal, state, and city infrastructure funding.	DRWC
Near term	<p>Consider the use of the following financial tools:</p> <ul style="list-style-type: none"> • Business improvement district (BID) • Tax increment finance (TIF) district • City general obligation bonds • Property tax abatement coordination • Private development impact fee • Corporate sponsorship • Program-related investment • Tax credit programs 	DRWC
Medium to long term	<p>Continue to consider the following more traditional funding tools as development and investment in the study area continues over time:</p> <ul style="list-style-type: none"> • Sales, use, and/or hotel occupancy taxes • Traditional debt instruments • Additional tax levies 	DRWC
Near term	<p>Layer a BID and a TIF district.</p> <ol style="list-style-type: none"> 1. Identify and acknowledge the value created by public-realm amenities (trails, parks, environmental destinations). 2. Create additional value through branding, identity, and “destination” creation. 3. Build developer/private-sector buy-in toward the creation of a BID. 4. Leverage a BID for high-visibility, community-used projects (mix of public spaces, private developments, destination retail/experience, and shared-use spaces). 5. Build upon “wins” from BID toward a vision of a larger TIF district that can be leveraged for larger infrastructure and project improvements (TIF district will require much more consideration and political will). 	DRWC and the city of Philadelphia

Source: ULI.

Conclusion

Climate change represents a material risk to the revitalization and redevelopment of the Delaware River waterfront. DRWC has already achieved a long list of transformational projects, and now is the time to build more capacity and momentum to ensure the riverfront is resilient, fully accessible to the community, and connected to the city. DRWC is the critical actor in the riverfront's success as both an economic and civic asset to the city. The potential for this site

to become a global best practice of a resilient waterfront development is within DRWC's reach.

DRWC must lead this effort by developing and adopting a comprehensive risk framework for the riverfront that will inform all future projects within the study area with respect to community resilience and climate change adaptation. The redevelopment of a resilient waterfront is critically important as a driver

of economic development, jobs, and the creation of an inclusive civic destination that meets the needs and the desires of the people of Philadelphia. This can be done in a manner that honors and interprets the socioeconomic history of its maritime past, creates new ecological value for the river, and creates new opportunities for community development. By factoring in all of these complex challenges, DRWC can shape a new, resilient waterfront neighborhood for Philadelphia.



Rendering of the future Penn's Landing redevelopment, north of the study area.

About the Panel

Uwe Brandes

Panel Chair

Washington, D.C.

Brandes is professor of the practice, faculty director of the Urban & Regional Planning Program, and faculty director of the Georgetown Global Cities Initiative.

A distinguished scholar-practitioner in the field of urban design and sustainable urban development, with more than 25 years of experience in the planning, design, and development of new buildings, the public realm, and development partnerships, he has authored plans in New York City, Buffalo, Philadelphia, Washington, D.C., Berlin, Buenos Aires, Panama, and South Korea. As a public official in Washington, D.C., he oversaw the creation of the Anacostia Waterfront Initiative (AWI), the award-winning urban partnership to reimagine and transform the most polluted river in the Chesapeake Bay region into a model of socially inclusive and sustainable urban development. The AWI invented a new civic paradigm for 21st-century Washington that embraced participatory urban planning, encouraged innovative partnerships, and has attracted over \$10 billion of investment

in neighborhoods that had previously received none for over a generation. As senior vice president for program initiatives at the Urban Land Institute, he created and directed ULI's climate change program and cowrote research publications celebrating ULI's 75th anniversary.

Projects and plans directed by Brandes have won global awards from the World Bank and the Urban Land Institute and national awards from the American Planning Association, American Institute of Architects, American Society of Landscape Architects, and Environmental Design Research Association. Brandes has testified before Congress and has been quoted by the *Wall Street Journal*, the *New York Times*, the *Washington Post*, and *Wired* magazine. He serves as chairman of the District of Columbia Climate Change and Resilience Commission, the advisory boards of the ULI Center of Sustainability and Economic Performance, and the U.S. Green Building Council's LEED for Cities program.

Brandes holds a master's of architecture from the Harvard University Graduate School of Design, a Fulbright Scholarship at the Technical University Dortmund Institute of

Spatial Planning, an MIT Paul Sun Fellowship at the Tsinghua University Institute of Urbanism, and an AB in engineering science from Dartmouth College's Thayer School of Engineering.

Elinor Bacon

Washington, D.C.

Bacon has more than 35 years' experience in housing, real estate development, and community development in the public and private sectors. She formed E.R. Bacon Development LLC (ERBD), a real estate development and consulting firm, in 2002. The firm's focus is on urban infill; community development; mixed-use, mixed-income development; and affordable housing. Current major development activity is as a partner in Hoffman-Madison Waterfront, the development entity selected by the District of Columbia to redevelop the 40-acre Southwest Waterfront land and riparian areas, into The Wharf, a 3.2 million-square-foot development of hotels, offices, mixed-income housing, public parks, a music hall, public piers and promenades, a renovated historic fish market, and two reconfigured marinas.

