

PHILADELPHIA: AN EMERGING CREATIVE ECONOMY

In America, a rich country known for its suburbs, highways, and suburban shopping centers, what does urban space have to do with the creative economy? How important is urban design and development when a city is facing tremendous pressure from demographic trends? In order to compete on a global level, an entire region must grow and work together. And as Judith Rodin, the former President of the University of Pennsylvania, argues, "...cities are where the action is – and will be for the foreseeable century...Cities need to rebuild their economic infrastructures and provide avenues for individuals to lift themselves from poverty and businesses to grow by creating jobs and opportunities for growth." As the hub of its surrounding region, Philadelphia is an excellent example of an American industrial city attempting to adapt itself to the creative economy by redesigning its urban spaces. Philadelphia has a realistic opportunity to compete globally in the innovation economy, but it must capitalize on its strengths and foster important clusters that have the potential to be hot spots for the new millennium. (3)



An Introduction to Philadelphia

Philadelphia was the cradle of the American Revolution and the first capital city of the United States. Founded by William Penn as a utopian city dedicated to religious tolerance, the "City of Brotherly Love" is home to nearly 1.5 million residents. In the 1950s, local high school textbooks referred to Philadelphia as the "Workshop of the World" because the city was a leading supplier of locomotives, ocean-going ships, steel, textiles, and machinery.

But like many large industrial cities, Philadelphia has faced the difficulties of deindustrialization: employment loss, an aging population, and population migration from the core city to surrounding regions. Despite having one of the most vibrant downtowns in the United States, fewer than 30% of metro area employees work in Downtown Philadelphia. The city population has aged, and educational attainment has been relatively low: just 18% of city residents have a college degree, ranking Philadelphia near the bottom of the 100 largest cities in the USA. Poverty also increased during the last national census cycle; in 2000, 23% of residents lived in poverty.

To combat these difficulties and foster a sense of coherence throughout the city and the region, while at the same time promoting the diversity essential to local economies, Philadelphia is striving to anchor the Delaware Valley with a diverse and accessible economic hub. To offer the greatest opportunity for individuals of all educational backgrounds, to infuse a sense of authentic civic stability into the fabric of everyday life, and to cushion the cycles of this new economy, Philadelphia must become more diverse and competitive. In the dawn of a new millennium, Philadelphia's role as an urban center is more important than ever. This unique city must orient itself to the daunting challenges of a global economy that has become dominated by technology and characterized by mobility and rapid change. At the same time it must protect and enhance the qualities that make it one of the most livable, walkable and historically grounded cities in the United States.



Creative Economy Initiatives

For years Philadelphia has been cultivating a creative approach to its economic development. Several private organizations, non-profit entities, and government agencies have collaborated in this effort. The Industry Partnership, the Pennsylvania Economy League, the Greater Philadelphia Tourism Marketing Corporation, the University City Science Center, the Greater Philadelphia Venture Group, the University of Pennsylvania, Philadelphia University, Drexel University, Temple University, the City of Philadelphia, the Pennsylvania Department of Economic and Community Development, Ben Franklin Technology Partners, Campus Visit / Philadelphia, Campus Philly, the Arts and Business Alliance, Greater Philadelphia Global Partners, and Innovation Philadelphia (IP) are just a few of the groups that have helped spearhead Philadelphia's creative economic initiatives. The collaboration of these groups in roundtable discussions, conferences, and workshops is in itself an example of creative economy in action, as industries and individuals from different backgrounds have come together to focus on common goals.

These collaborative efforts have produced tangible results. Reports prepared over the past several years include titles such as "A Road Map for Regional Growth – Connecting the Greater Philadelphia Innovation Economy," "The Young and the Restless: How Philadelphia Competes for Talent" and the "Innovation & Entrepreneurial Index," all prepared by IP. "Opportunity Zones" with tax incentives have been formed around the city, and Philadelphia City Government is finalizing a program that will make the city the first in the world to provide wireless internet access across every square mile of its area. The United States Department of Commerce recently invested \$600,000 in Innovation Philadelphia's efforts to develop a "Global Plan for Greater Philadelphia," the "Greater Philadelphia International Resource Guide" and web site, and the "Strategic Industry Global Conference Initiative." A virtual online network for the creative industries, citycreatives.com, is being developed. Even recent cultural events testify to the buzz about Philadelphia's growing creative economy, including Design Philadelphia, an exhibit displaying artist and business ventures, the Philadelphia Film Festival, which had over 65,000 attendees, and an affordable housing exhibit, which was held at the University of Pennsylvania.

But even more important than Philadelphia's initiatives in collaboration and connectivity are the urban spaces on which these initiatives have been focused. Philadelphia has targeted several key areas of opportunity for its urban redevelopment strategies, and although they are at different stages of development, the Avenue of the Arts, the University of Pennsylvania, and the Philadelphia Naval Yard are all-important examples of these strategies. These areas have provided Philadelphia with three vital creative clusters, clusters that are ripe for development and geared toward the attraction and retention of creative talent. Combined with Philadelphia's central location, relatively low cost of living, and the highest rate of vacant land of any city in the United States, these clusters are beacons of creative activity that give Philadelphia enormous economic potential. (3,4,5,12)



AVENUE OF THE ARTS

Broad Street, running North to South through the entire city of Philadelphia, forms half of the cross that meets at City Hall, anchoring the street grid system designed by William Penn. This system has kept Philadelphia highly accessible for over 250 years. But as recently as the early 1990s, Broad Street was not generally a place where one would want to be at night. There were few restaurants, and along most of Broad, if people came for a particular reason they left as soon as they could. Today, however, Broad Street is a focus of major urban growth, entering the new millennium as the revitalized "Avenue of the Arts." This shift has been so dramatic that the Philadelphia City Planning Commission (PCPC) recently won the American Planning Association's (APA) 2005 "Outstanding Planning Award for Implementation," for the realization of its plan entitled "Extending the Vision for South Broad Street: Building Philadelphia's Avenue of the Arts for the 21st Century." (PIC 16)

The plan provides a vision for development along South Broad Street from City Hall to Washington Avenue, by encouraging new activities and uses, as well as expanded public and private investment. In concert with other city agencies and the Avenue of the Arts, Inc., PCPC has worked to encourage multi-use projects that meet key goals: to attract more people to the Avenue during the day, to enhance physical linkages between the Avenue of the Arts and Center City's central business district, Convention Center, and the neighborhoods to the east and west of the Avenue, and to address problems of transportation and parking to ensure continued accessibility to the Avenue's attractions.

"Making downtowns more attractive places for people to live and visit takes a unified, coordinated strategy. As part of that strategy, our Planning Commission developed a plan that included a real focus on the arts. Major institutions along our Avenue of the Arts—the Kimmel Center for the Performing Arts, Wilma Theater, and University of the Arts—have been integrated into an overall plan that also includes residential, restaurant, retail and office space. Each of these other sectors has benefited because of the growth of the arts downtown."

-Mayor John F. Street (to be included in a box or other special way)

Progress

As a long and vital corridor, Broad Street links the two completely distinct neighborhoods of North Philadelphia and South Philadelphia at City Hall. While South Broad Street has received more attention through developments to the "Avenue of the Arts," both neighborhoods have demonstrated progress in creative economic development, as well as a wealth of further opportunity.

North Broad Street has a Jazzy, spoken word vibe, transitioning into the mainly cultural neighborhoods to the north. North Broad is home to the legendary Blue Horizon Boxing Venue, the Tomlinson Theater, Rock Hall, Freedom Theater, Conwell Dance Theater and Randall Theater. Closer to City Hall, progress is evident: streetscape improvements have been made, a developer has purchased 640 North Broad for a major residential development, the Philadelphia School District is relocating to Broad and Callowhill Streets, and the Pennsylvania Academy of Fine Arts has invested \$90 million in its space at Broad and Cherry Streets to commemorate its 200th Anniversary.