Phase 1 opened in 2017 and Phase 2 will complete in 2022. The firm's public consulting clients have been the Housing Authority of the City of Spartanburg, South Carolina, and the DC Housing Authority.

From January 2001 to April 2002, as president and CEO, Bacon launched the National Capital Revitalization Corporation, a quasi-public real estate development corporation established by the Council of the District of Columbia with the mission to spur economic development throughout the District, primarily in emerging and underserved neighborhoods. From June 1997 to January 2001, Bacon served in the Clinton administration, under Housing and Urban Development (HUD) secretary Andrew Cuomo, as deputy assistant secretary for the office of public housing investments. In this capacity, she administered the \$4.2 billion HOPE VI program and other public housing capital programs with annual appropriations of about \$2.5 billion.

Before joining HUD, Bacon was a private real estate developer and consultant in Baltimore for 12 years. Earlier, she worked in the field of public-sector housing and community development on the city and federal levels of government, starting as an inspector of publicly funded rehabilitation work on homes of low-income inner-city Baltimore residents.

She also served as community development director for the Johns Hopkins Hospital and as legislative assistant to the Honorable Parren J. Mitchell, Maryland's first African American congressman.

Bacon has an MA in Chinese studies from the University of California, Berkeley, and a BA from the New School for Social Research. She is a member of the Congress for the New Urbanism and the Urban Land Institute. She serves on the Council of Advisors to the University of Maryland Real Estate Development Program and Colvin Institute of Real Estate Development and is on the board of Montpelier Vermont Development Corporation. In 2017 she received the Glenn Brown Award, DC Chapter, American Institute of Architects/Washington Architecture Foundation, and Innovation and Entrepreneurship in Real Estate Award, University of Maryland, and the 2004 Seaside Prize for her work in HOPE VI.

Lynette Cardoch **Miami, Florida**

Cardoch is a coastal ecologist with over 25 years of experience in regulatory and water policies, coastal restoration, and urban and coastal resilience. She has also worked closely with coastal utilities and natural resource agencies on integrated planning

and operationalizing resilience, particularly for coastal protection, storm surge, and interior flooding. She is an active resident of Miami-Dade County, having participated on the Biscayne Bay Task Force. She also is vice chair on the county's Planning Advisory Board. She was recently appointed by Governor DeSantis to the Florida Commission on Community Service, colloquially known as Volunteer Florida.

She is vice president with Moffatt & Nichol as director of resilience and adaptation, leading efforts to deliver comprehensive resilience solutions and adaptation services in the coastal zone. Services range from coastal planning (e.g., decision economics and strategic consulting) to engineering of nature-based (e.g., wetlands and beaches) and built infrastructure (e.g., maritime structures).

Cardoch has a PhD in oceanography and coastal sciences from Louisiana State University, was a Fulbright scholar at the Universitat Autònoma de Barcelona, has an MA in marine affairs and policy from the University of Miami, and an AB in biological anthropology from Harvard College.

Raymond W. Gastil

Pittsburgh, Pennsylvania

Gastil directs the Remaking Cities Institute (RCI) at Carnegie Mellon University, School of Architecture, where he holds the David Lewis/Heinz Endowments Directorship of Urban Design and Regional Engagement. RCI focuses on working with regional communities to respond to urban design and mobility, adapting to emerging technologies, reuse of legacy structures a part of a broader mission of adaptive use, and health and resilience toward a more just, equitable, and responsive urbanism. Current RCI-sponsored research includes projects addressing mobility, community development, new technology, and equity in urban centers and corridors.

Gastil previously served as Pittsburgh city planning director from 2014 to 2019, where he led initiatives in affordable and inclusive housing, special districts, waterfront and neighborhood planning, as well as historic preservation, comprehensive planning, open space, public art, complete streets, and planning related to mobility. He contributed leadership to Pittsburgh's initiatives for equity, climate resilience, and sustainability across multiple platforms, including the People Place Planet and Performance (p4) framework and the city's OnePGH Resilience Strategy. He held similar planning positions in Seattle, where he led planning for light-rail neighborhoods, and as director, Manhattan

Office of the New York City Department of City Planning, with significant responsibilities for commercial, residential, and academic district planning.

He was the founding executive director of the Van Alen Institute: Projects in Public Architecture in New York City from 1995 to 2004. In this role he led exhibitions, publications, and design competitions, including the exhibition and catalogue *Open: New Designs for Public Space* and the book *Beyond the Edge: New York's New Waterfront*. Earlier, he served as transit-oriented and regional design director for Regional Plan Association.