South Broad Street, further along in its development, has an established foundation on which to keep building creative economic spaces. South Broad is home to the Academy of Music, Merriam Theater, Prince Music Theater, Philadelphia High School for Creative and Performing Arts, Wilma Theater, Philadelphia Clef Club of Jazz and Performing Arts,

Brandywine Workshop, Zanzibar Blue Jazz Restaurant, and the University of the Arts. The Internationally renowned Cirque Du Soleil performs every year at Broad and Washington Avenues. Walnut Street, extending east and west from Broad, is the city's premier shopping district, and the intersection of Broad and Chestnut Streets alone boasts a Tower Records, a Borders Bookstore, a Capital Grill Restaurant, and a Ritz Carlton Hotel. Most recently, Symphony House, a \$126 million condominium project, broke ground at Pine Street and Broad Streets.



Symphony House

The project on Philadelphia's Avenue of the Arts will consist of a 31-story tower that includes 163 condominiums and a 35,000-square-foot building that will be the new home for the Philadelphia Theatre Co. The 400-seat theater fronting Broad Street will have street-level shops and restaurants. Many of these theaters and businesses opened or relocated to the Avenue of the Arts as a result of the creative economic initiatives spearheaded in the 1990s, and the Avenue is now a focus of highly diverse economic activity.

Creative Space Examples

Perhaps the most exciting project in recent history on the Avenue of the Arts is the Regional Center for Performing Arts (RPAC). RPAC began to take shape in 1996 when two projects came together: The Philadelphia Orchestra's ongoing plan to build a new home for itself, and a plan of then-Mayor Edward G. Rendell to provide a much-needed venue for some of Philadelphia's most prominent performing arts companies and for touring presentations. With the generous consent of the Orchestra, which had acquired a property at Broad and Spruce Streets, the two plans were merged under the supervision and management of RPAC. Today, the Kimmel Center for the Performing Arts consists of two major venues: Verizon Hall, a 2,500-seat concert hall custom made as the home of the Philadelphia Orchestra, Perelman Theater, a 650-seat recital theater and Commonwealth Plaza, an active, welcoming civic space. These facilities host eight resident companies: Verizon Hall is home to The Philadelphia Orchestra and to Peter Nero and the Philly Pops®. Perelman Theater is home to PHILADANCO, The Chamber Orchestra of Philadelphia, The Philadelphia Chamber Music Society and American Theater Arts for Youth.

Regional Performing Arts Center (RPAC) – Kimmel Center and Perlman Theater (PICS 20-25)



Kimmel Center

Owner:	Kimmel Center, Inc.
Address:	Broad and Spruce Streets
Footprint:	100,075 square feet
Gross program area:	429,085 square feet
Project Cost:	\$265 million (includes \$170 million in construction costs and a \$10 million endowment)
Project Leadership:	Willard G. Rouse III, Chairman, (RPAC) Tom Ridge, former Governor of Pennsylvania John Street, Mayor of Philadelphia Edward G. Rendell, former Mayor of Philadelphia
Groundbreaking:	November 12, 1998
Opening:	December 16, 2001

Design Strategy

The two major components, Verizon Hall and Perlman Theater, are treated as complete, free-standing buildings. Perlman Theater, with its curved façade, is placed off-axis toward the front of the site on Broad Street, while Verizon Hall, with its polygonal exterior, is centered at the far end. These two buildings are entirely enclosed by a surrounding structure of glass, steel and brick, so that the irregular spaces between and around them become a kind of indoor plaza, top-lit by day through an immense, glass-and-steel barrel vault roof.

Principal Design Features

The envelope for The Kimmel Center is constructed of glass, steel and brick. The façade along the Avenue of the Arts (Broad Street) is largely transparent at street level, allowing passersby to see into the public plaza. To maintain the scale of the surrounding residential and cultural buildings, the brick walls rise approximately to the height of the neighboring University of the Arts. The building is surmounted by a transparent, folded plate-glass barrel vault that extends the length of the structure and ends on both sides in a colossal glass arch. A pair of glass-encased elevators at the front of The Kimmel Center allows access to a restaurant on the third floor and to a rooftop garden above the Perlman Theater.

Verizon Hall



Verizon Hall

The 101,000 square foot Verizon Hall accommodates 2,500 patrons in four levels of seating. The exterior is entirely clad in Macore wood fins. The sinuous form of the hall is based on the shape of a cello. The interior surfaces are covered in mahogany, including the ceiling of each tier, reinforcing the image of a finely crafted musical instrument. Acoustic diffusion is achieved with the use of solid wood curving strips. A movable concert ceiling is located above the platform, creating an acoustical reflector for the musicians. This floating element, which also contains theatrical and concert lighting provisions for a cyclorama and a center speaker cluster, is finished in wood and cork. The hall also features acoustics adjustment chambers (71' high by approx. 16' deep) surrounding the audience seating at all levels on both sides of the room.

Perelman Theater

In contrast to the handcrafted, curving, organic forms of Verizon Hall, the 27,000 square foot Perelman Theater is designed as a metal-clad transformable space within the orthogonal form of an 87 foot cube. Finished in light woods and warm-colored fabrics with metallic highlights, the interior of the auditorium complements its soft gold exterior. Designed as an intimate multi-purpose recital hall, the Perelman Theater can accommodate an audience of 650 for conventional and experimental theater, music and dance simultaneously and individually. Its turntable stage enables the theater to be transformed from conventional proscenium stage configuration to an arena where seating and finishes wrap continuously around the auditorium at each level to complete the horseshoe plan.

Commonwealth Plaza

Access to Commonwealth Plaza, the civic space of The Kimmel Center, is provided through two glass-enclosed vestibules located on Broad and Spruce Streets. The floor throughout the plaza is covered in quartzite, and the naming wall and "Society of Founders" donor wall are made of black granite. The PECO café is open to the public during daytime hours.

Interesting Facts: (To be included or not included)

- More than 2,000 construction workers representing more than two dozen labor unions built the Kimmel Center.

- The Kimmel Center is 450,000 square feet and occupies an entire city block. The glass roof is more than 150 feet high.
- The Kimmel Center seats:
 - 2,547 in Verizon Hall
 - 651 in the Perelman Theater
- The Center's structure and finishing include:
 - 29,054 total cubic yards of concrete (equivalent to 92 miles of 5-foot wide sidewalk)
 - 317,000 masonry blocks
 - 3,700 total tons of structural steel
 - 2,281 tonnage of rebar (reinforcing steel bars)
 - 61,048 linear feet of structural steel tubing supporting the glass roof
 - 1,400 tons of steel in the arches supporting the glass end walls
 - 156,677 square feet (3.6 acres) of glass glazing
 - 660 tons of weights holding glass end walls
 - 9,300 gallons (860,000 square feet) of paint
 - 594 doors
 - 2.5 miles (13,184 linear feet) of handrails
 - 14 elevators
 - 144 bathroom fixtures (86 for women and 58 for men)
 - 135,000 total cubic yards of dirt were removed from the construction site at Broad and Spruce Streets

Challenges

There are several challenges that the Avenue of the Arts faces in its future development and growth. Because of the support and contributions of the former Rendell administration, the Avenue may have become dependent on governmental support. Because the current administration has focused on different initiatives, the Plan for North Broad Street is yet to be completed, and funding to Avenue Initiatives has decreased. There seems to be a lack of commitment from the stakeholders on the Avenue and there needs to become more of a district and not just some similar stakeholders in one place acting as individual entities. Because the Avenue is extremely diverse it is difficult to get entities with such different missions to work together. There needs to be more funding, resources, commitment, and awareness. There needs to be a district that deals with safety, marketing, advertising, lighting, signage, things that should not need to come from public funding.