Gastil has lectured and presented at conferences nationally and internationally on urban design, urban development, urbanism and emerging technology, waterfronts, and housing, including workshops, forums, and panels for organizations ranging from ULI Europe and the city of Dublin; to APA, ASLA, and ULI national conferences; as well as a Georgetown's Global Urban Health Collaborative and Global Cities Initiative talk in 2020 and the Portland Society for Architecture. His publications include articles and essays in scholarly and journalistic forums on historic and recent architecture, landscape architecture, and urbanism, including "Complexity and Continuity in the Transformation of Pittsburgh's Rivers and Waterfronts" in *River Cities, City Rivers* (Harvard 2018).

Tyrone Rachal

Atlanta, Georgia

Rachal is president of Urban Key Capital Partners, which is a mission-driven, specialty finance advisory services platform with expertise in providing a range of financial service to highly impactful real estate development projects in distressed communities and development authorities. He is also a principal of Red Rock Global and president of Red Rock Global Capital Partners, where he has specific responsibility for directing all financial advisory services and private placement activity.

Before forming Urban Key Capital Partners and rejoining Red Rock Global, Rachal was managing director of redevelopment at Invest Atlanta. He had specific responsibility for managing, marketing, and overseeing the city of Atlanta's tax allocation district program and served as director for commercial, retail, and mixed-use projects applying for tax increment finance funding.

He also created and had the responsibility of directing Invest Atlanta's controlling entity interest as president of Atlanta Emerging Markets Inc., a New Markets Tax Credit (NMTC) program certified community development entity (CDE) and multiround allocatee (over \$200 million). Because of this specialized track record, Rachal recently launched Urban Key CDE to compete for NMTC allocation from the U.S. Department of the Treasury's Community Development Financial Institutions Fund.

Rachal joined Invest Atlanta from Red Rock Global, which is an Atlanta-based real estate advisory services and commercial brokerage company he cofounded in 2001. Before that, he served with the Private Equity Group of Merrill Lynch & Co. in New York where he had the responsibility of advising financial sponsors in the private placement of over \$7 billion of limited partnership interests to institutional investors. He also served within the Mergers & Acquisitions Group at Merrill Lynch & Co. in New York where he provided advisory assistance to Fortune 500 companies and financial sponsors in over \$5 billion of both acquisitions and divestitures.

He is a graduate of Dartmouth College with degrees in economics and government, as well as the University of Chicago Law School and Booth School of Business, where he received his JD and MBA degrees, respectively. Rachal currently serves as an advisory board member of ULI Atlanta, past chair of the ULI Public/Private Partnership Council, and was a participant in ULI Atlanta's Inaugural Center for Regional Leadership Development. He proudly serves on the boards of directors of the Frazer Center, Southface Energy Institute, CaringWorks, Sadie G. Mays Health and Rehabilitation Center, and Ebenezer Baptist Church. He has also chaired the boards of directors of the Development Authority of DeKalb County (Decide DeKalb),

the DeKalb Private Hospital Authority, and the Residential Care Facilities for the Elderly Authority. In addition, Rachal is a graduate of the 2012 Class of Leadership Atlanta, the 2013 Class of Leadership Georgia, and the 2013 Atlanta Regional Commission Leadership Institute.

Michael Rodriguez McLean, Virginia

Rodriguez is a lead economist with the MITRE Corporation in McLean, Virginia, performing advanced research with its transportation performance and evaluation team. Before that role, he had experience in both the transportation and the real estate facets of urban spaces, having recently been the area thought leader on real estate market trends, economics, and data for CBRE Inc., a leading real estate brokerage firm. He has experience in public policy, urban planning, economics, land use, statistics, and geospatial methods. Most recently, Rodriguez was director of research for the George Washington University Center for Real Estate and Urban Analysis. While there, he co-authored major reports (with Christopher Leinberger) such as *WalkUP, Wake-Up Call: New York (2017)*, and *Foot Traffic Ahead 2016: Measuring Walkability in America's Largest Metros*.

Rodriguez's broad professional background in real estate and infrastructure includes advising clients such as the World Bank's transport group, the California High Speed Rail Authority, and the Washington Area Metropolitan Transit Authority. He is an expert in fiscal and economic impacts of real estate and infrastructure projects, having advised dozens of public agencies and private-sector clients on market trends, economic impacts, and benefit/cost analysis. At Smart Growth America, where he serves as visiting research director, he led the development of a national model for fiscal impact of development for state and local governments.

Active in professional organizations, Rodriguez is an associate member of ULI Washington, and a member of the ULI Professional Advisory Services Honorary Association. He is a member of the American Planning Association, an AICP certified planner. His activities with the Transportation Research Board include published and presented research ranging from the economics of car-sharing to statistical models of infrastructure and pedestrian fatalities and safety. Rodriguez is pursuing a PhD in public policy and public administration at the George Washington University Trachtenberg School, where he focuses on urban policy. He holds an MS in urban and regional planning and an MPA from the University of Wisconsin–Madison La Follette School.