Opportunities / Conclusion

Despite some of these challenges, the opportunities on the Avenue are endless. The proposed expansion of the Pennsylvania Convention Center and the redevelopment of the architecturally significant Divine Loraine Hotel on North Broad are two extremely important developments for the entire Region. On South Broad, there are several vacant lots that can create a true entrance to the Avenue of the Arts from South Philadelphia, including close to 200,000 square feet of vacant land at Broad and Washington Avenues. With more dedicated funding, less reliance on City Government, a similar plan for North Broad Street, and more participation from the stake holders on the avenue, the growth will continue. (1,8,9,11)

PENN

One of the treasures of Philadelphia is the University of Pennsylvania, known as Penn locally. Penn is one of the pre-eminent research institutions in the United States, and it is located near the heart of the City. The University recognizes that because of its "key economic and geographic position in the urban fabric of Philadelphia, Penn is a major factor in determining the quality of life and attractiveness of the region.

For decades, campus planning at Penn focused on reducing the entanglement of the institution with its surrounding urban fabric. While the University began as a collection of buildings built along city streets, throughout the Twentieth Century Penn successfully closed streets through the campus and the City placed streetcar lines in tunnels in order to establish a more park-like setting. After World War II, Penn began to purchase surrounding buildings and land for its campus expansion. By the 1990s, the process of University expansion had seriously eroded the urban fabric around Penn. Likewise, Philadelphia was experiencing its nadir of job loss and social desperation while the city government narrowly avoided bankruptcy. The neighborhood around the University was considered unsafe and physically deteriorated.



Penn Campus Map

It was during this era that the University fundamentally redefined its approach to urban spaces. Through the leadership of the President of the University, Judith Rodin, Penn released its 1996 Strategic Plan, "Agenda for Excellence," which recognized that the urban surroundings would play a key role in the long term health of the University. President Judith Rodin and her fellow leaders at Penn set out to create a model for urban universities all around the world to become catalysts for neighborhood transformation.

In order to become a catalyst, the University engaged in several partnerships to improve the quality of life for residents throughout the region. These partnerships involved plans to strengthen the existing residential community to the west, make the urban core of the university more dynamic and prepare for an expansion to the East that would link University City to Center City.

Progress Made

Responding to the need to improve primary education in the neighborhood adjacent to the University, Penn has funded and helped design with the local school authorities a public elementary school just west of the campus. The University also offers direct financial incentives to faculty and staff to purchase and renovate homes within walking distance of campus. The University has purchased over 20 buildings for rehabilitation. The University has also launched partnerships to improve policing, promote local businesses, and provide services such as sidewalk cleaning and graffiti removal. The City of Philadelphia has also contributed to the revitalization of West Philadelphia through the Neighborhood

Transformation Initiative. Through this initiative the City has assisted in the assemblage of vacant land to help facilitate development of residential neighborhoods. At the core of the University, Penn has developed a 500,000 square foot anchor development that includes a hotel, a Fresh Grocer supermarket, "The Bridge: Cinema De Lux," movie theater, a new Penn bookstore, public plazas, and a raft of stores and restaurants.



Cinema Delux

Fresh Grocer Supermarket and Parking Garage

Current development at Penn is geared toward the recently purchased post office site near 30th Street Station. Penn sees the current Postal Facility, a 14 acre site, as a gateway linking University City to the city's hub, the Center City Business District. The development would transform two large buildings and a vacant tract of land into a mix of residential, commercial and academic buildings, anchored by promenades and lawns with an unobstructed view of Center City. The horn-shaped parcel is unique. It's across the street from 30th Street Station; offers one of the best views of the skyline; and is steps away from some of the city's largest employers, including the university itself.

Creative Spaces Examples

In anticipation of the future development of the Postal Site, and in attempt to further connect the University of Pennsylvania and University City to Center City, the area around 31st and Walnut streets has already seen several developments geared to the creative economy. The left bank building has been transformed into luxury loft apartments and the University of Pennsylvania has developed a state of the art adaptive re-use project. The 130,000 square foot Transitional Research Facility at 121 South 31st Street is a \$75 million project that is the first of its kind in Philadelphia. The area has also been transformed into one of the region's live music and entertainment hotspots. The University of Pennsylvania's nationally renowned radio station, 88.5/WXPN and World Cafe Live, have relocated to the Hajoca building, a former plumbing supply house.

Hajoca Building – World Café Live Entertainment Venue



Hajoca Building



Hajoca Building

Owner: University of Pennsylvania
Developer: WXPB / Real Entertainment / Dranoff
Address: 3025 Walnut Street

Development:

With 40,000 square feet, including a cutting-edge live music venue, restaurants, studio space, and loft-style offices, this development is the type of mixed use facility that will help attract young professionals of the creative economy. The downstairs area of World Cafe Live holds a three-tiered music hall with seating for up to 500 people, while an intimate overhead mezzanine accommodates an additional 100 patrons. Upstairs, a cafe with seating for 100 features live radio broadcasts and live music, both day and night. Both the upstairs and downstairs music venues are fully equipped with table dining and well-stocked bars.

To make this project a reality, the nonprofit radio station 88.5/WXPB, owned by the University of Pennsylvania, teamed up with Carl Dranoff, a longtime Philadelphia developer of historic properties, and a Villanova entrepreneur Hal Real, founder of the Real Entertainment Group.

Finance:

- Penn, owner of Hajoca building, signed Dranoff to a long-term lease to develop the property.
- WXPB and Real Entertainment will have 15-year subleases from Dranoff, with two five-year options to renew at market-rate rent.
- Hal Real is financing his World Cafe Live side by raising \$3.5 million from private investors and receiving \$1 million in building improvements from Dranoff.
- WXPB invested \$3 million for building improvements, furniture, architect fees, equipment and other costs. Its rent will be \$425,000 annually, plus an estimated \$130,000 in utilities and maintenance.
- WXPB receives about \$130,000 annually from Real Entertainment in World Cafe licensing and other fees.

Challenges / Opportunities / Conclusion

One of the most daunting challenges is to break the physical and psychological barrier between Center City and University City. The Schuylkill expressway, which runs along the river separating the two hubs, presents an extremely difficult obstacle that will take extremely creative planning and development to overcome. However, the development east along Walnut Street to the post office site and along the Schuylkill River is extremely important.

"It's really the front door to the city," said Jerry Sweeney, board chairman of Schuylkill River Development Corp. and president and chief executive officer of Brandywine Realty Trust, which recently broke ground on the Cira Centre, a 30-story office building under construction on the north side of 30th Street Station. The site - west of the Schuylkill, between Market Street and South Street - has also been designated a Keystone Opportunity Zone, which could translate into tax abatements for some future tenants. Though Penn's plans are subject to change, the vision includes a mix of residential and commercial structures along Walnut Street, and recreational and academic facilities south of Walnut. The future development of this extremely important site needs to be haven for the creative economy. (2,7,10)

NAVAL YARD



Intro

For over 250 years there has been an American navy yard on the banks of Delaware River in Philadelphia. From giving birth to United States Navy and Marine Corps, to launching and repairing thousands of ships in the nation's defense, to spawning innovation and excellence in aviation and maritime research and production, Philadelphia's Delaware River has been at the leading edge of military, commercial, and industrial advancement since the days of our Founding Fathers.

Progress

A series of events over the past decade have begun to change this reality, paving the way for new opportunities for the creative economy. The U.S. Navy officially decommissioned the Naval Shipyard and Naval Station in 1996 and 1998 respectively making the way for both the redevelopment of the site and a new era of engineering, research, and development in the Philadelphia Region. The Philadelphia Industrial Development Corporation, as the City's economic development corporation, accepted ownership of more than 1,000 acres from the Navy in 2000 and plans to move forward with development.