Michael Samuelian New York, New York

Samuelian is the founding director of the Cornell Tech Urban Tech Hub. He is an urban planner, real estate developer, professor, and most recently the president and chief executive officer of the Trust for Governors Island. From the revitalization of Lower Manhattan after 9/11 to the creation of a new neighborhood in Hudson Yards and the activation of Governors Island, he has helped plan, design, and develop some of the most transformative projects in New York City.

Before his appointment as president of the Trust, Samuelian was a vice president with Related Companies, where he was responsible for the planning and design of Hudson Yards. After 9/11, he was the director of Lower Manhattan Special Projects at the New York City Department of City Planning, helping the city's efforts to redevelop downtown.

He received a master's of architecture in urban design from Harvard University and a bachelor's of architecture from Cooper Union. Samuelian is currently an assistant professor at Cooper Union, where he teaches "Professional Practice" in the School of Architecture. In 2018 he was the Bass Distinguished Fellow at the Yale School

of Architecture; he is also a frequent lecturer at Harvard Law School and NYU Schack Institute. Samuelian holds concurrent academic appointments at both Harvard and Yale in the spring of 2020. At Yale he teaches a new seminar on the history, planning and design of Hudson Yards, while at Harvard he leads an urban design studio focused on the former Amazon site in Long Island City.

Samuelian is a fellow of the AIA and chair of the New York State Board for Architecture.

Dawveed Scully Chicago, Illinois

Scully is an associate director and senior urban designer at Skidmore, Owings & Merrill (SOM) Chicago and adjunct professor at IIT School of Architecture. Trained as an architect and urbanist, Scully is passionate about using strong design as a tool to enhance the lives of everyday people. He has experience working on a variety of projects from visioning and creating future frameworks, to developing implementation strategies that allow these visions to be realized. He facilitates robust collaboration between stakeholders and local government and empowers citizens in the design process via thoughtful community empowerment processes. He has brought this rich skill set to a variety of projects including Milwaukee TOD, University of Chicago Campus Plan,

UCSD Campus Plan, South Shore Corridor Study, Woodlawn Community Vision, and Englewood Connect.

In 2016, Scully co-led the design on the award-winning Detroit East Riverfront Framework Plan. The SOM team developed a framework plan for Detroit's East Riverfront District, which lies adjacent to one of the world's busiest international border crossings along the Detroit River. Designed to preserve more riverfront land for public use, generate greater community access to the Detroit River, and spur investment along the East Riverfront, the project seeks to continue the transformation of the East Riverfront area from a blighted, industrial area into a vibrant public waterfront accessible to all Detroit residents. Several projects have been implemented such as the improvements to the Joseph Campau trail and Jefferson Avenue Streetscape.

In 2019, Scully led the Atlanta University Center Strategic Vision Plan, working with the Atlanta University Center Consortium (AUCC) and key stakeholders on a collective vision for the district. The plan is designed to leverage and amplify the existing assets of the Atlanta University Center and explore potential shared uses among the institutions. The district contains multiple museums, art galleries, and cultural venues, with opportunities to create connectivity via a range of transit

modes, shared open spaces and promenades, new academic and research facilities, and places to live, meet, and socialize. The plan builds on core principles—sustainability, heritage and culture, health and wellness, integrated technologies, and intellectual resources—to arrive at a shared vision for AUCC. Synthesizing institutional and community priorities for mutual benefit, the plan promotes excellence in education, research, innovation, and the arts, while fostering equitable development and economic mobility. This plan set the stage for projects like the recently announced Propel center.

He most recently worked as the design lead for the Bronzeville lakefront project, a redevelopment of 48 acres of the former Michael Reese Hospital in Chicago. SOM's work focused on creating the healthy community of the future that is equitable, innovative and authentic part of the historic Bronzeville community, creating a community-driven and regenerative design focused plan that is economically viable. The project is currently anchored by the 500,000-square-foot life science building, anchored by Sheba Medical's ARC Innovation Center building and Bronzeville Welcoming Center.

Scully is a graduate of IIT School of Architecture and was recently awarded the ULI Chicago Young Visionary Award in 2018 and Chicago Crain's Business 40 Under 40 in 2020. He was named to Mayor-elect Lightfoot's transition committee on business, economic and neighborhood development in 2019, Leadership Greater Chicago class of 2021, Chicago Central Area Committee Burnham Council, and serves on the board of Emerald South Economic Development Collaborative.



Urban Land Institute
2001 L Street, NW
Suite 200
Washington, DC 20036-4948
uli.org