In the initial years of transition, an extraordinary amount of investment and activity has been occurring at the site. With more than 4 million square feet of occupied buildings and a work force in excess of 6,000, The Navy Yard has begun to re-establish itself as a substantial economic engine for our region. The Navy's remaining civilian workforce, largely focused on cutting edge engineering, research, and design in the areas of propulsion and energy, represents a strong "anchor tenant". Much of the private employment established to date has built on the site's industrial and maritime assets. The development of the Kvaerner Philadelphia Shipyard (PIC) has built on these traditional assets with a new, state-of-the-art commercial shipbuilding facility and workforce that is the most modern and well trained in the world.

Opportunities

The future development of the site needs to build on the property's essential assets, which include: an unmatched historical district with extraordinary turn-of-the-century architecture and landscape; the site's enormous scale; its location at the center of the region's transportation networks and labor force; the critical mass of its existing activity; its more than 2.5 miles of frontage along the Delaware River; and its proximity to the cultural amenities and intellectual capital of the region.

This site should include everything one would expect from a great city: industrial development, offices, retail, waterfront amenities, executive conferencing, research and development, mass transit, great public spaces, and the potential for residential development. This is an amazing opportunity for Philadelphia to design and build spaces for the creative economy.

Historic Core



The Historic Core is the town center of The Navy Yard, with historic buildings, mature landscaping, and small town intimacy offering unique and varied development opportunities for office, R&D and related activities.

- 167 acres
- 2 million square feet of capacity, including historic renovations and new, build-to-suit construction
- A National Register of Historic Places District
- More than one mile of prime waterfront
- Within Keystone Opportunity Improvement Zone

Corporate Center



The Corporate Center, developed by Liberty Property Trust / Synterra LP, is a new master planned development within The Navy Yard featuring build-to-suit, Class A office space surrounded by generously landscaped parks. The Corporate Center will feature sustainable architecture, parks and open spaces, with high visibility from I-95.

- 70 acres
- 1.4 million square feet of mid-rise office buildings
- Convenient free parking
- Within Keystone Opportunity Improvement Zone

Research Park



The Research Park is a new master planned development within The Navy Yard featuring build-to-suit opportunities for life sciences, pharmaceutical, research and development, manufacturing and distribution uses.

- 80 acres
- 935,000 square feet of capacity
- Suburban design with ample free parking, and exceptional proximity to Philadelphia's universities, hospitals, and private corporations
- Within Keystone Opportunity Improvement Zone

Future Development



The Navy Yard's vast size and dramatic expanse of waterfront provides the perfect opportunity to expand the development in the future.

- 200 waterfront acres
- 1.5 miles of frontage along the Delaware River
- Capacity for expanded research, campus, executive conference center, marina, residential and commercial developments

Conclusion

The Navy Yard is an extraordinary asset and if planned correctly, could bring stimulating new life and future economic growth by extending the city to the water. Needs to be marketed better...it has amazing potential, but not known to everyone. It has to develop more amenities for housing. (6,10)

CONCLUSION

As Philadelphia is learning first hand, the future of cities will determine our way of life. With land preservation being extremely important and the population ever increasing, the existing infrastructure of the world's great cities is where our growth should occur. It is becoming more and more evident that suburban sprawl is not only not good for our environment, but is not a pleasant way of life. Individuals are learning that it is more beneficial for them and their children to experience culture a diverse environment, and not have to worry about driving 20 minutes for a gallon of milk.

Philadelphia has so many additional amenities to the three creative clusters, such as the Delaware and Schullyll Rivers, the Philadelphia Museum of Art, and a central location on the East Coast. The challenge will be for government officials to collaborate with the leaders of the creative movement, the cultural and educational institutions, and the business community to develop initiatives that are known to the entire City and that can create a buzz of confidence throughout the entire region. Government housing programs have to be revamped and geared toward this type of movement. These three clusters of potential creative development must be realized, and nurtured. If this happens, Philadelphia, along

with several other world class cities, will lead their respective regions into the new millennium.

END NOTES

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